



# Coffs Harbour City Council

18 May 2016

## ORDINARY MEETING

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

**THURSDAY, 26 MAY 2016**

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

## AGENDA

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

Steve McGrath  
General Manager



**COFFS HARBOUR CITY COUNCIL**

**ORDINARY MEETING**

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

**26 MAY 2016**

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**ITEM DESCRIPTION**

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| BS16/13 | QUARTERLY BUDGET REVIEW STATEMENT FOR MARCH 2016                                     |
| BS16/14 | DEVELOPER CONTRIBUTIONS PLAN - BIKE/FOOTPATH IN NORTH SOLITARY DRIVE, NORTH SAPPHIRE |

**SUSTAINABLE COMMUNITIES DEPARTMENT REPORTS**

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| SC16/25 | COFFS COAST TOURISM STRATEGIC PLAN 2020 - FINAL  |
| SC16/26 | CULTURAL REFERENCE GROUP – TERMS OF REFERENCE    |
| SC16/27 | COMMITTEE MEMBERSHIP – ACCESS ADVISORY COMMITTEE |

**NOTICE OF MOTION - SUSTAINABLE INFRASTRUCTURE**

- |          |                                      |
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| NOM16/13 | CITY WORKS / COASTAL WORKS REPORTING |
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**SUSTAINABLE INFRASTRUCTURE DEPARTMENT REPORT**

- |         |  |
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| SI16/27 | RMS - PROPOSED TRIAL - TRAFFIC ELIMINATION PROJECT |
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## TRUST REPORT

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

T16/6      COFFS HARBOUR DEEP SEA FISHING CLUB LTD - UNSOLICITED  
PROPOSAL AND REQUEST FOR DIRECT NEGOTIATION

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

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

- (i) prejudice the commercial position of the person who supplied it, or
- (ii) confer a commercial advantage on a competitor of the council, or
- (iii) reveal a trade secret.

(g) advice concerning litigation, or advice that would otherwise be privileged from production in legal proceedings on the ground of legal professional privilege,

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



**COFFS HARBOUR CITY COUNCIL**  
**ORDINARY MEETING**  
**COUNCIL CHAMBERS**  
**COUNCIL ADMINISTRATION BUILDING**  
**COFF AND CASTLE STREETS, COFFS HARBOUR**  
**12 MAY 2016**

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**COFFS HARBOUR CITY COUNCIL**

**ORDINARY MEETING**

**12 MAY 2016**

**Present:** Councillors D Knight (Mayor), J Arkan, N Cowling, G Innes, K Rhoades, M Sultana and S Townley

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

**Leave of Absence:** Councillor Degens

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

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

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

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**DISCLOSURES OF INTEREST**

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No disclosures of interest.

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**APOLOGY**

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There were no apologies.

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**PUBLIC ADDRESS**

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No public address.

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**CONFIRMATION AND ADOPTION OF MINUTES**

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- 92 RESOLVED** (Innes/Sultana) that the minutes of the Ordinary meeting held on 28 April 2016 be confirmed as a true and correct record of proceedings.

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

**GENERAL MANAGER'S REPORTS**

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**GM16/7 COUNCILLOR VACANCY ON COMMITTEES**

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**Executive Summary**

The resignation of Councillor Robert Palmer from civic office has left a Councillor vacancy on the Yandaarra Aboriginal Consultative Committee and the Coffs Coast Tourism Committee. The purpose of this report is to gain a new Councillor representative for each of these committees. The representative will hold this role until the Local Government election in September.

The Mayor asked for nominations for a Councillor representative on the Destination Coffs Coast s355 Committee.

Council nominated Councillor Arkan as the Councillor representative on the Destination Coffs Coast s355 Committee.

**The nomination on being put to the meeting was carried unanimously.**

The Mayor asked for nominations for a Councillor representative on the Yandaarra Aboriginal Consultative Committee.

Council nominated Councillor Townley as the Councillor representative on the Yandaarra Aboriginal Consultative Committee.

**The nomination on being put to the meeting was carried unanimously.**

**GM16/7 Councillor Vacancy On Committees... (Cont'd)**

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**93 RESOLVED** (Rhoades/Cowling):

That Council:

1. Nominate Cr Townley as the Councillor representative on the Yandaarra Aboriginal Consultative Committee.
2. Nominate Cr Arkan as the Councillor representative on the Destination Coffs Coast s355 Committee.

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

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**MOTION**

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**MOVED** (Cowling) that all Officers Reports be moved en globo.

The **MOTION** lapsed in the absence of a seconder.

**BUSINESS SERVICES DEPARTMENT REPORTS**

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**BS16/10 ENVIRONMENTAL LEVY PROJECTS QUARTERLY REPORT TO 31 MARCH 2016**

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**Executive Summary**

The purpose of this report is to provide Council with a quarterly status report to 31 March 2016 on the projects funded under the Environmental Levy (EL) Program. The Environmental Levy Program funds environmental projects that would not otherwise be undertaken with revenue funding.

**94 RESOLVED** (Innes/Townley) that Council notes the status of the Environmental Levy projects as at 31 March 2016.

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

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**BS16/11 LOCAL GOVERNMENT REFORM - REVIEW OF THE LOCAL GOVERNMENT RATING SYSTEM**

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**Executive Summary**

As part of the NSW State Government Local Government Reform Agenda the Independent Pricing and Regulatory Tribunal (IPART) is conducting a review of the local government rating system in NSW. The review is being conducted in accordance with terms of reference provided by the Premier, which require IPART to:

- review the current rating system and recommend reforms that aim to enhance councils' ability to implement sustainable and equitable fiscal policy, and
- recommend a legislative or regulatory approach to achieve the Government's policy that there will "be no change to the existing rate paths for newly merged councils for four years".

IPART is seeking comment on 23 specific issues identified in the issues paper as well as any other issues stakeholders may identify as relevant to the terms of reference.

This report provides Council with comments on the relevant matters (issues 1-12) in IPART's issues paper. The comments should be considered by Council, and if acceptable, included in a submission to IPART.

- 95 RESOLVED** (Rhoades/Innes) that Council endorses a submission to IPART's Review of the Local Government Rating System Issues Paper as outlined in the Issues section of this report.

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

**SUSTAINABLE COMMUNITIES DEPARTMENT REPORTS**

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**SC16/23 CULTURAL FACILITY DEVELOPMENT - LIBRARY AND GALLERY PLANNING ADVISORY GROUP - TERMS OF REFERENCE**

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**Executive Summary**

The Library and Gallery Planning Advisory Group (LGPAAG), consisting of six community members and three Councillors, is a key component of community engagement supporting the development of detailed research and concept planning for a new Central Library and Regional Gallery for Coffs Harbour.

The LGPAAG met for the first time on Wednesday, 27 April 2016 and confirmed their agreement with the Terms of Reference as attached.



**SC16/23 Cultural Facility Development - Library and Gallery Planning Advisory Group - Terms Of Reference... (Cont'd)**

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**96 RESOLVED** (Innes/Townley):

That Council:

1. Endorse the Terms of Reference for the Library and Gallery Planning Advisory Group.
2. Accept the nomination for Cr Arkan for a position on the Library and Gallery Planning Advisory Group.

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

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**SC16/24 DRAFT NORTH COAST REGIONAL PLAN SUBMISSION**

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**Executive Summary**

The objective of this report is to provide Council with:

- an overview of the draft North Coast Regional Plan as exhibited by the NSW Government; and
- a submission to the draft Plan for lodgment with the State government (see Attachment 1).

The recently announced draft North Coast Regional Plan is the State government's blueprint for both the Mid and Far North Coast of NSW for the next 20 years. If adopted, it will replace the Mid North Coast Regional Strategy 2009. The draft Plan is currently on display for public consultation until 2 June 2016. The documents on display include the draft Plan (Attachment 2) and the North Coast Subregions Background Paper (Attachment 3).

This report provides details of the contents of the draft Plan, as well as a submission to be lodged with the State government in response to the public consultation process.

**97 RESOLVED** (Arkan/Townley) that Council endorses the attached submission (Attachment 1) to the draft North Coast Regional Plan.

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

## **SUSTAINABLE INFRASTRUCTURE DEPARTMENT REPORTS**

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### **SI16/25 ACQUISITION OF EASEMENT FOR UNDERGROUND CABLE AND PADMOUNT SUBSTATION - PARK BEACH HOLIDAY PARK, COFFS HARBOUR**

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#### **Executive Summary**

The purpose of this report is to obtain formal Council approval to make the appropriate applications to the Minister and Governor to obtain their consent to the compulsory acquisition of an easement for electrical underground cables and a padmount substation. Once acquired the easements are to be transferred to Essential Energy as previously agreed which will protect recently constructed electrical infrastructure at the Park Beach Holiday Park.

**98 RESOLVED** (Innes/Sultana):

That Council:

1. Make application to the Office of Local Government seeking the Minister's approval to make a recommendation to the Governor for Governor's consent to place an acquisition notice in the Gazette to acquire an Easement in gross for Underground Powerline approximately 2 wide and Multipurpose Installation being dimensions of approximately 7 metres by 4.2 metres. Attachment 1 to this report shows the location of the proposed easements. The acquisition is by compulsory process under the Land Acquisition (Just Terms Compensation) Act, 1991 with the consent of the Crown.
2. Enter into a pre-acquisition agreement in regard to Nil compensation under Section 63 of the Land Acquisition (Just Terms Compensation) Act, 1991.
3. Execute any necessary documents under the common seal of Council.
4. Upon acquisition of the easements in Council's favour that they be transferred to Essential Energy for Nil compensation and at Council's cost.

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

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### **SI16/26 TRAFFIC COMMITTEE MEETING NO. 2/2016**

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#### **Executive Summary**

To confirm Minutes of the informal Traffic Committee Meeting 2/2016 held on 27 April 2016.

**99 RESOLVED** (Cowling/Innes):

**SI16/26 Traffic Committee Meeting No. 2/2016... (Cont'd)**

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T.24 – Adjustment of Signs and Linemarking for No Stopping - Bangalee Crescent Toormina 5939800 & 5945974

That the existing No Stopping Zones on both sides of Bangalee Crescent Toormina, be extended approx. 40 metres west (ie 52 metres from the traffic lights hold line at Toormina Road intersection), as per plan T.24-2016.

T.25 – Park Beach Road Coffs Harbour Pedestrian Refuge - Linemarking, No Stopping and Keep Left

That a 40m No Stopping zone be installed on both sides (20m each side) adjacent to the new refuge on Park Beach Road 170m west of Phillip Street, Coffs Harbour intersection together with Keep Left signage and standard linemarking, as per plan T.25-2016.

T.26 - Collingwood Street Coffs Harbour Pedestrian Refuge - Linemarking, No Stopping, Keep Left and No Parking

That a 20m No Stopping zone be installed and the No Parking zone (9m) reinstated east of the new No Stopping zone adjacent to the new refuge on Collingwood Street east of Edgar Street, Coffs Harbour intersection together with Keep Left and Left Only signage and line marking, as per plan T.26-2016.

T.27 - Parking Restriction - 130 West High Street Coffs Harbour

That the 1 hour car parking space in West High Street (South) East of Lyster Street, Coffs Harbour, be replaced with a 15 minute parking zone, as per plan T.27-2016.

T.28 - No Stopping - 48 West High Street Coffs Harbour 5736506

That the request be denied.

T.29 – Upper Orara Road, Upper Orara – Upper Orara Public School – Bus Zone 5947620

Deferred pending further investigations.

T.30 - Bus Zone Signs - Beryl and Marcia Street Coffs Harbour 5959654

That approval is given to install 30m bus zones at Pacific Highway bus stops

1. North of the Beryl Street intersection (West), Coffs Harbour, as per plan T.30a -2016.
2. North of the Marcia Street intersection (West), Coffs Harbour, as per plan T.30b -2016.

**SI16/26 Traffic Committee Meeting No. 2/2016... (Cont'd)**

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T.31 – Traffic Issues Service Road - The Big Banana 351 Pacific Highway Coffs Harbour 6005539

That approval be given for the installation of two 15 minute parking zones for 28m and 35m. One 10m loading zone and a 23m No Stopping zone on the western side and a 89m No Stopping on the eastern side of the Big Banana service road, Coffs Harbour, as per plan T.31-2016.

T.32 - No Stopping - Stadium Drive Coffs Harbour

That approval is given to install a No Stopping zone in Stadium Drive, Coffs Harbour from the International Stadium entrance east for 70m, as per plan T.32-2016.

T.33 – Parking - Camperdown Street Coffs Harbour 5994914

That the conversion of angled parking to parallel parking in Camperdown Street, adjacent the Pier Hotel be deferred pending the development of a detailed design of the proposed upgraded pedestrian refuge on the intersection of Camperdown Street and Harbour Drive, Coffs Harbour (to be constructed in 2016 – 2017).

T.34 - Temporary Road Closure - 2016 NAB Coffs Coast Cycle Challenge 5986469

That approval is given for the 2016 NAB Coffs Coast Cycle Challenge. The Hill Climb to be held on Saturday 13 August 2016. The Challenge consisting of a 100km, 60km, 40km, 20km and 10km rider to be held on Sunday 14 August 2016.

Approval is given for the road closure, 100 metres West of Orara Way, Coramba, to the intersection of Eastern Dorrigo Way/Bushmans Range Road, Lowanna, from 2.00pm - 4.00pm and the temporary closure of the southern traffic lane (west bound) of Eastern Dorrigo Way, at the start and finish lines for 200 metres from 1.30pm – 4.00pm (when required) for the purpose of holding the NAB Coffs Coast Cycle Challenge Ulong Uphill Climb subject to the following conditions:

1. A current insurance certificate of currency for a minimum insured amount of \$20 000 000 and noting the Coffs Harbour City Council as an interested party for the event be submitted by 1<sup>st</sup> August 2016.
2. NSW Police approval is obtained to be submitted by 1<sup>st</sup> August 2016

The submission and approval of relevant council event application/s and compliance with any conditions imposed therein

3. Where a Traffic Management Plan is deemed required by council, Local Traffic Committee advice is sought for the event Traffic Management Plan prior to approval of traffic control devices. This includes a Risk Management Plan and Traffic Control Plan/s with map indicating any alternative routes required for traffic detours. This includes the following conditions:

**SI16/26 Traffic Committee Meeting No. 2/2016... (Cont'd)**

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- a. Traffic Control Plans to be drawn to scale and indicate the provision of passageways and clearances for pedestrian and emergency access. Plans should be prepared in accordance with Roads & Maritime Services Guide to Traffic Control at Worksites and to be submitted to Council before 1<sup>st</sup> August 2016
  - b. All signage erected for the event should not cause a hazard for motorists or pedestrians and be removed immediately following the completion of the event
  - c. Temporary Speed Zone Authorisation is obtained from the roads authority for any reduced speed limit/s required as part of the traffic control for the event. Where local council is the roads authority, notification of any reduced speed limit should be forwarded to Roads and Maritime Service and NSW Police
  - d. Conformance with approved Traffic Management Plan and associated Traffic Control Plans which shall be implemented and controlled by Roads & Maritime Services accredited persons
4. Consultation with emergency services (Fire & Ambulance) and any identified issues addressed
  5. Consultation with taxi operators and arrangements made for provision of services during conduct of the event
  6. Community and affected business consultation including adequate response/action to any raised concerns
  7. Arrangements made for private property access and egress affected by the event
  8. The organisers be responsible for all costs associated with the temporary closure, including advertising.
  9. All participants to obey road rules at all times during the event.
  10. Organiser to ensure all participants' parking is legal and safe.
  11. All cyclists to remain at the finish line on Eastern Dorrigo Way until last cyclist has completed the climb and the downhill ride to be marshalled.

**T.35 - Temporary Road Closure First Avenue Sawtell - VW Spectacular**

The road closures be advertised and providing no substantive objections are received, the closure be approved subject to the following:

1. A current insurance Certificate of Currency for a minimum insured amount of \$20,000,000 and noting the Coffs Harbour City Council as an interested party for the event be submitted by 25 June 2016
2. NSW Police approval is obtained and submitted to Council by 25 June 2016

The submission and approval of relevant council event application/s and compliance with any conditions imposed therein

**SI16/26 Traffic Committee Meeting No. 2/2016... (Cont'd)**

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3. Local Traffic Committee advice is sought for the event Traffic Management Plan prior to approval of traffic control devices. This includes a Risk Management Plan and Traffic Control Plan/s. The following traffic control conditions shall also be observed;
  - a. Traffic Control Plans to include a map indicating any alternative routes required for traffic detours.
  - b. Traffic Control Plans to be drawn to scale and indicate the provision of passageways and clearances for pedestrian and emergency access. Plans should be prepared in accordance with Roads & Maritime Services Guide to Traffic Control at Worksites and submitted by 25 June 2016.
  - c. All signage erected for the event should not cause a hazard for motorists or pedestrians and be removed immediately following the completion of the event
  - d. Temporary Speed Zone Authorisation is obtained from the roads authority for any reduced speed limit/s required as part of the traffic control for the event. Where local council is the roads authority, notification of any reduced speed limit should be forwarded to Roads and Maritime Service and NSW Police
  - e. Conformance with approved Traffic Management Plan and associated Traffic Control Plans which shall be implemented and controlled by Roads & Maritime Services accredited persons
4. Consultation with emergency services (Fire & Ambulance) and any identified issues addressed in a timely manner
5. Consultation with bus and taxi operators and arrangements made for provision of services during conduct of the event
6. Community and affected business consultation including adequate response/action to any raised concerns
7. Arrangements made for private property access and egress affected by the event
8. The event organiser notifies local community of the impact of the event/s by advertising in the Coffs Coast Advocate a minimum of one week prior to the operational impacts taking effect. The advertising must include the event name, specifics of any traffic impacts or road closures and times, alternative route arrangements, event organiser, a personal contact name and a telephone number for all event related enquiries or complaints
9. That the applicant organise for the events to be listed on Coffs Harbour City Council website.
10. The organisers are responsible for all costs associated with the temporary closure and clean up, including advertising

T.36 - Temporary Road Closure - Woolgoolga Curryfest 2016\_5987595

That approval to be given to the temporary road closure of the following:

- Beach Street from Wharf Street to Carrington Street, Woolgoolga
- Queen Street from Beach Street to Market Street, Woolgoolga

**SI16/26 Traffic Committee Meeting No. 2/2016... (Cont'd)**

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- Market Street from Nightingale Street to Queens Street, Woolgoolga (half Queen Street/Market Street intersection to remain open).

For the purpose of conducting the Woolgoolga Curryfest on Saturday 24 September 2016 the road closure will be advertised and providing no substantive objections are received, the closure will be approved, subject to the following:

1. A current insurance Certificate of Currency for a minimum insured amount of \$20,000,000 and noting the Coffs Harbour City Council as an interested party for the event be submitted by 1st September 2016
2. NSW Police approval is obtained and submitted to Council by 1st September 2016
3. The submission and approval of relevant council event application/s and compliance with any conditions imposed therein
4. Local Traffic Committee advice is sought for the event Traffic Management Plan prior to approval of traffic control devices. This includes a Risk Management Plan and Traffic Control Plan/s. The following traffic control conditions shall also be observed;
  - a. Traffic Control Plans to include a map indicating any alternative routes required for traffic detours.
  - b. Traffic Control Plans to be drawn to scale and indicate the provision of passageways and clearances for pedestrian and emergency access. Plans should be prepared in accordance with Roads & Maritime Services Guide to Traffic Control at Worksites and submitted by 1 September 2016.
  - c. All signage erected for the event should not cause a hazard for motorists or pedestrians and be removed immediately following the completion of the event
  - d. Temporary Speed Zone Authorisation is obtained from the roads authority for any reduced speed limit/s required as part of the traffic control for the event. Where local council is the roads authority, notification of any reduced speed limit should be forwarded to Roads and Maritime Service and NSW Police
  - e. Conformance with approved Traffic Management Plan and associated Traffic Control Plans which shall be implemented and controlled by Roads & Maritime Services accredited persons
5. Consultation with emergency services (Fire & Ambulance) and any identified issues addressed in a timely manner
6. Consultation with bus and taxi operators and arrangements made for provision of services during conduct of the event
7. Community and affected business consultation including adequate response/action to any raised concerns
8. Arrangements made for private property access and egress affected by the event
9. The event organiser notifies local community of the impact of the event/s by advertising in the Coffs Coast Advocate a minimum of one week prior to the operational impacts taking effect. The advertising must include the event name, specifics of any traffic impacts or road closures and times, alternative route arrangements, event organiser, a personal contact name and a telephone number for all event related enquiries or complaints

**SI16/26 Traffic Committee Meeting No. 2/2016... (Cont'd)**

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10. That the applicant organise for the events to be listed on Coffs Harbour City Council website.
11. The organisers are responsible for all costs associated with the temporary closure and clean up, including advertising.

T.37 - Temporary Road Closure - Sawtell Chilli Festival 3 July 2016 5994909 R.501520

That approval be given for the temporary road closure of First Avenue, Sawtell, between 50m north of Second Avenue and Boronia Street, and Second Avenue from 30m west and 35m east of First Avenue between the hours of 6.00am and 6.00pm on Saturday, 3 July 2016.

The road closure will be advertised and providing no substantive objections are received, the closure be approved subject to the following:

1. A current insurance Certificate of Currency for a minimum insured amount of \$20,000,000 and noting the Coffs Harbour City Council as an interested party for the event be submitted by 1st June 2016
2. NSW Police approval is obtained and submitted to Council by 1st June 2016
3. The submission and approval of relevant council event application/s and compliance with any conditions imposed therein
4. Local Traffic Committee advice is sought for the event Traffic Management Plan prior to approval of traffic control devices. This includes a Risk Management Plan and Traffic Control Plan/s. The following traffic control conditions shall also be observed;
  - a. Traffic Control Plans to include a map indicating any alternative routes required for traffic detours.
  - b. Traffic Control Plans to be drawn to scale and indicate the provision of passageways and clearances for pedestrian and emergency access. Plans should be prepared in accordance with Roads & Maritime Services Guide to Traffic Control at Worksites and submitted to Council by 1st June 2016
  - c. All signage erected for the event should not cause a hazard for motorists or pedestrians and be removed immediately following the completion of the event
  - d. Temporary Speed Zone Authorisation is obtained from the roads authority for any reduced speed limit/s required as part of the traffic control for the event. Where local council is the roads authority, notification of any reduced speed limit should be forwarded to Roads and Maritime Service and NSW Police
  - e. Conformance with approved Traffic Management Plan and associated Traffic Control Plans which shall be implemented and controlled by Roads & Maritime Services accredited persons



**SI16/26 Traffic Committee Meeting No. 2/2016... (Cont'd)**

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5. Consultation with emergency services (Fire & Ambulance) and any identified issues addressed in a timely manner
6. Consultation with bus and taxi operators and arrangements made for provision of services during conduct of the event
7. Community and affected business consultation including adequate response/action to any raised concerns
8. Arrangements made for private property access and egress affected by the event
9. The event organiser notifies local community of the impact of the event/s by advertising in the Coffs Coast Advocate a minimum of one week prior to the operational impacts taking effect. The advertising must include the event name, specifics of any traffic impacts or road closures and times, alternative route arrangements, event organiser, a personal contact name and a telephone number for all event related enquiries or complaints
10. That the applicant organise for the events to be listed on Coffs Harbour City Council website.
11. The organisers are responsible for all costs associated with the temporary closure and clean up, including advertising.

T.38 - Intersection at Pacific Highway/West High Street Coffs Harbour 5508526 R.509970

That approval to reduce the approved left turn lane in West High Street (north), Coffs Harbour to 20.0m from the intersection of the Highway and install one (1) 12.5m Loading zone and two (2) 6.5m half hour parking spaces as per plan T.38-2016.

T.39 - Modifications to William Bayldon School bus bay and informal parking area on road reserve, Lyons Road, Toormina

Approval to install a left turn only sign, a no entry sign, a no stopping zone, lane markings and a bus zone in the William Bayldon School bus bay, Lyons Road, Toormina as per plan T.39-2016.

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

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**REQUESTS FOR LEAVE OF ABSENCE**

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- 100 RESOLVED** (Innes/Rhoades) that Cr Degens be granted leave of absence from Council for 26 May 2016.

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**QUESTIONS ON NOTICE**

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No questions on notice.

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**MATTERS OF AN URGENT NATURE**

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**MUN16/4 Telecommunications Tower at Mullaway**

Councillor Rhoades raised issue of proposed telecommunications tower at Mullaway. Cr Rhoades asked if Council could put in a submission against the proposal.

*General Manager advised that the issue has been raised within Council and that he understands that council staff are preparing a submission.*

**MUN16/5 Communication at Public Meetings by Councillors**

Councillor Rhoades reminded Councillors to be mindful of the facts before communicating at public meetings. He also took the opportunity to thank Council Officer Jason Bailey for his comprehensive report that went to all Councillors regarding the Woolgoolga Reserve Plan of Management.

This concluded the business and the meeting closed at 5.34 pm.

Confirmed: 26 May 2016

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Denise Knight  
Mayor



## REPORT TO ORDINARY COUNCIL MEETING

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### BANK AND INVESTMENT BALANCES FOR MARCH 2016

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**REPORTING OFFICER:** Section Leader Financial Planning  
**DIRECTOR:** Director Business Services  
**COFFS HARBOUR 2030:** LC3.1 Council supports the delivery of high quality, sustainable outcomes for Coffs Harbour  
**ATTACHMENTS:** ATT Investment Report Pack as at March 2016

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**Recommendation:**

**That Council:**

1. **Notes the bank balances and investments totaling (from loans, Section 94 and other avenues that form the restricted accounts and are committed for future works) \$165,531,607 as at 31 March 2016.**
2. **Notes the general fund unrestricted cash and investments totaling \$939,216 as at 31 March 2016.**

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### EXECUTIVE SUMMARY

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The purpose is to report on Council's Bank Balances and Investments as at 31 March 2016. Council receives independent advice and invests surplus funds in accordance with Councils Investment Policy to maximise investment income and preserve capital to assist with funding requirements for projects listed under the Coffs Harbour 2030 Community Strategic Plan.

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## **REPORT**

### **Description of Item:**

A copy of the state of Bank Balances and Investments as at 31 March 2016 is attached.

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

Interest when paid, say quarterly, would result in reductions in the market value of the investments.

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

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

### **Issues:**

There are no issues associated with the report.

### **Options:**

As the report is for noting only, an options analysis is not required.

### **Sustainability Assessment:**

- **Environment**

There are no perceived current or future environmental impacts.

- **Social**

There are no perceived current or future social impacts.

- **Civic Leadership**

Council invests surplus funds to maximise investment income and preserve capital to assist with funding requirements for projects listed under the Coffs Harbour 2030 Community Strategic Plan.

- **Economic**

#### **Broader Economic Implications**

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

### Delivery Program/Operational Plan Implications

For March 2016 it is noted that after deducting, from the total bank and investment balances of \$165,531,607 the estimated restricted General, Trust, Water and Sewerage cash and investments (\$164,592,391) the Unrestricted Cash is \$939,216.

### Risk Analysis:

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

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

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

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

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

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

- Deposits/Covered Bonds – these share first ranking
- Senior debt – Floating Rate Notes/Fixed Coupon Bonds.
- Subordinated debt
- Hybrids

- Preference shares
- Equity shares (common shares).

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

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

**Consultation:**

Council's investment advisors, Laminar Group Pty Ltd have been consulted in the preparation of this report.

**Related Policy, Precedents and / or Statutory Requirements:**

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

Local Government Act 1993 – Section 625

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

Local Government General Regulation 2005

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

**Implementation Date / Priority:**

Nil.

Further details are provided as a note on the attachment.

**Conclusion:**

Council should consider the information provided in the report and the Councilors' Resource Centre and adopt the recommendation provided.



# Investment Report Pack

**Coffs Harbour City Council**

1 March 2016 to 31 March 2016



## Contents

1. Coupon Interest Income For 1 March 2016 to 31 March 2016
2. Portfolio Valuation As At 31 March 2016
3. Portfolio Valuation By Categories As At 31 March 2016
4. Performance Statistics For Period Ending 31 March 2016





## 2. Coupon Interest Income For 1 March 2016 to 31 March 2016

Security	Income Expense Code	Settlement Date	Consideration Notional	Income Type	Trading Book
DFB 3.05 01 Mar 2016 91DAY TD	IEI27879	1 Mar 2016	7,604.11	Security Coupon Interest	Coffs Harbour
PCUSA 5.05 01 Mar 2019 1824DAY TD	IEI28931	1 Mar 2016	50,500.00	Security Coupon Interest	Coffs Harbour
BBA 3.4 02 Mar 2016 366DAY TD	IEI22233	2 Mar 2016	25,569.86	Security Coupon Interest	Coffs Harbour
BBA 3.45 02 Mar 2017 731DAY TD	IEI28952	2 Mar 2016	25,945.89	Security Coupon Interest	Coffs Harbour
BBA 3.7 02 Mar 2018 1096DAY TD	IEI28951	2 Mar 2016	36,730.36	Security Coupon Interest	Coffs Harbour
ING 4.55 02 Mar 2018 1460DAY TD	IEI28950	2 Mar 2016	91,249.32	Security Coupon Interest	Coffs Harbour
MACQ 1.1 03 Mar 2020 FRN	IEI28969	3 Mar 2016	8,476.71	Security Coupon Interest	Coffs Harbour
NAB 4.08 04 Mar 2016 731DAY TD	IEI29692	4 Mar 2016	81,823.56	Security Coupon Interest	Coffs Harbour
BOQ 5.1 05 Mar 2018 1826DAY TD	IEI29022	7 Mar 2016	102,838.36	Security Coupon Interest	Coffs Harbour
MACQ 2.9 09 Mar 2017 FRN	IEI29081	9 Mar 2016	64,821.92	Security Coupon Interest	Coffs Harbour
SunMet 2.95 11 Mar 2016 182DAY TD	IEI25883	11 Mar 2016	73,547.95	Security Coupon Interest	Coffs Harbour
BENAU 0.93 17 Sep 2019 FRN	IEI29219	17 Mar 2016	24,532.60	Security Coupon Interest	Coffs Harbour
CUA 1.3 20 Mar 2017 FRN	IEI29276	21 Mar 2016	13,668.70	Security Coupon Interest	Coffs Harbour
HBSHB 7.25 20 Jun 2017 ASX Fixed	IEI29260	21 Mar 2016	54,225.00	Security Coupon Interest	Coffs Harbour
CUA 1.2 22 Dec 2017 FRN	IEI29317	22 Mar 2016	8,863.15	Security Coupon Interest	Coffs Harbour
RABO 7.15 24 Mar 2016 1826DAY TD	IEI29693	24 Mar 2016	358,479.45	Security Coupon Interest	Coffs Harbour
ANZ 11am Cash	IEI30292	31 Mar 2016	279.10	Bank Interest	Coffs Harbour
NAB 11am Cash	IEI30296	31 Mar 2016	5,669.66	Bank Interest	Coffs Harbour
NAB 11am Cash	IEI30295	31 Mar 2016	22,949.71	Bank Interest	Coffs Harbour
NAB 11am Cash	IEI30346	31 Mar 2016	174.48	Bank Interest	CHRPT
			<b>1,057,949.89</b>		



## 2. Portfolio Valuation As At 31 March 2016

Fixed Interest Security	Security Rating	ISIN	Face Value Original	Bond Factor	Face Value Current	Capital Price	Accrued Interest Price	Market Value	% Total Value	Running Yield	Weighted Running Yield
<b>11am Cash</b>											
ANZ 11am Cash	S&P A1+		140,788.02	1.00000000	140,788.02	100.000	0.000	<b>140,788.02</b>	0.09%		
NAB 11am Cash	S&P A1+		117,576.49	1.00000000	117,576.49	100.000	0.000	<b>117,576.49</b>	0.07%		
NAB 11am Cash	S&P A1+		4,115,211.42	1.00000000	4,115,211.42	100.000	0.000	<b>4,115,211.42</b>	2.49%		
NAB 11am Cash	S&P A1+		5,834,485.31	1.00000000	5,834,485.31	100.000	0.000	<b>5,834,485.31</b>	3.52%		
			10,208,061.24		10,208,061.24			<b>10,208,061.24</b>	6.17%		
<b>ASX Listed Fixed Rate Security</b>											
HBSHB 7.25 20 Jun 2017 ASX Fixed	AR AR BBB+	AU0000HBSHB9	3,000,000.00	1.00000000	3,000,000.00	103.551	0.199	<b>3,112,500.00</b>	1.88%		
			3,000,000.00		3,000,000.00			<b>3,112,500.00</b>	1.88%		
<b>Covered Floating Bond</b>											
SunMet 0.7 05 Nov 2019 COVEREDFLO	S&P A+	AU3FN0025136	2,000,000.00	1.00000000	2,000,000.00	99.168	0.450	<b>1,992,360.00</b>	1.20%		
			2,000,000.00		2,000,000.00			<b>1,992,360.00</b>	1.20%		
<b>Flexi Deposit</b>											
NAB 3.65 23 Jan 2020 1826DAY FlexiDep	S&P AA-		2,000,000.00	1.00000000	2,000,000.00	100.000	0.000	<b>2,000,000.00</b>	1.21%		
			2,000,000.00		2,000,000.00			<b>2,000,000.00</b>	1.21%		
<b>Floating Rate Note</b>											
ANZ 0.88 25 Jan 2019 FRN	S&P AA-	AU3FN0030052	2,000,000.00	1.00000000	2,000,000.00	100.093	0.569	<b>2,013,240.00</b>	1.22%		
BOQ 1 05 Feb 2018 FRN	S&P A-	AU3FN0030102	1,000,000.00	1.00000000	1,000,000.00	99.979	0.495	<b>1,004,740.00</b>	0.61%		
BOQ 1.07 06 Nov 2019 FRN	S&P AA-	AU3FN0025235	4,000,000.00	1.00000000	4,000,000.00	99.274	0.477	<b>3,990,040.00</b>	2.41%		
BENAU 1.27 14 Nov 2018 FRN	S&P A-	AU3FN0021226	1,000,000.00	1.00000000	1,000,000.00	100.566	0.438	<b>1,010,040.00</b>	0.61%		
BENAU 0.93 17 Sep 2019 FRN	S&P A-	AU3FN0024824	3,000,000.00	1.00000000	3,000,000.00	98.970	0.125	<b>2,972,850.00</b>	1.80%		
BENAU 1.1 18 Aug 2020 FRN	S&P A-	AU3FN0028361	2,000,000.00	1.00000000	2,000,000.00	99.004	0.390	<b>1,987,880.00</b>	1.20%		
CBA 1.15 18 Jan 2021 FRN	S&P AA-	AU3FN0029906	2,000,000.00	1.00000000	2,000,000.00	100.407	0.688	<b>2,021,900.00</b>	1.22%		
CredSuis 1.03 16 Jul 2019 FRN	S&P A	AU3FN0023990	5,500,000.00	1.00000000	5,500,000.00	98.771	0.664	<b>5,468,925.00</b>	3.30%		
CredSuis 1.95 09 Mar 2021 FRN	S&P A	AU3FN0030458	1,000,000.00	1.00000000	1,000,000.00	101.037	0.257	<b>1,012,940.00</b>	0.61%		
CUA 1.3 20 Mar 2017 FRN	S&P BBB+	AU3FN0022372	1,500,000.00	1.00000000	1,500,000.00	100.134	0.099	<b>1,503,495.00</b>	0.91%		
CUA 1.2 22 Dec 2017 FRN	S&P BBB+	AU3FN0024865	1,000,000.00	1.00000000	1,000,000.00	99.924	0.087	<b>1,000,110.00</b>	0.60%		
HBS 1.15 07 May 2018 FRN	Fitch BBB+	AU3FN0027330	2,000,000.00	1.00000000	2,000,000.00	99.548	0.489	<b>2,000,740.00</b>	1.21%		
LEH 15 Jun 2040 FRN	Unrated UR	XS0305158031	800,000.00	1.00000000	800,000.00	0.000	0.000	<b>0.00</b>	0.00%		



MACQ 2.9 09 Mar 2017 FRN	S&P A	AU3FN0015004	5,000,000.00	1.00000000	5,000,000.00	102.132	0.315	<b>5,122,350.00</b>	3.09%
MACQ 1.1 03 Mar 2020 FRN	S&P A	AU3FN0026605	1,000,000.00	1.00000000	1,000,000.00	99.208	0.262	<b>994,700.00</b>	0.60%
ME Bank 1 17 Nov 2017 FRN	S&P BBB+	AU3FN0025532	3,000,000.00	1.00000000	3,000,000.00	99.760	0.387	<b>3,004,410.00</b>	1.82%
NPBS 1.1 27 Feb 2018 FRN	S&P BBB+	AU3FN0026498	900,000.00	1.00000000	900,000.00	99.422	0.288	<b>897,390.00</b>	0.54%
NPBS 1.6 22 Mar 2019 FRN	S&P BBB+	AU3FN0030581	2,000,000.00	1.00000000	2,000,000.00	100.008	0.096	<b>2,002,080.00</b>	1.21%
PCU 1.1 21 Aug 2017 FRN	S&P BBB+	AU3FN0024329	1,000,000.00	1.00000000	1,000,000.00	99.575	0.352	<b>999,270.00</b>	0.60%
RBC 1.28 03 Feb 2021 FRN	S&P AA-	AU3FN0030094	1,000,000.00	1.00000000	1,000,000.00	99.661	0.556	<b>1,002,170.00</b>	0.61%
SunMet 0.94 20 Aug 2019 FRN	S&P A+	AU3FN0024345	3,000,000.00	1.00000000	3,000,000.00	99.659	0.335	<b>2,999,820.00</b>	1.81%
SunMet 1.25 20 Oct 2020 FRN	S&P A+	AU3FN0029195	1,000,000.00	1.00000000	1,000,000.00	99.927	0.686	<b>1,006,130.00</b>	0.61%
UBS Aust 0.95 27 Aug 2019 FRN	S&P A-	AU3FN0024402	2,000,000.00	1.00000000	2,000,000.00	98.922	0.275	<b>1,983,940.00</b>	1.20%
Westpac 0.9 28 Jul 2020 FRN	S&P AA-	AU000WBCHBI0	2,000,000.00	1.00000000	2,000,000.00	99.651	0.549	<b>2,004,000.00</b>	1.21%
			<b>48,700,000.00</b>		<b>48,700,000.00</b>			<b>48,003,160.00</b>	29.00%
Floating Rate TCD									
ANZ 0.85 11 Nov 2019 FloatTCD	S&P AA-	AU3FN0025433	2,250,000.00	1.00000000	2,250,000.00	99.640	0.420	<b>2,251,350.00</b>	1.36%
GB 1.5 15 Apr 2016 FloatTCD	S&P BBB	AU3FN0018636	2,000,000.00	1.00000000	2,000,000.00	100.045	0.792	<b>2,016,740.00</b>	1.22%
			<b>4,250,000.00</b>		<b>4,250,000.00</b>			<b>4,268,090.00</b>	2.58%
Term Deposit									
AMP 7.35 24 May 2016 1827DAY TD	S&P A+		5,000,000.00	1.00000000	5,000,000.00	100.000	0.000	<b>5,000,000.00</b>	3.02%
ARA 3.1 05 Apr 2016 270DAY TD	S&P B		1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	<b>1,000,000.00</b>	0.60%
ARA 3.05 10 Jul 2017 731DAY TD	S&P B		2,000,000.00	1.00000000	2,000,000.00	100.000	0.000	<b>2,000,000.00</b>	1.21%
ARA 4.7 07 May 2018 1826DAY TD	S&P BB+		1,500,000.00	1.00000000	1,500,000.00	100.000	0.000	<b>1,500,000.00</b>	0.91%
Auswide 7.1 29 Jul 2016 1828DAY TD	S&P BBB		1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	<b>1,000,000.00</b>	0.60%
Auswide 7.1 08 Aug 2016 1827DAY TD	S&P BBB		1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	<b>1,000,000.00</b>	0.60%
Auswide 3.75 12 Dec 2016 733DAY TD	S&P BBB		2,000,000.00	1.00000000	2,000,000.00	100.000	0.000	<b>2,000,000.00</b>	1.21%
BCCU 4.25 02 Jun 2017 1095DAY TD	Unrated UR		1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	<b>1,000,000.00</b>	0.60%
BOQ 2.9 02 May 2016 182DAY TD	S&P A2		1,200,000.00	1.00000000	1,200,000.00	100.000	0.000	<b>1,200,000.00</b>	0.72%
BOQ 7.47 29 Jun 2016 1827DAY TD	S&P A-		1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	<b>1,000,000.00</b>	0.60%
BOQ 3.1 27 Jul 2016 182DAY TD	S&P A2		1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	<b>1,000,000.00</b>	0.60%
BOQ 6.69 08 Aug 2016 1827DAY TD	S&P A-		2,500,000.00	1.00000000	2,500,000.00	100.000	0.000	<b>2,500,000.00</b>	1.51%
BOQ 3.1 20 Aug 2016 180DAY TD	S&P A2		2,000,000.00	1.00000000	2,000,000.00	100.000	0.000	<b>2,000,000.00</b>	1.21%
BOQ 3.1 20 Aug 2016 180DAY TD	S&P A2		507,435.62	1.00000000	507,435.62	100.000	0.000	<b>507,435.62</b>	0.31% 3.10%
BOQ 4.65 17 May 2017 1461DAY TD	S&P A-		1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	<b>1,000,000.00</b>	0.60%
BOQ 5.44 06 Jun 2017 1827DAY TD	S&P A-		2,000,000.00	1.00000000	2,000,000.00	100.000	0.000	<b>2,000,000.00</b>	1.21%



