



Coffs Harbour City Council

03 August 2016

ORDINARY MEETING

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

THURSDAY 11 AUGUST 2015

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 – 28 July 2016
9. Rescission Motion
10. Notices of Motion - General
11. General Manager's Reports
12. Notice of Motion - Business Services
13. Directorate Reports - Business Services
14. Notice of Motion - Sustainable Communities
15. Directorate Reports - Sustainable Communities
16. Notice 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
11 AUGUST 2016

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SUSTAINABLE INFRASTRUCTURE DEPARTMENT REPORTS

SI16/33 SALE OF SURPLUS COUNCIL LAND - PART LOT 25 SECTION R DP 17053 PARK BEACH, COFFS HARBOUR

TRUST REPORT

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

T16/9 CONTRACT NO. RFT-764-TO - MANUFACTURE, SUPPLY AND INSTALLATION OF RELOCATABLE CAMP KITCHEN - SAWTELL BEACH HOLIDAY PARK

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

- (d) commercial information of a confidential nature that would, if disclosed:
 - (i) prejudice the commercial position of the person who supplied it, or
 - (ii) confer a commercial advantage on a competitor of the council, or
 - (iii) reveal a trade secret.

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



COFFS HARBOUR CITY COUNCIL

ORDINARY MEETING

28 JULY 2016

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

Staff: Acting General Manager / Director Sustainable Communities, Director Sustainable Infrastructure, Director Business Services, Group Leader City Prosperity and Executive Assistant

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.

DISCLOSURES OF INTEREST

No disclosures of interest tabled.

APOLOGY

165 RESOLVED (Arkan/Innes) that leave of absence as requested for 28 July and 11 August 2016 from Councillors Sultana and Degens be approved.

PUBLIC FORUM

No public forums.

ORDINARY MEETING

28 JULY 2016

MAYORAL MINUTE

MM16/3 COFFS COAST TOURISM STRATEGIC PLAN 2020 - VISITOR SERVICES

166 RESOLVED (Knight) that taking on board that the Coffs Coast Tourism Strategic Plan 2020 is now adopted by Council, that Council bring back a detailed costing to run the Coffs Harbour Visitor Information Centre till the end of January 2017, concurrently with the following actions:

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. 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
4. Pop-up presence at selected large events in the city
5. Consider limited location digital mini-kiosks or signposts, supported by free wi-fi, eg. at the Jetty shops area, city square
6. 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.
7. Promotion of the new service delivery and its benefits

And a report be brought back early 2017.

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

CONFIRMATION AND ADOPTION OF MINUTES

167 RESOLVED (Townley/Arkan) that the minutes of the Ordinary meeting held on 14 July 2016 be confirmed as a true and correct record of proceedings.

NOTICES OF MOTION - GENERAL

NOM16/19 TRANSFORMATION TO SUSTAINABILITY (T2S) PROGRAM UPDATE

168 RESOLVED (Townley/Cowling) that "Council staff prepare a report updating progress on T2S including:

1. Total costs of all redundancies and associated costs to date
2. Number of staff who have reduced hours or reduced classification of pay scale who are operating on the two-year salary maintenance clause
3. Total cost of this, ie difference between initial salary and new salary point
4. Total costs to date in consultancy associated with T2S
5. Details of all cost savings including annualised savings from new programs and all other savings attributed to T2S
6. Projections of other associated costs and savings associated with T2S."

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

NOM16/20 VIDEO RECORDING OF COUNCIL MEETINGS

- 169 RESOLVED** (Townley/Arkan) that "Council staff investigate costs, opportunities and requirements for visual recording of Council meetings in digital format."

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

- 170 RESOLVED** (Cowling/Arkan) that items BS16/27 and BS16/28 are moved as one.

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

- 171 RESOLVED** (Innes/Cowling) that recommendations of items BS16/27 and BS 16/28 are adopted.

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

BUSINESS SERVICES DEPARTMENT REPORTS

BS16/27 AUSTRALIA POST - POSTBILLPAY AGREEMENT 2016-2019

Executive Summary:

Council recognises that a significant number of ratepayers continue to use 'over the counter' payment services provided by Australia Post (post offices) within both the local region and across Australia.

Australia Post has a network of some 4,406 post offices across Australia, providing a coverage that is unmatched by any other 'over the counter payment' service. It is considered that the service provided by Australia Post is a 'best value' solution for Council in providing an alternative 'over the counter' payment service (for rate and water account payments) especially for those customers living outside of the Coffs Harbour area.

Council has used this service provided by Australia Post since 2001.

A resolution of Council is required to progress the continuation of this service.

- 172 RESOLVED** (Innes/Cowling) that Council:

1. With reference to section 55(3)(i) of the Local Government Act resolves because of extenuating circumstances, being the unavailability of competitive or reliable tenderers to renew its agreement with Australia Post to provide over the counter payment services for the receipt and processing of Council water and rate accounts.
2. Delegates the General Manager to execute an agreement with Australia Post to continue this payment service for a three-year term until 30 June 2019.
3. Notes the associated transaction costs as detailed in the confidential attachment.