BOQ 5.65 04 Sep 2017 1827DAY TD	S&P A-	2,000,000.00	1.00000000	2,000,000.00	100.000	0.000	<b>2,000,000.00</b>	1.21%
BOQ 5.15 05 Feb 2018 1827DAY TD	S&P A-	3,000,000.00	1.00000000	3,000,000.00	100.000	0.000	<b>3,000,000.00</b>	1.81%
BOQ 4.7 20 Feb 2018 1460DAY TD	S&P A-	1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	<b>1,000,000.00</b>	0.60%
BOQ 5.1 05 Mar 2018 1826DAY TD	S&P A-	2,000,000.00	1.00000000	2,000,000.00	100.000	0.000	<b>2,000,000.00</b>	1.21%
SYD 3.15 19 Sep 2016 210DAY TD	Unrated UR	2,000,000.00	1.00000000	2,000,000.00	100.000	0.000	<b>2,000,000.00</b>	1.21%
SYD 3.15 19 Sep 2016 272DAY TD	Unrated UR	1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	<b>1,000,000.00</b>	0.60%
BENAU 2.95 12 Aug 2016 365DAY TD	S&P A2	1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	<b>1,000,000.00</b>	0.60%
BBA 3.45 02 Mar 2017 731DAY TD	S&P A2	750,000.00	1.00000000	750,000.00	100.000	0.000	<b>750,000.00</b>	0.45%
BBA 3.7 02 Mar 2018 1096DAY TD	S&P A2	990,000.00	1.00000000	990,000.00	100.000	0.000	<b>990,000.00</b>	0.60%
CBA 4.5 16 May 2016 1098DAY TD	S&P AA-	1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	<b>1,000,000.00</b>	0.60%
CBA 4.5 17 May 2016 1098DAY TD	S&P AA-	1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	<b>1,000,000.00</b>	0.60%
CBA 4.55 23 May 2016 1098DAY TD	S&P AA-	1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	<b>1,000,000.00</b>	0.60%
CBA 4.55 30 May 2016 1105DAY TD	S&P AA-	1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	<b>1,000,000.00</b>	0.60%
CBA 4.55 06 Jun 2016 1112DAY TD	S&P A1+	1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	<b>1,000,000.00</b>	0.60%
DFB 3.05 01 Dec 2016 366DAY TD	S&P A2	2,000,000.00	1.00000000	2,000,000.00	100.000	0.000	<b>2,000,000.00</b>	1.21%
DFB 3.25 26 Mar 2018 732DAY TD	S&P A2	2,000,000.00	1.00000000	2,000,000.00	100.000	0.000	<b>2,000,000.00</b>	1.21%
ING 6.01 17 Aug 2017 1826DAY TD	S&P A-	2,000,000.00	1.00000000	2,000,000.00	100.000	0.000	<b>2,000,000.00</b>	1.21%
ING 5.6 06 Sep 2017 1826DAY TD	S&P A-	2,000,000.00	1.00000000	2,000,000.00	100.000	0.000	<b>2,000,000.00</b>	1.21%
ING 4.55 02 Mar 2018 1460DAY TD	S&P A-	2,000,000.00	1.00000000	2,000,000.00	100.000	0.000	<b>2,000,000.00</b>	1.21%
ING 4.66 07 May 2018 1826DAY TD	S&P A-	1,500,000.00	1.00000000	1,500,000.00	100.000	0.000	<b>1,500,000.00</b>	0.91%
ME Bank 3.05 05 Jul 2016 216DAY TD	S&P A2	1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	<b>1,000,000.00</b>	0.60%
ME Bank 4.15 02 Jun 2017 1096DAY TD	S&P BBB+	1,500,000.00	1.00000000	1,500,000.00	100.000	0.000	<b>1,500,000.00</b>	0.91%
ME Bank 5.05 18 Feb 2019 1826DAY TD	S&P BBB+	3,000,000.00	1.00000000	3,000,000.00	100.000	0.000	<b>3,000,000.00</b>	1.81%
ME Bank 4.81 07 May 2019 1826DAY TD	S&P BBB+	2,000,000.00	1.00000000	2,000,000.00	100.000	0.000	<b>2,000,000.00</b>	1.21%
ME Bank 4.65 03 Jun 2019 1826DAY TD	S&P BBB+	2,000,000.00	1.00000000	2,000,000.00	100.000	0.000	<b>2,000,000.00</b>	1.21%
ME Bank 4.65 11 Jun 2019 1827DAY TD	S&P BBB+	1,500,000.00	1.00000000	1,500,000.00	100.000	0.000	<b>1,500,000.00</b>	0.91%
ME Bank 4.27 02 Sep 2019 1826DAY TD	S&P BBB+	2,000,000.00	1.00000000	2,000,000.00	100.000	0.000	<b>2,000,000.00</b>	1.21%
NAB 3.98 13 May 2016 731DAY TD	S&P AA-	1,500,000.00	1.00000000	1,500,000.00	100.000	0.000	<b>1,500,000.00</b>	0.91%
NAB 3.1 04 Aug 2016 153DAY TD	S&P A1+	2,000,000.00	1.00000000	2,000,000.00	100.000	0.000	<b>2,000,000.00</b>	1.21%
NAB 2.9 17 Feb 2017 550DAY TD	S&P A1+	1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	<b>1,000,000.00</b>	0.60%
NAB 3.17 20 Feb 2017 733DAY TD	S&P AA-	4,000,000.00	1.00000000	4,000,000.00	100.000	0.000	<b>4,000,000.00</b>	2.42%
NAB 4 12 Dec 2019 1826DAY TD	S&P A1+	1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	<b>1,000,000.00</b>	0.60%
PCUSA 4.51 17 May 2016 1096DAY TD	Unrated UR	500,000.00	1.00000000	500,000.00	100.000	0.000	<b>500,000.00</b>	0.30%

2.90%



**Attachment**  
 Investment Report Pack  
 Coffs Harbour City Council  
 1 March 2016 to 31 March 2016

PCUSA 3.2 17 Oct 2016 214DAY TD	Unrated UR	1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	<b>1,000,000.00</b>	0.60%
PCUSA 3.2 17 Nov 2016 245DAY TD	Unrated UR	1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	<b>1,000,000.00</b>	0.60%
PCUSA 4.1 30 Oct 2018 1460DAY TD	Unrated UR	500,000.00	1.00000000	500,000.00	100.000	0.000	<b>500,000.00</b>	0.30%
PCUSA 5.05 01 Mar 2019 1824DAY TD	Unrated UR	1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	<b>1,000,000.00</b>	0.60%
Qld Police 4.15 16 May 2016 732DAY TD	S&P BBB	2,000,000.00	1.00000000	2,000,000.00	100.000	0.000	<b>2,000,000.00</b>	1.21%
Qld Police 3.05 21 Feb 2017 550DAY TD	S&P BBB	1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	<b>1,000,000.00</b>	0.60%
RABO 4.1 18 Aug 2018 1461DAY TD	Moodys Aa2	1,500,000.00	1.00000000	1,500,000.00	100.000	0.000	<b>1,500,000.00</b>	0.91%
RABO 4.05 14 Jan 2020 1826DAY TD	Moodys Aa2	1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	<b>1,000,000.00</b>	0.60%
RURAL 3.15 02 Nov 2016 216DAY TD	S&P A2	1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	<b>1,000,000.00</b>	0.60%
SuncorpGp 3.1 20 Jun 2016 181DAY TD	S&P A1	1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	<b>1,000,000.00</b>	0.60%
SunMet 3.1 07 Sep 2016 180DAY TD	S&P A1	5,000,000.00	1.00000000	5,000,000.00	100.000	0.000	<b>5,000,000.00</b>	3.02%
WAWCU 4.7 27 May 2016 730DAY TD	Unrated UR	1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	<b>1,000,000.00</b>	0.60%
		<b>95,947,435.62</b>		<b>95,947,435.62</b>			<b>95,947,435.62</b>	<b>57.96%</b>
<b>FI Total</b>		<b>166,105,496.86</b>		<b>166,105,496.86</b>			<b>165,531,606.86</b>	<b>100.00%</b>
								<b>2.97%</b>



### 3. Portfolio Valuation by Categories As At 31 March 2016

Short Term Security Rating Group	Market Value	% Total Value
A1+	15,208,061.24	9.19%
A1	6,000,000.00	3.62%
A2	13,447,435.62	8.12%
N/R	9,000,000.00	5.44%
Portfolio Total	43,655,496.86	26.37%

Market Value by Security Rating Group (Short Term)



Long Term Security Rating Group	Market Value	% Total Value
AA+ to AA-	27,282,700.00	16.48%
A+ to A-	54,556,675.00	32.96%
BBB+ to BBB-	30,423,495.00	18.38%
BB+ to BB-	1,500,000.00	0.91%
B+ to B-	3,000,000.00	1.81%
N/R	2,000,740.00	1.21%
AR AR BBB+	3,112,500.00	1.88%
Portfolio Total	121,876,110.00	73.63%

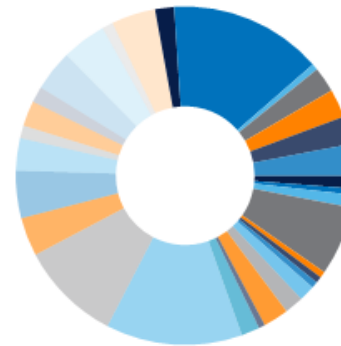
Market Value by Security Rating Group (Long Term)





Issuer	Market Value	% Total Value
AMP Bank Ltd	5,000,000.00	3.02%
ANZ Banking Group Ltd	4,405,378.02	2.66%
Arab Bank Australia Ltd	4,500,000.00	2.72%
Auswide Bank Limited	4,000,000.00	2.42%
Bananacoast Community Credit Union Ltd	1,000,000.00	0.60%
Bank of Queensland Ltd	24,202,215.62	14.62%
Bank of Sydney Ltd	3,000,000.00	1.81%
Bendigo & Adelaide Bank Ltd	6,970,770.00	4.21%
Beyond Bank Australia Ltd	1,740,000.00	1.05%
Commonwealth Bank of Australia Ltd	7,021,900.00	4.24%
Credit Suisse Sydney	6,481,865.00	3.92%
Credit Union Australia Ltd	2,503,605.00	1.51%
Defence Bank Ltd	4,000,000.00	2.42%
Greater Bank Ltd	2,016,740.00	1.22%
Heritage Bank Ltd	5,113,240.00	3.09%
ING Bank Australia Limited	7,500,000.00	4.53%
Lehman Brothers Treasury Co. B.V.	0.00	0.00%
Macquarie Bank	6,117,050.00	3.70%
Members Equity Bank Ltd	16,004,410.00	9.67%
National Australia Bank Ltd	21,567,273.22	13.03%
Newcastle Permanent Building Society Ltd	2,899,470.00	1.75%
Police Bank Ltd	999,270.00	0.60%
Police Credit Union SA	4,000,000.00	2.42%
QPCU Limited	3,000,000.00	1.81%
Rabobank Australia Ltd	2,500,000.00	1.51%
Royal Bank of Canada, Sydney Branch	1,002,170.00	0.61%
Rural Bank Ltd	1,000,000.00	0.60%
Suncorp Group Ltd	1,000,000.00	0.60%
Suncorp-Metway Ltd	10,998,310.00	6.64%
UBS Australia Ltd	1,983,940.00	1.20%
WAW Credit Union	1,000,000.00	0.60%
Westpac Banking Corporation Ltd	2,004,000.00	1.21%
<b>Portfolio Total</b>	<b>165,531,606.86</b>	<b>100.00%</b>

Market Value by Issuer

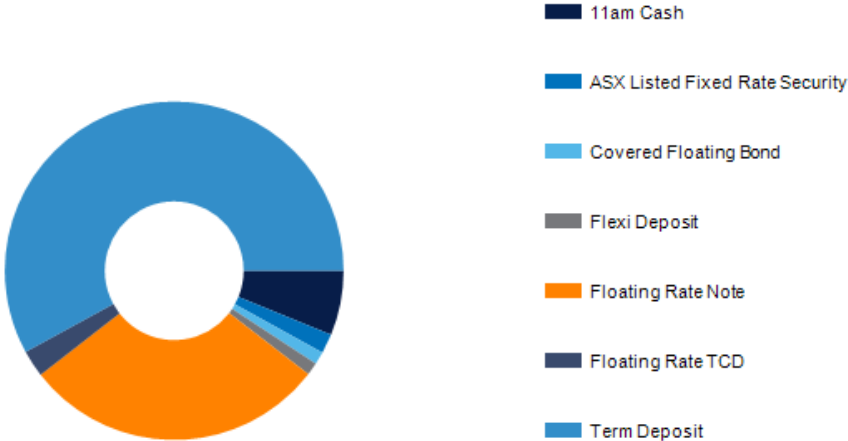


- AMP Bank Ltd
- ANZ Banking Group Ltd
- Arab Bank Australia Ltd
- Auswide Bank Limited
- Bananacoast Community Credit Union Ltd
- Bank of Queensland Ltd
- Bank of Sydney Ltd
- Bendigo & Adelaide Bank Ltd
- Beyond Bank Australia Ltd
- Commonwealth Bank of Australia Ltd
- Credit Suisse Sydney
- Credit Union Australia Ltd
- Defence Bank Ltd
- Greater Bank Ltd
- Heritage Bank Ltd
- ING Bank Australia Limited
- Lehman Brothers Treasury Co. B.V.
- Macquarie Bank
- Members Equity Bank Ltd
- National Australia Bank Ltd
- Newcastle Permanent Building Society Ltd
- Police Bank Ltd
- Police Credit Union SA
- QPCU Limited
- Rabobank Australia Ltd
- Royal Bank of Canada, Sydney Branch
- Rural Bank Ltd
- Suncorp Group Ltd
- Suncorp-Metway Ltd
- UBS Australia Ltd
- WAW Credit Union
- Westpac Banking Corporation Ltd



Security Type	Market Value	% Total Value
11am Cash	10,208,061.24	6.17%
ASX Listed Fixed Rate Security	3,112,500.00	1.88%
Covered Floating Bond	1,992,360.00	1.20%
Flexi Deposit	2,000,000.00	1.21%
Floating Rate Note	48,003,160.00	29.00%
Floating Rate TCD	4,268,090.00	2.58%
Term Deposit	95,947,435.62	57.96%
Portfolio Total	165,531,606.86	100.00%

Market Value by Security Type







Term Remaining	Market Value	% Total Value
0 to < 1 Year	71,808,081.86	43.38%
1 to < 3 Years	50,534,520.00	30.53%
3 to < 5 Years	43,189,005.00	26.09%
5+ Years	0.00	0.00%
Portfolio Total	165,531,606.86	100.00%

Note: Term Remaining is calculated using a weighted average life date (WAL) where appropriate and available otherwise the interim (initial) maturity date is used.

Market Value by Term Remaining





#### 4. Performance Statistics For Period Ending 31 March 2016

Trading Book		1 Month	3 Month	12 Month	Since Inception
Coffs Coast State Park Trust					
	Portfolio Return (1)	0.25%	0.73%	0.00%	1.96%
	Performance Index (2)	0.21%	0.57%	0.00%	1.49%
	Excess Performance (3)	0.04%	0.16%	0.00%	0.47%
Coffs Harbour City Council					
	Portfolio Return (1)	0.35%	0.88%	4.25%	4.25%
	Performance Index (2)	0.21%	0.57%	2.23%	2.25%
	Excess Performance (3)	0.14%	0.31%	2.02%	2.00%

Notes

- 1 Portfolio performance is the rate of return of the portfolio over the specified period
- 2 The Performance Index is the
- 3 Excess performance is the rate of return of the portfolio in excess of the Performance Index

Trading Book	Weighted Average Running Yield
All	2.97
Coffs Coast State Park Trust	2.97



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 SYDNEY OFFICE: LEVEL 42, GATEWAY TOWER, 1 MACQUARIE PLACE, SYDNEY NSW, 2000 T 61 2 8094 1230 F 61 2 8094 1233  
 BRISBANE OFFICE: LEVEL 18, RIVERSIDE CENTRE 123 EAGLE STREET, BRISBANE QLD, 4000 T 61 7 3123 5370 F 61 7 3123 5371

Report Code: TEPACK020EXT-01.47  
 Report Description: Investment Report Pack  
 Parameters:  
 Trading Entity: Coffs Harbour City Council  
 Settlement Date Base  
 History Start Date: 1 Jan 2000  
 Income Expense Status: Authorised  
 FI Deal Status: Contract  
 Exclude Term Deposit Interest  
 Exclude Unallocated Cash  
 Exclude Negative Unit Holdings



**REPORT TO ORDINARY COUNCIL MEETING**

**QUARTERLY BUDGET REVIEW STATEMENT FOR MARCH 2016**

**REPORTING OFFICER:** Senior Finance Business Partner  
**DIRECTOR:** Director Business Services  
**COFFS HARBOUR 2030:** LC3.1 Council supports the delivery of high quality, sustainable outcomes for Coffs Harbour  
**ATTACHMENTS:** ATT1 QBRS General Budget Review Income and Expenses Statement by Program  
 ATT2 QBRS Sewer Budget Review Income and Expenses Statement by Program  
 ATT3 QBRS Water Budget Review Income and Expenses Statement by Program  
 ATT4 QBRS Budget Review Capital Budget  
 ATT5 QBRS Budget Review Cash and Investment position  
 ATT6 QBRS Budget Review Key Performance Indicators  
 ATT7 QBRS Part A Budget Review – Contracts  
 ATT8 QBRS Part B Budget Review – Consultancy and Legal Expenses

**Recommendation:**

**That Council:**

- Note the Quarterly Budget Review Statements and the estimated budget position as at 31 March 2016,**

**Estimated budget position as at 31 March 2016:**

	<b>General Account</b> \$	<b>Water Account</b> \$	<b>Sewer Account</b> \$
<b>Original Budget adopted 11 June 2015</b>	(1,884) (S)	1,810,139 (D)	1,913,132 (D)
<b>Approved Variations to December 2015</b>	427,984 (D)	Nil	Nil
<b>Approved Variations for January 2016</b>	11,210 (D)	Nil	Nil
<b>Approved Variations for February 2016</b>	Nil	Nil	Nil
<b>Recommended variations for month ending 31 March 2015</b>	(57,526) (S)	Nil	Nil
<b>Estimated result 2015/16 as at 31 March 2016</b>	<u>379,784 (D)</u>	<u>1,810,139 (D)</u>	<u>1,913,132 (D)</u>

- Approve the budget adjustments.**



## REPORT TO ORDINARY COUNCIL MEETING

---

### EXECUTIVE SUMMARY

---

The Office of Local Government has developed a minimum set of budget reports to assist Council in meeting their legislative requirements under Clause 203 of the Regulation. This regulation requires a council's responsible accounting officer to submit quarterly budget review statements to the governing body of Council. These minimum statements are contained within the attachments to this report.

This report summarises the proposed budget adjustments for the quarter and the impact upon the projected budget position for the current financial year. Reference is made to the above Responsible Accounting Officer's (RAO) statement regarding Council's financial position.

---

## REPORT

### Description of Item:

As part of the Integrated Planning and Reporting (IP & R) framework for local government, the Office of Local Government has developed a minimum set of budget reports to assist Council in meeting their legislative requirements. These documents are collectively known as the Quarterly Budget Review Statement (QBRs) and form part of the framework of Clause 203 of the Regulation. This regulation requires a council's responsible accounting officer to submit quarterly budget review statements to the governing body of Council. These minimum statements are contained within the attachments to this report.

The table below summarises this quarter's budget variations.

Estimated budget position as at 31 March 2016:

	General Account \$	Water Account \$	Sewer Account \$
Original Budget adopted 11 June 2015	(1,884) (S)	1,810,139 (D)	1,913,132 (D)
Approved Variations to December 2015	427,984 (D)	Nil	Nil
Approved Variations for January 2016	11,210 (D)	Nil	Nil
Approved Variations for February 2016	Nil	Nil	Nil
Recommended variations for month ending 31 March 2015	(57,526) (S)	Nil	Nil
Estimated result 2015/16 as at 31 March 2016	<u>379,784 (D)</u>	<u>1,810,139 (D)</u>	<u>1,913,132 (D)</u>

### General Account

### Deficit/(Surplus)

#### Recommended variations for month ending 31 March 2016

Building Renewal works funded by Special rate variation, reallocation of various projects funds to a newly identified project

- Renewal of carpet at Jetty Memorial Theatre 25,000 (D)
- Building renewals various projects (25,000) (S)

Revised Rigby House rental income in line with tenancy agreements in place

(57,000) (S)

Upgrade to Sawtell Pool, budget revised in line with final cost of \$177,333

35,700 (D)

Revised Finance income and expenditure budgets resulting in a surplus, primarily from Section 603 certificate income

(36,226) (S)

Technology Access Project for Coffs Harbour Libraries

47,580 (D)

Public Library Infrastructure Grant

(43,580) (S)

Computer Equipment Renewal

(4,000)(S)

### Total

**(57,526) (S)**

**Water Account**

**Recommended variations for month ending 31 March 2016**

Nil

**Sewer Account**

**Recommended variations for month ending 31 March 2016**

Nil

**Issues:**

This report is tabled to meet Council's statutory requirements.

**Options:**

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

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

**Sustainability Assessment:**

This report is one of procedure only.

- **Environment**

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

- **Social**

There are no perceived short or long term social impacts.

- **Civic Leadership**

Council strives to reach a balanced budget cash position by June 30 each year in conjunction with meeting its short term priorities.

- **Economic**

**Broader Economic Implications**

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

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

The Original budget for the General Account adopted on the 11 June 2015 provided for a surplus of \$1,884.

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

### **Risk Analysis:**

Not applicable.

### **Consultation:**

Managers and their relevant staff have been provided with electronic budget reports for each program on a monthly basis. Requested variations and variations adopted by Council have been included in the report.

The current reporting regime for the Council is currently being reviewed and the new reporting format will be ready for presentation in the near future. This will provide Council with a report presented in a fashion that will enable direct comparison with end of year financial statements.

### **Related Policy, Precedents and / or Statutory Requirements:**

As discussed above, under local government regulations the responsible accounting officer is required to submit a quarterly budget review to Council. There is no obligation to provide monthly reviews but as part of prudent financial management we have opted to do so, commencing October each year.

### **Implementation Date / Priority:**

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

### **Conclusion:**

This report summarises the proposed budget adjustments for the quarter and the impact upon the projected budget position for the current financial year. Reference is made to the above RAO's statement regarding Councils financial position.



## COFFS HARBOUR CITY COUNCIL

## BUDGET REVIEW FOR THE QUARTER ENDED 31 MARCH 2016

## Attachment 1

## INCOME &amp; EXPENSES BY PROGRAM - GENERAL

	ORIGINAL		APPROVED CHANGES		REVISED Budget	Recommended Changes March	PROJECTED Budget 2015/16	ACTUAL YTD
	Budget 2015/16	Approved Changes		Budget				
		Other than by QBR: Sept Rev	Dec Rev					
<b>INCOME</b>								
Community Facilities	2,166,782	1,039,889	-	-	3,206,671	-	3,206,671	2,744,383
Office of the General Manager	1,615	-	-	-	1,615	-	1,615	1,211
Financial Sustainability	4,312,347	145,810	-	-	4,458,157	-	4,458,157	4,421,705
Business Transformation	1,774,814	499,354	-	-	1,275,460	(1,109,284)	166,176	303,000
CBD Masterplan Works	4,934,529	1,226,667	-	-	6,161,196	(3,093,037)	3,068,159	4,823,938
Jetty4Shores Project	724,449	1,187,046	9,091	-	1,920,586	-	1,920,586	1,237,383
Local Planning	68,409	1,147,809	224,500	-	1,440,718	-	1,440,718	1,026,053
Development Assessment	1,890,605	37,535	43,764	15,000	1,971,904	15,000	1,986,904	1,501,002
Environmental Services	287,256	320,367	-	-	607,623	-	607,623	493,174
Public Health & Safety	214,577	-	-	-	214,577	-	214,577	210,922
Ranger Services	499,547	-	-	-	499,547	-	499,547	337,135
Domestic Waste Management	19,151,311	-	-	-	19,151,311	(2,741,227)	16,410,084	18,998,897
Non-Domestic Waste Management	6,574,069	305,044	-	-	6,879,113	(636,725)	6,242,388	5,902,713
Property & Facilities Management	1,682,724	4,000	42,576	2,000	1,729,300	(98,800)	1,630,500	1,364,159
Swimming Pools	91,662	44,000	37,167	-	172,829	2,181,193	2,354,022	2,264,107
Airport	11,222,732	261,620	-	-	11,484,352	3,289,786	14,774,138	8,342,758
Stadium & Major Events	1,135,921	-	-	-	1,135,921	851,668	1,987,589	1,029,915
Governance & Risk	100,500	33,245	-	-	133,745	11,322	145,067	111,822
Rural Fire Service	2,444,218	-	-	(359,036)	2,444,218	(326,036)	2,118,182	970,106
Business Systems	1,407,119	466,717	-	-	1,873,836	-	1,873,836	1,404,840
Telecommunications & New Technolog	1,741,213	-	-	-	1,741,213	430,000	2,171,213	1,586,106
Financial Support	600,320	19,578	-	-	619,898	(365,551)	254,347	507,760
Plant	13,785,544	11,511	2,930	-	13,799,985	(2,436,549)	11,363,436	10,651,126
Financial Planning	6,480,865	-	50,000	-	6,530,865	-	6,530,865	4,818,934
HR & Organisational Development	78,400	-	-	-	78,400	-	78,400	100,000
Customer Services	66,750	70,759	-	-	137,509	-	137,509	109,293
City Infrastructure Support	27,270	-	-	-	27,270	30,000	57,270	20,453
Sustainability	-	33,187	117,800	-	150,987	-	150,987	79,371
Asset Planning	-	-	-	-	-	-	-	-
Lifeguard Services	51,854	58,723	-	-	110,577	10,306	120,883	92,367
Library Services	219,679	161,395	-	-	381,074	93,751	474,825	376,232
Cultural Services	259,500	44,313	(16,400)	213,000	287,413	374,700	662,113	378,946
Community Services	246,426	14,287	4,000	-	264,713	54,000	318,713	203,101
Industry & Destination Development	342,118	308,477	-	-	650,595	-	650,595	495,558
Environmental Lab	733,351	-	-	-	733,351	18,984	752,335	627,484
Operational Administration	141,900	34,532	-	-	176,432	-	176,432	57,590
Open Space	5,679,996	1,189,586	40,690	12,233	6,910,272	27,233	6,937,505	4,805,672
Regional Roads	3,040,302	116,589	698,500	-	3,855,391	(175,499)	3,679,892	2,324,585
Local Roads	14,208,418	706,577	1,062,300	126,280	15,977,295	131,292	16,108,587	15,527,050
Bridges	1,640,211	50,090	-	-	1,690,301	-	1,690,301	1,483,296
Footpaths, Cycleways & Bus Shelters	947,662	1,185,873	1,587,414	-	3,720,949	168	3,721,117	2,931,175
Parking	867,227	252,091	-	-	1,119,318	-	1,119,318	839,489
Quarries	309,900	-	-	-	309,900	-	309,900	33,736
Street & Toilet Cleaning	-	-	-	-	-	-	-	-
Drainage	5,392,534	1,433,984	-	-	6,826,518	5,048,273	11,874,791	10,557,980
Harbour & Jetty	19,131	-	-	-	19,131	-	19,131	14,348
CityWorks - Private Works	5,924,400	-	-	-	5,924,400	(3,194,645)	2,729,755	2,578,847
Survey & Design	468,350	3,136,449	215,957	4,186	3,820,756	14,829	3,835,585	1,609,600
Street Lighting	157,000	-	-	-	157,000	-	157,000	-
Contracts and Subdivisions	75,800	67,178	-	-	142,978	75,000	217,978	202,957
Untied Funding	48,393,250	-	(72,836)	-	48,320,414	(3,368,460)	44,951,954	45,720,337
<b>TOTAL INCOME</b>	<b>172,584,557</b>	<b>14,615,574</b>	<b>4,047,453</b>		<b>191,247,584</b>	<b>(4,888,308)</b>	<b>186,359,276</b>	<b>166,222,611</b>

COFFS HARBOUR CITY COUNCIL

Attachment 1

BUDGET REVIEW FOR THE QUARTER ENDED 31 MARCH 2016

INCOME & EXPENSES BY PROGRAM - GENERAL

	ORIGINAL	Approved Changes			REVISED	Recommended	PROJECTED	ACTUAL
	Budget 2015/16	Other than by QBR: Sept Rev	Dec Rev		Budget	Changes March	Budget 2015/16	YTD
<b>EXPENSES</b>								
Community Facilities	2,166,782	1,039,889	-	-	3,206,671		3,206,671	1,706,717
Office of the General Manager	1,113,250	-	-	-	1,113,250	2,500	1,115,750	831,529
Financial Sustainability	4,312,347	145,810	-	-	4,458,157	-	4,458,157	2,261,492
Business Transformation	1,405,674	499,354	117,960	-	1,024,280	-	1,024,280	2,684,201
CBD Masterplan Works	4,934,529	1,226,667	-	-	6,161,196	(3,093,037)	3,068,159	2,642,143
Jetty4Shores Project	806,325	1,187,046	9,091	-	2,002,462	-	2,002,462	1,066,222
Local Planning	1,632,977	1,147,809	224,500	-	3,005,286	12,047	3,017,333	1,544,894
Development Assessment	2,787,566	37,535	-	15,000	2,825,101	(223,587)	2,601,514	1,893,881
Environmental Services	937,439	264,667	-	-	1,202,106	(40,277)	1,161,829	549,493
Public Health & Safety	716,750	85,700	-	-	802,450	-	802,450	577,527
Ranger Services	982,972	-	-	-	982,972	-	982,972	625,939
Domestic Waste Management	19,151,311	-	-	-	19,151,311	(2,741,227)	16,410,084	14,249,266
Non-Domestic Waste Management	6,574,069	305,044	-	-	6,879,113	(636,725)	6,242,388	1,210,917
Property & Facilities Management	3,297,706	4,000	12,500	2,000	3,314,206	(419,800)	2,894,406	1,939,693
Swimming Pools	755,148	44,000	-	-	799,148	2,216,893	3,016,041	2,798,672
Airport	11,222,732	261,620	-	-	11,484,352	3,289,786	14,774,138	7,597,681
Stadium & Major Events	3,348,629	261,288	37,178	-	3,647,095	891,303	4,538,398	2,893,732
Governance & Risk	2,432,320	33,245	-	400,000	2,465,565	378,522	2,844,087	2,504,326
Rural Fire Service	2,800,573	-	-	(336,645)	2,800,573	(303,645)	2,496,928	1,258,036
Business Systems	4,527,629	466,717	-	28,466	4,994,346	28,466	5,022,812	3,923,497
Telecommunications & New Technolog	1,741,213	-	-	-	1,741,213	430,000	2,171,213	1,485,878
Financial Support	3,254,418	-	50,000	-	3,304,418	(703,043)	2,601,375	2,245,161
Plant	13,785,544	11,511	2,930	-	13,799,985	(2,436,549)	11,363,436	8,244,627
Financial Planning	1,452,877	-	-	(28,466)	1,452,877	(38,866)	1,414,011	1,024,112
HR & Organisational Development	1,267,200	-	-	-	1,267,200	(38,015)	1,229,185	829,022
Customer Services	1,736,275	70,759	-	-	1,807,034	-	1,807,034	1,264,703
City Infrastructure Support	809,370	-	-	-	809,370	30,000	839,370	697,540
Sustainability	349,700	33,187	117,800	-	500,687	(29,293)	471,394	204,384
Asset Planning	331,300	-	(117,960)	-	213,340	-	213,340	140,773
Lifeguard Services	766,194	58,723	-	-	824,917	10,306	835,223	596,984
Library Services	2,027,929	161,395	-	-	2,189,324	88,751	2,278,075	1,542,484
Cultural Services	1,162,265	44,313	(16,400)	213,000	1,190,178	637,100	1,827,278	1,113,199
Community Services	1,489,149	51,465	10,586	-	1,551,200	68,501	1,619,701	1,134,575
Industry & Destination Development	1,888,593	66,767	-	-	1,955,360	(109,367)	1,845,993	1,041,361
Environmental Lab	733,351	-	-	-	733,351	18,984	752,335	535,135
Operational Administration	1,121,725	34,532	-	-	1,156,257	-	1,156,257	738,028
Open Space	9,613,771	1,189,586	40,690	12,233	10,844,047	27,233	10,871,280	6,401,544
Regional Roads	3,144,705	116,589	698,500	-	3,959,794	(175,498)	3,784,296	2,498,951
Local Roads	20,133,933	706,577	1,062,300	126,280	21,902,810	131,292	22,034,102	15,595,292
Bridges	1,751,111	50,090	-	-	1,801,201	-	1,801,201	1,012,218
Footpaths, Cycleways & Bus Shelters	1,334,972	1,185,873	1,587,414	-	4,108,259	168	4,108,427	2,258,188
Parking	1,495,465	252,091	-	-	1,747,556	1	1,747,557	1,102,719
Quarries	309,900	-	-	-	309,900	-	309,900	24,116
Street & Toilet Cleaning	917,150	-	-	-	917,150	-	917,150	733,914
Drainage	5,697,534	1,433,984	-	-	7,131,518	5,048,271	12,179,789	9,160,156
Harbour & Jetty	198,331	-	-	-	198,331	-	198,331	143,649
CityWorks - Private Works	5,924,400	-	-	-	5,924,400	(3,194,645)	2,729,755	2,935,555
Survey & Design	2,759,490	3,136,449	215,957	4,186	6,111,896	(128,823)	5,983,073	2,144,354
Street Lighting	962,000	-	-	-	962,000	(65,000)	897,000	545,453
Subdivisions & Contracts	502,620	-	-	-	502,620	(66,500)	436,120	184,001
Untied Funding	8,013,460	-	-	-	8,013,460	(3,378,460)	4,635,000	6,010,095
<b>TOTAL EXPENSES</b>	<b>172,582,673</b>	<b>14,615,574</b>	<b>4,053,046</b>		<b>191,251,293</b>	<b>(4,512,233)</b>	<b>186,739,060</b>	<b>128,348,029</b>
<b>NET OPERATING RESULT SURPLUS/(DEFICIT)</b>	<b>1,884</b>	<b>-</b>	<b>(5,593)</b>		<b>(3,709)</b>	<b>(376,075)</b>	<b>(379,784)</b>	<b>37,874,582</b>

COFFS HARBOUR CITY COUNCIL

BUDGET REVIEW FOR THE QUARTER ENDED 31 MARCH 2016

**Attachment 1**

**INCOME & EXPENSES BY PROGRAM - GENERAL**

	ORIGINAL	Approved Changes		REVISED	Recommended Changes for March	PROJECTED	ACTUAL	
	Budget 2015/16	Other than by QBR: Sept Rev	Dec Rev	Budget		Budget 2015/16	YTD	
Add Back:								
Capital Expenses	32,490,732	17,049,620	4,365,889	1,013,919	54,920,160	6,145,560	61,065,720	28,256,132
Less:								
Transfers to & from Reserves	31,530,050	5,539,719			37,069,769	-	37,069,769	27,802,327
Loan Drawdowns	-				-		-	-
Advance Repayments	-				-		-	-
Asset Sales	1,533,729				1,533,729		1,533,729	561,763
<b>NET OPERATING RESULT FROM CONTINUING OPERATIONS</b>	<b>(571,163)</b>	<b>11,509,901</b>	<b>4,360,296</b>		<b>16,312,953</b>	<b>5,769,485</b>	<b>22,082,438</b>	<b>37,766,625</b>
Less:								
Capital Grants	2,507,051		1,501,909		3,827,370	-	3,827,370	3,133,264
Capital Contributions	4,718,740		294,000		6,679,599	-	6,679,599	5,532,459
<b>NET OPERATING RESULT BEFORE CAPITAL ITEMS</b>	<b>(7,796,954)</b>	<b>11,509,901</b>	<b>2,564,387</b>		<b>5,805,984</b>	<b>5,769,485</b>	<b>11,575,469</b>	<b>29,100,902</b>

Note

ORIGINAL BUDGET +/- approved budget changes in previous quarters = REVISED Budget

REVISED BUDGET +/- recommended budget changes this quarter = PROJECTED Budget

Recommended Changes for March

The detail of what recommended changes are requested are included in the Description of Item section in the report

COFFS HARBOUR CITY COUNCIL

BUDGET REVIEW FOR THE QUARTER ENDED 31 MARCH 2016

Attachment 2

INCOME & EXPENSES BY PROGRAM - SEWER

	ORIGINAL		APPROVED CHANGES		REVISED Budget	Recommended Changes for March	PROJECTED Budget 2015/16	ACTUAL YTD
	Budget			Budget				
	2015/16	Other than by QBRs	Sept Rev	Dec Rev				
<b>INCOME</b>								
Management Expenses	1,160	10,511	-	-	11,671	-	11,671	8,035
Maintenance & Operating	12,200,897	-	-	-	12,200,897	-	12,200,897	9,096,442
Miscellaneous	-	-	-	-	-	-	-	-
Capital Expenses	9,085,961	4,790,907	-	-	13,876,868	-	13,876,868	6,562,403
Untied Funding	27,065,350	-	-	-	27,065,350	-	27,065,350	24,979,071
<b>TOTAL INCOME</b>	<b>48,353,368</b>	<b>4,801,418</b>	<b>-</b>	<b>-</b>	<b>53,154,786</b>	<b>-</b>	<b>53,154,786</b>	<b>40,645,952</b>

	ORIGINAL		APPROVED CHANGES		REVISED Budget	Recommended Changes for March	PROJECTED Budget 2015/16	ACTUAL YTD
	Budget			Budget				
	2015/16	Other than by QBRs	Sept Rev	Dec Rev				
<b>EXPENSES</b>								
Management Expenses	4,788,979	10,511	-	-	4,799,490	-	4,799,490	3,234,477
Maintenance & Operating	20,569,942	-	-	-	20,569,942	-	20,569,942	15,050,733
Miscellaneous	15,169,618	-	-	-	15,169,618	-	15,169,618	10,632,275
Capital Expenses	9,085,961	4,790,907	-	-	13,876,868	-	13,876,868	4,707,632
Untied Funding	652,000	-	-	-	652,000	-	652,000	489,000
<b>TOTAL EXPENSES</b>	<b>50,266,500</b>	<b>4,801,418</b>	<b>-</b>	<b>-</b>	<b>55,067,918</b>	<b>-</b>	<b>55,067,918</b>	<b>34,114,116</b>

<b>NET OPERATING RESULT SURPLUS/(DEFICIT)</b>	<b>(1,913,132)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(1,913,132)</b>	<b>-</b>	<b>(1,913,132)</b>	<b>6,531,835</b>
Add Back:								
Capital Expenses	14,850,780	2,242,662	-	-	17,093,442	-	17,093,442	10,577,707
Less:								
Transfers to & from Reserves	11,561,785	4,680,418	-	-	16,242,203	-	16,242,203	12,181,652
Loan Drawdowns	-	-	-	-	-	-	-	-
Advance Repayments	-	-	-	-	-	-	-	-
Asset Sales	-	-	-	-	-	-	-	74,182
<b>NET OPERATING RESULT FROM CONTINUING OPERATIONS</b>	<b>1,375,863</b>	<b>(2,437,756)</b>	<b>-</b>	<b>-</b>	<b>(1,061,893)</b>	<b>-</b>	<b>(1,061,893)</b>	<b>4,853,708</b>
Less:								
Capital Grants	-	121,000	-	-	121,000	-	121,000	-
Capital Contributions	5,094,161	-	-	-	5,094,161	-	5,094,161	3,820,621
<b>NET OPERATING RESULT BEFORE CAPITAL ITEMS</b>	<b>(3,718,298)</b>	<b>(2,558,756)</b>	<b>-</b>	<b>-</b>	<b>(6,277,054)</b>	<b>-</b>	<b>(6,277,054)</b>	<b>1,033,087</b>

Note  
ORIGINAL BUDGET +/- approved budget changes in previous quarters = REVISED Budget  
REVISED BUDGET +/- recommended budget changes this quarter = PROJECTED Budget

Recommended Changes for March

The detail of what recommended changes are requested are included in the Description of Item section in the report

COFFS HARBOUR CITY COUNCIL

BUDGET REVIEW FOR THE QUARTER ENDED 31 MARCH 2016

Attachment 3

INCOME & EXPENSES BY PROGRAM - WATER

	ORIGINAL	Approved Changes			REVISED	Recommended Changes for March	PROJECTED	ACTUAL
	Budget 2015/16	Other than by QBRs	Sept Rev	Dec Rev	Budget		Budget 2015/16	YTD
<b>INCOME</b>								
Management Expenses	3,000	13,910	-	-	16,910	-	16,910	11,113
Maintenance & Operating	7,376,195	6,593	-	-	7,382,788	-	7,382,788	3,916,864
Miscellaneous	-	-	-	-	-	-	-	-
Capital Expenses	5,836,650	4,124,758	(360,000)	2,900,000	12,501,408	130,000	12,631,408	3,302,703
Untied Funding	19,072,139	-	-	-	19,072,139	-	19,072,139	12,875,145
<b>TOTAL INCOME</b>	<b>32,287,984</b>	<b>4,145,261</b>	<b>(360,000)</b>	<b>2,900,000</b>	<b>38,973,245</b>	<b>130,000</b>	<b>39,103,245</b>	<b>20,105,825</b>
<b>EXPENSES</b>								
Management Expenses	4,133,808	13,910	-	-	4,147,718	-	4,147,718	2,777,398
Maintenance & Operating	13,648,554	6,593	-	-	13,655,147	-	13,655,147	9,231,509
Miscellaneous	9,926,111	-	-	-	9,926,111	-	9,926,111	6,752,363
Capital Expenses	5,836,650	4,124,758	(360,000)	2,900,000	12,501,408	130,000	12,631,408	5,971,900
Untied Funding	553,000	-	-	-	553,000	-	553,000	276,500
<b>TOTAL EXPENSES</b>	<b>34,098,123</b>	<b>4,145,261</b>	<b>(360,000)</b>	<b>2,900,000</b>	<b>40,783,384</b>	<b>130,000</b>	<b>40,913,384</b>	<b>25,009,670</b>
<b>NET OPERATING RESULT SURPLUS/(DEFICIT)</b>	<b>(1,810,139)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(1,810,139)</b>	<b>-</b>	<b>(1,810,139)</b>	<b>(4,903,845)</b>
Add Back:								
Capital Expenses	7,371,650	4,124,758	2,540,000	-	14,036,408	130,000	14,166,408	7,849,181
Less:								
Transfers to & from Reserves	5,547,135	4,145,261	2,670,000	-	12,362,396	-	12,362,396	9,271,797
Loan Drawdowns	-	-	-	-	-	-	-	-
Advance Repayments	-	-	-	-	-	-	-	-
Asset Sales	-	-	-	-	-	-	-	60,909
<b>NET OPERATING RESULT FROM CONTINUING OPERATIONS</b>	<b>14,376</b>	<b>(20,503)</b>	<b>(130,000)</b>	<b>-</b>	<b>(136,127)</b>	<b>130,000</b>	<b>(6,127)</b>	<b>(6,387,370)</b>
Less:								
Capital Grants	-	-	-	-	-	-	-	-
Capital Contributions	3,584,250	-	-	-	3,584,250	-	3,584,250	2,688,188
<b>NET OPERATING RESULT BEFORE CAPITAL ITEMS</b>	<b>(3,569,874)</b>	<b>(20,503)</b>	<b>(130,000)</b>	<b>-</b>	<b>(3,720,377)</b>	<b>130,000</b>	<b>(3,590,377)</b>	<b>(9,075,558)</b>

Note

ORIGINAL BUDGET +/- approved budget changes in previous quarters = REVISED Budget

REVISED BUDGET +/- recommended budget changes this quarter = PROJECTED Budget

Recommended Changes for March

The detail of what recommended changes are requested are included in the Description of Item section in the report

**COFFS HARBOUR CITY COUNCIL**  
**BUDGET REVIEW FOR THE QUARTER ENDED 31 MARCH 2016**  
**CAPITAL BUDGET - GENERAL FUND**

**Attachment 4**

	ORIGINAL	Approved Changes			REVISED	Recommended	PROJECTED	ACTUAL
	Budget 2015/16	Other than by QBRS	Sept Rev	Dec Rev	Budget	Changes for March	Budget 2015/16	YTD
<b>CAPITAL FUNDING</b>								
Rates and other Untied Funding	11,590,940	6,835,063	2,421,268	28,466	20,875,737	116,255	20,991,992	14,366,245
Internal Restrictions								
- Airport	2,194,551	261,620	-	-	2,456,171	5,988,380	8,444,551	1,122,331
- Bldg Maint Resv	-	-	-	-	-	-	-	-
- Non-Domestic Waste Management	200,000	-	-	-	200,000	-	200,000	-
- Community Facilities Reserve	300,000	884,867	-	-	1,184,867	-	1,184,867	492,807
- Car Parking Upgrade	-	-	-	-	-	-	-	-
- Environmental Levy	-	16,674	-	-	16,674	-	16,674	10,629
- Future Fund	-	-	-	210,000	210,000	485,834	695,834	812
- Jetty Maint Reserve	-	-	-	-	-	-	-	-
- Pine Creek Reserve	-	-	-	-	-	-	-	-
- Environmental Laboratory	50,000	-	-	-	50,000	100,000	150,000	59,390
- Grant in Advance	-	650,284	-	-	650,284	-	650,284	663,970
- Plant	3,148,210	-	-	-	3,148,210	-	3,148,210	1,665,182
- Private Works	-	-	-	-	-	-	-	-
- Land Sale Reserve	-	-	-	-	-	-	-	-
- Open Space Resv	-	-	-	-	-	-	-	-
- RFS Reserve	-	-	-	-	-	-	-	-
- ELE Reserve	-	-	-	-	-	-	-	-
- CBD Masterplan Reserve	1,115,286	1,143,073	-	-	2,258,359	-	2,258,359	143,561
- EDP Reserve	836,319	-	-	-	836,319	-	836,319	836,319
External Restrictions								
- Domestic Waste Management	200,000	-	-	-	200,000	-	200,000	4,250
- S94	2,481,000	1,670,955	60,690	242,315	4,454,960	(918,988)	3,535,972	507,317
- S94 - Inkind	4,635,000	-	-	-	4,635,000	-	4,635,000	3,476,250
- Contribution	78,000	1,761,428	36,000	1,138,203	3,013,631	-	3,013,631	853,217
- Grant	3,589,671	1,490,412	1,412,296	37,986	6,530,365	374,079	6,904,444	3,302,381
- Sales Income	1,533,729	-	-	-	1,533,729	-	1,533,729	(72,023)
- Loan	177,736	2,335,244	91,241	61,633	2,665,854	-	2,665,854	823,494
New Loans	-	-	-	-	-	-	-	-
Income from Sale of Assets	-	-	-	-	-	-	-	-
<b>TOTAL CAPITAL FUNDING</b>	<b>32,130,442</b>	<b>17,049,620</b>	<b>4,021,495</b>	<b>1,718,603</b>	<b>54,920,160</b>	<b>6,145,560</b>	<b>61,065,720</b>	<b>28,256,132</b>

This document forms part of Coffs Harbour City Council's Quarterly Budget Review Statements for the quarter ended 31/3/16 and should be read in conjunction with other documents in the QBRS

**COFFS HARBOUR CITY COUNCIL**  
**BUDGET REVIEW FOR THE QUARTER ENDED 31 MARCH 2016**  
**CAPITAL BUDGET - GENERAL FUND**

	ORIGINAL	Approved Changes			REVISED	Recommended Changes for March	PROJECTED	ACTUAL
	Budget 2015/16	Other than by QBRs	Sept Rev	Dec Rev	Budget		Budget 2015/16	YTD
<b>CAPITAL EXPENDITURE</b>								
Loan Repayments (Principal)	4,603,201	5,275,220	2,148,811	-	12,027,232	-	12,027,232	10,654,745
New Assets								
Buildings	-	19,054	-	-	19,054	-	19,054	15,162
Furniture & Fittings	14,000	-	-	-	14,000	-	14,000	7,095
Land Improvements	394,000	1,699,297	-	-	2,093,297	334,000	1,759,297	37,577
Land - Operational	-	918,817	-	-	918,817	-	918,817	-
Community Land	-	-	-	-	-	-	-	-
Bulk Earthworks (non-depreciable)	-	-	-	-	-	-	-	-
Library Books	-	-	-	-	-	-	-	-
Office Equipment	836,319	417,764	-	28,466	1,282,549	-	1,282,549	1,061,248
Other Assets	20,000	175,131	-	210,000	405,131	4,000	409,131	34,638
Other Structures	552,557	44,000	36,000	61,633	694,190	-	694,190	475,004
Plant & Equipment	205,960	2,964	-	-	208,924	100,000	308,924	88,960
Water Supply Network	-	-	-	-	-	-	-	-
Roads, Bridges & Footpaths	7,122,614	2,433,998	435,284	1,278,410	11,270,306	982,505	12,252,811	6,229,274
Stormwater Drainage	-	588,884	-	-	588,884	-	588,884	198,528
Renewals (Replacement)								
Buildings	1,695,182	775,486	(240,540)	-	2,230,128	-	2,230,128	478,339
Furniture & Fittings	2,000	-	-	-	2,000	-	2,000	-
Land Improvements	770,000	345,812	60,690	-	1,176,502	590,000	586,502	62,383
Land - Operational	250,000	-	-	-	250,000	132,255	382,255	85,520
Community Land	-	-	-	-	-	-	-	-
Bulk Earthworks (non-depreciable)	-	-	-	-	-	-	-	-
Library Books	-	-	-	-	-	-	-	-
Office Equipment	536,850	48,953	-	-	585,803	-	585,803	82,939
Other Assets	572,550	1,149,376	99,014	46,686	1,867,626	53,920	1,921,546	797,341
Other Structures	660,286	920,794	-	-	1,581,080	-	1,581,080	68,145
Plant & Equipment	5,615,822	56,277	(113,854)	-	5,558,245	-	5,558,245	1,597,977
Water Supply Network	-	-	-	-	-	-	-	-
Roads, Bridges & Footpaths	7,430,790	1,127,429	1,492,392	93,408	10,144,019	5,796,880	15,940,899	6,027,899
Stormwater Drainage	848,311	1,050,364	103,698	-	2,002,373	-	2,002,373	253,358
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>32,130,442</b>	<b>17,049,620</b>	<b>4,021,495</b>	<b>1,718,603</b>	<b>54,920,160</b>	<b>6,145,560</b>	<b>61,065,720</b>	<b>28,256,132</b>

Note  
ORIGINAL BUDGET +/- approved budget changes in previous quarters = REVISED Budget  
REVISED BUDGET +/- recommended budget changes this quarter = PROJECTED Budget

Recommended Changes for March

The detail of what recommended changes are requested are included in the Description of Item section in the report

This document forms part of Coffs Harbour City Council's Quarterly Budget Review Statements for the quarter ended 31/3/16 and should be read in conjunction with other documents in the QBRs

**COFFS HARBOUR CITY COUNCIL**  
**BUDGET REVIEW FOR THE QUARTER ENDED 31 MARCH 2016**  
**CAPITAL BUDGET - WATER FUND**

	ORIGINAL	Approved Changes			REVISED	Recommended Changes for March	PROJECTED Budget 2015/16	ACTUAL YTD
	Budget 2015/16	Other than by QBRS	Sept Rev	Dec Rev	Budget			
<b>CAPITAL FUNDING</b>								
Water Fund	4,911,250	-	-	-	4,911,250	-	4,911,250	3,650,175
External Restrictions								
Unexpended Loan	550,900	3,614,483	-	2,545,000	6,710,383	-	6,710,383	3,644,926
S64	1,909,500	510,275	-	(5,000)	2,414,775	130,000	2,544,775	554,080
<b>TOTAL CAPITAL FUNDING</b>	<b>7,371,650</b>	<b>4,124,758</b>	<b>-</b>	<b>2,540,000</b>	<b>14,036,408</b>	<b>130,000</b>	<b>14,166,408</b>	<b>7,849,181</b>

	ORIGINAL	Approved Changes			REVISED	Recommended Changes for March	PROJECTED Budget 2015/16	ACTUAL YTD
	Budget 2015/16	Other than by QBRS	Sept Rev	Dec Rev	Budget			
<b>CAPITAL EXPENDITURE</b>								
Loan Repayments (Principal)	4,591,050	-	-	-	4,591,050	-	4,591,050	3,411,762
New Assets								
Office Equipment	-	-	-	-	-	-	-	-
Water Supply Network	1,124,000	3,439,553	-	2,625,000	7,188,553	-	7,188,553	3,552,236
Plant & Equipment	-	-	-	-	-	-	-	33,355
Other Assets	-	-	-	-	-	-	-	-
Renewals (Replacement)								
Office Equipment	8,200	-	-	(85,000)	(76,800)	-	(76,800)	235
Water Supply Network	1,572,400	685,205	-	-	2,257,605	130,000	2,387,605	847,993
Plant & Equipment	76,000	-	-	-	76,000	-	76,000	3,600
Other Assets	-	-	-	-	-	-	-	-
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>7,371,650</b>	<b>4,124,758</b>	<b>-</b>	<b>2,540,000</b>	<b>14,036,408</b>	<b>130,000</b>	<b>14,166,408</b>	<b>7,849,181</b>

Note  
ORIGINAL BUDGET +/- approved budget changes in previous quarters = REVISED Budget  
REVISED BUDGET +/- recommended budget changes this quarter = PROJECTED Budget

Recommended Changes for March  
The detail of what recommended changes are requested are included in the Description of Item section in the report



**COFFS HARBOUR CITY COUNCIL  
BUDGET REVIEW FOR THE QUARTER ENDED 31 MARCH 2016  
CAPITAL BUDGET - SEWER FUND**

	ORIGINAL	Approved Changes			REVISED	Recommended Changes for March	PROJECTED Budget 2015/16	ACTUAL YTD
	Budget				Budget			
	2015/16	Other than by QBRS	Sept Rev	Dec Rev				
<b>CAPITAL FUNDING</b>								
Sewer Fund	8,695,980	-	-	-	8,695,980	-	8,695,980	6,510,475
External Restrictions								
Unexpended Loan	779,800	3,114,144	(2,548,245)	-	1,345,699	-	1,345,699	615,249
S64	5,375,000	1,676,763	-	-	7,051,763	-	7,051,763	3,452,063
Grant	-	-	-	-	-	-	-	-
<b>TOTAL CAPITAL FUNDING</b>	<b>14,850,780</b>	<b>4,790,907</b>	<b>- 2,548,245</b>	<b>-</b>	<b>17,093,442</b>	<b>-</b>	<b>17,093,442</b>	<b>10,577,787</b>

	ORIGINAL	Approved Changes			REVISED	Recommended Changes for March	PROJECTED Budget 2015/16	ACTUAL YTD
	Budget				Budget			
	2015/16	Other than by QBRS	Sept Rev	Dec Rev				
<b>CAPITAL EXPENDITURE</b>								
Loan Repayments (Principal)	8,685,980	-	-	-	8,685,980	-	8,685,980	6,510,360
New Assets								
Office Equipment	-	-	-	-	-	-	-	-
Sewer Network	600,000	2,789,532	(2,048,245)	(250,000)	1,091,287	-	1,091,287	488,927
Plant & Equipment	-	-	-	-	-	-	-	283,539
Renewals (Replacement)								
Office Equipment	30,000	20,000	-	-	50,000	-	50,000	115
Sewer Network	5,448,800	1,801,375	(500,000)	250,000	7,000,175	-	7,000,175	3,284,049
Plant & Equipment	86,000	180,000	-	-	266,000	-	266,000	10,797
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>14,850,780</b>	<b>4,790,907</b>	<b>- 2,548,245</b>	<b>-</b>	<b>17,093,442</b>	<b>-</b>	<b>17,093,442</b>	<b>10,577,787</b>

Note

ORIGINAL BUDGET +/- approved budget changes in previous quarters = REVISED Budget

REVISED BUDGET +/- recommended budget changes this quarter = PROJECTED Budget

Recommended Changes for March

The detail of what recommended changes are requested are included in the Description of Item section in the report

COFFS HARBOUR CITY COUNCIL

**Attachment 5**

**BUDGET REVIEW FOR THE QUARTER ENDED 31 MARCH 2016**

**CASH AND INVESTMENTS**

Reserve Type	Opening	Add / (Subtract)	Add			REVIS	Recommended	PROJECTED	YTD	
	Balance 1/07/2015	ORIGINAL Budget Transfers 2015/16	Approved Changes Other than by QBRs Sept Rev	Dec Rev	Interest Apportioned	Balance	Budget Transfers for March	Closing Balance 30/06/2016		
<b>Total Cash and Investments</b>	<b>152,342,000</b>	<b>-</b>	<b>-</b>			<b>152,342,000</b>		<b>152,342,000</b>	<b>165,531,607</b>	
attributable to:										
External Restrictions (see below)	94,016,000	(2,496,810)	(8,771,015)	(72,317)		1,112,850	83,788,708	-	83,788,708	102,386,327
Internal Restrictions (see below)	57,009,000	(2,371,007)	(8,484,972)	50,000		1,814,007	48,017,028	-	48,017,028	58,969,120
Unrestricted	1,317,000	4,867,817	17,255,987	22,317		(2,926,857)	20,536,264	-	20,536,264	4,176,160
	<b>152,342,000</b>	<b>-</b>	<b>-</b>	<b>-</b>		<b>-</b>	<b>152,342,000</b>	<b>-</b>	<b>152,342,000</b>	<b>165,531,607</b>
<b>External Restrictions</b>										
General:										
Developer Contributions	12,834,000	(2,491,000)	(1,663,113)	(72,317)			8,607,570	-	8,607,570	13,783,230
Domestic Waste	4,006,000	(974,660)	-	-		129,849	3,161,189	-	3,161,189	3,637,905
Stormwater Management Levy	-	-	-	-		-	-	-	-	-
Other	61,000	-	-	-		-	61,000	-	61,000	-
Water:										
Unexpended Loans	21,779,000	(200,900)	(3,914,758)	-			17,663,342	-	17,663,342	20,090,585
Unexpended Grants	-	-	-	-			-	-	-	-
Developer Contributions	105,000	1,327,750	(200,000)	-			1,232,750	-	1,232,750	2,563,978
Water Supplies (Revenue)	7,505,000	-	-	-		246,416	7,751,416	-	7,751,416	7,537,449
Sewer:										
Unexpended Loans	27,939,000	(158,000)	(2,993,144)	-			24,787,856	-	24,787,856	29,845,028
Unexpended Grants	-	-	-	-			-	-	-	-
Developer Contributions	24,000	-	-	-			24,000	-	24,000	2,388,158
Sewer Services (Revenue)	19,763,000	-	-	-		736,585	20,499,585	-	20,499,585	22,539,994
<b>Total External Restrictions</b>	<b>94,016,000</b>	<b>(2,496,810)</b>	<b>(8,771,015)</b>	<b>(72,317)</b>		<b>1,112,850</b>	<b>83,788,708</b>	<b>-</b>	<b>83,788,708</b>	<b>102,386,327</b>
<b>Internal Restrictions</b>										
Airport	52,000	504,042	(261,620)	-		-7,048	287,374	-	287,374	27,020
Asset Replacement & Maintenance	556,000	-	-	-		20,957	576,957	-	576,957	580,104
Asset Renewal	1,999,000	5,600	-	-		67,542	2,072,142	-	2,072,142	2,066,007
CBD Masterplan	1,490,000	2,268,800	(1,226,667)	-		56,151	2,588,284	-	2,588,284	1,804,590
Community Facilities	1,580,000	(252,469)	(726,867)	-		51,456	652,120	-	652,120	1,533,929
EDP Equipment	909,000	(801,319)	-	-		15,257	122,938	-	122,938	101,029
Technology Group	402,000	-	-	-		7,834	409,834	-	409,834	378,365
Unexpended Contributions	2,021,000	-	(1,287,867)	-		-	733,133	-	733,133	21,364
Historical Jetty R & M	242,000	-	-	-		8,193	250,193	-	250,193	250,596
Future Fund	2,125,000	362,816	-	-		75,861	2,563,677	-	2,563,677	2,472,386
Business Development	2,276,000	36,000	-	-		77,267	2,389,267	-	2,389,267	2,376,918
Project Contingency	1,193,000	-	-	-		40,329	1,233,329	-	1,233,329	1,233,602
Private Works - General Fund Reserve	3,393,000	747,900	-	-		115,501	4,256,401	-	4,256,401	3,563,118
Non Domestic Waste	1,986,000	(721,299)	(304,694)	-		113,943	1,073,950	-	1,073,950	5,030,454
Employees Leave Entitlement	6,683,000	(3,317,521)	-	-		221,814	3,587,293	-	3,587,293	5,829,298
Revenue Revotes	2,147,000	-	(2,147,000)	-		-	-	-	-	-
Renewable Energy	-	-	-	50,000		-	50,000	-	50,000	-
Unexpended Grants	1,281,000	(962,876)	-	-		-	318,124	-	318,124	896,162
Open Space Land	51,000	-	(4,000)	-		1,677	48,677	-	48,677	47,266
Lab Equipment Replacement	963,000	31,016	-	-		34,456	1,028,472	-	1,028,472	1,095,998
Rural Fire Service	-	-	-	-		-	-	-	-	-
Plant Replacement	8,943,000	(701,661)	(11,511)	-		296,570	8,526,398	-	8,526,398	9,082,982
T2S Savings	-	866,000	-	-		25,117	891,117	-	891,117	1,241,617
Environmental Levy	102,000	-	(89,093)	-		1,208	14,115	-	14,115	109,077
RMS Pine Creek Handover (Capital)	2,182,000	-	-	-		71,475	2,253,475	-	2,253,475	2,124,160
RMS - SH10 Garden Works	70,000	(54,800)	-	-		2,027	17,227	-	17,227	49,540
RMS - Sapphire to Woolgoolga	-	-	-	-		36,722	36,722	-	36,722	1,624,230
Unexpended Loan Funds	8,696,000	(381,236)	(2,425,653)	-		-	5,889,111	-	5,889,111	9,052,705
Car Parking Upgrade	1,080,000	-	-	-		36,496	1,116,496	-	1,116,496	1,116,347
Future Road Network	2,266,000	-	-	-		79,998	2,345,998	-	2,345,998	2,575,418
Flood Mitigation Works	2,321,000	-	-	-		363,204	2,684,204	-	2,684,204	2,684,838
	<b>57,009,000</b>	<b>(2,371,007)</b>	<b>(8,484,972)</b>	<b>50,000</b>		<b>1,814,007</b>	<b>48,017,028</b>	<b>-</b>	<b>48,017,028</b>	<b>58,969,120</b>

**Investments**

Per Council's monthly Bank Balances and Investments report the RAO provides a statement that Council's investments have been made in accordance with the Local Government Act 1993, Regulations and Council's investment policy

**Reconciliation**

Per Council's monthly Bank Balances and Investments report the total Cash and investments have been reconciled with funds invested and cash at bank

**Cash**

The last bank reconciliation was to the period ended 31/3/16 and was completed 19/4/16

**Note**

Opening Balances for Unexpended grants, Unexpended loans and unexpended contributions were extracted from Closing Balance at 30/6/15 per Note 6(c) of financial statements

This document forms part of Coffs harbour City Council's Quarterly Budget Review Statements for the quarter ended 31/3/16 and should be read in conjunction with other documents in the QBRs

**COFFS HARBOUR CITY COUNCIL**  
**BUDGET REVIEW FOR THE QUARTER ENDED 31 MARCH 2016**  
**KEY PERFORMANCE INDICATORS STATEMENT**

**Attachment 6**

RATIO	CALCULATION	WHAT IS BEING MEASURED	FIGURE	SUSTAINABLE TARGET
Sources of Revenue Ratio (Consolidated)	Own source revenue (all income excluding grants and contributions) divided by total income from continuing operations	Council's reliance on funding from sources other than grants and contributions. The greater the reliance on own source revenue the more control council has over its income stream	81.06%	> 65%
Rates and Annual Charges Coverage Ratio (Consolidated)	Rates and annual charges outstanding divided by income from continuing operations	The degree of dependence upon revenues from rates and annual charges and to assess the security of Council's income	56.46%	55% to 75%
Asset Sustainability Ratio (Consolidated)	Capital amounts spent on rehabilitation and replacement of existing assets divided by the level proposed in the infrastructure and asset management plan	The extent to which assets are being replaced at the rate they are wearing out	27.52%	90% to 110%
Debt Service Ratio (Consolidated)	Debt service cost divided by income from continuing operations excluding capital items and specific purpose grants and contributions	The impact of loan principal and interest repayments on the discretionary revenue of council	30.71%	< 10% Sustainable 10% to 15% Satisfactory > 15% Unsustainable
Rates and Annual Charges Outstanding (Consolidated)	Rates and annual charges outstanding divided by rates and annual charges collectable	The impact of uncollected rates and annual charges on liquidity and the adequacy of recovery efforts	6.84%	7%

This document forms part of Coffs Harbour City Council's Quarterly Budget Review Statement for the quarter ended 31/03/16 and should be read in conjunction with other documents in the QBRS

**COFFS HARBOUR CITY COUNCIL**  
**BUDGET REVIEW FOR THE QUARTER ENDED 31 MARCH 2016**  
**PART A - CONTRACTS LISTING**

**Attachment 7**

CONTRACTOR	CONTRACT DETAIL & PURPOSE	CONTRACT VALUE (Ex GST)	COMMENCEMENT DATE	COMPLETION DATE	BUDGETED (Y/N)
Coffs Coast Under Road Boring	Underbores at Double Crossing Creek, Gun Club and Skineers Creek	449,073	14/03/2016	12/06/2016	Y

Notes

1. Minimum reporting level is 1% of estimated income from continuing operations or \$50,000 whichever is the lesser
2. Contracts to be listed are those entered into during the quarter and have yet to be fully performed, excluding contractors that are on Council's preferred supplier list
3. Contracts for employment are not required to be included

This document forms part of Coffs Harbour City Council's Quarterly Budget Review Statement for the quarter ended 31/3/16 and should be read in conjunction with other documents in the QBRS

**COFFS HARBOUR CITY COUNCIL**

**Attachment 8**

**BUDGET REVIEW FOR THE QUARTER ENDED 31 MARCH 2016**

**PART B - CONSULTANCY AND LEGAL EXPENSES**

EXPENSE	EXPENDITURE YTD	BUDGETED (Y/N)
Consultancies	989,504	Y
Legal Fees	801,191	N

Definition of Consultant

A consultant is a person or organisation engaged under contract on a temporary basis to provide recommendations or high level specialist or professional advice to assist decision making by management. Generally it is the advisory nature of the work that differentiates a consultant from other contractors.

This document forms part of Coffs Harbour City Council's Quarterly Budget Review Statement for the quarter ended 31/3/16 and should be read in conjunction with the other documents in the QBRS



## REPORT TO ORDINARY COUNCIL MEETING

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

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<b>REPORTING OFFICER:</b>	Developer Contributions Officer
<b>DIRECTOR:</b>	Director Business Services
<b>COFFS HARBOUR 2030:</b>	LC 4.4 Develop inclusive community, sporting and recreational events and activities MA 1.3 Promote increased public transport, pedestrian and cycle usage and reduced car usage MA 1.4 Integrate cycle way and footpath networks including linking schools, shops and public transport
<b>ATTACHMENTS:</b>	Nil

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#### Recommendation:

**That Council note the report.**

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### EXECUTIVE SUMMARY

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At Councils meeting of 14 April 2016 the following notice of motion was resolved:

*That Council staff prepare a report detailing:*

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

This report provides information on the issues raised.

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## REPORT

### Description of Item:

The notice of motion provides the following rationale:

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

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

### Issues:

The North Sapphire development area is subject to the Moonee Release Area Developer Contributions Plan. The Contributions Plan seeks contributions towards infrastructure to be provided for the benefit of the residents of the release area.

The contributions plan seeks contributions towards the construction of a collector road, upgrade of Moonee Beach Road, Hoys Road and Old Bucca Road, the provision of district cycleway and coastal walks, a community centre, and neighbourhood playgrounds for use by residents of Moonee, Moonee West and North Sapphire (the release area).

The following information is provided in relation to the individual points raised in the Motion and provides details of the current status of the Moonee Contributions Plan:

#### Point 1

The following table summarises funds collected from developments in the North Sapphire Precinct under the Moonee Developer Contributions Plan.

Facility	Cash Received \$
Roads and Traffic Management	1,399,469
Playgrounds	310,136
Community Centre	161,114
<b>Total</b>	<b>1,870,719</b>

In addition to the above works in kind have been undertaken and contributions offset for the cost of the following works:

Playground construction	\$170,000 – along North Solitary Drive
Part collector road construction	\$308,270 – Part North Solitary Drive

The playground that was contributions funded and constructed in North Sapphire adjacent to the beach reserve was significantly larger than that originally proposed. The cost above the amount included in the contributions plan was borne by the developer of the North Sapphire estate. The enhanced facility was to assist in marketing of the estate.

There have been no other contributions made and all “fully developer funded” works such as internal roads and footpaths have been for the account of the developer.

## **Point 2**

The original Moonee Release Area Contributions Plan provided for contributions towards the following items:

- Community centre on Moonee Beach Road
- Neighbourhood Parks, two in North Sapphire, one on Moonee Beach Road and one on the northern most parcel of land
- District Park on the Western side of the Highway
- A collector road from Split Solitary Road to Moonee Beach Road including roundabout. A Collector road north from Moonee Beach Road to the boundary of the northern most parcel
- Roundabout on Moonee Beach Road
- Upgrade of Moonee Beach Road
- Upgrade of Split Solitary Road
- Upgrade of Hoys Road including roundabout construction
- Upgrade of Old Bucca Road
- District Cycleway network including cycleway along all collector roads, Moonee beach road, a cycleway bridge over the highway linking to the proposed sports fields on the western side of the highway
- Construction of the coastal walk through the release area (80% funding from contributions)
- District Sports fields on Hoys Road

## **Point 3**

Following the upgrade of the Pacific Highway, the contribution plan was revised with a draft Plan being put to Council for consideration and exhibition on 28 August 2014. The following is an extract from the business paper which details the changes to the Plan:

*The current adopted Moonee Release Area Developer Contributions Plan provides for contributions towards works that, it can be argued, are no longer to be provided by Council. A roundabout within the North Sapphire Beach is no longer required due to redesign of the road layout and is proposed to be removed from the Plan. The upgrade of Hoys Road is included in the current Plan. However these works were completed in conjunction with the Pacific Highway upgrade and are proposed to be removed from the Plan.*



*A collector road was proposed from North Sapphire through to Moonee Beach Road parallel to the Pacific Highway. The Highway upgrade works have resulted in a service road (Solitary Islands Way) being constructed on the western side of the Pacific Highway that now predominantly serves the function of the initial proposed collector road in providing a local road connection between Moonee and Sapphire. Whilst the proposed collector road would serve a more direct route, when taking into account the cost of the road (Estimated \$3.2 million plus), the environmental issues that are associated with the road traversing the South Moonee Forest, and the maintenance costs that will result, noting that Council will be responsible for maintenance of the western service road, it is considered unnecessary to construct this collector road. It would be a duplication of existing access arrangements. A cycleway is considered appropriate in this location as it will provide pedestrian/cycleway links between North Sapphire and Moonee Beach.*

*The current adopted Plan includes funding for a pedestrian/cycleway bridge over the Highway from Moonee to the Hoys Road area. The Highway upgrade has also addressed this issue and therefore the proposed bridge is no longer required.*

*The current Plan also includes contributions towards the provision of a sports complex at Hoys Road. This complex will form part of a district network of sports facilities and has been removed from the Moonee Area Plan and placed in the draft Open Space Contributions Plan 2014, which is included in another section of this business paper. This accords with the provisions of Council's adopted Sports Facilities Plan 2010.*

*The cost of other facilities such as cycleways and neighbourhood parks have also been reviewed to reflect current costings.*

The updated plan was adopted by Council in October 2014. Development consents with works not complete have subsequently been amended to reflect the reduced contribution rates, including the main consent applying to the North Sapphire area.

#### **Point 4**

The works status can be generally summarised as follows:

#### **Completed Works**

##### **Roads**

- Moonee Beach Road upgrade completed including construction of a roundabout
- Collector road south from Moonee Beach Road completed for a length of approximately 550 metres (Sullivans Road)
- Collector road North from Moonee Beach Road completed for a length of approximately 350 metres (Moonee Creek Drive)
- Collector road in North Sapphire completed for a length of approximately 660 metres (North Solitary Drive)
- Split Solitary Road upgrade complete

### **Cycleways/pathways**

- A cycleway/pathway has been constructed along Moonee Beach Road
- A cycleway has been completed along the collector road north of Moonee Beach Road for approximately 350 metres along Moonee Creek Drive
- A cycleway has been constructed south of Moonee Beach Road along Sullivans Road for a length of approximately 550 metres
- A small section of a cycleway has been constructed from Solitary Islands Way to the start of North Solitary Drive for approximately 150 metres

### **Neighbourhood Parks**

Two neighbourhood parks have been constructed in the North Sapphire precinct.

### **Community Centre**

Land has been purchased on Moonee Beach Road for a community centre and playground.

### **Planned Works**

#### **Cycleways**

Councils 2015/16 budget includes an amount of \$200,000 for continuation of the cycleway/pathway along North Solitary Drive to Reick's Close, which is the current extent of development. These works are programmed to occur next financial year and the budget will need to be re-voted.

The cycleway from North Solitary Drive through the Moonee Forest to Sullivans road will be constructed following completion of further development in North Sapphire, subject to sufficient funds being available.

The continuation of the cycleway northward from Moonee Beach Road along Moonee Creek Drive will occur as development proceeds.

#### **Roads**

There are no additional contribution funded roads to be constructed in the North Sapphire precinct in the current contributions plan.

Construction of the northern collector road (Moonee Creek Drive) will continue when development proceeds in the northern area. This is also the situation for works on the western side of the Pacific Highway.

#### **Community Centre**

Construction of the proposed community centre will be dependent on the rate of development and therefore contribution income streams as the release area progresses.

#### **Neighbourhood Parks**

The park planned for the northern area of the catchment and in the western area will be constructed as the surrounding area develops.

### **Point 5**

Contributions towards roads and traffic infrastructure including cycleways are paid on a per lot basis with the contributions held in a single separately identifiable account for all works included in the plan. Funds are then utilized on works that are required as the need arises, depending on which particular section in the release area is proceeding.

On reviewing the contributions plan in 2014, all moneys held for traffic and transport facilities were taken into account and allocated for future road and cycleway projects within the Moonee DCP area. It should be noted that part of the contributions received from the North Sapphire area have been or are to be expended in the Moonee and western areas. This is due to those projects such as a roundabout on Moonee Beach Road, and the upgrade of Old Bucca Road for access to the proposed school site and sports fields providing a benefit to North Sapphire residents.

### **Point 6**

Contributions income is expended on items included in an adopted contributions plan. Expenditure occurs as sufficient funds are received to undertake work. Items of expenditure often require prioritization to ensure essential infrastructure such as roads are funded initially to allow development to proceed.

### **Options:**

As this report is for information only, an options analysis is not required.

### **Sustainability Assessment:**

- **Environment**

Environmental issues associated with contribution funded works are considered in the preparation of the Development Control Plans applicable to the relevant areas. Detailed environmental issues are assessed at the time of assessment of development applications or at the design stage for individual projects.

- **Social**

The provision of infrastructure contained in the Moonee Contributions Plan, including cycleways will have a positive effect on the current and future residents of the release area through the provision of appropriate facilities for their use.

- **Civic Leadership**

The timely provision of contributions funded infrastructure promotes sound management practices and ensures infrastructure is provided in line with the intentions and requirements of Section 94 of the Environmental Planning and Assessment Act.

- **Economic**

#### **Broader Economic Implications**

The Moonee Release Area Contribution Plan provides a mechanism for the collection of funds to enable the provision of infrastructure required as a result of development.

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

Councils 2015-16 adopted budget includes an amount of \$200,000 for the construction of a cycleway/pathway along North Solitary Drive with the works programmed to occur in the next financial year and the budget will need to be re-voted.

### **Risk Analysis:**

There are no risks associated directly with this report. The Moonee Contributions Plan includes work schedules that are dependent upon future contribution income streams. The plans are based on cost estimates of proposed works that may require adjustment as final costs are prepared prior to commencement. Regular reviews of Councils developer contributions plans are a mechanism of minimising the risks associated with the estimated income streams and costs of infrastructure to be provided. The August 2014 review as cited above was undertaken to minimize the risks associated with the Contributions Plan.

### **Consultation:**

Not applicable to this report.

### **Related Policy, Precedents and / or Statutory Requirements:**

Developer Contributions Plans are prepared having regard to Section 94 of the Environmental Planning and Assessment Act 1979, and Part 4 of the Environmental Planning and Assessment Regulation 2000.

### **Implementation Date / Priority:**

Not applicable to this report.

### **Conclusion:**

Council's adopted budgets include an allocation for the construction of a footpath/cycleway along North Solitary Drive, North Sapphire, with construction expected to occur next year. Other infrastructure included in the Moonee release Area Contributions Plan that has been either funded to date or to be funded in future is as noted in the issues section of this report.



## REPORT TO ORDINARY COUNCIL MEETING

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### COFFS COAST TOURISM STRATEGIC PLAN 2020 - FINAL

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<b>REPORTING OFFICER:</b>	Group Leader City Prosperity
<b>DIRECTOR:</b>	Director Sustainable Communities
<b>COFFS HARBOUR 2030:</b>	LP1.1 Promote opportunities around renewable energy, sustainable tourism, sustainable agriculture and fisheries, local produce, creative and clean industries LP6.1 Develop strong and effective partnerships between business, the community, educational institutions and Government LE1.1 Identify and promote the region's unique environmental values
<b>ATTACHMENTS:</b>	ATT1 Coffs Coast Tourism Strategic Plan 2020 ATT2 Consultant Review of Submissions and Amendments to Plan ATT3 CONFIDENTIAL Copy of Submissions

---

#### **Recommendation:**

#### **That Council:**

- 1. Adopts the *Coffs Coast Tourism Strategic Plan 2020 (Attachment 1)*.**
  - 2. Notify parties who made a submission during consultation described in this report of Council's decision.**
- 

### EXECUTIVE SUMMARY

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A new section 355 strategic tourism committee was formed on 1 July 2015, now known as the 'Destination Coffs Coast Committee'.

Council, in consultation with the committee, engaged consultants Wray Sustainable Research & Planning, Sarah Lebski & Associates and Bill Fox & Associates, to prepare a Coffs Coast Tourism Strategic Plan 2020 to guide the strategic direction of tourism on the Coffs Coast.

Considerable stakeholder consultation occurred in the formation of the draft plan which was on public exhibition for four weeks.

The final plan is fully endorsed by the Destination Coffs Coast Committee, and presented to Council for adoption.

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## **REPORT**

### **Description of Item:**

The need to develop the Coffs Coast Tourism Strategic Plan 2020 was identified as an important priority following the establishment of a new Coffs Harbour City Council s355 tourism committee – Destination Coffs Coast Committee (DCCC) in July 2015.

The Coffs Coast Strategic Tourism Plan 2020 has been developed by consultants Wray Sustainable Research & Planning, Sarah Lebski & Associates and Bill Fox & Associates in cooperation with the DCCC and is underpinned by a comprehensive situational analysis and stakeholder engagement process.

The strategic plan aims to strengthen the Coffs Coast visitor economy by increasing overnight visitor stays, length of stay, expenditure, and dispersal across the region. This will be achieved by positioning the Coffs Coast as a leading regional destination for leisure and nature-based tourism, events and cultural experiences.

A single vision was created through consultation with stakeholders to guide the strategic direction of tourism across the Coffs Coast over the next five years:

*To support the sustainable growth of tourism through the inclusive partnership of government and local businesses, that positions the Coffs Coast as a regional destination for events and quality tourism experiences, which are connected to our natural and coastal environments, our vibrant and culturally distinctive hinterland communities and our relaxed way of life.*

Following public exhibition of the draft plan, the final plan is now presented to Council for adoption (Attachment 1).

### **Issues:**

The plan was placed on public exhibition, by both Coffs Harbour and Bellingen Shire Councils, for a period of 28 days in March 2016. 9 submissions were received in the Coffs Harbour LGA (one in Bellingen Shire).

The consultant reviewed the submissions and recommended a number of amendments to the final plan (Attachment 2). DCCC endorsed these amendments at the meeting of 2 May 2016. The amendments are predominantly clarifying discussion points, with one significant amendment to a strategic direction:

#### **S11 Visitor Information Services**

The draft plan proposed a move away from a reliance on a single physical location for visitor services, and to adopt a more distributed visitor services model, which will be accessible to visitors in a wider range of locations across the LGA (more points of contact). The consultant recommendations included that visitor information services should be reassessed to consider innovative, digitally based solutions for exciting and cost effective service delivery.

In parallel with the public exhibition of the draft strategy, Council has finalised a review of visitor information services. The purpose of the review was to investigate alternate delivery models for visitor services, to more efficiently provide a quality service to visitors, and provide ratepayers with better value for money on the current Council expenditure.

The review considered the current operating model of the Visitor Information Centre (VIC), approaches adopted by other LGAs, the available technologies, consumer booking behaviour and trends, and the findings of the Draft Coffs Coast Tourism Strategy 2020.

The principal findings were:

- There continues to be a substantial and significant shift in consumer search behaviour towards searching and booking on the Internet.
- Many LGAs in NSW are grappling with the issue of how to operate their VICs in a sustainable way, and are reporting dropping foot traffic and booking revenue.
- Most LGAs are considering how to improve digital access to visitor services for customers, through websites, apps and/or kiosks.
- There is an increasing trend for consumers to book direct with properties, often at the last moment.
- A bricks-and-mortar centric approach to visitor services is outdated, too expensive to run, and inflexible, in light of changing consumer search patterns.
- The majority of the Coffs Harbour VIC's booking revenue comes from group bookings, often related to large events, which do not require a "retail" shopfront, and can be delivered via telephone, email and/or the internet.
- Digital technologies can play a role in facilitating access to visitor services, but are not a panacea.
- The Coffs Harbour VIC is no longer viable and should be closed.

The review considered options for alternate visitor services delivery models. These ranged from a refurbished, relocated VIC to a total reliance on volunteers, to a total reliance on digital, and a blend of distributed visitor services across a wider range of flexible formats.

The review concluded that the adoption of a blended distributed model for visitor services was the appropriate way forward for Coffs Harbour. This would consist of:

1. A centralised group bookings facility accessible over the phone email and internet during business hours
2. Redirection of visitors to the Coffs Coast App and website for 24/7 information
3. Closure of the Coffs Harbour Visitor Information Centre, subject to property negotiations
4. Decentralised availability of collateral and free, limited visitor advice through partners in high traffic areas, eg. Coffs Central, Toormina, Park Beach Plaza, Big Banana, Dolphin Marine Magic
5. Pop-up presence at selected large events in the city
6. Consider limited location digital mini-kiosks or signposts, supported by free wi-fi, eg. at the Jetty shops area, city square
7. Widespread ambassador-type program enrolling and training staff from cafes, service stations, restaurants, taxi drivers and others, to be certified, to provide free, helpful advice for visitors.
8. Promotion of the new service delivery and its benefits

The expected benefits of this approach include:

- Easier, greater access to information for a wider group of visitors
- More targeted deployment of scarce local market knowledge
- More efficient use of Council resources, this proposal will significantly reduce (and possibly eliminate) the ongoing economic loss from VIC operations
- Flexibility in responding to changing market requirements

- Greater business and community involvement in the visitor economy
- Business growth opportunities for industry operators supporting the new model
- Support for Council's Digital First initiatives

The new strategic action reads:

S11.1 Implement the recommendations of the Coffs Harbour City Council Review of Visitor Information Services.

**Options:**

The following options are available to Council:

1. Adopt the recommendations provided in this report, adopting the Coffs Coast Tourism Strategic Plan 2020.
2. Amend or reject the recommendations as Council may wish to propose alternate options. This may significantly impact the progress made to date by the DCCC.
3. Reject the recommendations provided to Council. This may significantly impact the progress made to date by the DCCC.

**Sustainability Assessment:**

• **Environment**

Nature based tourism is highlighted as a key direction of the plan, and a number of strategies are in place to ensure sustainability.

• **Social**

The social impacts of ensuring that an effective working model exists for marketing the Coffs Coast appropriately are felt by the community through increased opportunities and access to employment programs and activities.

• **Civic Leadership**

Civic Leadership is captured in Coffs Harbour 2030 through:

LP 1.1 Promote opportunities around renewable energy, sustainable tourism, sustainable agriculture and fisheries, local produce, creative and clean industries.

LP 6.1 Develop strong and effective partnerships between business, the community, educational institutions and Government.