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

BS16/28 CONTRACT NO. RFT-753-TO PLANT AND TRUCK HIRE 2016-2018

Executive Summary:

Seeking Council's approval to accept tenders for inclusion into a panel contract for the hire of plant and equipment for the 2016/2018 financial years.

173 RESOLVED (Innes/Cowling) that Council accepts the following list of contractors onto the external plant hire contract panel for Contract RFT-753-TO:

- A & K McIntyre Pty Ltd
- AMW Transport Pty Ltd
- Aqua Assets P/L (Hamilton)
- Arbpro Pty Ltd
- Atigram Pty Ltd
- Blaizes Earthworx Pty Ltd
- Civilnett Pty Limited
- Coates Hire Operations Pty Ltd
- Coffs Coast Civil Pty Ltd
- Coffs Trenching & Pipelines
- Conplant Pty Ltd
- Crampo's Tippers Pty Ltd
- Cyber Coach t/a Coffs Coast Water Cartage
- DJ & CA Atkinson Pty Ltd
- Doyle Civil Pty Ltd
- DT & KB Gray Pty Ltd
- Dubs Earthmoving Pty Ltd
- Eastern Dorrigo Slashing
- EB & DE Bunt Pty Ltd
- English Cranes Pty Ltd trading as North Coast Cranes
- Ernie Burnett Plumbing Pty Ltd
- Espedan Pty Ltd
- Extec Solutions Pty Ltd
- Fortade Earthmoving Pty Ltd
- J&L Bowen
- J&P Cranes (NSW) Pty Ltd TA Coffs City Cranes & Rigging
- Jaru Excavations P/L (Upper Orara)
- Jim Hauville plumbing Services
- John Lacey Earthmoving Pty Ltd
- KBS Mackay Pty Ltd
- Kennards Hire
- Kingston Industries TA Tutt Bryant Hire
- M & M Water Carriers Pty Ltd
- Mal Keough Earthmoving Pty Ltd
- McIntyre Tippers Pty Ltd
- Mid North Coast Contractors Pty Ltd
- Mifsud Excavation & Earthmoving(Coffs Harbour)
- Mitchbrook Management Pty Ltd
- Northpipe Constructions Pty Ltd
- Peter Rowan Pty Ltd

Cont'd

**BS16/28 Contract No. RFT-753-TO Plant and Truck Hire 2016- 2018
...(Cont'd)**

- Pilbara Truck Hire Pty Ltd
- PL & CV McNickle PL TA Custom Clearing
- RJ & CM Tate Pty Ltd
- Serendip Holdings (NSW) Pty Ltd trading as Action Hire Vehicles
- Sherrin Rentals Pty Ltd
- Stabilcorp Pty Ltd
- Stabilised Pavements (Gosford)
- Toward Holdings Pty Ltd TA Brycker Hire
- Troy O'Doherty Earthmoving Pty Ltd

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

**BS16/29 CONTRACT NO. RFT-726-TO PROVISION OF CLEANING AND
MAINTENANCE OF COUNCILS BUILDINGS**

Executive Summary:

Council called tenders for the Provision of Cleaning & Maintenance of Council Buildings Contract No-RFT-726-TO that closed on Tuesday 5 July 2016.

The tender was advertised for a two year period commencing 1 August 2016 to 31 July 2018 with a further twelve months option based on satisfactory supplier performance.

This contract is divided into five cleaning packages, and prospective tenderers were advised that whilst it is Council's preference to award this tender as a single source supplier contract, Council reserves the right to award each of these packages to individual tenderers.

174 RESOLVED (Rhoades/Innes) that Council:

1. Council accepts the following package offers for the Provision of Cleaning & Maintenance Council Buildings contract number- RFT-726-TO:
 - Package 1 - Rigby House Advanced National Services
 - Package 2 - Toormina & Woolgoolga Libraries TJS Services Group
 - Package 3 - Mixed Buildings TJS Services Group
 - Package 4 - Administration Building Advanced National Services
 - Package 5 - Community Village & Cavanbah Hall Advanced National Services

The recommendation is on the basis that:

- a) The tender offers are the most suitable and advantageous following the application of Council's Tender Value Selection System.
- b) Based on current Council cleaning contract rates and internal expenditure it is anticipated that Council can potentially save \$74,000 per annum.
- c) Satisfactory transitioning arrangements for Package 4 - Administration Building being concluded.
- d) Comprehensive referee checks were undertaken on both recommended suppliers.

Cont'd

BS16/29 Contract No. RFT-726-TO Provision of Cleaning and Maintenance of Councils Buildings ...(Cont'd)

- e) Both recommended suppliers are registered and accredited with BNG Conserve who manages Council's online contractor management services for the compilation of insurances, licenses and work, health and safety documentation etc.
 - f) By actively going out to tender Coffs Harbour City Council will not breach the Local Government (General) Regulation 2005- Section 7 Tendering, for annual expenditure over \$150,000.
2. Provision is allowed for a 12 month extension based on satisfactory supplier performance which may take this tender through to 31 July 2019.
 3. The contract documents be executed under Council's Seal.