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

• **Economic**

**Broader Economic Implications**

Tourism is one of the most important contributors to the growth and character of the Coffs Coast region comprising Coffs Harbour and Bellingen Local Government Areas (LGAs). The annual economic contribution of tourism to the region is valued at approximately \$490 million. It is estimated that the Coffs Coast receives 1.9 million visitors annually.



Given the significance of tourism to the Coffs Coast economy and the competitiveness of tourism in regional Australia, it is important that tourism is not only maintained and strengthened as an economic driver, but also planned and managed in a sustainable way to enhance and conserve the natural environment, protect the wellbeing of residents and attract visitors with shared values.

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

A number of funding strategies are identified within the plan.

Implementation of the strategy will require an ongoing allocation of council funds. These will need to be considered in Council's long term budget forecasts against Council's overall future funding priorities.

#### **Risk Analysis:**

A number of risk management strategies are identified within the plan.

#### **Consultation:**

A comprehensive stakeholder engagement process was undertaken by the consultants in September to November 2015 across both LGAs including twenty five (25) individual key stakeholder meetings and seven (7) destination stakeholder workshops attended by 77 organisations.

The draft plan was placed on public exhibition for a period of 28 days in March 2016. Nine (9) submissions were received by Coffs Harbour and one (1) submission received by Bellingen Shire. A full copy of all submissions is at Attachment 3 (confidential). They are a confidential attachment as they contain personal and private information that is not appropriate to be fully disclosed under the Privacy and Personal Information Protection Act.

DCCC met regularly to review progress of the stakeholder engagement and formation of the draft strategic plan, and unanimously endorsed this final strategic plan to be presented to both Coffs Harbour and Bellingen Shire Councils for adoption.

#### **Related Policy, Precedents and / or Statutory Requirements:**

There is no strategic tourism plan currently in place.

#### **Implementation Date / Priority:**

If adopted, the *Coffs Coast Tourism Strategic Plan 2020* will take effect on 1 July 2016.

#### **Conclusion:**

The *Coffs Coast Tourism Strategic Plan 2020* is an important document for the future of tourism in both the Coffs Harbour and Bellingen Shire LGAs.



## Coffs Coast Tourism Strategic Plan 2020

3 May 2016

Prepared for Coffs Harbour City Council

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# disclaimer

The information contained in this report is intended only to inform and should not be relied upon for future investment or other decisions. It is expected that any specific recommendations should be analysed, and appropriate due diligence undertaken prior to making any investment decisions.

In the course of our preparation of the Coffs Coast Tourism Strategic Plan 2020, recommendations have been made on the basis of assumptions, methodology and information provided by many sources. The authors accept no responsibility or liability for any errors, omissions or resultant consequences including any loss or damage arising from reliance on the information contained in this report.

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# acknowledgements

## This Plan has been prepared by:

Dr Meredith Wray, Wray Sustainable Tourism Research & Planning and Sarah Lebski, Sarah Lebski & Associates in collaboration with Bill Fox, Bill Fox and Associates.

The consultants wish to thank the Coffs Harbour City Council and staff, and members of the Destination Coffs Coast Committee for their assistance in the development of the Strategic Tourism Plan.

The consultants would also like to acknowledge all those who participated in the consultation process. Thank you for your interest and your invaluable contributions to this project. (See Appendices for lists of contributors).



Destination Coffs Coast Committee and consultants (September 2015 meeting)

## Destination Coffs Coast Tourism Committee members

### **Coffs Harbour LGA**

Dene Zahner – General Manager, Novotel Coffs Harbour Pacific Bay Resort  
Paige Sinclair – Chief Executive Officer, Dolphin Marine Magic  
Michael Hall – Principal Sunburst Real Estate, Korora  
Bob Palmer – Councillor, Coffs Harbour City Council  
David Laarhoven – A1 Coffs Coast Tours

### **Coffs Harbour City Council staff (ex-officio)**

Chris Chapman – Director, Sustainable Communities  
Nikki Greenwood – Group Leader, City Prosperity  
Stephen Saunders – Section Leader, Industry Destination and Development

### **Bellingen LGA**

Yvonne Wynen – Accommodation Manager, Lilypad Luxury Cabins  
Brad Shiels – Executive Manager, Operations, NSW Crowns Coast Holiday Parks Trust/Jenny Sewell, North Coast Holiday Parks  
Steve Klipin – Councillor, Bellingen Shire Council

### **Bellingen Shire Council (ex-officio)**

Michael Grieve – Manager, Economic and Business Development

# acronyms

ARTN	Australian Regional Tourism Network	IDD	Industry and Destination Development
BRWG	Brand Review Working Group	INSW	Infrastructure NSW
BSC	Bellingen Shire Council	IPART	Independent Pricing and Regulatory Tribunal
CHCC	Coffs Harbour City Council	NCDN	North Coast Destination Network
CHCoC	Coffs Harbour Chamber of Commerce	NPWS	National Parks and Wildlife Service
CHRA	Coffs Harbour Regional Airport	NSC	Nambucca Shire Council
CHIM	Coffs Harbour International Marina	NSRF	National Stronger Regions Fund
CHVIC	Coffs Harbour Visitor Information Centre	RDA	Regional Development Australia
CoC	Chamber of Commerce	RMS	Roads and Marine Services
DCCC	Destination Coffs Coast Committee	ROI	Return on Investment
DLPI	Department of Lands and Primary Industries (NSW Government)	RVEF	Regional Visitor Economy Fund
DNSW	Destination New South Wales	SIMPA	Solitary Islands Marine Park Authority
DPE	Department of Planning and Environment (NSW Government)	SME	Stadium and Major Events
DPC	Department of Premier and Cabinet (NSW Government)	TCC	Tourism Coffs Coast
DT	Department of Transport (NSW Government)	VFR	Visiting Friends and Relatives
FCNSW	Forestry Corporation of NSW	VIC	Visitor Information Centre
GMI	Grampians Marketing Inc		

# executive summary

Tourism is one of the most important contributors to the growth and character of the Coffs Coast region comprising Coffs Harbour and Bellingen LGAs. The annual economic contribution of tourism to the region is valued at approximately \$490 million. It is estimated that the Coffs Harbour LGA receives 1.6 million visitors annually and the Bellingen LGA receives 223,000. Most are domestic overnight visitors and daytrip visitors, with international visitors accounting for around 5%.

Given the significance of tourism to the Coffs Coast economy and the competitiveness of tourism in regional Australia, it is important that tourism is not only maintained and strengthened as an economic driver, but also planned and managed in a sustainable way to enhance and conserve the natural environment, protect the wellbeing of residents and attract visitors with shared values.

## AIM

**The aim of this Plan is to strengthen the Coffs Coast visitor economy by increasing overnight visitor stays, length of stay, expenditure, and dispersal across the region. This will be achieved by positioning the Coffs Coast as a leading regional destination for leisure and nature-based tourism, events and cultural experiences.**

From a destination management perspective, Coffs Harbour City Council (CHCC) provides an important leadership and coordination role for tourism through its City Prosperity Group, including Industry and Development that is responsible for the coordination of destination marketing activities for the Coffs Coast and visitor information services for Coffs Harbour. For 2015, CHCC allocated over \$1M for the delivery of these services. In addition, the Stadium and Major Events Section plays an important role in positioning Coffs Harbour as a major regional event tourism destination. A Memorandum of Understanding was established with Bellingen Shire Council (BSC) and CHCC in 2008, with BSC contributing \$30,000 annually for marketing activities.

The need to develop the Coffs Coast Tourism Strategic Plan 2020 was identified as an important priority by CHCC and BSC following the establishment of a new tourism CHCC s355 committee – Destination Coffs Coast Committee (DCCC) in July 2015. The Committee was formed as a new cooperative and strategic approach to the management of tourism for towns and villages across the Coffs Coast following the folding of the Tourism Coffs Coast industry association. DCCC comprises CHCC, BSC and industry representatives from both LGAs. Its role is to provide strategic advice to CHCC and BSC in the implementation of the strategies and actions of this Plan.

This Coffs Coast Strategic Tourism Plan 2020 has been developed in cooperation with the DCCC and is underpinned by a comprehensive situational analysis and stakeholder engagement process. One vision was created through consultation with stakeholders to guide the strategic direction of tourism across the Coffs Coast over the next five years:

## VISION

**To support the sustainable growth of tourism through the inclusive partnership of government and local businesses, that positions the Coffs Coast as a regional destination for events and quality tourism experiences, which are connected to our natural and coastal environments, our vibrant and culturally distinctive hinterland communities and our relaxed way of life.**

From this vision, eleven key directions have been identified to guide the management, development and marketing of tourism for the Coffs Coast and its towns and villages over the next five years (see page 8).

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The Plan then identifies strategies and associated actions for each key direction. Important strategies include:

- The establishment of working groups as part of the DCC to assist with: industry development and engagement, accommodation development and refurbishment strategies, a Coffs Coast brand review process, and development of a new nature-based tourism strategy
- Commencement of a stakeholder engagement process to introduce a tourism and business levy
- Development of strategic plans related to: risk management, the proposed Coffs Harbour Bypass, visitor road signage, a Coffs Harbour Events Strategy, Coffs Coast Visitor Information Services Strategy and annual marketing plans
- Continuing to work with CHCC to determine the feasibility of new infrastructure (e.g. a Performing Arts Centre) and enhancement of existing infrastructure (e.g. the Coffs Harbour Regional Gallery)
- Supporting operators to develop new products that focus on distinctive experiences related to leisure, nature-based, regional food, and arts and culture
- Establishing a Coffs Coast Destination Research Program to regularly monitor visitor markets, profiles and satisfaction.

It is also important that Coffs Coast tourism stakeholders are mindful that although the Coffs Coast has many attractions and significant natural attributes, they are not particular to the region and many other destinations can make similar claims. There is also fierce competition for tourism market share across regional Australia.

In addition, the Coffs Coast also faces a number of substantial challenges including relatively flat visitation performance since 2011, negative perceptions regarding ageing infrastructure, the impact of the Pacific Highway upgrade, and the need to achieve stronger visitor dispersal across the Coffs Coast. There is also an immediate need to engage industry operators, and to review the Coffs Coast brand to articulate and promote the region's real point of difference.

In this environment, it is particularly important that Coffs Coast adopts a highly strategic approach to marketing and promotion, which focuses on its key domestic visitor markets – i.e. Sydney, regional NSW, Brisbane and SE Queensland, and potential visitor markets from Melbourne and surrounding areas. It is also vital that key industry stakeholders encourage and support the development of some exciting, market-led signature experiences that reflect the Coffs Coast's distinctive cultural identity and 'sense of place', and which will differentiate the region from other competing destinations. The CHCC's proposed Cultural Plan 2017 to 2022 should assist this process.

**The Coffs Coast Tourism Strategic Plan 2020 is a living document, which provides an integrated framework and clear strategic directions to build a resilient visitor economy for the Coffs Coast over the next five years. The successful implementation of this Plan will require participation and cooperation of tourism and business operators as part of a 'whole of destination' approach.**

Although a Coffs Coast Destination Management Plan was developed in 2014 to apply for NSW Government funding, it was not adopted by CHCC. The Coffs Coast Tourism Strategic Plan 2020 will provide a strategic policy document to guide the management, development and marketing of tourism over the next five years and can be used as a resource to apply for relevant funding opportunities.



# key directions

destination management	destination development	destination marketing
<p><b>1.0 Tourism Governance and Leadership</b> Continue to establish an effective and collaborative strategic governance structure to lead and guide the strategic and sustainable management, development and marketing of tourism on the Coffs Coast to 2020</p> <p><b>2.0 Tourism Funding</b> Identify new sources of funding and attract investment to support the effective management, development and marketing of tourism on the Coffs Coast to 2020</p> <p><b>3.0 Risk Management</b> Identify and plan for potential risks to visitors and the visitor economy to 2020</p>	<p><b>4.0 Visitor Transport Services</b> Strategically plan for Pacific Highway upgrades, increased air services from key visitor markets, and the improvement of local transport services for visitors to the Coffs Coast to 2020</p> <p><b>5.0 Tourism Infrastructure</b> Support the development of key infrastructure and facilities to position the Coffs Coast as an attractive place to visit, to live and to do business to 2020</p> <p><b>6.0 Tourism Product and Experience Development</b> Encourage and support the development of new and refreshed tourism products and experiences to meet the needs of leisure, nature-based, events and cultural visitor markets to the Coffs Coast to 2020</p>	<p><b>7.0 Events and Festivals</b> Position the Coffs Coast as the leading regional destination for sports tourism and innovative events and festivals that support the Coffs Coast brand to 2020</p> <p><b>8.0 Brand and Positioning</b> Ensure the effectiveness of the Coffs Coast brand in its promise to consumers, ability to differentiate the region, improve industry uptake and consistent application across all marketing and promotional activities to 2020</p> <p><b>9.0 Visitor Markets</b> Focus marketing activities on viable, brand-aligned visitor markets to attract returning and new visitors to the Coffs Coast to 2020</p> <p><b>10.0 Strategic and Tactical Marketing</b> Adopt strategic and innovative destination marketing strategies to promote leisure, nature-based, events and cultural experiences to key visitor markets, and to build a strong visitor economy for the Coffs Coast to 2020</p> <p><b>11.0 Visitor Information Services</b> Deliver a contemporary, efficient and cost effective visitor information services system to engage industry and connect visitors with the Coffs Coast experiences to 2020</p>

# why does the coffs coast need a tourism strategy?

Tourism is recognised as an important driver of the Coffs Coast economy. It is estimated that 1.8 million tourists visit the Coffs Coast annually with an average annual expenditure of \$490 million<sup>1</sup>. A report by Tourism Research Australia (TRA) in 2011 ranked the broader Mid North Coast 11th of the top 20 Australian tourism regions, with an 8.7% rating in terms of the economic importance of tourism to the region<sup>2</sup>.

From a management perspective, CHCC provides an important leadership and coordination role for tourism through its City Prosperity Group, including Industry and Destination Development (IDD, including the former Coffs Coast Marketing) that is responsible for the coordination of destination marketing activities for the Coffs Coast and visitor information services for Coffs Harbour. For 2015, CHCC allocated over \$1M for the delivery of these services. In addition, the Stadium and Major Events (SME) Section plays an important role in positioning Coffs Harbour as a major regional event tourism destination by attracting and coordinating events and managing significant event infrastructure.

For Bellingen Shire, tourism is identified as a top priority as part of the BSC Economic Development and Tourism Plan 2015 to 2020. The Manager, Economic and Business Development works with local stakeholder organisations to foster sustainable tourism and economic development. A Memorandum of Understanding (MOU) was established between BSC and CHCC in 2008, with BSC currently contributing \$30,000 annually to CCM for marketing activities.

The establishment of a new Harbour City Council \$355 Committee in July 2015 comprising Coffs Harbour City Council, Bellingen Shire Council and industry representatives has heralded a new cooperative and strategic approach to the management of tourism for towns and villages on the Coffs Coast. The role of the Committee, through its current terms of reference, is to provide strategic advice to CHCC and BSC in the implementation of the strategies and actions of this Plan.

The next two years have been identified as a critical phase to establish best practice strategies and processes to guide the sustainable management, development and marketing of tourism on the Coffs Coast. Importantly, this new strategic approach will require increased collaboration and co-operation between Councils and industry to implement this Plan's directions and strategies and build a resilient visitor economy for the benefit of residents and visitors of the Coffs Coast to 2020.

There are also a number of important challenges for the Coffs Coast to surmount over the next five-years to achieve this goal, including a need to:

- Address relatively flat visitation performance since 2011
- Overcome negative visitor perceptions of Coffs Harbour due to ageing infrastructure
- Plan for the Pacific Highway upgrade construction
- Develop innovative tourism products and experiences to create a 'total destination experience' to generate more overnight stays, increase yield, and differentiate the Coffs Coast from its competitors
- Encourage visitor dispersal across the Coffs Coast
- Foster greater participation and cooperation of tourism and business operators as part of a whole of destination approach
- Engage industry stakeholders in a review of the Coffs Coast brand positioning
- Articulate and promote the Coffs Coast's real point of difference.

There are, however, significant opportunities to position the Coffs Coast as a leading regional destination for sports tourism, events and innovative festivals and to further develop and promote leisure, nature-based, arts and cultural attractions and experiences to East Coast domestic, self-drive international and VFR visitor markets.

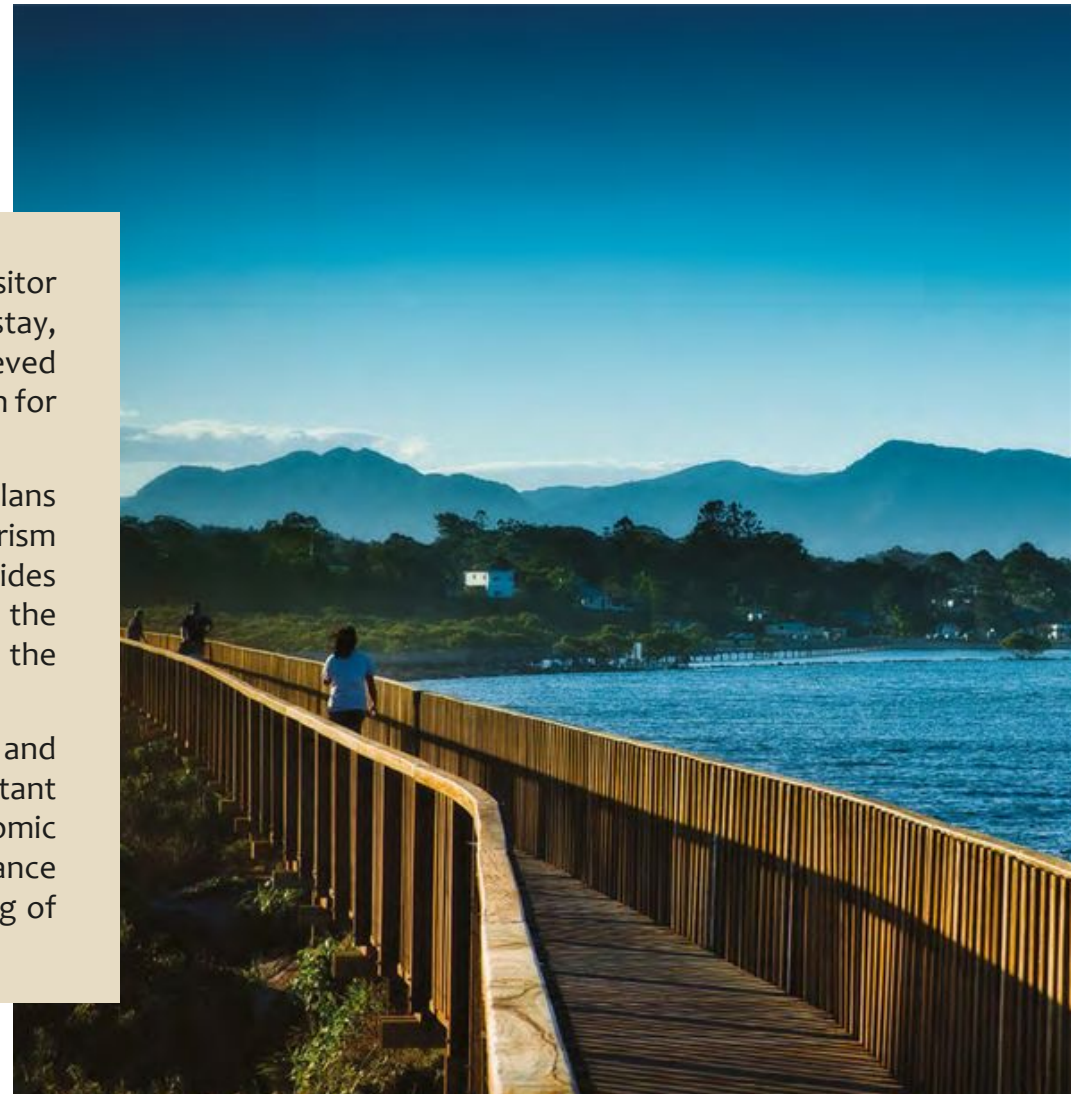
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Although a Coffs Coast Destination Management Plan was developed in 2014 to apply for NSW Government funding, it was not adopted by CHCC. The Coffs Coast Tourism Strategic Plan 2020 will provide a strategic policy document to guide the management, development and marketing of tourism over the next five years and can be used as a resource to apply for relevant funding opportunities.

The aim of this Plan is to strengthen the Coffs Coast visitor economy by increasing overnight visitor stays, length of stay, expenditure and dispersal across the region. This will be achieved by positioning the Coffs Coast as a leading regional destination for leisure, nature-based, events and cultural experiences.

Although Coffs Harbour City Council has developed strategic plans and policies in many areas, there is not a comprehensive tourism strategy. This Coffs Coast Strategic Tourism Plan 2020 provides an integrated framework to attract investment and guide the management, development and marketing of tourism for the Coffs Coast over the next five years.

Given the significance of tourism to the Coffs Coast economy and the competitiveness of tourism in regional Australia, it is important that tourism is maintained and strengthened as an economic driver, but planned and managed in a sustainable way to enhance and conserve the natural environment, protect the wellbeing of residents and attract visitors with shared values.



Urunga Boardwalk (image by Gethin Coles)

# coffs coast destination experiences

Located almost mid-way between Sydney and Brisbane, the Coffs Coast comprises the Coffs Harbour and Bellingen local government areas (LGAs).

## Coffs Harbour LGA

The City of Coffs Harbour is well known as a popular coastal holiday destination, particularly for families, with a range of beaches located near its city centre including Diggers Beach, Jetty Beach, and Park Beach and variety of mid-range accommodation options. Its city location, that is close to the Harbour and Jetty foreshore, provides a different coastal setting compared with other destinations along the East Coast of Australia.

The City of Coffs Harbour is surrounded by coastal village communities including Sawtell, Sapphire, Emerald and Woolgoolga, each with its own distinctive character. There are also a number of smaller settlements throughout the Shire, including the hinterland areas. Many towns and villages of Coffs Harbour are located on the shores of the Solitary Island Marine Park, which provides attractive island vistas, recreational water-based activities and a diversity of marine life that is an attraction for divers. The 60-kilometre Solitary Islands Coastal Walk that extends from the coastal village of Red Rock in the north to the Bonville Headland in the south provides a significant nature-based tourism experience that is easily accessible to visitors to Coffs Harbour. In addition, Coffs Harbour is in close proximity to 21 National Parks and extensive State Forests stretch along the Coffs Coast and west to the ranges. The centrepiece is the Forest Sky Pier, a 22 metre viewing platform at Sealy Lookout, which offers expansive views of Coffs Harbour and its surrounding mountains and coastlines.

While Coffs Harbour has become a regional service centre and hub for major retail shopping outlets, it is also known for its tourist attractions, the Big Banana and Dolphin Marine Magic. Originally built in 1964, the Big Banana had a \$30M redevelopment in 1989. In 2015, it introduced an impressive Water Park, which will further enhance its long held reputation as a very popular family day out. Dolphin Marine Magic is also an enduring family favorite, with its genesis beginning more than 45 years ago. While the seal and dolphin routines provide great enjoyment for its guests, Dolphin Marine Magic has a strong focus on education and the conservation of the marine environment. In addition, the Bonville Golf Resort located on the outskirts of Coffs Harbour is home to an internationally renowned golf course, which is considered one of the most beautiful courses in the world. The Resort is also a leading function and events venue, with a range of conference options and thirty accommodation rooms.

Importantly, Coffs Harbour has developed a very strong reputation in recent years as a regional events tourism destination. It has acquired some flagship sporting events including the FIA World Rally Championship, FFA National Youth Championships and three major Oztag events. Several smaller village festivals like the Chilli Festival (Sawtell) and the Woolgoolga Curry Fest also attract visitors and reflect and celebrate their communities.

Tourism is an important driver for the Coffs Harbour economy receiving approximately 1.6 million visitors and generating \$433m average annual expenditure<sup>1</sup>.



## Bellingen LGA

Bellingen Shire is located approximately 33kms south off Coffs Harbour and comprises three main communities: Bellingen, Dorrigo and Urunga.

Bellingen is the Shire's regional centre. It is also a haven for artists, craftspeople, writers and musicians who have been attracted to the area for alternative lifestyle opportunities. The community's creativity has been channeled into a series of festivals and events that have become well known across Australia including the Bellingen Readers and Writers Festival and the Bello Winter Music Festival. Bellingen is also home to one of Australia's largest regional markets which attract visitors from all around NSW. Its heritage buildings in the main street provide an attractive backdrop to the interesting shops and cafes that help to create a casual, lively ambiance.

Significantly, over half of the Bellingen Shire is designated as State Forests or National Parks, offering substantial opportunities for nature-based tourism. The inland township of Dorrigo is the gateway to the Dorrigo National Park, which is part of the Gondwana Rainforests of Australia World Heritage Area. The Dorrigo Rainforest Centre and Skywalk is a popular attraction that provides nature-based interpretation, guided walks and a range of visitor facilities. Dorrigo is also home to the largest collection of steam engines and railway stock in the southern hemisphere (privately owned), which has inspired the town's very successful Steam Punk Festival. Dorrigo hosts a popular Folk and Bluegrass Festival, which attracts performers from all over the world.

The Waterfall Way is recognised as one of NSW's best road trip experiences, and is the second most popular motorbike route in Australia. It offers visitors a 191 kilometre scenic drive from the Pacific Highway near Urunga through Bellingen, up to Dorrigo and further on to Armidale. The spectacular landscape changes from National Parks to verdant countryside, rainforest and wide, open plains.

Urunga is a peaceful coastal town between Coffs Harbour and Nambucca Heads. It is much loved for watersports, particularly fishing, and its temperate climate encourages an active outdoor lifestyle. The Urunga Boardwalk provides a wonderful wetlands experience through the mangroves of the river estuary. The town also has several licensed clubs offering a range of dining and sporting facilities and until 2015 hosted the Toast Urunga Festival. The town currently suffers from lack of product and awareness and ageing accommodation. There is however, potential for Urunga to transform given the bypass of the Pacific Highway.

In contrast to the relatively large visitation experienced by Coffs Harbour, it is estimated that Bellingen Shire receives around 223,000 visitors annually with an average annual visitor expenditure of \$57 million<sup>1</sup>. Daytrip visitation accounts for over half of all visitation to the area with overnight stays in Bellingen restricted due to limited accommodation capacity. It is also important to recognise that some members of the local community hold differing views with regard to the future of tourism in their Shire. For example, business owners who have invested in cafes and specialty retail are keen to expand their revenue from visitors, while others are concerned about 'quality of life' and environmental impacts, particularly with regard to any further increase in 'day-trippers'. As such, a sustainable approach to tourism development in the area is essential. The 'Shire of Bellingen 2030' Community Strategic Plan identified that the community don't want to be 'another Byron Bay'.

Riverfest (image by Gethin Coles)



# strategic planning approach

Coffs Harbour City Council (CHCC) and Bellingen Shire Council (BSC) have identified the need for a strategic tourism plan to guide the sustainable development, management and marketing of tourism in the Coffs Coast area over the next five-years to 2020.

The Coffs Coast Strategic Tourism Plan 2020 has been developed by a consultant team comprising Dr Meredith Wray, Sarah Lebski and Bill Fox in consultation with a CHCC Steering Committee that was established to guide the strategic direction of tourism for the Coffs Coast.

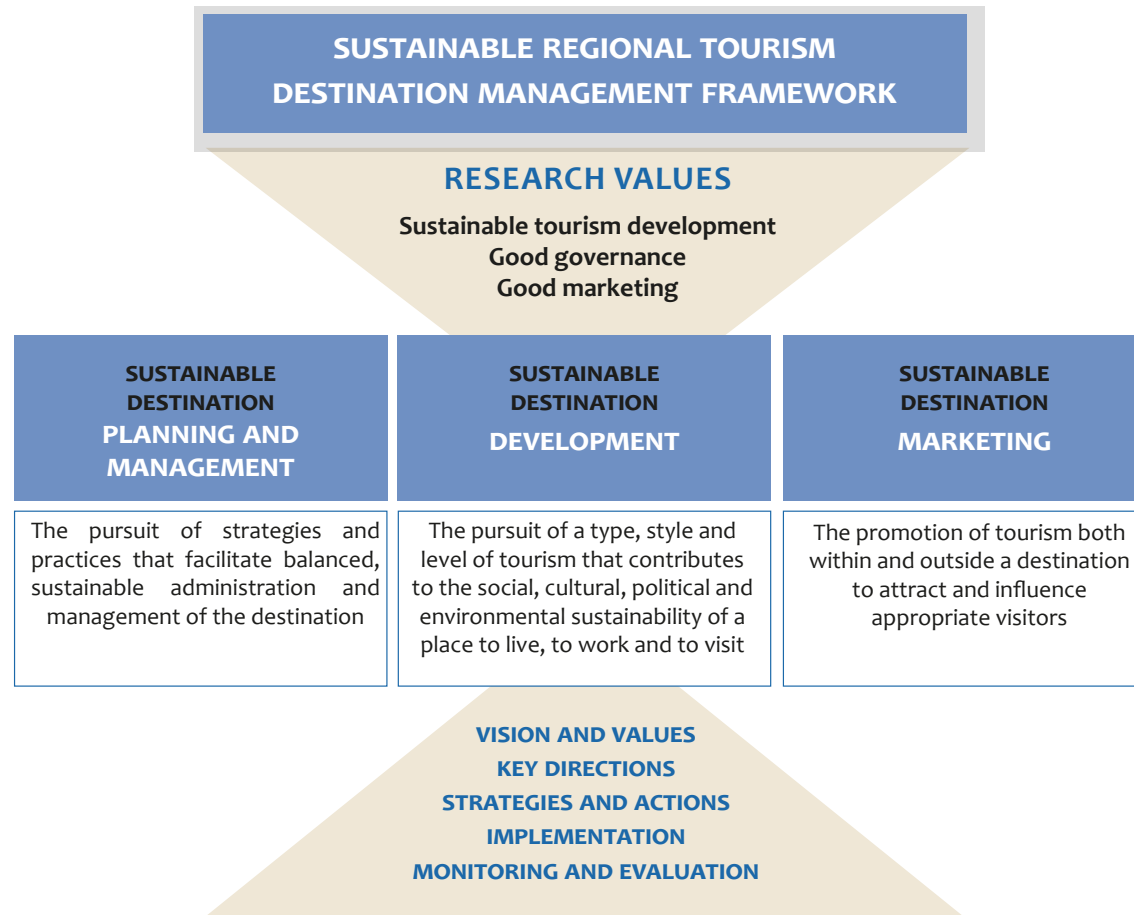
The Plan is a living strategic document that has been developed to:

- Position the Coffs Coast as a leading regional destination for sports tourism, leisure, nature-based tourism, innovative events and festivals, and cultural experiences
- Identify new sources of funding and attract investment
- Recognise that in addition to the main destination of Coffs Harbour, the Coffs Coast comprises distinctive coastal and hinterland towns and villages
- Respond to important issues and opportunities that were identified in the situational analysis and stakeholder engagement processes that were undertaken to inform the development of this Plan
- Recognise the leadership role of CHCC for tourism on the Coffs Coast and as manager of key supporting infrastructure
- Establish a shared vision for the future of tourism on the Coffs Coast with government, business and community stakeholders
- Integrate recognised best practice strategies for the management, development and marketing of regional tourism destinations
- Identify the roles and responsibilities of tourism stakeholders in the implementation of the Plan to 2020

- Determine important implementation priorities over the next year
- Integrate with the 'Coffs Harbour 2030' and 'Shire of Bellingen 2030' Community Strategic Plans and other relevant, strategic Council documents
- Encourage a productive, and integrated working relationship between industry and government stakeholders, guided by appropriate structures and governance
- Provide the tools to produce sustainable tourism that differentiates the Coffs Coast from its competitors and meets community and visitor expectations
- Ensure that tourism is recognised as a major source of economic and regional development by government and the private sector
- Enhance and grow the range and quality of leisure and nature-based tourism products and experiences
- Increase the focus on arts and cultural experience development
- Nurture innovation to create distinctive and quality products and services
- Attract investment to support Coffs Coast positioning and ensure the region is funding ready
- Establish an industry and community engagement process to regularly communicate the importance and future of tourism for the Coffs Coast
- Adapt to changing conditions, issues and opportunities as they arise
- Incorporate an annual monitoring and evaluation process.

A comprehensive situational analysis and stakeholder engagement process was undertaken during September and October 2015 to inform the development of the Coffs Coast Strategic Tourism Plan 2020 (see Appendix 1).

The strategic approach used to develop this Plan is depicted below.



<sup>1</sup>Adapted from Dredge, D. 2008. Managing Local Tourism Master Class: Eastern Metropolitan Regional Council Workshop Materials, Southern Cross University, Tweed Heads, Australia.

# tourism vision and values

The Community 2030 vision statements that were developed through consultation with local communities were used as a foundation to guide discussion with Destination Workshop participants for the development of important values to underpin a vision for tourism for Coffs Coast to 2020.

Overall, participants supported the visions provided in the 'Coffs Harbour 2030' and 'Shire of Bellingen 2030' community strategic plans. They also agreed that there was a need to establish a specific vision to guide the strategic direction for tourism over the next five years.

To encourage further cooperation between the two Shires, and a 'whole of Coffs Coast' approach, one vision has been created, which recognises their respective differences and underpins the management, development and marketing of tourism in the Coffs Coast region to 2020.

## Tourism Values

While there were some differences in the responses from the respective Shires, the vision echoes significant shared values both from the workshop participants and the community visions. The following core values will guide the tourism development, management and marketing across the Coffs Coast region to 2020.

- **Sustainability**  
Ensure a sustainable approach to tourism that achieves an appropriate balance between a healthy visitor economy and the protection of natural, social and cultural environments
- **Cooperation**  
Foster a cooperative approach to tourism across government, business and community stakeholders at local, regional and state levels
- **Cultural Diversity**  
Share and preserve the region's creativity, cultural diversity, authenticity, community values and lifestyles
- **Celebration**  
Adopt a consistent and cooperative approach to celebrate and promote the Coffs Coast's significant natural and coastal surroundings through the delivery of quality and innovative tourism experiences.

## Coffs Coast Tourism Vision

To support the sustainable growth of tourism through the inclusive partnership of government and local businesses, that positions the Coffs Coast as a regional destination for events and quality tourism experiences, which are connected to our natural and coastal environments, our vibrant and culturally distinctive hinterland communities, our values and relaxed way of life.



# destination management

## 1.0 Tourism Governance and Leadership

**Continue to establish an effective and collaborative strategic governance structure to lead and guide the strategic and sustainable management, development and marketing of tourism on the Coffs Coast to 2020**

Effective and ongoing strategic planning and decision-making for tourism requires an effective destination management framework and supporting processes to lead and coordinate tourism across government, business and community interests. Ideally, this framework provides a collaborative forum in which the expertise and strategic capacity of individuals and stakeholder organisations can be harnessed to improve tourism outcomes. Important stakeholder organisations involved in tourism should be represented to provide significant leadership to guide and inform planning and decision-making for the destination region (e.g. local governments, local tourism and business groups, regional tourism organisations, state tourism organisations, National Parks agencies)<sup>3</sup>.

The establishment of the Destination Coffs Coast (DCCC) – a new tourism S355 committee comprising CHCC, BSC and industry representatives from Coffs Harbour and Bellingen LGAs has been an effective transitional governance arrangement following the shelving of TCC and review of the role and functions of CCHC Industry and Destination Development (IDD) and Stadium and Major Events (SME) sections. This has been important to ensure a new strategic direction for Council's involvement in tourism that aligns with the establishment of the new Committee. The appointment of two new Section Leaders, to lead IDD and SME teams, and review of staff roles has been a further positive initiative within Council.

Importantly, this new collaborative destination management arrangement has been well-supported by Coffs Harbour and Bellingen industry stakeholders, who acknowledge the need for a new and strategic approach to drive, unite and coordinate tourism across the Coffs Coast. There is, however, a need to continue to build trust, transparency and communication between Council and industry, given the DCCC has only been recently established. Moreover, proposed new members of the DCCC (as specified in the Terms of Reference from September 2016) must have considerable strategic expertise and vision to support and guide Councils' involvement in tourism to 2020. In addition, BSC currently contributes \$30,000 annually for tourism coordination and marketing services undertaken by CHCC through a Memorandum of Understanding (MOU) that needs to be renegotiated to ensure ongoing cooperation between both LGAs.

Given TCC no longer exists, there is also an immediate need to consider ways to unite and engage tourism and hospitality operators and provide industry development and networking opportunities. It is proposed that a Destination Coffs Coast: Industry Development and Engagement Working Group be established as part of the DCCC to lead and drive these initiatives. It is further recommended that the TCC funds (\$75,000) be used for industry development and engagement activities identified in this Plan.

## 1.0 Tourism Governance and Leadership cont.

### The situational analysis and the stakeholder engagement process undertaken to develop this Plan further identified:

- That the current DCCC Chair provides strong leadership and corporate governance expertise that is necessary to lead and guide the functions of the Committee
- A genuine interest of key nature-based tourism stakeholder organisations to be involved at a strategic level in destination planning and management for the Coffs Coast (e.g. National Parks and Wildlife Service, Solitary Islands Marine Park Authority, Forestry Corporation NSW)
- That the role and responsibilities of CHCC, BSC and the DCCC be clearly communicated to tourism, business and community stakeholders
- Chambers of Commerce in towns and villages on the Coffs Coast currently provide broader industry development and business networking functions and may be able to assist in providing industry development and networking functions for the tourism sector
- A need to engage with important tourism stakeholder organisations across local, regional and state levels to ensure this Plan's initiatives align with other strategic planning and decision-making for the Coffs Coast (e.g. NCDN, NPWS-Northern Zone, SIMPA, DNSW, RDA-Mid North Coast, NSW Department of Primary Industry and Lands)
- A need to continue to improve service quality across the Coffs Coast, including addressing business opening hours
- An opportunity to engage young tourism professionals on the Coffs Coast in capacity building activities for tourism leadership succession planning
- A need to communicate the significance of tourism to the Coffs Coast to the broader business and community stakeholders
- A need to embed the Coffs Coast Strategic Tourism Plan 2020 in Council policy to ensure its strategies and actions are implemented over the next five years.

### Best Practice Example

Noosa provides a best practice example of an effective and inclusive destination management structure comprising local government and industry. Tourism Noosa was established thirteen years ago as a not-for-profit destination marketing company responsible for the strategic marketing and delivery of visitor information services for the Noosa region. Tourism Noosa reports to a Board of Directors that comprises skills-based members from industry and community and collects funds from over 500 members. Noosa Council has regard for the advice of Tourism Noosa Board and currently collects funding for the promotion of tourism through a special rate on all rateable land that receives a benefit from tourism, either directly or indirectly, which is then administered by the Tourism Noosa Board. The Tourism Board works collaboratively with local government, regional and state government departments and stakeholder organisations with an interest in tourism for Noosa and surrounds, and has the responsibility to deal with tourism-related issues as they arise.

1.0 Tourism Governance and Leadership cont.

**strategy 1.1** Review and refine the role and membership of the Destination Coffs Coast Committee to ensure effective and strategic leadership to guide the sustainable management, development and marketing of tourism on the Coffs Coast to 2020

Strategic Actions	Leadership	Support	Timing
<p><b>s1.1.1</b> <b>Revise the Terms of Reference of the Coffs Coast Tourism s355 for the two-year period October 2016 to September 2018 as follows:</b></p> <p><b>Scope/Role</b> – add an additional role:</p> <ul style="list-style-type: none"> <li>▪ To lead and coordinate an industry development and engagement program on behalf of the tourism industry by:                             <ul style="list-style-type: none"> <li>▪ Providing regular industry development, capacity building, service excellence training and other educational opportunities</li> <li>▪ Coordinating regular networking opportunities for tourism and hospitality operators</li> </ul> </li> </ul> <p><b>Delegations</b> – revise to read: The Committee has delegation to provide advice on the strategic direction of tourism to Council, advocate on behalf of the tourism industry, and provide industry development initiatives for the tourism industry.</p> <p><b>Composition of the Committee</b> – revise to read:</p> <ul style="list-style-type: none"> <li>▪ 9 voting members: CHCC Councillor, BSC Councillor, 3 x tourism industry representatives, 1 x Coffs Harbour Chamber of Commerce Board representative (Coffs Harbour LGA), 1 x tourism industry representative and 1 x Bellingen Shire Chamber of Commerce representative (Bellingen LGA), 1 x nature-based stakeholder organisation representative</li> <li>▪ 5 ex-officio members: CHCC Director Sustainable Communities, CHCC Group Leader City Prosperity, CHCC Section Leader, Industry and Destination Development, BSC Manager Economic and Business Development, and a DNSW representative</li> </ul> <p>Members with advanced leadership qualities, strategic planning expertise and knowledge of tourism in the areas of: financial management, tourism investment, industry development and capacity building, tourism marketing, regional tourism product and experience development, tourism visitor markets, nature-based tourism, events and festival organisation, and quality tourism and hospitality operations.</p> <p>Potential members will be required to submit an application that addresses a set of criteria (see s1.1.2).</p> <p style="text-align: right;"><small>continued next page</small></p>	<p>CHCC</p>	<p>DCCC, BSC</p>	<p>2016</p>

1.0 Tourism Governance and Leadership cont.

Strategic Actions	Leadership	Support	Timing
<p><b>Office Bearers</b> – revise to read:</p> <ul style="list-style-type: none"> <li>▪ Chair – CHCC Director Sustainable Communities (transition/1 year)</li> <li>▪ Vice Chair – to be elected at the first meeting of the new Committee</li> </ul> <p><b>Term of Office</b> – revise to read: The Committee will serve a term of two (2) years from October 2016.</p> <p>A structural review of the Committee will take place in June 2018. To maintain continuity in strategic direction 50% (2 Coffs Harbour and 1 Bellingen) tourism industry representatives will be returned to the following term. The other 50% (2 Coffs Harbour and 1 Bellingen) of tourism industry representatives will be open to the wider tourism/community for nominations.</p> <p>Council reserves the right to dissolve the Committee at any time by a resolution of Council.</p> <p><b>Committee membership</b></p> <p>Committee members hold membership until they:</p> <ul style="list-style-type: none"> <li>▪ fail to attend three consecutive meetings without leave of absence;</li> <li>▪ move their permanent place of residence outside the Council or surrounding local government areas;</li> <li>▪ deliver their written resignation to Council; or</li> <li>▪ receive written notification from Council that their membership of the Committee has been terminated.</li> </ul> <p><b>Sub-Committee (s)</b> – revise to read: The establishment of any sub-committees or working groups will be delegated by the Committee to provide advice and/or direction, based on their investigations, on the specific matters they are tasked with, only within the limitations of the terms of reference for the Committee. Formation of sub-committees or working groups may include external experts and their specific delegations are to be minuted</p>	<p>CHCC</p>	<p>DCCC, BSC</p>	<p>2016</p>
<p><b>S1.1.2</b> Establish a set of criteria to be addressed by new DCCC member applicants related to their strategic expertise and skills relevant to tourism</p>	<p>CHCC</p>	<p>Consultant</p>	<p>2016</p>
<p><b>S1.1.3</b> Review the role and composition of the Destination Coffs Coast Committee to ensure its ongoing strategic and leadership role</p>	<p>CHCC</p>	<p>Consultant</p>	<p>2018</p>

1.0 Tourism Governance and Leadership cont.

**strategy 1.2** Re-negotiate the MOU with BSC to determine the financial contribution of BSC tourism coordination and marketing services, and establish a regular communication process to foster collaboration between both Councils to 2020

Strategic Actions		Leadership	Support	Timing
<b>S1.2.1</b>	Re-negotiate the MOU with BSC to determine the financial contribution of BSC for the period 2016 to 2018 for tourism coordination and marketing services	CHCC, BSC		2016
<b>S1.2.2</b>	Establish a program of quarterly meetings involving the Section Leader IDD and BSC Manager, Economic and Business Development to foster collaboration between both Councils for destination marketing and development initiatives to 2020	CHCC, BSC		2016

**strategy 1.3** Integrate the Coffs Coast Strategic Tourism Plan 2020 into Council policy to ensure its strategies are implemented to 2020

Strategic Actions		Leadership	Support	Timing
<b>S1.3.1</b>	Integrate the Coffs Coast Strategic Tourism Plan 2020 and accompanying Situational Analysis and Stakeholder Engagement Report (Report 1) into CHCC 2016 to 2019 Delivery Program and CHCC annual Operational Plans	CHCC		2016
<b>S1.3.2</b>	Ensure objectives, strategies and actions of the Coffs Coast Strategic Tourism Plan 2020 are integrated with CHCC and BSC strategic plans and policies relevant to tourism where appropriate (e.g. cultural plans, economic development)	CHCC, BSC		2016

1.0 Tourism Governance and Leadership cont.

**strategy 1.4** Develop industry development and engagement programs to effectively involve and support tourism industry stakeholders across local, regional and state levels to 2020

Strategic Actions	Leadership	Support	Timing
<b>s1.4.1</b> Establish a Destination Coffs Coast: Industry Development and Engagement Working Group as part of the DCCC to lead and drive industry development and engagement initiatives identified in this Plan to be chaired by a DCCC industry representative (see also s2.1.1)	DCCC	CHCC, BSC	2016
<b>s1.4.2</b> Develop a Destination Coffs Coast: Tourism Industry Engagement Program to regularly communicate initiatives of CHCC City Prosperity, BSC and DCCC to tourism and business stakeholders, and the broader community	CHCC	DCCC, BSC	2016
<b>s1.4.3</b> Develop and implement a Destination Coffs Coast: Tourism Industry Development and Engagement Program to provide regular industry development, capacity building, training and education opportunities for tourism and hospitality operators (including service excellence) (see also s2.1.1)	DCCC	CHCoC, other CoCs, CHCC, BSC	2016
<b>s1.4.4</b> Establish strategic partnerships with important tourism stakeholder organisations at regional, state and national levels to support the new and strategic approach to tourism for the Coffs Coast to 2020 (e.g. NCDN, NPWS-Northern Zone, SIMPA, FCNSW, DNSW, RDA, DLPI)	CHCC	BSC	2016
<b>s1.4.5</b> Establish a Destination Coffs Coast: Tourism database comprising all tourism and hospitality operators on the Coffs Coast that is regularly updated	CHCC	BSC	2016
<b>s1.4.6</b> Establish a Destination Coffs Coast: Tourism Young Professionals Mentoring Program to develop the capacity of young tourism and hospitality professionals in the area as future leaders (e.g. participation in the ARTN Young Tourism Professional of the Year program)	DCCC	ARTN	2016
<b>s1.4.7</b> Establish an annual Destination Coffs Coast: Tourism Awards Program that aligns with the NCDN and NSW awards programs to benchmark, reward, celebrate and promote successful and innovative tourism and hospitality operations on the Coffs Coast and encourage best practice	DCCC	NCDN, DNSW, CHCC, BSC, CoCs	2016
<b>s1.4.8</b> Adopt a service quality accreditation program for tourism and hospitality operators	DCCC	CHCC, BSC	2017

## 2.0 Tourism Funding

### Identify new sources of funding and attract investment to support the effective management, development and marketing of tourism on the Coffs Coast to 2020

Methods used to raise revenue to support tourism initiatives at a local/destination level include: membership fees for a local tourism association, establishment of a commercial booking service as part of the delivery of visitor information services and accessing state and national government grant opportunities. In addition, best practice in other leading regional tourism destinations has shown the effectiveness of developing a tourism and business levy that is collected from all businesses. The funds raised from the levy can be used to directly support tourism management systems, development of infrastructure and facilities, destination marketing initiatives, conservation of natural and heritage environments, and to contribute to relevant community initiatives. The funds can also be used to undertake research and education programs. Development and implementation of levy schemes in other destinations has, however, shown that such schemes require careful consideration and consultation with business and the community to ensure acceptance of their introduction over time<sup>3</sup>.

To date, funding for tourism marketing for the Coffs Coast has mainly been provided by CHCC. In addition, CHCC provides funding for the delivery of visitor information services in Coffs Harbour and has determined this level of support is not viable into the future (see more about visitor information services on page 52).

Annual revenue raised by TCC through industry membership was estimated at approximately \$125,000. However, given that TCC no longer exists, industry operators do not currently contribute financially to tourism marketing and visitor information services. Funds carried over from the TCC (\$75,000) have also yet to be transferred to CCHC as part of the agreement to establish the DCCC. As a consequence, there is an immediate need to consider viable and ongoing revenue sources to support CCHC and DCCC for the implementation of the strategic objectives of this Plan.

### Best Practice Example

Deniliquin Council successfully applied to the NSW Government's Independent Pricing and Regulatory Tribunal's (IPART) for a \$195 levy on local business premises to help raise a promotion fund. It is proposed that a committee comprising primarily business representatives, along with Council representation, will recommend the best ways to invest money from the promotion fund across the three-year trial period. Although, there wasn't unanimous support for the proposal from the business community, Deniliquin Council were able to demonstrate extensive consultation and a high level of acceptance in their IPART submission<sup>4</sup>.

### The situational analysis and the stakeholder engagement process undertaken to develop this Plan further identified:

- An historical degree of apathy amongst industry operators to contribute financially to membership of local and regional tourism organisations and VICs
- Decline in revenue derived through VIC booking services in Coffs Harbour
- Previous research and support for a tourism and business levy from the Coffs Harbour Chamber of Commerce
- The need for a strategic approach to effectively bid for state and national grants to assist with infrastructure and tourism product and experience development, events and cooperative marketing initiatives.

2.0 Tourism Funding cont.

**strategy 2.1** Identify new sources of funding and attract investment to support the effective management, development and marketing of tourism on the Coffs Coast to 2020

Strategic Actions		Leadership	Support	Timing
<b>s2.1.1</b>	Determine if funds carried over from the TCC are able to be transferred to CCHC for use by the CCTC for industry development initiatives identified in this Plan (est. \$75,000)	DCCC	CHCC	2016
<b>s2.1.2</b>	Commence stakeholder engagement around the potential introduction of a tourism and business levy for the Coffs Coast based on investigation of other recent successful levy schemes and processes in NSW local government areas	CHCC	DCCC	2016
<b>s2.1.3</b>	Subject to s2.1.2 prepare an IPART application for a tourism and business levy for the Coffs Coast	CHCC	BSC	2017
<b>s2.1.4</b>	Adopt a strategic approach to identify and prepare successful grant submissions for suitable projects that align with the objectives of this Plan for annual DNSW, Regional Visitor Economy Fund and Australian Government grant opportunities (e.g. National Stronger Regions Fund)	CHCC	DCCC	2016 to 2020



### 3.0 Risk Management

#### Identify and plan for potential risks to visitors and the visitor economy to 2020

A logical and strategic approach to risk and crisis management can reduce the impacts and losses associated with any adverse event and can provide a framework from which both businesses and destinations can apply risk management strategies for prevention, preparedness, response and recovery. Best practice destinations work with relevant agencies and stakeholders to prepare a risk management strategy for any unexpected crises or risk that may affect business viability, community and visitor wellbeing, and the environment. This includes developing emergency management plans for infrastructure sites in town centres and key visitor sites, incorporating crises and risk management plans for tourism into relevant local government plans, encouraging tourism businesses to develop risk management strategies for their own operations, and developing and implementing tactical marketing campaigns to respond immediately to crisis situations<sup>3</sup>. The aim is to build community resilience to maintain a normal level of service in the face of periodic or unpredictable external shocks or system failures<sup>5</sup>.

Examples of environmental issues relevant to the Coffs Coast visitor economy include risks of drought, bushfire and flood. Variations in economic conditions may also impact visitation to the region, including fluctuating fuel prices and currency values that can cause changes in domestic and/or international travel. In addition, a recent risk to the NSW North Coast visitor economy has been shark attacks along the North Coast that have caused concern for coastal communities. To address this issue, the NSW Government initiated a Parliamentary Inquiry in August 2015, 'Management of Sharks in New South Wales Waters'. In addition, a shark-tagging program began in late August 2015 that is trialling mapping the movements of great white sharks in the area, and an increase of aerial surveillance is occurring on beaches, to restore the immediate confidence of beachgoers on the North Coast.

#### Best Practice Example

Grampians Marketing Inc. (GMI) demonstrated exemplary skills in crisis management during the devastating bushfires in the summer of 2006 that swept through the central Grampians National Park. Within four days of the fires starting, key tourism stakeholders formed a cooperative response to address tourist perceptions that the Grampians was burnt out and inaccessible, and deliver a positive message of recovery to attract visitors back to the Grampians as soon as possible. Cooperation between local councils and tourism was critical in successfully identifying the best short, medium and long-term strategies to ensure the recovery and future growth of tourism in regional Victoria.

During the bushfires, GMI drove the crisis plan and response by developing a structure to manage delivery of tourism messages. Perceptions that the whole area was devastated were countered by regular media updates, as well as web and instant email updates. GMI maintained constant contact with land managers, Parks Victoria and Tourism Victoria for the most up-to-date information. As a result, a clear and consistent message was conveyed, that environmental regeneration and the recovery of park facilities was well underway. Despite an immediate decline in domestic overnight visitation, compounded by ongoing drought and increases in fuel prices, the region still managed to attract 2 million domestic visitor nights, an increase of 15.2 percent. Success in the implementation of crisis management strategies immediately following the bushfires required leadership and cooperation that was driven by tourism managers through the Grampians Regional Tourism Recovery Group. Ongoing cooperation between Parks Victoria and tourism area managers was strengthened by the campaign, and Parks Victoria subsequently integrated tourism fully into its planning process<sup>3</sup>.

**3.0 Risk Management** cont.

**strategy 3.1 Identify and plan for potential risks to the Coffs Coast visitor economy to 2020**

Strategic Actions		Leadership	Support	Timing
<b>s3.1.1</b>	Develop a five-year Destination Coffs Coast: Tourism Risk Management Plan that identifies, assesses and plans for potential risks related to the Coffs Coast visitor economy to 2020, including natural disasters, threats to natural environments, shark concerns, currency fluctuations, and terrorist attacks	CHCC	BSC, DCCC, NPWS, SIMPA, FCNSW	2017
<b>s3.1.2</b>	Communicate the Destination Coffs Coast: Tourism Risk Management Plan to tourism stakeholders to ensure strategies are clearly understood	DCCC	CHCC, BSC	2017/2018
<b>s3.1.3</b>	Support tourism operators to develop risk management plans for their own businesses as part of the Destination Coffs Coast: Tourism Industry Development and Engagement Program (see s1.4.3)	DCCC	CHCC, BSC	2016 to 2020
<b>s3.1.4</b>	Consider risk to the Coffs Coast visitor economy from unregulated tourism operations (e.g. freedom campers, airbnb)	DCCC	CHCC, BSC	2016 to 2020

**strategy 3.2 Identify and plan for potential risks to the safety and wellbeing of visitors to the Coffs Coast to 2020**

Strategic Actions		Leadership	Support	Timing
<b>s3.2.1</b>	Endeavour to ensure visitor safety and security is integrated into current and future CHCC and BSC plans and policies (e.g. Local Environment Plans, CHCC Drought Management Plan, CHCC Floodplain Risk Management Study, BSC Risk Management Plan 2015, BSC Floodplain Risk Management Plan 2002)	CHCC, BSC		2016
<b>s3.2.2</b>	Identify strategies to overcome the reliance on the Waterfall Way and its exposure to risk from accidents and floods	BSC	RMS	2016 to 2020

# destination development

## 4.0 Visitor Transport Services

### **Strategically plan for Pacific Highway upgrades, increased air services from key visitor markets, and the improvement of local transport services for visitors to the Coffs Coast to 2020**

Successful regional tourism destinations are easily accessible to visitors and are influenced by a place's proximity to key populations centres, the location and capacity of airports, frequency and capacity of other forms of transport, road infrastructure and transport systems<sup>3</sup>. In addition to these gateway services, the ability for visitors to move easily within the destination is also important.

Northern NSW is one of the fastest growing areas in country NSW and experiences large increases in traffic volume particularly during summer. Significantly, around 90% of visitors to Coffs Coast arrive by private or hire car. Moreover, the Pacific Highway is the main thoroughfare from Sydney to Brisbane for commercial and private vehicles currently passing through the Coffs Harbour central business district. The current upgrade of the Pacific Highway generates major challenges and opportunities for towns and villages on the Coffs Coast.

The NSW and Australian governments commenced upgrades of the Pacific Highway in 1996 to provide a four lane divided road from Hexham (NSW) to Queensland will substantially reduce the travel time to the Coffs Coast and is due for completion in 2020. Currently 397 kilometres of the Pacific Highway between Hexham and the Queensland border is now a four lane divided road (60%) and about 123 kilometres (19%) are being built or being prepared for major work. Although, the reduction in travel time from Sydney and South East Queensland presents a significant opportunity for improved visitor access to the Coffs Coast, ongoing road construction will continue to create frustration and delays for drivers, in terms of reduced speed limits and bottlenecks during peak travel times. More importantly, the visual appeal of the Coffs Coast as a desirable holiday destination is greatly diminished during this construction phase.

The Coffs Harbour bypass proposal is also a significant infrastructure project that will change visitor travel patterns around Coffs Harbour. The proposal involves the development of a 12-kilometre dual carriageway upgrade of the Pacific Highway from south of Englands Road to Korora Hill, north of Coffs Harbour and includes a western bypass of Coffs Harbour approximately one kilometre from the CBD. Currently, the RMS and CHCC are continuing to manage the existing highway through Coffs Harbour until a new bypass is built. Timing for construction will depend on funding negotiations between the NSW and Australian governments' ongoing environmental assessment. The construction of a bypass is acknowledged as having the potential to create significant and adverse effects on Coffs Harbour's tourism industry, which is already facing considerable challenges<sup>6</sup>. As a consequence, there is a need for an immediate action to strategically plan for the proposed development of the Coffs Harbour bypass, to ensure drive visitors continue to use 'Coffs' as a stopover and holiday destination during the proposed construction phase and following its completion.

From an air services perspective, Coffs Harbour Regional Airport (CHRA), that is owned and managed by CHCC, is one of the largest and busiest regional airports in NSW and has for some years accommodated the greatest number of passengers flying to and from Sydney, compared to other destinations within NSW<sup>7</sup>. It is estimated that 8% of visitors to the Coffs Coast in 2015 arrived by air<sup>8</sup>. Increasing services to and from Melbourne provide an important opportunity to attract new visitor markets from Victoria. It is also important that low cost carrier air services from Brisbane are re-established. Significantly, CHRA management works with key tourism and aviation stakeholders to negotiate air services, analyse investment and market research, and undertake cooperative marketing programs.

## 4.0 Visitor Transport Services cont.

From a maritime perspective, the Coffs Harbour International Marina (CHIM) has become a significant attraction for nautical travellers serving as a halfway point between Sydney and Brisbane. Visiting small cruise vessels and 'Blue Nomads' (sailing/boating retirees) have emerged as reliable and growing visitor markets that CHIM management are presently researching. However, the current marina facilities are small and struggle to keep up with the needs of modern-day boating. Plans to upgrade the Marina are also in the balance due to the expiry of the lease with Crown Lands in 2021. It should also be recognised that the attraction of large cruise tourism vessels to Coffs Harbour is not a viable opportunity given restrictive harbour access that cannot be overcome, and ocean conditions that are not suitable for tender arrangements.

### Best Practice Example

A new hop-on hop-off shuttle service, 'Green Frog Shuttle', was launched by a local commercial tourism transport operator in October 2015 that connects the main towns, villages and attractions within Byron Shire (Byron Bay, Brunswick Heads, Mullumbimby, Crystal Castle, Bangalow and Suffolk Park). The service is positioned as a friendly, efficient and affordable transport option, that runs four times daily through the Shire and takes about two hours each cycle. The cost is \$40 per trip with family discounts and two-day passes.

### The situational analysis and the stakeholder engagement process undertaken to develop this Plan further identified:

- Industry concern about negative visitor perceptions of the Coffs Harbour CBD and ongoing Pacific Highway upgrades
- The upgrade of the Pacific Highway presents a opportunity for passing visitors to see the scenic coastline and the Solitary Islands from the Highway
- A need to retain Coffs Harbour's position as a quality stop-over destination
- An immediate need to start working cooperatively with RMS to ensure Highway gateway and directional signage is strategically planned
- Concern from industry stakeholders regarding the impact of bad weather on the road infrastructure to Dorrigo, which creates negative visitor perceptions about the town being 'cut off'
- Urunga Chamber of Commerce has undertaken considerable strategic planning to consider the implications of the Urunga bypass for its local businesses and residents
- A need to improve connectivity between tourism and villages on the Coffs Coast through improved road infrastructure and transport services
- An opportunity to continue to develop infrastructure to position the Coffs Coast as a cycle tourism destination
- A need to consider ways to improve bus/coach and rail infrastructure and services to the Coffs Coast
- Plans to install new state-of-art signage at the Coffs Harbour Regional Airport to make it an attractive gateway.

## 4.0 Visitor Transport Services cont.

**strategy 4.1** Strategically plan to reduce negative visitor perceptions and access issues regarding the upgrade of the Pacific Highway and its impact on the Coffs Coast, and the proposed bypass of Coffs Harbour to 2020

Strategic Actions		Leadership	Support	Timing
<b>S4.1.1</b>	Develop a five-year Destination Coffs Coast: Visitor Road Signage Plan in partnership with RMS to strategically plan for gateway and wayfinding signage, tourism attraction and business signage, and visitor information during construction and completion phases of the Pacific Highway upgrades across the Coffs Coast	CHCC	BSC, DCCC, NSC, RMS, DT, CoCs	2016
<b>S4.1.2</b>	Develop a Coffs Harbour Bypass Plan to strategically plan for the creation of gateway and wayfinding signage, visitor information, and marketing strategies to overcome impacts during the construction phase and completion phases of the bypass for residents and visitors	CHCC	DCCC, RMS, DT, CHCoC	2016/2017

**strategy 4.2** Work with Coffs Harbour Regional Airport to attract and promote new and existing air services to the Coffs Coast to 2020

Strategic Actions		Leadership	Support	Timing
<b>S4.2.1</b>	Work collaboratively with CHRA management to create attractive gateway signage at the Airport to welcome visitors and generate awareness of the diversity of experiences on the Coffs Coast	CHCC	BSC, NPWS, SIMPA, FCNSW	2016
<b>S4.2.2</b>	Work collaboratively with CHRA management to increase air services from key visitor markets to the Coffs Coast	CHCC	DCCC	2016 to 2020
<b>S4.2.3</b>	Work collaboratively with CHRA management to support marketing initiatives for current and emerging air services as part of the Coffs Coast Marketing Plan 2020 (see s10.1.1)	CHCC	DCCC	2016 to 2020

## 4.0 Visitor Transport Services cont.

### strategy 4.3 Support the Coffs Harbour International Marina to position the Marina as an attractive destination for visiting small vessels

Strategic Actions		Leadership	Support	Timing
s4.3.1	Support CHIM to undertake research to better understand the 'Blue Nomads' visitor market and their infrastructure requirements	CHCC		2016/2017
s4.3.2	Support CHIM to develop submissions to Crown Lands for lease renewal	CHCC		2016/2017
s4.3.3	Support CHIM to develop submissions for relevant grants and funding to upgrade marina facilities to encourage small vessel visitation	CHCC		2016 to 2020

### strategy 4.4 Investigate ways to improve local road and visitor transport services to encourage visitors around the Coffs Coast

Strategic Actions		Leadership	Support	Timing
s4.4.1	Investigate and promote opportunities to establish viable commercial local transport services to connect coastal and hinterland towns and villages and enhance visitor dispersal around the Coffs Coast	CHCC, BSC	DCCC, CoCs	2016/2017
s4.4.2	Investigate opportunities to improve and promote local bus services for visitors around the Coffs Coast	CHCC, BSC		2016/2017
s4.4.3	Continue to develop infrastructure to support cycle tourism for the Coffs Coast	CHCC, BSC	DCCC	2016 to 2020
s4.4.4	Work with nature-based and adventure tourism stakeholders to promote cycling tourism and mountain bike trails and tracks as part of the Coffs Coast Marketing Plan 2020	CHCC	BSC, NPWS, SIMPA, FCNSW	2016
s4.4.5	Support improvements to road infrastructure and develop alternate routes to Waterfall Way (e.g. Eastern Dorrigo Way – Coramba, Megan, Dorrigo)	BSC	RMS	2016 to 2020

### strategy 4.5 Work with Railcorp NSW and commercial coach services to promote rail transport services to the Coffs Coast

Strategic Actions		Leadership	Support	Timing
s4.5.1	Establish a strategic partnership with Railcorp NSW to improve and promote rail transport services to the Coffs Coast including innovative packages and events that use rail services	CHCC	BSC	2016 to 2020
s4.5.2	Establish strategic partnerships with key coach operators to improve and promote coach services to the Coffs Coast	CHCC	BSC	2016 to 2020

## 5.0 Tourism Infrastructure

### Support the development of key infrastructure and facilities to position the Coffs Coast as an attractive place to visit, to live and to do business to 2020

The development of infrastructure and facilities helps a destination develop as a good place to live, to do business and to visit. A lack of adequate infrastructure and supporting facilities can limit the realisation of tourism potential. Careful planning and management is therefore required to ensure a balance between tourism growth and development of supporting infrastructure and facilities.

Infrastructure in the Coffs Harbour area is perceived as being aged due to a large volume of development in the 70s and 80s, and limited new development in the period since. Findings of a Tourism Research Australia Visitor Profile Survey undertaken in 2011 confirmed that although the range of infrastructure and product was well received, the quality of infrastructure in the region falls below consumer expectations. This was also identified as a key concern by industry stakeholders consulted in the development of this Plan.

To address this concern, CHCC has undertaken significant strategic planning work to improve infrastructure and facilities that will help to reinvigorate Coffs Harbour. The City Centre Masterplan 2031 is an important infrastructure project that will assist in rejuvenating the City Centre as the key retail precinct in Coffs Harbour. In addition, the Jetty4shores Project and Surrounds Area Concept Plan will enhance key entrances and high use lands of the jetty foreshore area for recreational use by residents and visitors. The first stage, a new walkway has already been completed. CHCC was recently successful in securing over \$5 million in Commonwealth funding to match its \$5million investment to commence work on the next stages of this project: a kiosk area, market/picnic area and Boardwalk.

CHCC has also recently allocated funds for the development of the Cultural Strategic Plan 2017-2022 and Performing Arts Centre Feasibility and Cost Benefit Assessment to determine the potential strategic impacts and benefits of a new Performing Arts Centre for the region. Detailed research and concept planning are also underway for the proposed expansion of the Harry Bailey Memorial Library and the Coffs Harbour Regional Gallery. Both feasibility projects are due for completion in mid 2016 which will greatly enhance arts and cultural experiences in Coffs Harbour.

The BSC Economic and Tourism Development Plan (2015) identifies a number of infrastructure priorities and strategies that will enhance the visitor experience. These include finalisation of a Main Street plan to improve the visual appearance and pedestrian safety in the main business area of Bellingen and implementation of the Gleniffer Master Plan to enhance the precinct and reduce impacts from excess visitation.

#### The situational analysis and the stakeholder engagement process undertaken to develop this Plan further identified a need to:

- Consider ways to attract public and private sector investment for new infrastructure
- Ensure adequate provision of facilities for visitors across the Coffs Coast (e.g. beautification of public areas, clean toilets, parking, parking for larger vehicles, RV dump points)
- Encourage public and private sector organisations to redevelop/ refurbish tired and ageing facilities
- Develop new sporting facilities and better maintain key attractions in Bellingen Shire (e.g. Urunga Boardwalk, Dangar Falls)
- Ensure adequate infrastructure to handle growing visitation in Bellingen Shire
- Address concerns from community stakeholders that although they have been consulted in the past about infrastructure needs, there has been limited action.



5.0 Tourism Infrastructure cont.

**strategy 5.1** Ensure implementation of Council strategic plans for key infrastructure and facility development projects to enhance the Coffs Coast as an attractive place to visit, to live and to do business to 2020

Strategic Actions		Leadership	Support	Timing
<b>S5.1.1</b>	Work with relevant CHCC departments to determine the feasibility of the development of new infrastructure, and enhancement of existing Council-owned attractions and tourism-related infrastructure (e.g. CH Performing Arts Centre, Harry Bailey Memorial Library and the CH Regional Gallery)	CHCC		2016 to 2020
<b>S5.1.2</b>	Work with relevant CHCC departments to develop Business and Marketing Plans for Council-owned attractions and tourism-related infrastructure to ensure their economic viability and appeal to residents and visitors as part of annual Destination Coffs Coast: Tourism Marketing Plans (See s.10.1.1)	CHCC		2016 to 2020
<b>S5.1.3</b>	Develop strategies to promote the completion of new infrastructure development projects in Coffs Harbour and Bellingen LGAs to visitors and potential tourism business investors as part of annual Coffs Coast: Tourism Marketing Plans (see s.10.1.1)	CHCC, BSC	DCCC	2016 to 2020
<b>S5.1.4</b>	Work with relevant Council departments to ensure there are adequate and well-designed public facilities, amenities and parking to support the sustainable growth of tourism to towns and villages on the Coffs Coast to 2020	CHCC, BSC		2016 to 2020
<b>S5.1.5</b>	Work with relevant Council departments to improve the visual appeal of towns and villages through ongoing beautification works (e.g. streetscapes, gateway entrances)	CHCC, BSC		2016 to 2020

**strategy 5.2** Develop strategic partnerships with relevant NSW and Australian government departments to position the Coffs Coast as an attractive place to visit, to live and to do business to 2020

Strategic Actions		Leadership	Support	Timing
<b>S5.2.1</b>	Develop strategic partnerships and lobby relevant NSW and Australian government departments to support the development of appropriate public infrastructure and facilities to enhance the visitor experience, community amenity and economy of the Coffs Coast (e.g. NPWS, Crown Lands, FCNSW, DNSW, DLPI, DPC, INSW, RDA)	CHCC, BSC	DCCC, CoCs	2016 to 2020
<b>S5.2.2</b>	Work cooperatively with relevant NSW and Australian government departments to support private sector stakeholders to develop new and appropriate infrastructure to enhance the visitor experience, community amenity and economy of the Coffs Coast	CHCC, BSC	CoCs, DNSW, RDA	2016 to 2020



## 6.0 Tourism Product and Experience Development

### Encourage and support the development of new and refreshed tourism products and experiences to meet the needs of leisure, nature-based, events and cultural visitor markets to the Coffs Coast to 2020

A destination that offers a diverse range of visitor and brand-aligned experiences is in a better competitive position than one that has a limited mix of visitor activities. Best practice destinations recognise that there is a need to provide a diversity of appropriate tourism products and activities to complement their core visitor attractions including: a range of accommodation types to suit different visitor markets, vibrant events and festivals, nature-based experiences, recreational and leisure activities, quality food and beverage experiences, and cultural and heritage experiences. They also support and encourage entrepreneurs to establish quality and innovative experiences<sup>3</sup>.

In addition, the availability of quality, value-for-money accommodation is a key component in a visitor's destination choice and a top three consideration in short-break travel. Ongoing investment is, however, required to refresh and refurbish accommodation facilities to meet changing visitor expectations and to ensure visitor satisfaction. Accommodation development should also fit with the overall brand and image of a destination to ensure that it reflects both consumer and host community values<sup>9</sup>.

Although Coffs Harbour offers a range of mid-level accommodation that is suitable for various visitor markets (e.g. transit, leisure, family, sporting groups), it is generally regarded as being tired and in need of an upgrade. While Bellingen Shire is characterised by guesthouse, B&Bs and cabin-style facilities that align well with village qualities, current overnight capacity is limited. There is also a range of privately owned holiday houses and apartments promoted through accommodation and real estate agent websites across the Coffs Coast. This style of accommodation is an important part of the accommodation offering on the Coffs Coast, providing opportunities for typical coastal holidays and some 'high-end' luxury products currently not available through traditional accommodation options. Consideration should, however, be given to potential impacts of this type of accommodation in residential areas if capacity continues to increase, and how VICs can tap into accommodation booking commissions for these properties.

In terms of tourism products and experiences, visitors to the Coffs Coast can currently enjoy a diversity of leisure and nature-based experiences related to its beaches and waterways, coastal and hinterland villages and distinctive natural environments, as well as iconic and well-known attractions.

While Coffs Harbour and Bellingen LGAs can be considered to offer differing community, environmental and lifestyle experiences, they are also highly complementary from the visitor perspective. Tourism product and experience development should therefore adopt a destination-wide approach that integrates Coffs Harbour and Bellingen Shire attractions and experiences to present and promote a total visitor experience across the Coffs Coast. A Visitor Profile Survey undertaken in 2011 by TRA found that visitors to outlying villages of the Coffs Coast (e.g. Bellingen and Sawtell) reported higher levels of satisfaction. This will help to improve visitor experiences and satisfaction, increase length of stay and encourage visitor dispersal. Interestingly, visitation analysis undertaken to inform the development of this Plan estimated that only 13% of domestic overnight visitors in 2015 went on a day-trip to another place.

Clearly there is an opportunity to encourage and support the development of tourism products and experiences that reflect the Coffs Coast brand positioning to generate more overnight stays, including signature experiences that differentiate the Coffs Coast from other key competitor destinations such as Byron Bay, Port Macquarie, the Tweed Coast, South Coast NSW and Gold and Sunshine Coasts (QLD). It should be further noted that engaging and exciting signature experiences are not simply about attracting major new tourism investments; existing industry operators can also be actively mentored to further develop their products based on pre-determined criteria for a 'signature experience'.

continued next page

## 6.0 Tourism Product and Experience Development cont.

There is also a significant opportunity to further develop and promote nature-based and adventure tourism experiences on the Coffs Coast given the abundance of National Parks, State Forests and the Solitary Island Marine Park that are in close proximity to where visitors stay. This will, however, require a cooperative and strategic approach that engages government, business, and community stakeholders. A Nature-Based Tourism Strategy developed by consultants in 2012, provides some foundational work in this area that could be used as a basis to progress further strategic work. Current strategic tourism planning being undertaken by NPWS for the Northern Zone is also timely and will provide a good foundation to initiate a strategic approach for nature-based tourism development across the Coffs Coast. Other important stakeholders such as the Solitary Islands Marine Park Authority and the Forestry Corporation (Coffs Harbour) have considerable strategic experience and are also keen to be engaged in any future nature-based tourism planning initiatives. It will also be important to engage with nature-based and adventure tourism operators to encourage the development of appropriate niche operations and to ensure business viability.

There is also an immediate need to further develop distinctive cultural experiences for visitors, particularly in Coffs Harbour. This includes the need to clearly identify what distinguishes Coffs Harbour and the broader Coffs Coast from other coastal destinations – i.e. what are the soci-cultural features of Coffs Harbour and Bellingen Shires that are appealing to visitors and how can these be enhanced and promoted? A Visitor Profile Survey undertaken in 2011 by TRA showed that Coffs Harbour rated poorly in relation to cultural activities. To address this issue, the CHCC Cultural Plan 2013 to 2016 highlighted the need to build on assets which are in some way distinctive to this region or which provide a particular advantage, including Aboriginal culture and heritage, the Regional Gallery, and the region's natural beauty. Specifically, the Plan proposed that CHCC investigates the local potential for arts and heritage-based cultural tourism initiatives, with a particular emphasis on arts education initiatives, and identifies two strategies related to the development of cultural tourism: to investigate further potential for cultural tourism, and to develop opportunities for increased sales by local artists<sup>6</sup>. As previously explained in Section 5, a new CHCC Cultural Plan 2017 to 2022 is to be developed in 2016 that will consider and identify strategies to improve cultural tourism experiences for visitors. It should also be acknowledged that Arts Mid North Coast are an important stakeholder in cultural tourism planning for the Coffs Coast and have designated Bellingen as one of the 6 Creative Communities of the Mid North Coast.

Importantly, Bellingen Shire is well known for its cultural diversity and provides visitors to the Coffs Coast with opportunities to explore diverse arts and cultural experiences. The Bellingen Shire Public Art Plan (2014) identifies and recommends a range of public art projects throughout these areas, with a focus on projects which are practical, achievable and affordable over the next five years. The Plan aims to provide the first step towards a high quality public art program for the Bellingen Shire, one which is distinct from other places in Australia and which celebrates the diversity and uniqueness of the locality. In addition, the BSC Arts & Culture Plan (2012) identifies various objectives and strategies to provide support and facilities for a range of artistic and cultural services, programs and activities and to support and develop the artistic and cultural talent in the Shire. In addition, BSC has introduced a place-making program in 2016 that encourages the community to develop creative spaces through an on-going small grants program. There is, however, a need to promote these distinctive cultural experiences to visitors to Coffs Harbour whilst also ensuring that day-trip visitation to Bellingen Shire does not impact resident lifestyles.

Another distinctive opportunity is to better showcase and develop Coffs Coast regional food and produce. The Coffs Coast Local Food Framework 2010 to 2020 (an initiative of the Local Food Futures Project 2009 to 2012) and BSC Local Food Guide aims to support the development of a sustainable local food tourism economy for the region. This type of initiative should be continued to support local producers and to enhance the visitor experience.

Woolgoolga Headland – Solitary Island Coastal Walk



**6.0 Tourism Product and Experience Development** cont.**The situational analysis and the stakeholder engagement process undertaken to develop this Plan further identified:**

- Tourism product development in the Coffs Harbour LGA should be contemporary and innovative and based on the visitor markets' evolving needs and expectations, and linked to coastal lifestyle attributes of the area
- Tourism product development in the Bellingen LGA should be aligned with the area's natural and cultural advantages, retain the authenticity of its towns and villages, and reflect community values
- That consideration be given to aligning funding/grant submissions for tourism product and experience development to state government and national government strategic plans and priorities (e.g. key experience sectors identified by DNSW)
- The NPA have proposed the development of a Great Koala National Park, which if advanced by the State Government, should be considered within the framework of future nature-based tourism plans
- Some nature-based and adventure tourism operators have expressed concern about the costs of permits and access to National Parks and waterways adjacent to North Coast Holiday Parks, which is limiting the development and delivery of nature-based activities and their business viability
- There is a need to ensure that nature-based tourism development conserves natural and marine environments
- There are opportunities to further enhance and promote the Coffs Harbour Regional Museum, Coffs Harbour Regional Gallery, Jetty Memorial Theatre and Botanical Gardens as interesting visitor attractions
- The Arts Mid North Coast Strategic Plan 2016 to 2018 recognises the value of cultural tourism to the regional visitor economy and supports all initiatives to identify, showcase and develop cultural experiences
- An opportunity to promote the range of produce on the Coffs Coast as 'bananas, blueberries and spice'.

**Best Practice Example**

Kangaroo Island has a proven track record in developing secondary attractions, many of which are linked to the island's natural and cultural heritage and complement its natural assets. This is particularly evident in the growth of small-scale food and wine tourism businesses, where producers have diversified from general farming in response to the gradual decline in traditional areas of agricultural production. This has enhanced the sophistication of the island's tourism product and encourages visitors to extend their stay.

There are approximately 30 wine producers on the island and a number of boutique wineries have emerged, offering visitors a truly local wine and food experience. In addition, a number of well-established commercial food producers provide opportunities for visitors to learn about the production process and sample and purchase local produce. The most notable examples are honey farms, which produce pure honey from the Ligurian bee; a sheep dairy which produces quality yoghurts and cheeses; and a marron farm where visitors can taste freshwater crayfish. Other specialty food products include olive oil, native jams, local seafood and free range chicken and eggs. Kangaroo Island's growing reputation as a culinary destination was recognised in early 2007 when it was named as Australia's Best Regional Food Destination at the Vogue Entertaining and Travel Produce Awards. Other secondary experiences include lighthouse tours and sheep shearing demonstrations, heritage accommodation and art and craft galleries<sup>3</sup>.

6.0 Tourism Product and Experience Development cont.

**strategy 6.1** Support the development of new accommodation properties, and encourage the refurbishment of existing properties to provide a diverse range of quality and affordable accommodation options for visitors to the Coffs Coast to 2020

Strategic Actions	Leadership	Support	Timing
<b>s6.1.1</b> The Destination Coffs Coast: Industry Development and Engagement Working Group to advise Council on accommodation opportunities and issues, investigate ways to support existing accommodation operators to invest in refurbishment of their properties, and monitor the scale of holiday letting of private properties in residential areas to ensure potential visitor impacts are minimised	DCCC	CHCC, BSC	2016 to 2020
<b>s6.1.2</b> Undertake a comprehensive and regular audit of secondary data sources of all visitor accommodation to determine the scale and characteristics of current offerings and to identify gaps/opportunities to help plan for appropriate levels of visitor accommodation	CHCC	DCCC, BSC	2016 to 2020
<b>s6.1.3</b> Review CHCC and BSC development control and land use policies to ensure there is sufficient detail to guide the location and design of tourism accommodation facilities	CHCC, BSC		2016
<b>s6.1.4</b> Develop CHCC and BSC dedicated website pages that clearly articulate Council guidelines; these sites should provide potential developers and property owners with information to encourage quality and sustainable development that complies with Council and environmental policies for each Shire. They should also include information about planning processes, development controls, local economic and community profiles and links to relevant Council information	CHCC, BSC		2016
<b>s6.1.5</b> Support potential developers and property owners to ensure they understand relevant Council and state policies and processes for development applications	CHCC, BSC	DPE	2016 to 2020
<b>s6.1.6</b> Ensure future plans for rural tourism development are undertaken in consultation with rural communities and assess the infrastructure needs to support such development	CHCC, BSC		2016 to 2020

6.0 Tourism Product and Experience Development cont.

strategy 6.2 Support tourism operations and attractions to develop new products that focus on quality and distinctive experiences on the Coffs Coast to 2020

Strategic Actions	Leadership	Support	Timing
s6.2.1 Undertake a comprehensive tourism product and experience audit to determine the scale and characteristics of current offerings and to identify opportunities that is updated annually	CHCC	BSC, DCC, CoCs	2016
s6.2.2 Actively promote tourism infrastructure and investment opportunities on the Coffs Coast (e.g. accommodation, hospitality, retail, arts and cultural, regional food)	CHCC, BSC	RDA, DNSW, INSW, RDA	2016 to 2020
s6.2.3 Support tourism operators to develop quality submissions in applying for relevant grant funding (e.g. DNSW RVEF)	CHCC, BSC	DCCC, DNSW	2016 to 2020
s6.2.4 Support CHCC to investigate opportunities to develop and promote cultural tourism opportunities (including indigenous) in cooperation with Arts Mid North Coast as part of the development of the CHCC Cultural Plan 2017 to 2020	CHCC	DCCC	2016
s6.2.5 Support BSC to implement strategies relevant to tourism as part of the Bellingen Shire Public Art Plan (2014)	BSC	DCCC	2016 to 2020
s6.2.6 Review the Coffs Coast Local Food Framework 2010 to 2020 to identify opportunities to promote regional food and produce across the Coffs Coast to visitors	CHCC	DCCC	2016
s6.2.7 Initiate a Coffs Coast Signature Experiences Development Program for selected industry operators whose products have the potential to fulfill the key criteria of a 'signature experience' – i.e. an exciting product that can drive conversion, underpin the Coffs Coast brand, build sustainability, enhance yield and importantly, improve the region's competitive advantage	CHCC, BSC	DCCC	2016

strategy 6.3 Work with nature-based tourism organisations to develop a Destination Coffs Coast: Nature Based Tourism Strategy to 2020

Strategic Actions	Leadership	Support	Timing
s6.3.1 Establish a Destination Coffs Coast: Nature-Based Working Group as part of the DCCC to lead the development of a Coffs Coast Nature-Based Tourism Strategy to 2020 in cooperation with key nature-based tourism stakeholder organisations (NPWS, SIMPA, FCNSW) and local nature-based operators (to be chaired by the DCCC nature-based tourism representative)	CCHC	BSC, DCCC, NPWS, SIMPA, FCNSW	2016
s6.3.2 Promote the recommendations of the Coffs Coast Nature-Based Tourism Strategy to 2020 to industry and community	CHCC	BSC, DCCC, NPWS, SIMPA, FCNSW	2016/2017
s6.3.3 Support existing and new nature-based tourism operators to develop viable operations and provide distinctive nature-based experiences in National Parks, Reserves, Crown Land and State Forests on the Coffs Coast	CCHC	BSC, DCCC, NPWS, SIMPA, FCNSW, DLPI, DPE	2016 to 2020
s6.3.4 Encourage and support operators to achieve relevant environmental/eco-tourism accreditation to promote their operations as best practice	DCCC	CHCC, BSC, NPWS, SIMPA, FCNSW	2016 to 2020

# destination marketing

## 7.0 Events and Festivals

### Position the Coffs Coast as the leading regional destination for sports tourism, innovative events and festivals that support the Coffs Coast brand to 2020

Events and festivals are recognised as a major catalyst for regional visitation. They provide numerous opportunities and benefits for individual businesses, communities and the destination region, including increased visitation and expenditure, reduced seasonality, repeat visitation and stronger regional awareness. They can also provide the stimulus for additional infrastructure development and build community pride<sup>19</sup>. In addition, sports tourism is internationally recognised as a substantial and highly desirable niche market segment for regional areas given that there are a number of opportunities for visitors to participate in tourism activities not connected with sport<sup>21</sup>.

Coffs Harbour is renowned for its events, which play a very significant role in attracting visitors to the Coffs Coast and boosting the local and regional economy particularly in traditionally low visitation periods. In October 2015, the city won a globally acclaimed International Festivals and Events Association (IFEA) World Festival and Event City Award, gaining recognition alongside major cities around the world. The FIA World Rally Championship (run in conjunction with the Bellingen and Nambucca Councils) attracts the greatest number of spectators (50,000+) and also provides the Coffs Coast with valuable international media coverage. Coffs Harbour is also host to a range of high profile annual sporting contests including the National Touch League, the FFA National Youth Championships, three major Oztag events (Nationals, Junior Nationals, Junior State Cup) and the Australian Surf Festival (to 2017), Adventurethon and the Coffs Coast Festival of Cycling. Destination NSW (DNSW) supports several Coffs Harbour events, including the Coffs Harbour Running Festival, through its Regional Flagship Events Program. As such, sports tourism is a very attractive market segment for Coffs Harbour, however other regional destinations are keen to take their share.

CHCC's Stadium and Major Events team play a significant leadership role in bidding for sports tourism events and the management of key event infrastructure and facilities. In order for Coffs Harbour to retain its competitive

position and build on its existing sports tourism events portfolio, it will be important that Council adopts a strategic approach to identify opportunities to: attract and bid for key sports tourism events, public and private investment for new regional sporting infrastructure and facilities, and increase visitor dispersal across the Coffs Coast.

In addition to sports tourism events, the Coffs Harbour LGA delivers a diversity of cultural festivals that are attractive to residents and visitors. These include the highly successful Coffs Harbour International Buskers and Comedy Festival (supported by CHCC), Multicultural Harmony Day and the Saltwater Freshwater Festival. Coffs Harbour also attracts quality theatrical performances, art exhibitions, concerts, cinema and dance, which can add value to the visitor experience. Community based events like Woolgoolga's Curryfest, the Chilli Festival (Sawtell) and until recently, the Coast Out Festival and Toast Urunga, play an important role in showcasing local villages and supporting the Coffs Coast brand. To ensure their ongoing viability, local events' organisers need additional support and advice to navigate the increasing complexities of events management, particularly given the reliance on volunteers and limited resources. Issues include negotiating compliance issues; funding applications; effective allocation of human and financial resources; building industry, business and community support for events and festivals; conducting consumer research, maximising the visitor economy and measuring return on investment (ROI).

For business events see page 45.

continued next page



**7.0 Events and Festivals** cont.

The creative communities in and around Bellingen are also reflected through a range of cultural festivals and local events. The Bello Winter Music Festival, the Bellingen Jazz Festival ('resting in 2015'), the Dorrigo Folk and Bluegrass Festival, Dorrigo Creative Mountain Arts Exhibition and Made in Dorrigo Festival, and the Bellingen Readers and Writers Festival (held in various venues along the Waterfall Way), attract visitors from well beyond the Shire's boundaries and the broader Coffs Coast region. Camp Creative, a summer school featuring courses including music, dance, voice and the visual arts has been running for 30 years, bringing families and individuals to Bellingen for five days in January. The highly innovative Steam Punk Festival in Dorrigo which references the huge collection of historic steam engines nearby, is typical of the kind of event which can become a significant draw card for a small township over time. The Shire also hosts some community sporting events including the Urunga Dragon Boat Regatta and the Coffs Coast/Mylestom Dragon Boat Regatta, and regular produce/community markets. Both Bellingen and Urunga residents would like more sports tourism, and there is a proposal for a basketball/multi-purpose stadium in Urunga. To support local event organisers, Bellingen Shire Council has recently introduced an Events Hub in the Waterfall Way Visitor Information Centre to provide practical support for organisations and volunteers. Apart from offering a centralised, dedicated meeting space, the Hub also provides computer and printing facilities, file storage, publicity and event ticket sales through the Visitor Information Centre.

**Best Practice Example: The Port Fairy Folk Festival, Victoria**

The Port Fairy Folk Festival is a popular annual four-day music festival based in the historic fishing village of Port Fairy in Victoria. From its humble beginnings in 1977, the Festival will celebrate its 40th anniversary in 2016 with an impressive line-up of national and international performers. The Festival receives no Government funding and is entirely reliant on the enormous support from the small Port Fairy community; schools, service clubs, sporting clubs and other community organisations and volunteers to ensure that every aspect of the Festival runs smoothly – and all benefit from it financially. Funds have built a number of community assets including a swimming pool. Local businesses also embrace the opportunity with bumper results!

This collaborative approach to event management and knowledge-sharing would be beneficial across both shires. Furthermore, for Coffs Coast to effectively leverage greater benefits from its events and festivals, all tourism stakeholders should work cooperatively to highlight the range of attractions and experiences in and around the host community, and the region. This should be underpinned by an annual events marketing plan.

**The situational analysis and the stakeholder engagement process undertaken to develop this Plan further identified:**

- There is no single source of information for the region's events and festivals which detracts from marketing efforts and confuses both organisers and consumers
- The need for local businesses to make a stronger effort in providing events' visitors with a total destination experience – (e.g. through visitor-friendly opening hours and facilities)
- The potential for neighbouring towns like Urunga to receive a 'spill-over' benefit from larger, Coffs Harbour based events
- Recurring costs for events' organisers, particularly in relation to supporting infrastructure needed to deliver events and festivals (e.g. power, sound, lighting and electronic billboards)
- Events and festivals require ways to measure their effectiveness, and secure funding and other external support
- While DNSW provides events funding to the region, CHCC is not permitted to use the Coffs Coast brand for these events
- Overpriced accommodation during events is creating negativity amongst visitors
- The potential to refresh and innovate existing events so they continue to deliver memorable experiences.

7.0 Events and Festivals cont.

**strategy 7.1** Develop a strategic and coordinated approach to position the Coffs Coast as the leading regional destination for sport tourism to 2020

Strategic Actions	Leadership	Support	Timing
<b>s7.1.1</b> Develop a Coffs Harbour Events Strategy that identifies opportunities to attract and bid for key sports tourism events, public and private sector investment for new regional sporting infrastructure and facilities, and establishes marketing strategies to promote events to increase visitor dispersal across the Coffs Coast to 2020	CHCC	BSC, DNSW, INSW, RDA	2016/2017
<b>s7.1.2</b> Investigate opportunities to fund and develop sports tourism infrastructure and facilities in Bellingen Shire	BSC	DNSW, INSW, RDA	2016 to 2020

**strategy 7.2** Establish a coordinated approach to deliver innovative and viable events and festivals across the Coffs Coast

Strategic Actions	Leadership	Support	Timing
<b>s7.2.1</b> Establish a single, authoritative and comprehensive annual events and festivals calendar for the Coffs Coast region, which addresses the needs of both organisers and consumers	CHCC	BSC, CoCs	2016 to 2020
<b>s7.2.2</b> Develop and promote a 'How to plan and deliver successful community events' guide for the Coffs Coast, which includes measuring economic, social and environmental impacts and other practical solutions and advice, to assist community-based events' organisers	CHCC, BSC	CoCs, DNSW	2016
<b>s7.2.3</b> Establish a regular mentoring program to provide ongoing support and advice for community-based organisers in the Coffs Harbour LGA	CHCC	CoCs	2016
<b>s7.2.4</b> Support event organisers to create new, innovative and brand-aligned events and festivals, as well as opportunities to refresh and enhance successful, existing events and festivals	CHCC, BSC	CoCs, DNSW	2016 to 2020
<b>s7.2.5</b> Introduce a 'one stop shop' to assist organisers with regulatory requirements for events and festivals within the Coffs Harbour LGA	CHCC		2016
<b>s7.2.6</b> Continue to deliver the events hub to support local event organisers in Bellingen LGA	BSC		2016 to 2020
<b>s7.2.7</b> Develop a BSC Events Policy to provide support and guidelines for event organisers in Bellingen LGA	BSC		2016



7.0 Events and Festivals *cont.*

**strategy 7.3** Encourage event and festival visitors to stay longer, spend more and enjoy the diversity of experiences across the Coffs Coast region

Strategic Actions		Leadership	Support	Timing
<b>s7.3.1</b>	Encourage broader industry stakeholders (e.g. accommodation, tour operators) to support Coffs Coast events and festivals through their own marketing initiatives	CHCC, BSC	DCCC, CoCs	2016 to 2020
<b>s7.3.2</b>	Encourage ‘whole of community’ support for Coffs Coast events and festivals through visitor-friendly initiatives (e.g. appropriate opening hours and availability of amenities and services)	CHCC, BSC	DCCC, CoCs	2016 to 2020
<b>s7.3.3</b>	Investigate spreading the benefit from larger Coffs Harbour events to surrounding towns, to encourage dispersal and spend (e.g. use of some sporting facilities at Urunga)	CHCC	BSC, DCCC, CoCs	2016 to 2020

## 8.0 Brand and Positioning

**Ensure the effectiveness of the Coffs Coast brand in its promise to consumers, ability to differentiate the region, improve industry uptake and consistent application across all marketing and promotional activities to 2020**

A brand is the set of expectations, memories, stories and relationships that, taken together, account for a consumer's decision to choose one product or service over another<sup>12</sup>. An effective brand is at the heart of a successful visitor destination. It should drive the marketing strategies at every consumer touch point and inform both current and future product and experience development. Tourism brands require periodic monitoring to ensure that they are aligned to core markets and contemporary consumer trends; provide a genuinely competitive edge based on the region's unique qualities; deliver a strong and consistent message across all platforms, and engage those who must champion the brand promise as part of their regular business and community activities.

Put simply, the best tourism brands are built on a genuine sense of place and a focus on those qualities that make that place special and different. Many visitor destinations fail to reach their desired potential because their brand positioning is too generic, particularly in such a dynamic and competitive environment. The Coffs Coast for example, has superb beaches, parks, forests and reserves and a range of family activities but these attributes are not particular to the region, and many other destinations could make similar claims. The challenge is in clearly articulating the region's real point of difference.

Coffs Coast Tourism and the Coffs Harbour City Council jointly funded a 'Brand Refinement' project in 2011, which was completed in 2012. The project objectives were to develop a unique appearance for the region; convey the diversity of tourism offerings; and create a personality that was both authentic and distinctive. The project arose from several key factors including:

- The existing brand did not resonate with the Coffs Coast tourism industry, particularly those stakeholders beyond Coffs Harbour where smaller towns and villages struggled to assert their distinctive characteristics
- The lack of industry support resulted in fractured and inconsistent marketing messages
- A decline in visitation and strong competition from other destinations, suggested that the region needed to reposition its relationship with potential markets.

continued next page

Bushwalking, Orara State Forest



**8.0 Brand and Positioning** cont.

In response, consultants focused on creating a new Coffs Coast brand that included an intricate logo design to reflect coastal and hinterland experiences. Although this brand exercise was originally driven by some very valid concerns, the issues that prompted it some four years ago are largely still echoed in engagement activities undertaken to inform this Plan.

### Best Practice Example: Tasmania – Go Behind the Scenery

Tasmania's tourism industry is achieving unparalleled success, which is being driven by a new, unconventional and quirky brand, Tasmania – Go Behind the Scenery. In an increasingly noisy market place, this small place on the edge of the world is 'standing out from the crowd' with its unique invitation to consumers. While the brand reflects well-known Tasmanian attributes, it also encourages consumers to engage with those experiences that are 'behind the scenery' – 'the nooks and crannies, the offbeat and the original, and Tasmania's natural beauty set against the brutality of our convict past'<sup>13</sup>. The brand story is highly authentic and unflinching in its recognition of the island's heritage and culture. Consumers are responding in droves, however Tourism Tasmania's formal tracking research is consistently used to refine content, messaging and other key facets of the brand.

### The situational analysis and the stakeholder engagement process undertaken to develop this Plan further identified:

- The brand needs to reflect the key visitor experiences on the Coffs Coast related to leisure, nature-based, sports tourism, and events and festivals
- Some sub-branding has been developed independently of the agreed brand process for the Bellingen Shire
- An effective sub-brand has been created for sports tourism events in Coffs Harbour – 'where champions play'
- That the current Coffs Coast brand was initially well supported by industry stakeholders across Coffs Harbour and Bellingen LGAs as an effective umbrella brand, but industry stakeholders indicated that they didn't understand its key elements and have not incorporated the Coffs Coast brand into their business practices
- Industry stakeholders do not understand what constitutes a destination brand, with many thinking that a destination brand is simply a logo or an advertising tag line
- Industry stakeholders in the hinterland still feel particularly disconnected from the current brand, which they view as being predominantly coastal
- A need to communicate the Coffs Coast brand positioning to other important tourism stakeholders (e.g. NCDN, DNSW)
- Overall, improved industry engagement with the Coffs Coast brand and positioning is imperative going forward to 2020
- Negative visitor perceptions of Coffs Harbour due to its reputation as a regional services hub and the CBD's lack of appeal as travellers drive through – i.e. visitors don't know about the more attractive areas that lie beyond the Highway and CBD area
- An opportunity to position the Coffs Coast hinterland as a distinctive visitor experience.

**8.0 Brand and Positioning** *cont.*

**strategy 8.1** Undertake a brand review process to ensure an authentic, consistent and competitive brand and positioning for the Coffs Coast that reflects coastal and hinterland visitor experiences to 2020

Strategic Actions		Leadership	Support	Timing
s8.1.1	Establish a Destination Coffs Coast: Brand Review Working Group as part of the DCCC comprising a CHCC and BSC representative, 2 x DCCC members and an external expert with considerable brand development experience during 2016 (to be chaired by CHCC)	CHCC	BSC, DCCC	2016 to 2017
s8.1.2	Undertake a Coffs Coast Brand Review Process to evaluate stakeholder perceptions, brand identity, key messages and brand communication and management, and identify relevant sub-brands	CHCC	BSC, BRWG, Consultant	2016
s8.1.3	Review and update existing marketing collateral and visitor information, based on the review findings, to ensure brand consistency	CHCC	BSC	2017 to 2020
s8.1.4	Undertake regular consumer research to evaluate Coffs Coast brand effectiveness and visitor perceptions (see also s9.2.2)	CHCC	BSC, BRWG	2017 to 2020

**strategy 8.2** Facilitate engagement with tourism stakeholders to effectively promote and apply the Coffs Coast brand to 2020

Strategic Actions		Leadership	Support	Timing
s8.2.1	Develop an 'industry-friendly' Coffs Coast Style and Brand Guide to inform the development of industry marketing collateral	CHCC	BSC, BRWG, Consultant	2016
s8.2.2	Develop a Coffs Coast Brand Engagement Program to communicate how the brand works in the market place, the value of brand loyalty, the importance of all industry stakeholders adopting and promoting the brand; and the application of brand elements to Coffs Coast tourism and local businesses; and ensures its consistent use	CHCC	BSC, BRWG	2016
s8.2.3	Work collaboratively with NCDN and DNSW to ensure consistent delivery of the Coffs Coast brand and alignment to key visitor markets	CHCC	BSC, NCDN, DNSW	2016 to 2020

## 9.0 Key Visitor Markets

### Focus marketing activities on viable, brand-aligned visitor markets to attract returning and new visitors to the Coffs Coast to 2020

Destinations must consider and establish the visitor segments that they are willing and able to target through their marketing efforts. Visitor markets should therefore be considered in terms of their relative ‘fit’ with the attractions and experiences available at the destination and with the local community’s objectives for tourism<sup>3</sup>. The drive for sustainability also needs to feature in marketing decisions as many visitors now prefer peace and quiet, access to natural and real tourism experiences rather than ones that have been artificially or detrimentally impacted by over promotion<sup>14</sup>. As such, a strong synergy between appropriate, well-researched target markets and a destination’s positioning in the marketplace encourages new and repeat visitation, higher levels of customer satisfaction, brand ambassadors, and a more competitive and resilient visitor economy.

A comprehensive analysis of TRA visitation data from 2011 to 2015 (year ending June) was undertaken to inform the development of this Plan<sup>3</sup>. During 2015, Coffs Coast received approximately 1.6 million visitors comprising approximately 45% domestic overnight visitors, 5% international overnight visitors, and 50% day-trip visitors. For 2015, it is estimated that there were 726,00 overnight domestic visitors representing a decline since peak levels experienced in 2013 and 2014 (830,000 and 823,000), international visitation peaked in 2015 (81,600), and day-trip visitation.

<sup>3</sup>See full visitation analysis in Coffs Coast Strategic Tourism Plan 2020 Report 1: Situational Analysis and Stakeholder Engagement



Cycling, Bruxner Flora Reserve

## Key Visitor Markets

Findings of the visitation analysis confirm that the focus for Coffs Coast Tourism marketing should be concentrated on the following key visitor markets:

1. Primary markets: Sydney and regional NSW, Brisbane and South East Queensland
2. Secondary markets: Melbourne and surrounds
3. VFR and Stopover visitor markets.



## 9.0 Key Visitor Markets cont.

### Further Recommendations

Although, the region is well positioned for the international self-drive market, given its strategic location between Sydney and Brisbane, the international visitor market forms a small proportion of overall visitation to the Coffs Coast and is best pursued through appropriate Legendary Pacific Coast marketing initiatives which positions the Coffs Coast as part of the broader North Coast of NSW.

Coffs Harbour also attracts business events, mostly through its resort-style properties, however it remains a small percentage of the potential visitor market, which is currently best pursued by those industry operators who directly benefit from this sector.

It is, however recommended that CHCC marketing funds are not currently allocated to target the Business Events market, until further rigorous, updated assessment and considerations of the highly competitive business events marketplace is undertaken as part of the feasibility assessment process for a new Performing Arts Centre in Coffs Harbour for the Cultural Strategic Plan 2017 to 2022 project work (See s5.1.1).

Sapphire Beach



### The situational analysis and the stakeholder engagement process undertaken to develop this Plan further identified:

- A new air service between Melbourne and Coffs Harbour commencing in December 2015 is likely to increase the importance of some Victorian domestic markets for the Coffs Coast
- The NSW North Coast offers other similar destination experiences for visitors (e.g. Ballina, Byron Bay, Port Macquarie, Port Stephens, the Tweed Coast) as does the NSW South Coast
- Broader competitor destinations include the Gold Coast and Sunshine Coasts with important regional airports and self-drive opportunities
- Although day-trip visitation is a significant part of the Coffs Coast visitor economy, impacts on smaller villages should be monitored
- The region is well positioned for the international self-drive market, due to its strategic location between Sydney and Brisbane, however given that the international visitor market forms a small proportion of overall visitation to the Coffs Coast, it is best pursued through leveraging the Legendary Pacific Coast brand, which positions the Coffs Coast as part of the broader North Coast of NSW
- International visitation to the Coffs Coast has, however, continued to grow since 2011
- There was an increase in international arrivals from Melbourne to the Coffs Coast in 2015 (12.4%) in comparison with 2014 (7.6%)
- Recent growth in Chinese visitation to Australia suggests that the Coffs Coast should monitor this visitor market to determine its alignment with the region's brand and experiences (regional dispersal of Chinese travellers is currently predominantly out of Sydney)<sup>16</sup>
- Overall, marketing should aim to attract visitor markets that align with community values.

## 9.0 Key Visitor Markets cont.

### Visitation Snapshot

The key characteristics of overnight visitors to the Coffs Coast for year ending June 2015 were as follows:



#### Domestic Overnight Visitors

- The main purpose of trip was for a holiday (50%), followed by VFR market (30%)
- The majority drive (88%), followed by air services (8%)
- Most stay up to 7 nights (90%) and short stays of one to three nights remain significant (61%)
- The 55+ year age group is the most important demographic segment (44%), followed by those aged 30 to 54 years (38%)
- The main travel party types are adult couples (32%), followed by family groups (23%) and those travelling alone (22%)
- Intrastate visitors remain important (60%) – i.e. Sydney and regional NSW
- Interstate visitors account for 40% of domestic overnight visitation
- There was a decline of 12% in the number of domestic overnight visitors from 2014 to 2015
- Main activities include: eating out (68%), outdoor/nature (63%), visiting friends and relatives (57%), sightseeing/looking around (38%), active outdoor sports (33%), visiting local attractions/tourist activities (34%), and shopping for pleasure (26%) – day-trips to other places remains quite low (13%)
- The main accommodation used is hotels and similar accommodation (38%), camping and caravan parks (17%), rented houses and apartments (6%) and ‘other private accommodation’ (37%) presumably of friends and relatives.

#### International Overnight Visitors

- The main purpose of travel is for holidays (67%), but also includes some VFR (19%)
- The majority drive (66%), followed by bus or coach (16%) and air (11%)
- The main place of arrival is Sydney (56%), followed by Melbourne (15%) and Brisbane (15%)
- The majority stay between 1 and 7 nights (70%) and 17% stay between 8 and 14 nights
- Most travel alone (52%) or are adult couples (24%)
- Key age groups are those aged between 20 and 24 years (23%) and 25 and 29 years (20%)
- Their main activities include outdoor/nature activities (95%), eating out (94%), visiting local attractions/tourist activities (85%), shopping (83%) – they currently do not participate in day-trip visits to other places<sup>8</sup>.

9.0 Key Visitor Markets cont.

strategy 9.1 Focus marketing efforts on key existing and new visitor markets for the Coffs Coast to 2020

Strategic Actions		Leadership	Support	Timing
s9.1.1	Target key domestic leisure, nature-based, events and cultural visitor markets to the Coffs Coast: Sydney, regional NSW, Brisbane, and South East Queensland	CHCC	NCDN, DNSW	2016 to 2020
s9.1.2	Build consumer awareness of the Coffs Coast to potential leisure, nature-based, events and cultural visitor markets from Melbourne and surrounds	CHCC	CHRA, NCDN, DNSW	2016 to 2020
s9.1.3	Maintain the strong VFR and Stop-over markets to the Coffs Coast through appropriate marketing initiatives	CHCC	BSC	2016 to 2020
s9.1.4	Target the international self-drive market through appropriate marketing initiatives only (e.g. Legendary Pacific Coast)	CHCC	NCDN, DNSW	2016 to 2020

strategy 9.2 Establish a Coffs Coast Tourism Destination Research Program to regularly monitor and evaluate visitor markets, profiles, and satisfaction for the Coffs Coast to 2020

Strategic Actions		Leadership	Support	Timing
s9.2.1	Analyse and monitor TRA visitation half-yearly to monitor and evaluate domestic, day-trip and international visitor market, profiles, patterns and key competitor visitation	CHCC	NCDN	2016 to 2020
s9.2.2	Establish regular destination-based consumer research to monitor and evaluate visitor expectations, satisfaction and profiles for Coffs Coast destinations	CHCC	BSC, Consultant	2017 to 2020
s9.2.3	Establish a data collection methodology system 'in-destination' to regularly gather and analyse visitation data collected by VICs, major attractions, CHRA, NPWS, SIMPA and CHIM	CHCC, BSC	DCCC	2017 to 2020



## 10.0 Strategic and Tactical Marketing

### **Adopt strategic and innovative destination marketing strategies to promote leisure, nature-based, events and cultural experiences to key visitor markets, and to build a strong visitor economy for the Coffs Coast to 2020**

Effective marketing is consumer-focused, agile and content-driven through traditional and social channels. Potential visitors are seeking more tailored and experiential information that relates to their specific interests and lifestyle, rather than a generic marketing approach. Destinations must therefore develop deeper, interactive relationships with consumers to understand their evolving needs and expectations. Moreover, there is a strong trend towards brands that ‘earn’ customer loyalty, through social media for example, rather than those that ‘push’ products through paid advertising and promotion. Marketing influence should also extend throughout the travel planning cycle from the ‘dreaming’ stage to after the visitor has returned home. Best practice principles for the sustainable marketing of regional tourism destinations include a research-driven, collaborative approach and the development and implementation of annual marketing plans, that identify innovative advertising sales and promotion strategies to support the destination brand and image<sup>3</sup>.

CHCC, through its Industry and Destination Development Section has assumed overall leadership and responsibility for the promotion of tourism on behalf of the Coffs Coast. Marketing activities span traditional and digital marketing, including specific buy-in campaigns with industry partners, media promotions, trade events, product packaging and the development and continued update of the Coffs Coast consumer website. In the year ending June 2015, CHCC spent more than \$200,000 on a full suite of operational marketing activities. In addition, industry development and assistance is provided through a free image library, e-newsletters, ‘famils’, advertising and brochure templates, an annual prospectus for partnership opportunities and brand style guidelines.

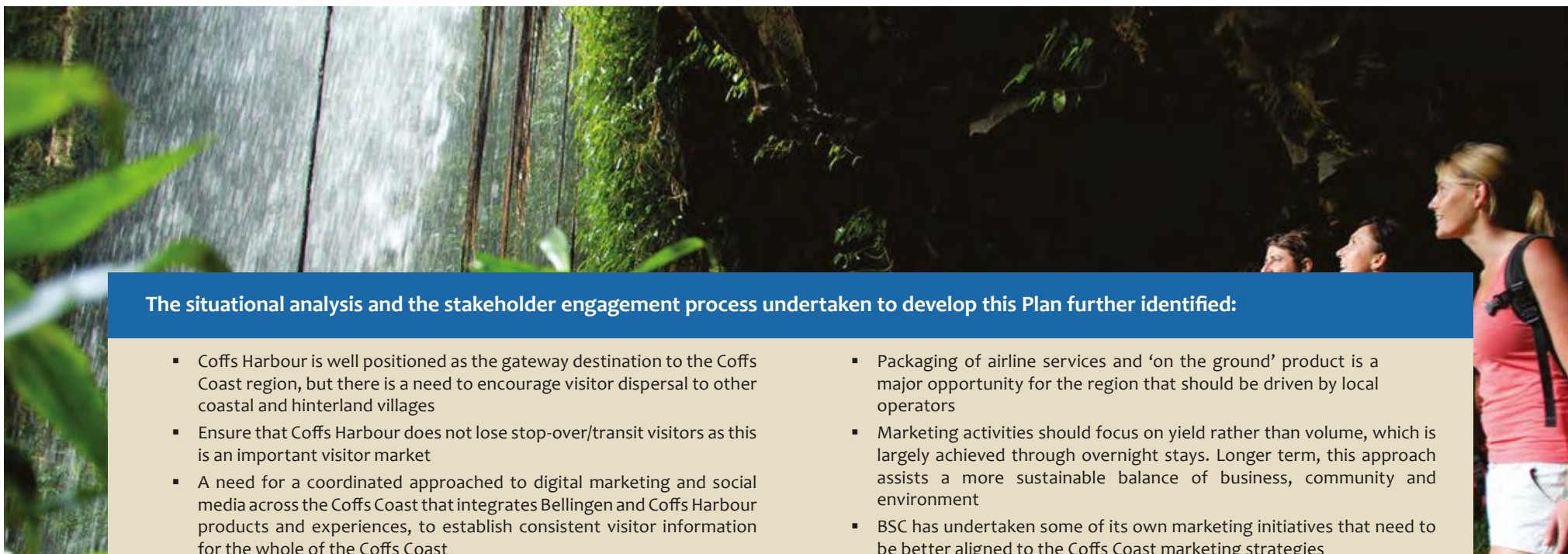
BSC works with CHCC to develop collaborative marketing initiatives, however

it has also introduced some of its own activities including the recent launch of three Discovery Apps for Bellingen, Urunga and Dorrigo, which include information regarding accommodation, attractions, festivals and events, eateries and other tourism-related products as well as local services. In addition, local operators undertake their own marketing activities.

Although both CHCC and BSC have undertaken marketing initiatives there has been to date, no strategic or coordinated planning approach to marketing the Coffs Coast.



## 10.0 Strategic and Tactical Marketing cont.



### The situational analysis and the stakeholder engagement process undertaken to develop this Plan further identified:

- Coffs Harbour is well positioned as the gateway destination to the Coffs Coast region, but there is a need to encourage visitor dispersal to other coastal and hinterland villages
- Ensure that Coffs Harbour does not lose stop-over/transit visitors as this is an important visitor market
- A need for a coordinated approach to digital marketing and social media across the Coffs Coast that integrates Bellingen and Coffs Harbour products and experiences, to establish consistent visitor information for the whole of the Coffs Coast
- Industry needs to collaborate (“buy-in”) more effectively to cooperative marketing initiatives; this is important in such a competitive coastal destination marketplace – there are, however, widespread reports of industry apathy and lack of confidence in the former Coffs Coast Marketing efforts
- Broad agreement that while stakeholders wanted growth for the Coffs Coast visitor economy, it needed to be sustainable and not to the detriment of either community and social values or the region’s natural attributes
- Coffs Coast would benefit from like-minded operators packaging/ bundling a range of experiences to showcase the best of the region
- Packaging of airline services and ‘on the ground’ product is a major opportunity for the region that should be driven by local operators
- Marketing activities should focus on yield rather than volume, which is largely achieved through overnight stays. Longer term, this approach assists a more sustainable balance of business, community and environment
- BSC has undertaken some of its own marketing initiatives that need to be better aligned to the Coffs Coast marketing strategies
- The Waterfall Way is under-promoted
- Visitor markets need a stronger message that the hinterland areas are more than a day trip
- ‘101 Things to Do...’ should be reviewed as a key approach to marketing the Coffs Coast to focus on key experiences and attractions
- Promote niche sector experiences relevant to the Coffs Coast (e.g. there is an opportunity to tap into visitor markets with a heightened awareness of sustainability/regional produce, diving and marine-based activities).

10.0 Strategic and Tactical Marketing cont.

**strategy 10.1** Establish a strategic approach to align and coordinate all marketing activities with key visitor markets, experiences and the Coffs Coast brand to 2020

Strategic Actions		Leadership	Support	Timing
<b>s10.1.1</b>	Develop an annual Destination Coffs Coast: Tourism Marketing Plan, including a digital and social media strategy, that is inclusive of the whole destination region and supported by industry stakeholders across both LGAs	CHCC	DCCC, BSC	2016
<b>s10.1.2</b>	Develop tactical campaigns that promote the Coffs Coast as an appealing and attractive visitor destination by promoting sports tourism, leisure, marine and nature-based experiences, an exciting events calendar and its connection to coastal and hinterland villages (e.g. promote the scenic beauty of the Coffs coastline and Solitary Islands and natural environments – the other side of the Highway)	CHCC	BSC, NPWS, SIMPA, FCNSW	2016 to 2020
<b>s10.1.3</b>	Ensure Coffs Coast marketing initiatives align with DNSW and other stakeholder marketing plans (e.g. CHRA, NPWS, SIMPA, FCNSW, NCDN)	CHCC	DNSW, NPWS	2016 to 2020

**strategy 10.2** Develop strategies to promote coastal village and hinterland experiences as part of annual Coffs Coast: Tourism Strategic Marketing Plans to encourage visitor dispersal, enhance the visitor experience and foster a sustainable visitor economy across the Coffs Coast to 2020

Strategic Actions		Leadership	Support	Timing
<b>s10.2.1</b>	Work with local operators to develop and promote a series of themed, self-drive coastal, village, water-based, nature-based, cultural and regional food itineraries to encourage visitor dispersal and increased overnight visitation, particularly in the hinterland areas	CHCC	BSC, DCCC	2016/2017
<b>s10.2.2</b>	Capitalise on the Waterfall Way as one of NSW's most attractive, scenic drives to encourage visitors to explore beyond Coffs Harbour	CHCC, BSC	NPWS, RMS	2016 to 2020
<b>s10.2.3</b>	Develop pre/post touring packages and special deals to increase overnight visitation, length of stay and spend of event and festival patrons	CHCC	BSC, DCCC	2016 to 2020
<b>s10.2.4</b>	Promote Coffs Coast-wide activities and experiences for 'down-time' during larger events and for partners/friends/family who are not directly involved in the events (e.g. World Rally Championships)	CHCC	BSC	2016 to 2020
<b>s10.2.5</b>	Promote that the main beaches in Coffs Harbour are patrolled by life-guard continuously throughout the year	CHCC	BSC	2016 to 2020

10.0 Strategic and Tactical Marketing *cont.*

**strategy 10.3** Build digital marketing capacity with Coffs Coast industry operators to strengthen their competitive position and meet consumer expectations to 2020

Strategic Actions		Leadership	Support	Timing
<b>s10.3.1</b>	Encourage all tourism and hospitality operators to list their products and regularly update their listing with the Australian Tourism Data Warehouse (ATDW) to ensure that they are represented on visitnsw.com.au	BSC, CHCC	DCCC, NCDN	2016 to 2020
<b>s10.3.2</b>	Support all tourism and hospitality operators to better understand digital media technologies through training opportunities as part of the Destination Coffs Coast: Industry Development and Engagement Program (see s1.1.4)	DCCC	CHCC	2016 to 2020

**strategy 10.4** Develop strong stakeholder partnerships to support regional marketing opportunities and expand promotional opportunities for the Coffs Coast to 2020

Strategic Actions		Leadership	Support	Timing
<b>s10.4.1</b>	Conduct quarterly meetings to coordinate destination marketing strategies and initiatives between representatives from the CHCC and BSC	CHCC	BSC	2016 to 2020
<b>s10.4.2</b>	Actively encourage and support industry 'buy-in' to build consumer-led, cooperative marketing initiatives – i.e. bundling and packaging of experiences which showcase the best of the region	CHCC	BSC, DCCC	2016 to 2020
<b>s10.4.3</b>	Work collaboratively with key local industry stakeholders (e.g. Coffs Harbour Airport, C.ex, CoCs) on cooperative marketing initiatives	CHCC	DCCC	2016 to 2020
<b>s10.4.4</b>	Work cooperatively with neighbouring destination regions on cooperative marketing initiatives (e.g. Nambucca, Clarence and Armidale)	CHCC	BSC	2016 to 2020
<b>s10.4.5</b>	Develop strategic relationships with key tourism stakeholder organisations to create awareness of Coffs Coast marketing initiatives and leverage collaborative promotional opportunities	CHCC	BSC, NCDN, DNSW, NPWS, SIMPA, FCNSW	2016 to 2020

## 11.0 Visitor Information Services

### Deliver a contemporary, efficient and cost effective visitor information services system to engage industry and connect visitors with the Coffs Coast experiences to 2020

Significant research undertaken by the City of Melbourne in 2013 confirmed that visitors' information needs differed according to the stage of their journey<sup>7</sup>. Typically, Visitor Information Centres (VIC) have been responsible for providing much-valued local knowledge during the 'in-destination' stage. However, the future of Visitor Information Centres (VICs) has fuelled considerable debate in recent years. In the absence of a strategic approach, VICs in regional Australia have largely developed in a haphazard way and local governments have mainly assumed responsibility for their management and operation. Further research indicates that limited attention has been given to their location within a broader geographical context, their place within the industry structure, their evolutionary role and purpose, or their longer-term funding and viability. Most recently, there has been a review of NSW visitor information centres conducted by Orima Research on behalf of Destination New South Wales and Tourism Research Australia. CHCC staff provided some input. The findings have not yet been released.

The Coast has a number of VICs, which together represent a significant commitment to visitor services for the region. They have a range of different operational arrangements.

#### Coffs Harbour LGA

- Coffs Harbour Visitor Information Centre, which is funded and operated by CHCC with a combination of paid staff and volunteers
- Woolgoolga Information Centre and Sawtell Visitor Information Desk, funded by their Chambers of Commerce and CHCC, and staffed by volunteers

#### Bellingen LGA

- Waterfall Way Information Centre, which is funded and operated by BSC and includes one part-time employee and volunteers
- Bellingen Shire (Urunga) Visitor Information Centre, which is managed by the BSC S355 Committee and staffed by volunteers
- Dorrigo Information Centre, which is operated independently by the Dorrigo Tourism Association and staffed by volunteers
- The Rainforest Centre located in the Dorrigo National Park and funded and managed by the NPWS, is an important visitor attraction in its own

right, the key source of visitor information for all the National Parks in the Coffs Coast region, and provides some more general tourist information including brochures for accommodation and attractions in the area.

The Coffs Harbour VIC (CHVIC) is the main centre for the city of Coffs Harbour and the broader region. The CHVIC moved to the Big Banana site in October 2014 to increase its visibility and exposure to more than 900,000 visitors who visit the attraction annually. Currently The Centre is, operating at a considerable cost to CHCC. The CHVIC is managed by the Council's IDD Section that has recently completed a review of alternate visitor information service delivery methods to provide quality service to visitors and to determine the most cost effective options, as the Council's current investment is no longer viable and its approach to the delivery of visitor information does not meet changing visitor information search behaviors.

The review recommends the adoption of a blended distributed model for Visitor Services. This would consist of:

1. A centralised Group Bookings facility accessible over the phone 5 days a week, email and the web
2. Redirection of visitors to the Coffs Coast App and website for 24/7 information
3. Closure of the Coffs Harbour Visitor Information Centre, subject to property negotiations
4. Decentralised availability of collateral and free, limited visitor advice through partners in high traffic areas, e.g. Coffs Central, Toormina, Park Beach Plaza, Big Banana, Dolphin Marine Magic
5. Pop-up presence at selected large events in the city
6. Consider limited location digital mini-kiosks or signposts, supported by free wi-fi, e.g. at the Jetty shops area, city square
7. Widespread ambassador-type program enrolling and training staff from cafes, service stations, restaurants, taxi drivers and others, to be certified, to provide free, helpful advice for visitors
8. Promotion of the new service delivery and its benefits.

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## 11.0 Visitor Information Services cont.

Additionally, findings of a review of Coffs Coast marketing services undertaken by consultants in 2014, involving industry, recommended that visitor information services should be reassessed to consider innovative, digitally based solutions for exciting and cost effective service delivery. The consultants further suggested there was an opportunity over the short to medium term to reallocate funding from visitor information centres to visitor information services<sup>19</sup>.

It should also be acknowledged that IDD provides a range of partnership opportunities for industry to market and promote their businesses through the CHVIC including consumer shows, packaging opportunities, brochure displays and mail outs, advertising via an in-house TV monitor, product familiarisations, operator evenings and cooperative, 'special offer' mail outs<sup>18</sup>. While these opportunities are only available through the CHVIC, they are also offered to tourism operators in the Bellingen Shire. There has, however, been concern about industry engagement with the CHVIC. A 2014 survey, undertaken by R & S Muller Enterprise, asked Coffs Coast tourism operators to describe their relationship with industry service providers including, 'Visitor Information Centre'. Survey distribution details are not known, however 75 responses were received. Of those responses, 25.3% described themselves as 'active participant' and 42.6% 'support' the VIC, however, 32% 'have no contact' with the VIC. While 56% believed that the VIC generated income for their business, 94% were not prepared to use their own funds to maintain the VIC<sup>19</sup>.

The Bellingen Shire Council contributes an estimated \$50,000 per annum towards the operation of its three VICs, excluding salaries and marketing spend. Income is derived from merchandise and ticket sales. Services to industry are provided through the Waterfall Way VIC and include professional development via workshops including use of social media, communication to operators regarding industry initiatives at a local, state and national level, collaborative marketing through the CHCC Industry and Destination Development and product 'famils', and the event knowledge hub. A significant and current issue for Bellingen Shire is the impact of the Pacific Highway bypass of the Bellingen Shire (Urunga) Visitor Information Centre. BSC is currently investigating alternative sites to relocate the Bellingen Shire (Urunga) Visitor Information Centre, once the Highway is bypassed. In addition, the new Nambucca Service Centre (2017) will provide an important platform to promote the Coffs Coast for north bound Pacific Highway traffic.

### Further Recommendations

Overall, there has been an ongoing industry discussion related to the purpose and operation of the Coffs Coast VICs. There is no single pathway in the search for visitor information. The decisions regarding the most appropriate visitor information service delivery strategies for the Coffs Coast should be based on a thorough understanding of consumer behaviour throughout the travel planning cycle, and the range of information sources that are used during that process.

A high quality destination website is necessary, but there is strong evidence that visitors still have a preference for printed maps on arrival and visitor information apps can be useful. These are important considerations as the CHCC moves towards a sustainable model that combines the needs of consumers and those of the Council, as the funding organisation.

A future model requires rigorous and substantial research given the range of information delivery options. 'On-ground', these options may include built infrastructure, mobile information services, digital kiosks, 'pop-up' spaces, and strategically placed, 'visitor lounges' that provide comfortable seating, toilets and water, as well as free wi-fi and charging stations, so that visitors can always access their preferred digital information sources en route, and share their experiences with family and friends.

A more holistic and integrated visitor information services system is also needed, to ensure visitors enjoy an enriched destination experience and benefits are shared across the Coffs Coast visitor economy. A broader approach to visitor information services extends beyond the delivery of VICs to include:

- A visitor services network that meets the needs and expectations of consumers, as well as being cost effective for the funding organisation
- Wayfinding signage, which enables visitors to easily and safely access attractive local precincts, activities and experiences, buildings, transport options, public toilets, park and playgrounds, major retail and other places of interest, both on foot and in a motor vehicle (NB: the Coffs Harbour City Centre Masterplan 2031 has noted that a holistic wayfinding strategy is critical to the function of a City Centre)
- Interpretation, which encourages visitors to slow down and spend more time in a particular area
- A cohesive local signage policy which integrates Council's tourism-related signage and encourages industry operators to adopt appropriate signage for their own businesses.

11.0 Visitor Information Services cont.**Key considerations for the future delivery of CHCC visitor information services**

1. The new delivery model requires a fully integrated approach, which includes both digital and physical assets, and extends to interpretation, signage and other wayfinding devices
2. Physical structures and services must be positioned in high profile areas that are easily accessible to visitors
3. The functionality and design of the physical spaces must align with the visitor needs and expectations
4. Visitors place a very high value on quality, local knowledge and human interaction is still considered desirable; in the digital space, 'content is king'
5. The source of visitor information varies according to the stage of travel – there is no 'one size fits all'
6. Although the local industry are aware of the need for change in the visitor information service delivery methods, communication of future plans to improve the visitor information services system is essential to ensure their on-going support
7. Visitor Information services are a key component of destination marketing; they provide an opportunity to influence decision-making – the choice of destination, the length of stay, what to experience during a visit and whether to return or recommend the destination to others.

**The situational analysis and the stakeholder engagement process undertaken to develop this Plan further identified:**

- The need for visitor information in Coffs Harbour's key precincts like the CBD and the Jetty area
- Support for VICs, but a move towards a combination of digital and human interface
- Support for 'pop-up' visitor information during peak seasons and key events
- A need for all tourism businesses to be represented across all visitor information delivery modes
- An opportunity to improve reservation and booking system to generate additional revenue
- The importance of ongoing cooperation across Coffs Coast to share visitor information
- Lack of communication between some VICs
- A significant lack of industry participation in marketing and promotional opportunities through the CHVIC
- The role of Chambers of Commerce in providing VIC services for towns and villages other than the main centres in Coffs Harbour and Bellingen centres
- Service excellence and training support for volunteers in smaller VIC operations
- A dependence on ageing volunteers and their ongoing ability to 'staff' VICs
- Opportunities to involve community organisations to act as ambassadors for the Coffs Coast (e.g. life-guards are important ambassadors for the Coffs Coast, and are often a first point of contact for visitors)
- Multiple issues related to tourism signage, including old and outdated signs, an overall lack of signage, lack of action from Councils regarding community requests for signage and the need for attractive, well designed and welcoming town entry signage that doesn't detract from the surrounding landscape
- Potential for combined directional signage and QR codes for attractions.

**11.0 Visitor Information Services** cont.**Best Practice Example: City of Hobart Wayfinding Strategy**

The City of Hobart has introduced new wayfinding markers in high volume pedestrian precincts. The aim of the trial is to help evaluate the design and messaging used on the wayfinding elements.

The design of the markers includes a distinctive coloured band containing the name of the location, directional information, a map including distance markers and graphics of primary and secondary destinations for identification purposes plus a directory listing of such things as places of interest, transport options, public toilets, major retail, emergency services, parks and playgrounds.

There is also an opportunity to display a QR code to link to digital information and this can be tailored for people with impaired vision and to accommodate multiple languages.

During a trial period, the Council called on interested members of the public and visitors to provide feedback on several prototype markers with community comments to be used to inform any necessary amendments to the design and messages. Ultimately, the Council plans to install a total of 61 markers in researched locations across three distinct ones – the waterfront, inner city and outer city areas.



11.0 Visitor Information Services cont.

**strategy 11.1** Deliver a contemporary, efficient and cost effective visitor information services system to engage industry and connect visitors with the Coffs Coast experiences to 2020

Strategic Actions		Leadership	Support	Timing
<b>s11.1.1</b>	Implement the recommendations of the Coffs Harbour City Council Review of Visitor Information Services.	CHCC	DCCC, DNSW	2016
<b>s11.1.2</b>	Develop an integrated Coffs Coast Visitor Information Services Plan that is based on the review findings (s11.1.1), the DNSW VIC strategy, best practice research, engagement with industry stakeholders, and considers the feasibility of integrating VICs with other Council Services	CHCC	BSC, DNSW	2016/2017
<b>s11.1.3</b>	Communicate key recommendations of the Coffs Coast Visitor Information Services Strategy to tourism stakeholders	CHCC	BSC, DCCC, CoCs	2016
<b>s11.1.4</b>	Encourage all tourism and hospitality operators to provide their latest product information via both digital and traditional collateral, to IDD, the CHVIC and all visitor information services outlets across the region	CHCC, BSC	DCCC, CoCs, other regional VICs	2016 to 2020
<b>s11.1.5</b>	Establish a regular training and development program for Coffs Coast visitor servicing staff	CHCC, BSC	DCCC, CoCs	2016 to 2020
<b>s11.1.6</b>	Develop a Destination Coffs Coast: Tourism Volunteer Program to increase the pool of available VIC volunteers, assist with succession planning and build a culture of mutual benefit for both volunteers and their areas of operation (this may also be applicable to event volunteer staff)	DCCC	CHCC, BTC, CoCs	2016 to 2020
<b>s11.1.7</b>	Regularly monitor and evaluate visitor information services across the Coffs Coast including ROI, visitor demand and patterns of use, industry participation, staff training programs, information sharing between VICs and uptake of volunteers	CHCC, BSC	CoCs	2016 to 2020

11.0 Visitor Information Services cont.

**strategy 11.3** Strategy 11.2 Establish appropriate and fully integrated signage, interpretation, gateway and general wayfinding policies and practices across the Coffs Coast to 2020

Strategic Actions		Leadership	Support	Timing
<b>s11.2.1</b>	Conduct audits across all levels of local signage in the Coffs Harbour and Bellingen LGAs	CHCC, BSC	DCCC, CoCs	2016 /2017
<b>s11.2.2</b>	Develop a cohesive local wayfinding signage plan that aligns with the Coffs Coast brand, respects community values, landscapes and the broader environment	CHCC, BSC	DCCC, CoCs	2017/2018
<b>s11.2.3</b>	Develop an Interpretation Plan for Coffs Harbour and key villages in the region to tell their stories and acknowledge their cultural heritage	CHCC	BSC, DCCC, CoCs	2016 to 2020
<b>s11.2.4</b>	Develop a comprehensive wayfinding system for Coffs Harbour which showcases the best of the city and its amenities, and enables visitors to navigate unfamiliar areas safely and with ease	CHCC	DCCC, CoCs	2016 to 2020
<b>s11.2.5</b>	Ensure that the signage policy, Interpretation Plan and wayfinding elements are incorporated into the Coffs Coast Visitor Services Plan to provide a systematic approach to visitor information services	CHCC	BSC	2016 to 2020

**strategy 11.3** Continue to deliver quality visitor information services within the Bellingen LGA, including future VIC services in Urunga

Strategic Actions		Leadership	Support	Timing
<b>s11.3.1</b>	Consider optimum, new location for the Bellingen Shire (Urunga) Visitor Information Centre that enables retention of driver-reviver station	BSC	RMS, Urunga CoC	2016
<b>s11.3.2</b>	Continue discussions with the Nambucca Shire Council regarding the development of visitor information services at the new Nambucca Service Centre and potential collaboration with the Bellingen Shire	BSC	CHCC Urunga CoC	2016

# strategic priorities

The Coffs Coast Tourism Strategic Plan 2020 identifies eleven key directions and associated strategies and actions. Implementation will require ongoing cooperation amongst Coffs Harbour City Council, Bellingen Shire Council and the Destination Coffs Coast Committee to lead and drive the delivery of key strategic priorities to position the Coffs Coast as a leading regional destination for sports tourism, leisure, nature-based tourism and innovative events and festivals, and ensure the viability of its visitor economy to 2020.

**Important priorities that should be initiated by Coffs Harbour City Council, Bellingen Shire Council and the Destination Coffs Coast Committee within the next 6 to 12 months include:**

1. Revise the Terms of Reference of the Coffs Coast Tourism s355 for the two-year period October 2016 to September 2018 (s1.1.1)
2. Establish a set of criteria to be addressed by new DCCC member applicants related to their strategic expertise and skills relevant to tourism (s1.1.2)
3. Integrate the Coffs Coast Tourism Strategic Plan 2020 and accompanying Situational Analysis and Stakeholder Engagement Report (Report 1) into CHCC 2016 to 2019 Delivery Program and CHCC annual Operational Plans (s1.3.1)
4. Re-negotiate the MOU with BSC to determine the financial contribution of BSC for the period 2016 to 2018 for tourism coordination and marketing services (s1.2.1) or
5. Determine if funds carried over from the TCC are able to be transferred to CCHC for use by the DCC for industry development and engagement initiatives identified in this Plan (est. \$75,000) (s2.1.1)
6. Establish a Destination Coffs Coast: Industry Development and Engagement Working Group as part of the DCC to lead and drive industry development and engagement initiatives identified in the Plan (s1.1.4)
7. Establish a Destination Coffs Coast: Nature-Based Working Group as part of the DCCC to lead the development of a Coffs Coast Nature-Based Tourism Strategy to 2020 in cooperation with key nature-based tourism stakeholder organisations (NPWS, SIMPA, FCNSW) and local nature-based operators (to be chaired by the DCCC nature-based tourism representative) (s1.1.4)
8. Establish a Destination Coffs Coast: Brand Review Working Group (BRWG) comprising a CHCC and BSC representative, 2 x DCCC members and an external expert with considerable brand development experience during 2016 (s8.1.1)
9. Undertake a Coffs Coast Brand Review Process to evaluate stakeholder perceptions, brand identity, key messages and brand communication and management, and identify relevant sub-brands (s8.1.2)
10. Develop an annual Destination Coffs Coast: Tourism Marketing Plan, including a digital and social media strategy, that is inclusive of the whole destination region and supported by industry stakeholders across both LGAs (s10.1.1)
11. Implement the recommendations of the Coffs Harbour City Council Review of Visitor Information Services (s11.1.1).

# implementation and evaluation processes

**Monitoring of the implementation of the Plan's strategies is important to ensure the aim and vision is achieved and to provide valuable information that can be used to inform decision-making over the next five years.**

An annual reporting framework is proposed which will help to regularly communicate to stakeholders the outcomes of the Plan, and may also assist with funding submissions.

The following implementation and evaluation process is recommended to ensure the strategies and actions contained in this Plan are implemented.

## Stakeholder Roles and Responsibilities

To ensure the effective implementation of this Plan, it is important that the roles and responsibilities of CHCC, BSC, DCC and other key stakeholder organisations are clearly understood and communicated to all tourism stakeholders. It is recommended that:

- **CHCC** be positioned as the umbrella authority to oversee the implementation of strategies and actions associated with this Plan over the next five years
- **BSC** provides a key supporting role to CHCC in the implementation of strategies and actions associated with this Plan over the next five years
- **DCCC** provides regular strategic advice to assist CHCC and BSC to implement the strategies and actions in this Plan over the next five years
- **DCCC** assumes a lead role in the implementation of strategic actions contained in this Plan related to industry development and engagement
- **Other key stakeholder organisations and agencies** identified as having a primary or supporting role are encouraged to provide on-going support over the next five years to implement strategies and actions associated with this Plan.

## Evaluation and Reporting

The following evaluation and reporting process is recommended to monitor the implementation of the Plan:

- **CHCC** monitor the implementation of strategies and actions contained in this Plan on an annual basis

- **CHCC prepare an annual report in cooperation with the DCCC** to communicate the progress undertaken in achieving strategies and actions contained in this Plan and key outcomes achieved to government, industry and community stakeholders (see more below)
- **Consultants** undertake a review of implementation of the Plan annually for the next five years (a commitment of one working day per year) in collaboration with CHCC and the DCCC and makes recommendations for any adjustments to the Plan.

## Annual Review Process

An annual review process should evaluate:

- **Policy** – has Council adopted the Plan? Are there new Council policies that need to be considered as part of the Plan?
- **Governance** – are the governance arrangements still appropriate? Have there been any changes in the Council organisational structure that may impact the implementation of the Plan? Are CHCC, BSC and the DCCC working cooperatively to implement the Plan?
- **Stakeholder Engagement** – are government, industry and community stakeholders supportive of the Plan? Are they engaged in its implementation? Have key directions and strategies been communicated?
- **Issues and Opportunities** – have new issues or opportunities emerged that need to be considered and addressed in the Plan?
- **Implementation** – have strategic priorities and actions been implemented effectively? Are there any issues or concerns with the implementation process and its timing? How can they be overcome? Are resources adequate to ensure the on-going implementation of the Plan?
- **Monitoring** – a table showing the key directions, strategies and strategic actions contained in this Plan should be included in the annual report to show the actions that have been implemented and the actions to be undertaken in the next 12-month period.

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The following areas should also be investigated and evaluated specifically using quantitative and qualitative methods as part of the annual reporting process. (It is acknowledged that these indicators will evolve over time depending upon access to datasets):

- **Grant funding** – identification of successful grant applications for Council and private sector submissions (see s2.1.3)
- **Visitor economy risks** – review of any issues related to risk management (see s3.1)
- **Visitor signage** – results of signage audit processes, and new signage development (see s4.1 and s4.2)
- **Transport services** – identification of any new or improved transport services to or within the Coffs Coast (see s4.2, 4.3, 4.4 and 4.5)
- **Infrastructure and facilities development** – review of new and proposed infrastructure and facilities development (see s5.1 and s5.2)
- **Accommodation refurbishment and development** – findings of annual audit processes; review of any new or proposed development; and identification of any accommodation refurbishment activities (see s6.1)
- **Tourism product and experience development** – findings of annual tourism and product experience audit processes to identify new product development related to leisure, nature-based, regional food, and arts and cultural experiences (see s6.2 and s6.3)
- **Awards and achievements** – review of any awards and tourism industry achievements for Councils and Coffs Coast operators (see s1.4.6 and s6.3.4)
- **Events and festivals** – review of any new events and festivals; new event infrastructure; findings of research undertaken at events and festivals to evaluate visitation, satisfaction, and economic, social and environmental impacts; and an evaluation of the main reasons why events and festivals are no longer offered (see s7.1 and s7.2)
- **Brand positioning** – review of industry uptake of the Coffs Coast brand (see s8.1 and s8.2)
- **Key visitor markets** – findings of a comprehensive review of annual TRA visitation data to evaluate domestic, daytrip and international visitations including: overall visitor numbers, key visitor markets, number of overnight stays, length of stays, expenditure, visitor demographic profiles, purpose of trip, and visitor activities (see s9.2.1)
- **Competitive situation** – findings of research that tracks key competitor destinations in NSW, QLD and VIC (see s9.2.1)
- **Consumer research** – findings of research that evaluates visitor expectations and satisfaction (see s9.2.2)
- **Strategic and tactical marketing** – findings of visitation research to evaluate marketing campaign effectiveness (if possible); review of industry buy-in on Coffs Coast marketing initiatives; and measure of the number of operators listed on ATDW (see s10.3.1)
- **Visitor information services** – review of the number of operators engaged in visitor information service delivery methods (see s11.1.4); evaluation of volunteer participation and satisfaction as part of the Coffs Coast Tourism Volunteer Program (see s11.1.6).

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# appendices

## Appendix 1: ANALYSIS AND ENGAGEMENT PROCESSES

### Situational Analysis

Information for this stage involved undertaking a review of strategies, plans and policies relevant to the Coffs Coast across state, regional and local levels and an analysis of visitation statistics relating to current tourism market dynamics.

From this, a Situational Analysis was undertaken that encompassed:

- The geographic, economic and social profile of main towns and villages that comprise the Coffs Coast that are particularly attractive to visitors
- Tourism product and experiences across the Coffs Coast related to leisure-based, nature-based and events offerings
- The role of Coffs Harbour City Council and Bellingen Shire Council, and other important state and regional stakeholder organisations involved in the management, development and marketing of tourism for the Coffs Coast
- Tourism visitation to the Coffs Coast and its key competitor destinations
- Infrastructure development plans relevant to the Coffs Coast over the next five to ten years
- Visitor information services currently provided on the Coffs Coast
- The current brand positioning processes for the Coffs Coast.

### Stakeholder Engagement Process

A stakeholder engagement process was undertaken during October 2015 to determine stakeholder values and visions, and important issues, challenges and opportunities for tourism on the Coffs Coast to 2020. The following methods were used to engage various government, business, and community stakeholder individuals, groups and organisations and to ensure a transparent process:

**Committee Meetings** were undertaken in September, October and November 2015 with the Tourism S355 Committee to understand their views of important issues, opportunities and solutions for tourism over the short, medium and long-term.

**Council Consultation Meeting** that was facilitated with CHCC Councillors in October 2015 to understand their views as to important issues, opportunities and solutions for tourism over the short, medium and long-term. This meeting was considered as an important initial phase to engage with Council, to communicate the strategic planning process from the outset of the project and to continue to foster a collaborative approach. It should be noted Bellingen Shire Councillors decided to have the option to attend destination workshops rather than have a separate meeting.

**Stakeholder Interviews** that were undertaken during September and October 2015 with 25 representatives of stakeholder organisations across state, regional and local levels with considerable knowledge and expertise related to tourism for Coffs Coast.

**Destination Workshops (7)** that were facilitated during October 2015 with representatives of local stakeholder organisations and groups with an interest in tourism for Coffs Coast and its towns and villages (Bellingen, Coffs Harbour, Dorrigo, Northern Beaches, Sawtell and Urunga).



**Appendix 1: ANALYSIS AND ENGAGEMENT PROCESSES** continued

A list of relevant individuals, groups and organisations was prepared in consultation with CHCC and BSC staff. Over 500 representatives of business organisations and community associations were invited to attend the workshops that were facilitated in Bellingen, Coffs Harbour (2), Dorrigo, Northern Beaches, Sawtell, and Urunga.

Workshop participants were given an overview of the background and the approach to the development of the Coffs Coast Strategic Tourism Plan 2020 and were asked to:

- Consider the important values to assist with the development of a vision statement to guide the development, management and marketing of Coffs Coast to 2020
- Undertake a 'destination health diagnostic' to rate their current view of destination management success factors for the Coffs Coast region
- Identify important issues and opportunities related to tourism for Coffs Coast that should be considered in the development of the Strategic Plan.

The workshop sessions were audio-recorded and the main themes of the recording and participant feedback sheets collated, to produce an overview of the findings of each workshop. This information was distributed back to participants in attendance to ensure the main themes had been captured.

**A Have Your Say Online Survey** was developed as a means for interested individuals and stakeholder groups to source information about the strategic planning process and to provide input into the consultation process. The public was informed about this opportunity through media articles that appeared in local press in October and reminder emails sent to CHCC and BSC databases. The survey aligned with stakeholder workshop activities, with respondents asked to identify values to inform the development of a vision for tourism, and document three main issues and three opportunities related to tourism for Coffs Coast to 2020. Nineteen contributions were made to the website.

**Analysis of Findings**

Analysis involved collating the values, and the issues, challenges and opportunities identified through the stakeholder engagement activities, to determine common themes. Findings have been integrated into this Plan.

Coffs Harbour Destination Workshop, October 2015





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**Appendix 2: LIST OF CHCC COUNCILLORS AND STAFF THAT ATTENDED THE COFFS HARBOUR CITY COUNCIL CONSULTATION MEETING**

Cr. Denise Knight (Mayor)

Cr. Garry Innes (Deputy Mayor)

Cr. Rod Degens

Cr. Sally Townley

Cr. Bob Palmer

Steve McGrath (GM)

Chris Chapman (Director Sustainable Communities & Chair Tourism S355 Committee)

Stephen Saunders (Section Leader Industry Destination and Development)

**Appendix 3: LIST OF INTERVIEWS WITH STAKEHOLDER ORGANISATIONS****Bellingen Shire Council**

- Michael Grieve, Manager, Economic and Business Development
- Catherine Tait, Volunteer & VIC Coordinator

**Big Banana**

- Michael Lockman, General Manager

**C.ex Group**

- John Rafferty, CEO

**Coffs Harbour Regional Airport**

- Dennis Martin, Manager

**Coffs Harbour City Council**

- Chris Chapman, Director Sustainable Communities
- Nikki Greenwood, Group Leader City Prosperity
- Sian Nivison, Group Leader Community & Cultural Services
- Christabel Wright, Cultural Research
- Nicole Moore, Coffs Coast Marketing Manager
- Stephen Saunders, Section Leader Industry & Destination Development

**Coffs Harbour Visitor Information Centre**

- Sheryl Attwood, Mandy Nicol, Bernie Witjes

**Destination New South Wales**

- Matt Stoeckel, Group Zone Manager
- Tom Urban, Zone Manager, North Coast
- Phil Ventham, Manager, Regional Event Development
- Paula Sanchez, Event Delivery Manager, Sport & Strategic Events

**Dolphin Marine Magic**

- Paige Sinclair, CEO

**North Coast Destination Network**

- Belinda Novicky, Executive Officer
- Paige Sinclair, Board member

**National Parks & Wildlife Service**

- Kathryn Wood, Manager, Dorrigo Rainforest Centre
- Linda Hall, Team Leader – Northern Zone, Visitor and Tourism Services Unit, Customer Experience Division
- Glen Storee, Area Manager – Coffs Coast Area

**NSW Government**

- Andrew Fraser, MP – Member for Coffs Harbour

**NSW State Forestry**

- Justin Black, Partnerships Coordinator Forestry Corporation of NSW, Forest Stewardship

**Solitary Islands Marine Park**

- Nicola Johnstone, Manager

Appendix 4: LIST OF STAKEHOLDER ORGANISATIONS REPRESENTED AT DESTINATION WORKSHOPS

A1 Coffs Coast Tours	Forestry Corporation	Skee Kayak & SUP Centre
BDM Bunker Cartoon Gallery	Forestry Corporation of NSW	Solitary Islands Lodge Bed & Breakfast
Beachpark Apartments	Halcyon Retreat	Surf Club Restaurant & Bar
Beautiful Bellingen Farmstay	Harbourside Markets + The Happy Frog	Swimplex Facilities
Bellingen Chamber of Commerce	Hillbilly Hijinks	Tabatinga Family Fun Centre
Bellingen River Tourist Park	HWH Stables	That Shop at Woopi
Bellingen Shire Council	IGA	The Bunker Cartoon Gallery
Bellingen Shire Events Hub	Jetty Dive Centre	The Clog Barn Caravan Park
Bellinger River Tourist Park	Lily Pily Country House	Urunga Chamber of Commerce
Big Banana	Lilypad Luxury Cabin	Village Sports/Coastal Media
Bim Morton Furniture	Maggie Porter – interests in art and culture, tourism and events	Waterfall Way VIC
Bonville Golf Resort	Mountain Metal Art	Woodseys Wheels
C-Change Adventures	National Parks and Wildlife Service – Dorrigo Rainforest Centre	Woolgoolga Art Gallery
Carabona	National Parks and Wildlife Service Northern Zone, Grafton Office	Woolgoolga Chamber of Commerce
Centenary of Rail – Smoke on the Water Festival	North Coast Hotel Group	Woolgoolga CurryFest
Chamber of Commerce	NPWS – Office of Environment and Heritage	
CoastOut Festival	NSW Government – Department of Premier and Cabinet	
Coffs City Sky Divers	Opal Cove Resort	
Coffs Coast Advocate	Pacific Bay Resort	
Coffs Coast Cycle Challenge	Park Beach Plaza and Park Beach Home Base	
Coffs Coast Holiday Parks	Precision Helicopters	
Coffs Harbour Chamber of Commerce	Promised Land Retreat	
Coffs Harbour City Council	Quality inn City Centre	
Coffs Harbour Marina	Rally Australia	
Coffs Harbour Show Society	Red Dirt Distillery	
Destination Dorrigo	Regional Architects	
Dorrigo Chamber of Commerce	Rosebourne Gardens Motel	
Dorrigo IGA supermarket	Sawtell Chamber of Commerce	
Dorrigo Tourist Association	Sawtell Chilli Festival	
Dorrigo Visitor Information Centre		
Employment Services – Mid North Coast Region 1		
Enterprise and Training Co		



## Introduction

The Draft Coffs Coast Tourism Strategy 2016 to 2020 was put on public exhibition by Coffs Harbour City Council (CHCC) and Bellingen Shire Council (BSC) during the period 1 to 30 March 2016. Submissions (9) were received by CHCC by letter and through online submission and none were submitted to BSC.

The following presents a summary of feedback outlined in the submissions, consultant comments about the feedback, and recommended changes to the Draft Strategy.

It is recommended that contributors be thanked for their contribution and ideally be provided with some comments relating to any changes to the Strategy as a result of their feedback.

## Overview of submissions received by CHCC

### State Forests

Letter dated 28/3/16

### Summary of Feedback

- State Forests were grateful for the opportunity to provide input during the consultation stage and pleased with references to the importance of State Forests in providing a destination and experiences for visitors to the Coffs Coast including the reference to the Forest Sky Pier as a centerpiece experience.
- As recommended in Strategy 6.3 – State Forests are willing to play a significant role in the development of a Coffs Coast Nature Based Tourism Strategy and will continue to support large events, such as World Rally, and small events through the issue of permits
- State Forests also acknowledge the need for a strategic approach to marketing activities and will continue to align marketing efforts to the Coffs Coast brand
- One major concern, which they assume was unintended, where the plan highlights the proposed Great Koala Park by the National Parks Association to be considered within the framework of future nature based tourism plans
- Concerns related to this proposal included turning 170000ha of productive State Forests from Kempsey to Grafton into National Park and claim that this proposal is ‘aimed at the demise of the north coast forest and timber industry and will not address the real threats to koalas which are habitat loss due to urban development, disease, dog attacks and vehicle collisions
- They further explain that ‘State Forests support a wide range of tourism experiences (an experiences for locals) which would likely to be excluded from this proposed National Park including for wheel driving, recreational shooting, local and international rally events, fossicking and endurance horse riding to name a few
- Importantly these State Forests support a vibrant, sustainable timber industry, an industry which employs approximately 400 people in the Coffs Harbour and Bellingen LGAs and makes a significant contribution to the local economy’
- They request that the NPA proposal for a Great Koala National Park is removed from the draft plan and explain that acknowledgement of the Great Koala National Park within the plan would mean that we may need to reconsider our extensive support for tourism on the Coffs Coast and would look to redirect our efforts and expenditure to local government which support State Forests within the area’.

There were also an additional submissions received with similar concerns about this issue:  
**Letter dated 5 April 2016**

**An online submission was also received from Rally Australia dated 30 March 2016 that simply stated:**

- 'If the Coffs Harbour region were to become a Koala National Park, Rally Australia would have to leave the region as we would no longer be able to hold the rally here.'

#### **Consultant comments**

- It is pleasing to see that State Forests are keen to participate in future planning for nature based tourism for the Coffs Coast and their support for the Coffs Coast brand
- The reference within the Strategy to the Great National Parks proposal by NPA was intended to show that a stakeholder submission had been received as part of the consultation process. This was explained within the context of a text box headed 'The situational analysis and stakeholder engagement process undertaken to inform this plan'.
- There was no strategy or strategic action within the Strategy related to the NPA proposal
- It was unfortunate to see the press release from Andrew Fraser MP that misinterpreted the reference to the NPA proposal within the Strategy.

#### **Recommended changes to Coffs Coast Tourism Strategy 2016 to 2020**

- Page 34 – change the 4<sup>th</sup> bullet point in the situational analysis and stakeholder engagement text box to read: 'The NPA have proposed the development of a Great Koala National Park, which if advanced by the State Government, should be considered within the framework of future nature-based tourism plans'

#### **Arts Mid North Coast**

**Submission dated 30 March 2016**

**From: Arts Mid North Coast**

#### **Summary of Feedback**

- Arts Mid North Coast provides support for both Councils in the development of the Strategy given it meets the requirements of Destination NSW but also reflects a key priority for Regional NSW as highlighted in the 2015 NSW Arts and Cultural Policy Framework, Create NSW – to promote opportunities for cultural tourism through destination management planning – in consultation with the Regional Arts Network and Destination NSW. A toolkit is currently being developed to achieve this goal
- The Arts Mid North Coast Strategic Plan 2016 to 2018 recognises the value of cultural tourism to the regional visitor economy and supports all initiatives to identify, showcase and develop cultural experiences. Its 2016 work plan includes the review of all DMPs in the region
- Arts Mid North Coast acknowledge that the Strategy recognises the importance of cultural experiences to the region and notes in its key directions their importance to both destination development and marketing (Key Directions 6.0 and 10.0)
- Arts Mid North Coast provide suggestions to enhance the Strategy to ensure goals relating to cultural tourism are achieved through 1) The importance of having a full understanding of the arts and culture of the areas, 2) the need for a clearer definition

of cultural tourism and 3) the processes to develop strategies relating to cultural tourism.

#### Consultant comments

- The contribution of Arts Mid North Coast is appreciated and the submission raises some very relevant issues, challenges and opportunities for the development of cultural tourism initiatives for the Coffs Coast
- The Strategy currently contains considerable reference and strategies related to the development of cultural tourism experiences
- Page 33 explains the immediate need to further develop distinctive cultural experiences for visitors, particularly to Coffs Harbour and refers to the CHCC Cultural Plan 2013 to 2016 and new CHCC Cultural Plan 2017 to 2022 that is to be developed in 2016
- In addition, the Situational Analysis and Stakeholder Engagement Report that underpins the Strategy also reviewed cultural tourism development issues and opportunities
- It is important that the new CHCC Cultural Plan 2017 to 2022 considers strategies to develop cultural tourism experiences for visitors to Coffs Harbour that integrates with strategic actions of the Coffs Coast Tourism Strategy 2016 to 2020 (S6.2.4)
- The Bellingen Public Art Plan 2014 provides a good framework that identifies and recommends a range of public art projects for the Bellingen Shire.

#### Recommended changes to Strategy

- Page 33 – change the last sentence in paragraph 2 to read: ‘As previously explained in Section 5, a new CHCC Cultural Plan 2017 to 2022 is to be developed in 2016 that will consider and identify strategies to improve cultural tourism experiences for visitors. It should also be acknowledged that Arts Mid North Coast are an important stakeholder in cultural tourism planning for the Coffs Coast and have designated Bellingen as one of the 6 Creative Communities of the Mid North Coast.’
- Page 34 – add a bullet point (so it appears as the 2<sup>nd</sup> last bullet point) in the situational analysis and stakeholder engagement text box that states: ‘The Arts Mid North Coast Strategic Plan 2016 to 2018 recognises the value of cultural tourism to the regional visitor economy and supports all initiatives to identify, showcase and develop cultural experiences’
- Change strategic action 6.2.4 to read: ‘Support CHCC to investigate opportunities to develop and promote cultural tourism opportunities (including indigenous) in cooperation with Arts Mid North Coast as part of the development of the CHCC Cultural Plan 2017 to 2020’

#### Australia for Dolphins Letter dated 18 April 2016

##### Summary of Feedback

- Australia for Dolphins raises a number of concerns about captive dolphin tourism and encourages the Committee not to focus on captive dolphin tourism within the Strategy
- They suggest that the Coffs Coast region ‘has wonderful opportunities to expand ethical dolphin tourism, and enhance its brand as a nature loving region at the same time as capitalizing on a growing tourism market’

- They recommend that the Committee:
  - not promote captive dolphin tourism as part of the Coffs Coast tourism future
  - incorporate a plan to grow the Coffs Coast wild dolphin tourism
  - consider the establishment of a dolphin sanctuary as a new and world class tourism attraction for the Coffs Coast region.

**Consultant comments**

- The issue of dolphins in captivity is obviously contentious
- Careful consideration is therefore needed to ensure the Strategy, Council and the Committee do not adopt a position that advocates support of dolphins in captivity
- It is recommended that Dolphin Marine Magic is best positioned to address this issue
- The opportunity to grow wild dolphin tourism in the Coffs Coast region should, however, be considered as part in the development of the Nature Based Tourism Strategy (S6.3.1).

**Recommended changes to Strategy**

- No changes required

**Carobana**

Letter dated 15 March 2016

**Summary of Feedback**

- The letter raises concern about membership of the DCCC – i.e. that members are nominated and not elected and recalls when tourism board members were elected and questions the change in the board membership process
- The author raises valid points about previous tourism board meetings that actively engaged operators in decision-making and ‘feel-good workshops’
- The author also raises concern that ‘at the workshops I attended over the past few months I expressed the need of proper meeting where members could have their say but no one seemed to be listening I think it was beyond their understanding’
- The author also notes that ‘my idea of operator to operator signage that was twice knocked down previously has been included in the latest report to be implemented’.

**Consultant comments**

- The author has raised valid concerns about the need for industry engagement as identified on page 16 of the Strategy (specifically paragraphs 3 and 4)
- It will be important that strategic actions under S1.4 are actioned as soon as possible to engage local operators in a meaningful way and to communicate the role and functions of the DCCC (see S1.4.2 specifically).

**Recommended changes to Strategy**

No changes required

**Online submission dated 6 March 2016**

Issues of this submission related to:

- Emphasis on plane/airport within the Strategy given 90% of visitors to Coffs Harbour arrive by private or hire car

- Marketing strategies to attract 55+ age group, visitors who eat and outdoor/nature activities and Sydney and regional NSW visitors rather than Melbourne and international visitors
- Support for Coffs and Sawtell caravan parks
- New accommodation operators should be required to supply a business plan
- The affect of a by-pass on tourism industry
- Support for more provision of space by Council for motor-homes
- Identifies priorities related to local signage, information for VFRs
- Lastly, the author states ‘a lack of confidence in former Coffs Coast marketing effects the opinions of local families and friends that tourism is not sustainable and is to the detriment of our community and social values and to the regions’ s natural attributes is very true and needs to be address as history repeats itself in this strategic plan’.

#### **Consultant comments**

Many of the issues and concerns raised are adequately explained and addressed within the Strategy

- Key visitor target markets are clearly identified and explained on page 44 and specifically addressed in strategies associated with Strategic Directions 9.0, 10.0
- Caravan and camping grounds are acknowledged within the strategy as an important component of the accommodation mix in the Coffs Coast (see page 46)
- Strategic action 6.1.1 refers to accommodation issues and opportunities including refurbishment
- There are clear Council guidelines for developers – see also strategic action 6.1.3 that seeks to review control and land use policies to guide the location and design of tourism accommodation facilities
- The proposed bypass is explained within the Strategy on page 26 and addressed in Strategy 4.1
- Signage is addressed within the Strategy in Strategies 4.1, 4.2 and 11.1
- The author’s last comment points to the need for Council and the DCCC to engage with industry and community (see S1.4 and S1.4.2 specifically).

#### **Recommended changes to Strategy**

No changes required

#### **Online submission dated 30 March 2016**

##### **Coffs Coast Mountain Biking (CCMB)**

- CCMB welcomes Draft Strategy and explains that there is a strong synergy between areas of the Strategy and development currently being taken forward by CCMB
- CCMB explain they prepared a brief for Council staff on a proposal for a professionally built mountain bike track on Council owned land at Robert’s Hill (copy was attached). The brief also outlines the potential of a tourism marketing campaign based on existing MTB tracks, the forest trails in the hinterland and if built Robert’s Hill
- Since the submission was prepared, CCMB membership has increased to 100 indicating a rising local demand for MTB activities
- CCMB suggest other Councils covering areas where nationally recognised MTB facilities exist



- CCMB advise they would be happy to take part in the discussions as the strategy is developed, given potential benefits to the local economy and to the sport of mountain biking.

**Consultant comments**

- It is encouraging to see the support of CCMB for the Strategy and their active participation in considering development and marketing opportunities for mountain biking on the Coffs Coast
- The development and promotions Mountain biking specifically could also be identified in S4.4.4
- CCMB should be involved in the consultation process to develop a Nature Based Tourism Strategy (S.6.3.1).

**Recommended changes to Strategy**

Change S4.4.4 (page 29) to read: 'Work with nature-based and adventure tourism stakeholders to promote cycling tourism and mountain bike trails and tracks as part of the Coffs Coast Marketing Plan 2020'

## CHCC Review of Visitor Information Services

### Consultant comments

Given the review is now finalised it will be important to first communicate and explain findings to the DCCC and garner their support and advice to determine how to best to communicate and explain the need and process for change to industry stakeholders.

It is strongly recommended that considerable consultation will be required to explain the need for change to industry stakeholders and how they can be engaged in the delivery of the new service model to ensure the delivery of quality information to visitors during the pre-trip planning phase and during their stay.

### Recommended changes to the Strategy

#### Page 52

Change paragraph in the second column to read:

The CHVIC moved to the Big Banana site in October 2014 to increase its visibility and exposure to more than 900,000 visitors who visit the attraction annually. Currently The Centre is, operating at a considerable cost to CHCC. The CHVIC is managed by the Council's IDD Section that has recently completed a review of alternate visitor information service delivery methods to provide quality service to visitors and to determine the most cost effective options, as the Council's current investment is no longer viable and its approach to the delivery of visitor information does not meet changing visitor information search behaviors. The review recommends the adoption of a blended distributed model for Visitor Services. This would consist of:

1. A centralised Group Bookings facility accessible over the phone 5 days a week, email and the web
2. Redirection of visitors to the Coffs Coast App and website for 24/7 information
3. Closure of the Coffs Harbour Visitor Information Centre, subject to property negotiations.
4. Decentralised availability of collateral and free, limited visitor advice through partners in high traffic areas, e.g. Coffs Central, Toormina, Park Beach Plaza, Big Banana, Dolphin Marine Magic
5. Pop-up presence at selected large events in the city
6. Consider limited location digital mini-kiosks or signposts, supported by free wi-fi, eg. at the Jetty shops area, city square
7. Widespread ambassador-type program enrolling and training staff from cafes, service stations, restaurants, taxi drivers and others, to be certified, to provide free, helpful advice for visitors.
8. Promotion of the new service delivery and its benefits

#### Page 56

Change S11.1.1 to read:

Implement the recommendations of the Coffs Harbour City Council Review of Visitor Information Services.

#### Page 58

Change point 11 to read:

Implement the recommendations of the Coffs Harbour City Council Review of Visitor Information Services.



## REPORT TO ORDINARY COUNCIL MEETING

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### CULTURAL REFERENCE GROUP – TERMS OF REFERENCE

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<b>REPORTING OFFICER:</b>	Group Leader Community and Cultural Services
<b>DIRECTOR:</b>	Director Sustainable Communities
<b>COFFS HARBOUR 2030:</b>	LP 1.2 Promote the Local Government area as a lifestyle location for e-workers. LP 3.2 Develop the city centre as a social and cultural focus for Coffs Harbour LP 5.1 Promote and support a culture of lifelong learning. LC 4 We have many opportunities to enjoy life together LC 1.1 Build pride and identity in Coffs Harbour as a community and a place. LC 1.6 Promote opportunities for all to fulfill their potential. LC 4.1 Support local artistic and cultural expression. LC 4.2 Support opportunities for artistic and cultural growth and enjoyment
<b>ATTACHMENTS:</b>	ATT Cultural Reference Group Terms of Reference

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#### **Recommendation:**

**That Council endorse the attached Terms of Reference for the Cultural Reference Group.**

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### EXECUTIVE SUMMARY

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The Cultural Reference Group (CRG), consisting of eight (8) community members and chaired by a Councillor, is a key component of community engagement supporting the development and implementation of a Cultural Strategic Plan 2017-2022.

The vision of the CRG is:

*To provide advice and community feedback into the continued review of implementation of the Cultural Plan 2013-2016 and the development, and later the implementation, of the Cultural Strategic Plan 2017-2022.*

The CRG met for the first time on Tuesday, 3 May 2016 and confirmed their agreement with the Terms of Reference as attached.

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## REPORT

### Description of Item:

At its meeting of 14 April 2016, Council considered a report on the Cultural Reference Group and resolved the following:

*That Council:*

1. *Appoints the following:*

*Mrs Leonie Henschke  
Ms Stephanie Ney  
Ms Cheryl Ward  
Ms Margaret Hair  
Ms Lisa Milner  
Ms Tanya Watt  
Ms Christina Monneron  
Mr Lachlan Skinner*

*to membership of the Cultural Reference Group (CRG).*

2. *Appoints a Councillor to chair the CRG.*

3. *Notes the timeframes for reports relating to the Cultural Strategic Plan 2017-2022 (Stage 1) and the cultural, economic and financial feasibility study for a Performing Arts Centre (Stage 2).*

At that meeting, Council also resolved the following:

*That Councillor Knight be appointed as Chairperson of the Cultural Reference Group.*

### Issues:

#### 1. **Role and Vision of the CRG**

The vision of the CRG is:

*To provide advice and community feedback into the continued review of implementation of the Cultural Plan 2013-2016 and the development, and later the implementation, of the Cultural Strategic Plan 2017-2022.*

The CRG's role is advisory only and is to:

- provide advice and feedback on the development of the Cultural Strategic Plan;
- advocate on behalf of the community; and
- advise on the planning for community engagement activities.

#### 2. **Community Engagement**

As an advisory group, the CRG will constitute an important component of the community engagement for the development of a new Cultural Strategic Plan for the Coffs Harbour Local Government Area. Engagement with the wider community is planned to start in June 2016. It is planned that a combination of focus groups, an online survey and a public forum be used as part of this process.

### 3. Timeframe

A report on Stage 1 of the project is planned to be tabled for Council consideration later in 2016.

A report on Stage 2 of the project will be tabled for Council consideration early in 2017.

#### Options:

1. Adopt the recommendation provided to Council
2. Amend the Terms of Reference provided to Council
3. Reject the recommendation provided to Council.

#### Sustainability Assessment:

- **Environment**

Given that the scale, need and impact of any potential assets or programs as yet undefined, it is not possible to assess environmental impacts as yet.

- **Social**

The Cultural Strategic Plan 2017-2022 will outline strategies to recognise the central role of arts and culture to the liveability of our region including economic, social and cultural wellbeing.

- **Civic Leadership**

Civic leadership is shown through the ongoing implementation of the Coffs Harbour 2030 which includes the following objectives:

- LP 3 Our city centre is a place where people can live, work and play

Specific strategies addressed by this project include:

- LP 3.2 Develop the city centre as a social and cultural focus for Coffs Harbour
- LP 5.1 Promote and support a culture of lifelong learning
- LC 1.1 Build pride and identity in Coffs Harbour as a community and a place
- LC 4.1 Support local artistic and cultural expression
- LC 4.2 Support opportunities for artistic and cultural growth and enjoyment

- **Economic**

#### **Broader Economic Implications**

The Cultural Strategic Plan will identify potential new sources of income generation, future growth and prosperity from the cultural economy and access to a wide variety of cultural products and services. It will also identify and explore strategies to foster the vision of our artists and creative industries and champion them to succeed.

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

##### **Capital and Recurrent Costs**

The proposed recurrent and capital costs for implementing the Cultural Strategic Plan 2017-2022, related programs or infrastructure will be identified through the planning process. The project and budget are identified within the Operational Plan.

### **Initial Project Costs**

At its meeting of 26 November 2015, Council considered a report on the development of Cultural Strategic Plan and resolved the following:

1. *That Council develop a Cultural Strategic Plan 2017-2022.*
2. *That Council undertake a Feasibility and Cost Benefit Assessment of a Performing Arts Centre for Coffs Harbour which will include exploring options for public/private partnerships and assess existing venues for expansion or redevelopment opportunities.*
3. *That Council allocates \$90,000 to undertake the development of the Cultural Strategic Plan 2017-2022 and Performing Arts Centre Feasibility and Cost Benefit Assessment to be allocated from the Future Fund in the next Monthly Budget Review.*
4. *That the outcomes of this strategic planning and feasibility assessment be the subject of a further Council report planned for mid 2016.*

### **Risk Analysis:**

The function of the CRG and the whole community engagement process will allow the views and needs of the community to be factored into the final Cultural Strategic Plan 2017-2022 and any subsequent programs or facilities.

### **Consultation:**

Governance Services have been consulted in the development of the Terms of Reference. At its first meeting, the CRG considered and agreed with the Terms of Reference.

### **Related Policy, Precedents and / or Statutory Requirements:**

The Cultural Policy and Cultural Plan 2013-2016.

### **Implementation Date / Priority:**

The Terms of Reference would take effect immediately. The CRG will serve a term of 2 years from the time of the Council resolution on their appointment on 14 April 2016.

The CRG's Terms of Reference will be reviewed in accordance with the Local Government Act after the next Council election (September 2016).

### **Conclusion:**

This report recommends the endorsement by Council of the attached Terms of Reference for the CRG.

## Terms of Reference: Cultural Reference Group

### 1. THE VISION

To provide advice and community feedback into the continued review of implementation of the Cultural Plan 2013-2016 and the development, and later the implementation, of the Cultural Strategic Plan 2017-2022.

### 2. SCOPE/ROLE

At its meeting on 26 November 2015, Council resolved to commence development of a Cultural Strategic Plan 2017-2022. The Cultural Reference Group (CRG) will provide advice and community feedback into the continued review of implementation of the Cultural Plan 2013-2016 and the development, and later the implementation, of the Cultural Strategic Plan 2017-2022.

The CRG's role is to:

- provide advice and feedback on the development of the Cultural Strategic Plan;
- advocate on behalf of the community; and
- advise on the planning for community engagement activities.

### 3. DELEGATIONS

The Committee has no delegations from Council.

### 4. COMPOSITION OF THE COMMITTEE

- CHCC Councillor (Chair); and
- 8 x community representatives

Members with skills and experience in identified areas of arts, culture, business and tourism or who are able to represent identified communities of interest:

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

Individuals will not be appointed as representatives of any organisation, but in their own right.

Members will be selected based on:

1. The depth and range of their experience in one or more of the categories above
2. Their business, cultural, arts or community involvement in Coffs Harbour, knowledge of the local region and experiences in other communities.

Selection will be made so that the group as a whole will have the best range and depth of expertise.

## **5. MEETINGS OF THE COMMITTEE**

Meetings shall be held as required.

A quorum of members is required at all meetings and shall be 50% plus one of all voting members.

The CRG Chair is the Councillor appointed by Council.

In the absence of the Chair at a CRG meeting an interim Chair will be endorsed by the Committee to Chair the meeting.

Coffs Harbour City Council will provide a secretariat for CRG meetings.

## **6. TERM OF OFFICE**

The Committee will serve a term of 2 years from the time of the relevant Council resolution (14 April 2016).

The Committee's Terms of Reference will be reviewed in accordance with the Local Government Act after the next Council election (September 2016).

Council reserves the right to dissolve the CRG at any time by a resolution of Council.

## **7. RECORD KEEPING**

1. Agenda and minutes from the previous meeting will be circulated to members at least 3 days prior to the meeting.
2. Members must declare in writing any interest in any report tabled at the meeting.
3. A copy of the minutes are to be provided to Council within 7 days of each meeting.

## **8. CODE OF CONDUCT AND CONFIDENTIALITY**

Members of the CRG will be required to sign a Coffs Harbour City Council Confidentiality Agreement and are bound by Council's Code of Conduct.

## **9. MEDIA AND SPOKESPERSONS**

All media activities, releases and commentary will be undertaken by Council staff in accordance with the Council Media Policy.

Members of the CRG are not authorised to speak with media regarding the CRG or the project unless approved by Council.





## REPORT TO ORDINARY COUNCIL MEETING

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### COMMITTEE MEMBERSHIP – ACCESS ADVISORY COMMITTEE

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<b>REPORTING OFFICER:</b>	Section Leader Community Planning and Performance
<b>DIRECTOR:</b>	Director Sustainable Communities
<b>COFFS HARBOUR 2030:</b>	LC1.1 Build pride and identity in Coffs Harbour as a community and a place LC1.4 Promote a caring, inclusive and cohesive community PL2.2 Provide public spaces and facilities that are accessible and safe for all
<b>ATTACHMENTS:</b>	Nil

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#### Recommendation:

**That Council appoint the following committee member nominee, Adam Morris, to the Access Advisory Committee.**

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#### EXECUTIVE SUMMARY

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To recommend to Council the appointment of a community member to the Access Advisory Committee.

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## **REPORT**

### **Description of Item:**

This report seeks approval from Council for appointment to the Access Advisory Committee.

### **Issues:**

The following nomination has been approved for recommendation to Council at the most recent Access Advisory Committee meeting:

Access Advisory Committee – Adam Morris

Advisory committees reflect Council's commitment to actively engage and utilise the expertise within its community. The voluntary contribution of advisory committee members is valued and it is recommended that Council to accept this nomination.

### **Options:**

1. Adopt the recommendation provided to Council – this would enable the continued effective operations of the advisory committee and allow Council to engage the expertise of these volunteers
2. Amend the recommendations or seek clarification – Council may wish to be provided with further information on the applicant. In this case the committee member application would be put on hold until more detailed information could be brought back to Council to allow for adoption
3. Reject the recommendation provided to Council – this may result in Council missing the opportunity to effectively engage the volunteer assistance of this community member. Council would need to provide sound justification for rejecting a particular application as it has been considered by the existing committee which has given its support to this nomination.

### **Sustainability Assessment:**

- **Environment**

There are no environmental issues associated with this report.

- **Social**

The valuable contribution made by community members in the various roles of advisory committees adds to Coffs Harbour's significant social capital and sense of connectedness.

- **Civic Leadership**

This approach is addressed in Coffs Harbour 2030 through:

- LC1.1 Build pride and identity in Coffs Harbour as a community and a place
- LC1.4 Promote a caring, inclusive and cohesive community
- PL2.2 Provide public spaces and facilities that are accessible and safe for all

- **Economic**

**Broader Economic Implications**

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

**Delivery Program/Operational Plan Implications**

There are no Delivery Program or Operational Plan implications from the recommendations in this report. However, the time and assistance given to Council by volunteers represents significant cost savings to the organisation.

**Risk Analysis:**

There are no specific risks associated with the appointment of advisory committee members. All volunteers are required to sign and adhere to Council's Code of Conduct.

**Consultation:**

Consultation has been undertaken with the existing members of the advisory committee.

**Related Policy, Precedents and / or Statutory Requirements:**

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

**Implementation Date / Priority:**

The relevant advisory committee and prospective member will be notified immediately following Council's decision.

**Conclusion:**

Council appreciates the work that the committee and the volunteers contribute to our community and this report seeks approval from Council for the appointment of a new member.



## NOTICE OF MOTION TO ORDINARY COUNCIL MEETING

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### CITY WORKS / COASTAL WORKS REPORTING

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**Motion:**

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

"That:

1. Council staff compile for Councillor inspection the monthly financial reports from City Works/Coastal Works (commercial component) from June 2014 to the present; and
2. Council staff make available the minutes of all meetings of the City Works/Coastal Works Advisory Board from June 2014 to the present, noting that some of this information may need to be presented to Councillors in confidential format."

**Rationale:**

"The commercialisation of City Works and more recently Coastal Works is an issue of focus at present. Governance protocols require that monthly budget updates were to be made available to Councillors as well as quarterly reports. Having this information compiled into a single report will be helpful for Councillors to better understand the financial position of Coastal Works, both as a branch of Council and as a commercial entity. Likewise, access to the minuted records of Advisory Board meetings will assist Councillors in their understanding of this business operation."

**Staff Comment:**

All monthly financial reports and board meeting minutes related to CityWorks and Coastal Works from June 2014 have been uploaded into the Diligent Resource Centre and are available for review. All future financial reports and board meeting minutes will be similarly uploaded in future as they become available.



## REPORT TO ORDINARY COUNCIL MEETING

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### RMS - PROPOSED TRIAL - TRAFFIC ELIMINATION PROJECT

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<b>REPORTING OFFICER:</b>	Group Leader Strategic Asset Management
<b>DIRECTOR:</b>	Director Sustainable Infrastructure
<b>COFFS HARBOUR 2030:</b>	LC 3.2 Engage the community and other levels of government in securing outcomes MA 1.2 Improve the effectiveness of the existing transport system MA 2.1 Ensure adequate maintenance and renewal of roads, footpaths and cycleways MA 2.2 Facilitate safe traffic, bicycle and pedestrian movement
<b>ATTACHMENTS:</b>	Nil.

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#### **Recommendation:**

#### **That Council:**

- 1. Support the Roads and Maritime Services Traffic Elimination Trial for two (2) consecutive days to be carried out on the newly open section of Pacific Highway at Woolgoolga.**
  - 2. Consider a future report on the results and impact of the trial when available.**
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### EXECUTIVE SUMMARY

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Working near traffic particularly on high volume, high speed roads, is a challenging undertaking and represents the highest safety risk facing Roads and Maritime Services (RMS) staff. The RMS is undertaking a state-wide trial to mitigate and if possible eliminate this safety risk and ensure the safety of workers maintaining the State Road network.

Roads & Maritime Services (RMS) is seeking Council support, in principle, to trial a maintenance project on the Pacific Highway which would have traffic temporarily diverted for two (2) days onto the old Pacific Highway through Woolgoolga. It is acknowledged that Council's support would be based on further discussions to minimise the impacts of the trial before proceeding.

The Traffic Elimination Trial is a trial to assess the efficacy of shutting down sections the Pacific Highway for short periods of time whilst diverting traffic onto other roads.

During the period of closure a large amount of various maintenance activities would then be completed free from the risk associated with traffic. Maintenance work would include vegetation maintenance, litter collection, graffiti removal, sign and safety barrier and other general maintenance activities.

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## **REPORT**

### **Description of Item:**

Roads and Maritime Services face a major challenge ensuring the safety of workers, whilst maintaining the State Road Network. Council's support for a Traffic Elimination Trial Project is requested by the RMS to test the efficacy of carrying out the necessary maintenance on the road network. The Trial would allow testing of procedures, measurement of safety improvements, and impacts on the diversion routes and the community.

### **Issues:**

Although there are significant benefits from carrying out the trial such as worker safety, efficiency gains and alternate route testing, the four main concerns are:

1. There will be some temporary impacts to the community, such as noise and increase in traffic on the alternate route through Woolgoolga;
2. Management of traffic on the alternate route to ensure safety. Secondary risks need to be identified and process put in place to manage the risks;
3. Increase in depreciation and service life consumption of the alternate route during the detour;
4. Possible pavement failures to the alternate route during the trial.

### **Options:**

1. Adopt the recommendation provided to Council to support the Traffic Elimination Trial to be conducted for two (2) days by the RMS.
2. Amend the recommendation provided to Council and then adopt.
3. Reject the recommendation provided to Council.

### **Sustainability Assessment:**

#### **• Environment**

Environmental assessments will be undertaken for the project in accordance with the Environmental Planning and Assessment Act with the intent to identify any issues and place the necessary controls to mitigate environmental risks.

#### **• Social**

The Traffic Elimination Trial will eliminate the risk of RMS workers being injured or killed by moving traffic and also improve safety for Coffs Harbour City Council (CHCC) workers if they are carrying out repairs to our Local Road network at the same time. Work on the State Road network and connecting Local Road network will be completed in less time with greater efficiency enabling the Pacific Highway and connecting roads to be fully operational in a shorter timeframe.

There will need to be further discussion with RMS regarding management of traffic on the alternate route to ensure the safety of Woolgoolga residents, degradation of the alternate route and repair to the alternate route once the trial is completed.

- **Civic Leadership**

The Traffic Elimination Trial is consistent with the aspirations of the local community to provide safe, well maintained transport infrastructure. The project demonstrates civic leadership by implementing improved safety measures for workers and more efficient work practices. The project will also build closer professional relationships between government departments and improve disaster planning and emergency preparedness for the transport network.

- **Economic**

**Broader Economic Implications**

It is acknowledged that further discussions with RMS need to be carried out to determine agreed economic impacts.

Economic impacts include increased travel time which could slightly increase transport costs, increased depreciation and possible pavement failure of the alternate route.

There may be some economic benefits for CHCC. Local Roads which connect to the State Road network can be repaired and maintained at the same time as the State Road thus allowing improved repair scope and time, combined repair scheduling for road assets and traffic control. By combining the resources of RMS and CHCC improved outcomes can be achieved.

**Delivery Program/Operational Plan Implications**

Further discussion will be held with RMS regarding depreciation and possible road pavement failure for the alternate route. No Delivery Program or Operational Plan implications have been identified.

**Risk Analysis:**

A risk analysis will be conducted by the RMS to identify and rate any risks. A copy of the risk analysis shall be given to CHCC for consideration as part of the project discussions.

**Consultation:**

Initial consultation between RMS staff and CHCC Council Staff has taken place. Relevant CHCC staff have been consulted internally. A discussion with RMS will be held to determine further consultation requirements.

**Related Policy, Precedents and / or Statutory Requirements:**

The Traffic Elimination Trial supports the objectives of the 2030 Community Strategic Plan within:

1. LC 3.2 Engage the community and other levels of government in securing outcomes
2. MA 1.2 Improve the effectiveness of the existing transport system
3. MA 2.1 Ensure adequate maintenance and renewal of roads, footpaths and cycleways
4. MA 2.2 Facilitate safe traffic, bicycle and pedestrian movement.

The Pacific Highway is a vital part of the State Road network, safety of workers under the WHS Act 2011 is required.

The Traffic Elimination Trial is to be undertaken in accordance with Council's powers as the Roads Authority under the Roads Act 1993 Section 71 "Powers of roads authority with respect to road work".

The project will comply with the provisions of Part V of the Environmental Planning and Assessment Act 1979, "Environmental Assessment".

**Implementation Date / Priority:**

The project will be implemented within the 2016 calendar year. The exact date is yet to be determined.

**Conclusion:**

The Traffic Elimination Trial provides an opportunity to improve safety for road workers, improve maintenance efficiency for the State Road network and Local Road network connections to the Pacific Highway.

The trial will allow testing of new procedures, build closer professional relationships between government departments, improve disaster planning and emergency preparedness for the transport network.

The most appropriate course of action is to support the Traffic Elimination Trial to be conducted by the RMS for a period of two (2) days.





## TRUST REPORT TO ORDINARY COUNCIL MEETING

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### COFFS HARBOUR DEEP SEA FISHING CLUB LTD - UNSOLICITED PROPOSAL AND REQUEST FOR DIRECT NEGOTIATION

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<b>REPORTING OFFICER:</b>	Manager Holiday Parks & Reserves
<b>DIRECTOR:</b>	Director Business Services
<b>COFFS HARBOUR 2030:</b>	LC3.1 Council supports the delivery of high quality sustainable outcomes for Coffs Harbour
<b>ATTACHMENTS:</b>	ATT1 CONFIDENTIAL Deep Sea Fishing Club Ltd – Unsolicited Proposal ATT2 Letter from Minister Niall Blair Response DSFC - 5 May 2016 ATT3 CONFIDENTIAL Legal Advice – 16 May 2016 ATT4 CONFIDENTIAL Coffs Harbour Deep Sea Fishing Club Ltd and Deed Fund Administrator Advice – 20 May 2016

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#### Recommendation:

That Council, in its capacity as the Corporate Manager of the Coffs Coast State Park Trust:

1. Thank the Coffs Harbour Deep Sea Fishing Club Ltd for its submission of a business case for the Coffs Harbour Deep Sea Fishing Club Ltd lease extension and built form redevelopment and advise the Club that it does not consider that the proposal provides sufficient justification to warrant a direct dealing in the matter in lieu of an open market competitive tender. In particular, for the criteria outlined in the Minister's letter the assessment is as follows:
  - whether the tenant is a good and complying tenant – does not satisfy due to the fact that the tenant was in Administration and is currently subject to a Deed of Company Arrangement
  - the nature of new capital proposed – may satisfy but not fully tested against the market
  - whether the proposed development is appropriate for the site and consistent with the reserve purpose – satisfies to the limit the market has been tested
  - whether the proposed development would achieve highest and best use of the site – does not satisfy on the basis that the market has not been fully tested
  - a lease term that is reasonable to enable the tenant to amortise its investment – business case financial modeling does not demonstrate that an extension is required for this purpose
  - rent that is market rent and ownership of improvements – does not satisfy



## TRUST REPORT TO ORDINARY COUNCIL MEETING

2. **Advise the Coffs Harbour Deep Sea Fishing Club Ltd that the Trust is supportive of its endeavours to improve the lease premises and will engage with Coffs Harbour Deep Sea Fishing Club Ltd on possible development within the existing lease term, including:**
  - **the licenced area**
  - **change of use**
  - **occupancy arrangements**
  - **expansion of the facilities and built form**
  - **improvement of access.**
  
3. **Request staff to prepare a report to the Trust to expedite the Expression of Interest process for the highest and best use of the site, which will enable the incumbent tenant and others the opportunity to participate in an open market process for a new lease post the expiration of the current lease on the property.**

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### EXECUTIVE SUMMARY

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The Coffs Harbour Deep Sea Fishing Club Limited (CHDSFC) has submitted to the Trust for consideration a business case which seeks to undertake direct dealings with the Trust with a view to extending the lease term by a further ten years.

Direct dealings obviate the ICAC and Department of Primary Industries – Lands preferred approach to the grant of property rights over public land. There are however occasions where exceptional circumstances are such that direct dealing can be justified.

The business case submits a range of arguments to justify a direct dealing but does not satisfy the assessment criteria detailed in the NSW Government Unsolicited Proposal Guidelines nor the consideration put forward by the Minister for Lands. Accordingly it is not recommended that the Trust proceed to direct dealing with the CHDSFC regarding an extension of lease.

However, the Trust is supportive of its endeavours to improve the lease premises and it is recommended that the Trust engage with the CHDSFC on possible development within the existing lease term. In addition, it is recommended that the Trust expedites the required Expression of Interest (EOI) process for the highest and best use of the site, which will enable the incumbent tenant and others the opportunity to participate in an open market process. This will also provide certainty to the CHDSFC regarding future tenure.

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## REPORT

### Description of Item:

This report is submitted to appraise the Trust of the details of an unsolicited proposal (Attachment 1) submitted by the Coffs Harbour Deep Sea Fishing Club Limited (CHDSFC) and to recommend an appropriate course of action based on the history of the matter, advice from the Department Primary Industry – Lands, NSW government direct dealing guidelines and independent legal advice.

The intention of the business case is two-fold:

1. To extend the current lease to CHDSFC by ten years to expire in 2031 (instead of 2021): and in so doing to;
2. To provide a basis for the Trust to enter into direct negotiations with CHDSFC.

By way of a brief background a chronology of events, reports and resolutions follows:

1. Council as Corporate Manager of the Coffs Coast State Park Trust (the Trust) including the land the subject of the lease entered into a lease with the CHDSFC for a period of 25 years in July 1996. The lease is due to expire in July 2021.
2. Since 2009 the CHDSFC has made representations to the Minister's office, the Local Member, the Lands Department and the Trust regarding an extension of lease term on the basis of financial hardship. The Trust sought Ministerial approval to amend the lease extending the existing lease term by ten years up until 30 June 2031 subject to a number of conditions premised on recouping unpaid rent and establishing future rent provisions. This offer was endorsed by the Minister subject to the rent being market rent for the land. The offer was conveyed to the CHDSFC in October 2012. No response was received.
3. On 21 April 2015 the directors of the CHDSFC resolved that the company was insolvent or likely to become insolvent at some future time and that an administrator of the company be appointed.
4. Administrators from Grant Thornton Australia Limited were appointed 21 April 2015 pursuant to section 436A of the Corporation Act 2001.
5. In May 2015 the Administrators resolved to adjourn a second meeting of creditors to further a Deed of Company Arrangement proposal that would potentially deliver a superior repayment to creditors and allow the Club to recommence trading. To this end the Administrator sought clarification from the Trust as to its position on a new or varied lease (including a variation to the term of the lease).
6. By correspondence dated 2 July 2015 DPI-Lands advised the Trust that a key condition of any authority granted to the Trust (or by extension approval from the Minister) to extend the lease term would be that, in all circumstances any future lease agreement be the product of a competitive tender process.
7. Council resolved on 14 July 2015 to advise the Administrator that the lease would not be extended beyond the current term and any subsequent venture on the land would be subject to an open market Expression of Interest having regard to the matters raised in the correspondence from DPI-Lands.
8. A Deed of Company Arrangement was accepted by the Administrators on 19 August 2015. However on 23 November the Administrator advised that the DOCA had failed as the NCHG Investments Pty Ltd had not paid the Deed funds as agreed as a

condition precedent to the Deed. A further meeting of creditors was convened for 02 December 2015.

9. A variation to Deed of Company arrangement was agreed on 23 December and accepted by the Administrator. Amongst other things the varied deed requires the balance of \$1.2 million DOCA funds to be paid to the Deed Administrators by 5:00pm 2 June 2016.
10. By correspondence dated 4 May 2016 (received by Council 12 May 2016) the Club has submitted an unsolicited business case for the consideration of the Trust.

**Issues:**

**NSW Government preference for Open tender process**

The fundamental issue in this matter is whether the Trust can demonstrate if there exists sufficient circumstances to warrant and justify a direct negotiation.

The business case submits a range of assessment criteria for both the processing of an unsolicited proposal by the Trust and subsequently the justification for direct dealing. Specifically the business case presents, from the perspective of the CHDSFC, an assessment against the NSW Government Unsolicited Proposals Guidelines, the ICAC Direct Negotiations guidelines and against the DPI Crown Direct Negotiations Policy. This report provides comment on the NSW Government Unsolicited Proposals Guidelines as submitted by the CHDSFC and the parameters of consideration proposed by the Minister with regard to direct dealing with a sitting tenant.

Previous and reconfirmed advice from Department of Primary Industries – Lands on this matter remains that:

*“One key condition [is] that unless inappropriate to do so, in all circumstances, the lessee must be selected through a competitive tender process“*

Further the ICAC guidelines for managing risks in direct negotiations states:

*“...as a general rule, direct negotiations should be avoided. However, there are scenarios where it may be impossible to test the market or to use a competitive process. In other cases, a competitive process may be possible but for various reasons may be so impractical or expensive that direct negotiations are the most acceptable way to fulfill a contract. In these cases, direct negotiations can be justified.”* (ICAC, Guidelines for managing risk in direct negotiations, 2006, p14).

The NSW Government has published guidelines to assist Government agencies to manage the process of direct dealings and the assessment of unsolicited proposals. Specifically the business case references the ICAC guidelines for managing risk in direct negotiations 2006, and the NSW Government Unsolicited Proposal Guidelines 2014 (UP Guidelines).

The UP Guidelines cites a three step process through which a government agency may assess the feasibility of an unsolicited proposal.

The Club submission notes that its business case constitutes the “preliminary assessment” stage which is the first of a three step process. Should the Trust be satisfied with the merits of the proposal it may elect to invite the preparation of a detailed submission and, if approved, thereafter proceed to final negotiations and a binding agreement (all subject, of course, to Ministerial approval).

The business case references the framework of the assessment criteria for the initial assessment process (page 51 of the Touchstone CHDSFC lease extension business case 1 May 2016) and further, the business case concludes that it is not inappropriate for the Trust to extend the lease through direct negotiations with the CHDSFC.

Addressing each assertion in turn:

1. **Uniqueness** – Direct negotiation would obviate the open market competitive tendering process for future occupation rights to the property. In this regard reference to the CHDSFC's current capacity as the Lessee does not give rise to any unique circumstances warranting direct negotiation. The CHDSFC's proposal incorporating a Gastro Pub style development is not unique. Further the business case does not demonstrate that the proponent is the only party with the capacity to deliver such a development on the site.

The business case does not pass the uniqueness test.

2. **Value for Money** - The business case submits that the development would deliver operational, Government, Council and community benefits "at no cost to Government or Council" (page 58 of the Touchstone CHDSFC lease extension business case 1 May 2016).

The business case does not acknowledge the Trust's accruing interest in the facility as a consequence of the ongoing rent rebate applied against the capital investment made by the CHDSFC. Under the current lease interests in the improvements pass to the Lessor upon expiry of the lease (or earlier termination) whereupon future letting will potentially be at market value for premises rather than land.

The business case states at pages 26 and 35 that any "altered lease conditions will still reflect the current lease terms and conditions including the current annual rent and in particular the adjustments reflected in the lease".

The business case presupposes that the Trust will write off its interest in the facility upon termination of the lease and will then extend an ongoing subsidy.

Touchstone suggests that value for money to the Trust will be derived from additional commercial return on the developed site over and above the current Trust lease. This rent has not been quantified in the business case.

It is incorrect to state that the proposal comes at no cost to the Trust given the business case requirement for the continuation of rental rebates.

The business case does not demonstrate value for money to the Trust.

3. **Whole of government Impact** - The proposal is not inconsistent with the strategic policy focus referenced in the respective strategic plans. The proposed activation of the site, ongoing marketing for events and other operational activities contribute to achievement of the key priorities detailed in the strategies.

The business case submits that the proposal delivers on a number of key NSW Government and Council priorities. The operational activities of a club or other tourism based business contribute to, but in isolation, do not underpin the delivery of the strategic priorities.

The assertion is considered overstated for the purposes of this matter.

4. **Return on Investment** – The guidelines provide for an assessment against the proposed return on investment to the proponent proportionate to the proponent's risks and industry standards. A detailed examination of the proponent's financial projections has not been undertaken at this stage. The proponent reports that the projected annual cash balance to 2021 is positive. It appears that the CHDSFC can amortise the investment in further development within the balance of the current lease term.
5. **Capability and Capacity** – The guidelines provide for an assessment against the proponents experience, capability and capacity to carry out the proposal and queries whether there is reliance on third parties to deliver the proposal objectives. The business case notes that the CHDSFC does not have the necessary experience, capability and capacity to manage the project. The CHDSFC has entered into a service agreement with NCHG Investments Pty Limited. The business case indicates that there is substantial, if not total, reliance from both an operational as well as financial perspective on the NCHG for both ongoing operations and the delivery of the project.
6. **Risk Allocation** – The business case submits a précis of risk assessment against a range of risks including an inability to secure direct negotiation approval, breach of the current lease due to failure to use the land for the permitted use, lawful use and occupation (as detailed below "Lawful Use and Occupation"), asset management and the risk to Coffs Harbour City Council and the NSW Government as to its capacity to deliver on policy and planning strategies (presumably insofar as it relates to the site). The profile for each category notes a high likelihood for each risk and a very high consequence. The proposed controls to manage the risk and the residual risk however are not reported to enable commentary on the risk profile of the business case.

Against the above comments it is considered that the business proposal has not satisfied the criteria detailed in the NSW Government Unsolicited Proposals Guidelines for processing unsolicited proposal to warrant progressing to the next phase of the assessment process.

**Business case assertions – particularly in relation to ongoing use and nexus with DoCA variation**

The business case makes two assertions throughout the submission.

First the case asserts that a renewal of the lease is a condition precedent of the DOCA and that failure to achieve a lease renewal will not "satisfy the DOCA". The presumption from this statement is that the Financier will not provide the balance of deed funds to the administrators prior to close of business 2 June 2016, the DOCA will be terminated and the CHDSFC will go into liquidation.

Second that in the event the lease is forfeit due to the clubs inability to deliver on its DOCA obligations the business case asserts that there is a high likelihood that this would render the land "not lawfully used or occupied".

Addressing each in turn:

**1. Lease renewal is not a condition precedent to the DOCA**

Council has obtained independent legal advice on the provisions of the DOCA with regard to the conditions precedent. The legal advice confirms that the assertion that the renewal of lease is a condition precedent to the DOCA is incorrect.



Specifically, approval of an extension of lease is not required by clause 5 of the DOCA.

It should be noted also that the Trust had expressly notified the administrators prior to the parties entering into the varied DOCA advising that the lease for the property would not be extended beyond the current term and that any subsequent venture on the land would be subject to an open market expression of interest that considers the best and highest use of the site. Council officers specifically raised this issue with the Administrator at the last meeting of Creditors and confirmed that the issue of a lease extension would not be a condition precedent to the DOCA.

## **2. Lawful use & occupation**

The business case asserts that a scenario where the CHDSFC does not continue to occupy the site due to a failure of the DOCA may not meet the lawful use and occupation test.

Legal advice on this matter has been obtained by the Trust (Confidential Attachment 3) and demonstrates that this issue/risk can be managed.

### **Minister's advice on direct dealing**

The Department of Primary Industry – Lands has previously advised the Trust that the department was prepared to authorise Council as the appointed trust manager to lease Crown land under its control pursuant to section 102A of the Crown Lands Act. At the time Lands advised that separate correspondence was to issue on the matter detailing the form and content of the conditional instrument of authority. Irrespective the Trust was advised that one key condition would be that unless inappropriate to do so, in all circumstances, the lessee must be selected through a competitive tender process.

This conditional instrument of authority is yet to be received and accordingly the status quo prevails and any further grant of lease tenure must still be referred to the Minister for approval.

Notwithstanding the above staff wrote to the Minister again in December 2015 seeking further clarification and confirmation of the Minister's advice.

A response was recently received (Attachment 2) wherein the Minister advised that:

- a) The previous advice with regard the CHDSFC stands.
- b) Notwithstanding the above it was noted also that there may be circumstances where direct dealing is appropriate. In the case of a sitting tenant seeking a further term, the matters that may be appropriate for consideration include;
  - **Whether the tenant is a good and complying tenant** – From the perspective that a good and complying tenant is one which adheres to the terms and conditions of the lease in a manner which does not require the Lessor to take corrective action then it can be said that the Lessee has largely complied with its obligation under the lease having regard to general matters such as permitted use, maintenance, repairs and insurance requirements. There have however been numerous occasions over the course of the lease where the Lessor has been required to pursue outstanding and overdue rent. Further the Lessee has entered into voluntary administration the effect of which was to leave the Trust with substantial unpaid rent and the Council with unpaid water and rates charges. As an unsecured creditor these costs will not be substantially recouped.

Against this background it cannot be said that the CHDSFC is a good and complying tenant.

- **The nature of new capital proposed** - The business case presents plans for a development which will significantly improve the current facility and will potentially increase the activation of the site. The service provider engaged by the Club, NCHG Investments Pty Ltd has demonstrated success in the development of the Gastro Pub business model. Of concern is the CHDSFC's acknowledgement that the original structure is approaching the end of its serviceable life. Further investigation would need to be undertaken to determine if substantial refurbishment around the original structure is economically feasible.
- **Whether the proposed development is appropriate for the site and consistent with the reserve purposes** – The site has a long history as the location of the CHDSFC. The use of the lease area is consistent with gazetted propose of the Reserve (being public purposes for community and sporting club facilities). Given the long standing lease an alternative use of the site has not been fully explored. It is submitted that an open market Expression of Interest (EOI) process would be provide a rigorous test of the markets appetite to further develop this site. It is suggested that such an EOI should be brought forward as soon as possible to enable the incumbent tenant an opportunity to participate in this process and to potentially provide some certainty into the future.
- **Whether the proposed development would achieve the highest and best use of the site** – The site has been incrementally developed from its original use as the Pilots home for the Department of Public Works. The extent and style of development has, presumably, been undertaken with the end date of the lease firmly in mind. Certainly the business case proposal and consequent expansion of the nature and type of operation indicate that there is scope for further activity and development on the land. A longer term assessment of highest and best use has not been undertaken. It is suggested that an EOI should be brought forward to enable the incumbent tenant an opportunity to participate in this process and to potentially provide some certainty into the future.
- **A lease term that is reasonable to enable the tenant to amortise its investment** – A forensic assessment of the financial data provided in the business case has not been undertaken. It should be noted however that the proponent states in its business case that it is confident that the level of investment (including an additional \$2.5 million dollar loan from the service provider) can be repaid within the time constraints of an extended lease whilst allowing the CHDSFC to trade profitably in the interim. The financial modeling provided is only for the current lease term and this also shows that the investment can be recouped over the existing lease period. Of concern is the repeated statement within the business case wherein the proponent requires a precondition of future development to be that altered lease conditions (as negotiated between the parties) will still reflect the current lease terms and conditions, including the current annual rent, and in particular, the adjustment reflected in the current lease. This presupposes that the Trust will write off its interest in the facility upon termination of the lease and will then



extend an ongoing subsidy. This effectively reduces rent payable by the CHDSFC to the Trust equating to a subsidy to the CHDSFC.

- **Rent is at market rent** - Since 2009 the CHDSFC has made representations to the Minister's office, the Local Member, the Lands Department and the Trust regarding an extension of lease term on the basis of financial hardship. In response the Trust resolved to recommend to the Minister for Primary Industries – Lands that the lease be amended by the extension of the existing lease term by ten years up until 30 June 2031 subject to a number of conditions premised on recouping unpaid rent and establishing future rent provisions.

This offer was been endorsed by the Minister subject to the rent being market rent for the land. The offer was conveyed to the CHDSFC in October 2012. The Trust followed up the matter with the CHDSFC on a number of occasions seeking acceptance or otherwise of the terms of variation but no response was received.

A subsequent request by the club in December 2015 sought to revisit the offer but again rejected the unconditional market rent approach to future lease dealings. The Trust was not at liberty to proceed on this basis as it was contrary to the terms of consent put forward by the Minister. The most recent correspondence from the Minister confirms that the "market rent" position has not changed.

It should be further noted that upon expiry of the lease title all improvements to the property pass to the Lessor. This means that subsequent lease dealings will potentially be at market value for a premises lease (as opposed to a ground lease). Rental valuations have not been undertaken at this stage as the lease still has 5 years to run. There is however an expectation that the potential rent return will be greater than a ground lease rent and significantly greater than the rent under the current lease. Notwithstanding the lease provisions this does not appear to have been accounted for in the proponents business case projections.

Against the above comments it is considered that the business proposal has not satisfied the criteria detailed in the Minister's correspondence to warrant direct dealing with the incumbent tenant.

### **Business case options**

The CHDSFC's submission presents four options that it believes are potentially available to them; being,

1. Status Quo – the business case submits that this option does not satisfy the DOCA and by extension implies that the DOCA will fail and the CHDSFC enter into liquidation.
2. Lease extension for ten years through a process whereby the Trust obtain approval from the Minister of Lands to enter into direct negotiations with the CHDSFC to extend the lease and vary the lease conditions outside of a competitive market process – based on the above assessment it is not recommended to direct deal with the CHDSFC to extend the lease term.
3. A built form site re-development during the remaining lease period where the CHDSFC with the professional and financial assistance of NCHG in relation to

operations - there is potential for the Trust to engage with the CHDSFC on a variation of the lease within the existing lease term that facilitates the type and scale of development the CHDSFC proposes. A variation to the lease may include:

- the licenced area
- change of use
- occupancy arrangements
- expansion of the facilities and built form
- improvement of access.

Any such agreement would be in principal only and would require the consent of the Minister.

4. A built form re-development as per point 3 but with the security of an additional ten year lease period achieved in the same manner as set out in point 2 above - based on the above assessment it is not recommended to direct deal with the CHDSFC to extend the lease term.

#### **Options:**

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

1. Adopt the recommendation in this report and forward a response to the CHDSFC.
2. Reject the recommendation in this report and accept the business proposal submitted by the CHDSFC. This would require a submission to the Minister detailing the justification for undertaking a direct dealing with the proponent and requesting consent to the extension of lease.

#### **Sustainability Assessment:**

- **Environment**

The recommendations do not give rise to any environmental issues.

- **Social**

The Trust has considered the social impacts of the CHDSFC's continued operation or otherwise in previous reports. The recommendations in this report do not change these considerations.

- **Civic Leadership**

As this is a Trust report reference to the Coffs Harbour 2030 Plan is not applicable.

- **Economic**

#### **Broader Economic Implications**

The Trust has considered the economic impacts of the CHDSFC's continued operation or otherwise in previous reports. The recommendations in this report do not change these considerations.

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

As this is a Trust report reference to the Delivery Program/Operational Plan is not applicable.

### **Risk Analysis:**

Risks arising from the recommendations are considered in the context of the potential for legal action against the Trust and Council arising from any action by the Trust which has the effect of precluding the continued operation of the CHDSFC. In this regard staff have obtained legal advice supporting the basis of the recommendation. Similarly staff have sought and applied the Department of Primary Industry – Lands advice on the preferred approach to matters of this type.

### **Consultation:**

Consultation has occurred with relevant internal stakeholders and government agencies, Touchstone Property Consultants and officers of the CHDSFC.

### **Related Policy, Precedents and / or Statutory Requirements:**

Crown Lands Act  
Coffs Harbour Jetty Foreshore Plan of Management  
Coffs Harbour LEP  
ICAC guideline for managing risk in direct dealings  
NSW Government Unsolicited Proposal Guidelines for assessing unsolicited proposals

### **Implementation Date / Priority:**

Staff will action the resolution of the Trust immediately.

### **Conclusion:**

The CHDSFC has requested the Trust to consider entering into direct negotiations around a requested extension of lease and other lease variations which would assist the CHDSFC in pursuing future development plans.

The direct negotiation would obviate an open market competitive tender process.

The overarching issue for the Trusts consideration is whether the unsolicited proposal provides sufficient justification to warrant a direct dealing with the CHDSFC.

NSW Government Guidelines, ICAC guidelines and advice from Department of Primary Industry – Lands recommends that direct dealings be avoided but recognise that in some instances there may be justification to undertake such dealings.

The proposal does not, to any substantial degree, satisfy the assessment criteria for progressing unsolicited proposals beyond the initial phase of the process. Although the basis of the proposal may be valid from the CHDSFC's perspective, the CHDSFC's financial status in insolvency is not an objective reason why the Trust should preclude a competitive tender process for future leases. As previously reported to the Trust, it could be argued that a future lease to an organisation in this position significantly impedes the Trust's ability to ensure the best and highest use for the site.

The Minister has reiterated his advice with regard to the condition that future lease agreements be the product of a competitive tender process. Notwithstanding this the Minister has provided a guide to the considerations that a Trust might make in deciding to

deal directly with an incumbent tenant. The proposal does not, to any substantial degree, satisfy the assessment guide provided in the Minister correspondence, to justify directly dealing with the incumbent tenant on the issue of a lease renewal.

It is recommended that the Trust advise the CHDSFC that it will not enter into direct negotiations on this matter.

However, it is open to the Trust to enter into negotiations with the CHDSFC on a variation of the lease within the existing lease term that facilitates the type and scale of development the CHDSFC proposes. Any such agreement would be in principal only and would require the consent of the Minister. Additionally, the Trust may choose to expedite the required EOI process for the highest and best use of the site, which will enable the incumbent tenant and others the opportunity to participate in an open market process for a new lease post the expiration of the current lease on the property. This will also provide certainty to the CHDSFC regarding future tenure.



**The Hon Niall Blair MLC**

Minister for Primary Industries  
Minister for Lands and Water

IM16/2525

Your ref: 5872677

Mr Steve McGrath  
General Manager  
Coffs Harbour City Council  
Locked Bag 155  
COFFS HARBOUR NSW 2450

Dear Mr McGrath *Steve*

Thank you for your letter of 7 December 2015 to the Hon Niall Blair MLC, Minister for Primary Industries and Minister for Lands and Water concerning an extension to the lease held by the Coffs Harbour Deep Sea Fishing Club. The Minister has asked me to respond on his/her behalf.

The advice provided to the Coffs Harbour Deep Seas Fishing Club on 2 July 2015 still stands. If the Department of Primary Industries – Lands (DPI Lands) issues an authority under s102A of the *Crown Lands Act 1989* to Council to lease Crown land under its control, then the instrument of authority would contain a condition that unless inappropriate to do so, in all the circumstances the lessee must be selected through a competitive tender process.

This requirement follows Independent Commission Against Corruption (ICAC) Guidelines, which identify that direct negotiations, as a general rule, should be avoided and that open competitive process is the best way to obtain value for money, to encourage innovation and consideration of options, to provide a fair chance to do business with government and to demonstrate accountability and transparency.

It is noted that there may be circumstances where direct dealing is appropriate. In the case of sitting tenants seeking a further term, the matters that may be appropriate for consideration include:

- whether the tenant is a good and complying tenant
- the nature of new capital proposed
- whether the proposed development is appropriate for the site and consistent with the reserve purpose
- whether the proposed development would achieve highest and best use of the site
- a lease term that is reasonable to enable the tenant to amortise its investment
- rent that is market rent.

.../2



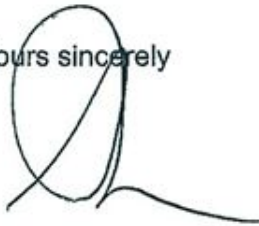
Also taken into consideration will be the ownership of improvements and whether improvements should be claimed under the terms of the existing lease and whether rent payable should take into consideration the value of improvements.

If it is decided to enter into a new lease or variation of lease with the Coffs Harbour Deep Sea Fishing Club, on specified terms and conditions, I will then review the decision and its supporting evidence.

If you have any further enquires please contact Mr Phil Fogarty, Manager Regional Projects in DPI Lands at Coffs Harbour, on (02) 6691 9611.

Thank you for your interest in this matter.

Yours sincerely

A handwritten signature in black ink, consisting of a large, stylized 'N' followed by a horizontal line.

5 MAY 2016

**The Hon Niall Blair MLC  
Minister for Primary Industries  
Minister for Lands and Water**