VOTED FOR	VOTED AGAINST
Cr Rhoades	Cr Arkan
Cr Innes	Cr Townley
Cr Knight	Cr Cowling

The **MOTION** on being put to the meeting resulted in a tied vote. The Mayor used her casting vote and the **MOTION** was declared **CARRIED**.

SUSTAINABLE COMMUNITIES DEPARTMENT REPORTS

SC16/46 CAMPING AREA FOR SELF SUSTAINABLE AND RV VEHICLES - COFFS COAST SPORT & LEISURE PARK

Executive Summary:

At its meeting of 23 June 2016, Council resolved the following:

That Council bring back a report on the viability of designating a camping area for "self sustainable" vehicles and RVs at the end of Phil Hawthorn Drive (land opposite the go-cart and motorbike track and next to the hockey fields).

Could Council also report on the viability of moving the dump point to this location, perhaps in consultation with the CMCA.

The site in question is part of the Coffs Coast Sport and Leisure Park, which is guided by a plan of management and master plan.

Due to flood levels, the site in question is not appropriate for a designated camping area.

- 175 RESOLVED** (Arkan/Knight) that Council bring back a report investigating possible land packages in Coffs Harbour local government area, which are outside of crown land within the coastal area (Coffs Coast State Park and Coffs Coast Regional Park), which could be designated to RVs and self-sustainable vehicles.

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

SUSTAINABLE INFRASTRUCTURE DEPARTMENT REPORTS

SI16/31 DISPOSAL OF EASEMENT FOR MULTIPURPOSE ELECTRICAL INSTALLATION - LOT 703 DP 1182286 COFFS HARBOUR

Executive Summary:

The purpose of this report is to obtain formal Council approval to the grant of an easement in favour of Essential Energy for a multipurpose electrical installation. The installation is required as a result of the Sunset Ridge Residential Estate which is currently being developed and adjoins Council's affected land. Council will grant the easement over its land known as Lot 703 DP 1182286 on the basis it is fairly compensated for the impact to its property.

176 RESOLVED (Townley/Arkan) that Council:

1. Grant an easement in favour of Essential Energy for a multipurpose electrical installation ("substation") approximately 7 metres by 4.2 metres over Lot 703 DP 1182286 in the location shown generally in the plan attached to this report.
2. Accept from the developer of the adjoining site, known as Sunset Ridge Estate an amount of \$500 inclusive of GST as compensation for the grant of the easement.
3. Accept that all costs associated with the matter will be borne by the developer of the adjoining development known as Sunset Ridge Estate.
4. Execute any necessary documents under the common seal of Council.

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

SI16/32 COFFS COAST REGIONAL PARK TRUST BOARD APPOINTMENTS

Executive Summary:

Council has recently received correspondence from the Office of Environment and Heritage detailing that the Minister for the Environment has created the Board of the Coffs Coast Regional Park Trust.

The seven-member Board includes two positions reserved for Councillors representing Coffs Harbour City Council. The Minister has proceeded to appoint the five non-Councillor positions.

In the normal course of events the Minister awaits Council to nominate a list of four sitting Councillor nominees from which the Minister will choose and appoint two.

However, in this instance the Minister has offered to defer the appointment of Councillor representatives until after the September 2016 Local Government elections if Council so chooses.

Cont'd

SI16/32 Coffs Coast Regional Park Trust Board Appointments ...(Cont'd)

In that case the Minister requests that a senior Council staff member be appointed in the interim as a non-voting advisor and observer for the Board.

This report requests that Council decide upon its preferred course of action and either:

- A. Nominate four Councillors for the Minister's selection of two as members of the Coffs Coast Regional Park Trust Board

Or

- B. Defer nominating Councillors until after the LG elections in September 2016 and appoint a senior staff representative to the Coffs Coast Regional Park Trust Board in the interim.

177 RESOLVED (Innes/Arkan) that Council:

- 1. Defer nominating a list of four Councillor nominees from which the Minister of the Environment would choose two nominees for appointment as members of the Coffs Coast Regional Park Trust Board pending the result of the Local Government elections in September 2016.
- 2. Appoint the Director Sustainable Infrastructure as Council's interim representative to the Coffs Coast Regional Park Trust Board (noting that this is in an advisory capacity with no voting rights) pending the appointment of Councillor members following the Local Government elections in September 2016.
- 3. Receive a further report reviewing the matter after September 2016.

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

TRUST REPORTS

T16/8 WOOLGOOLGA BEACH RESERVE DRAFT PLAN OF MANAGEMENT

Executive Summary:

The objective of this report is to provide the Trust with an analysis of the public exhibition of the Draft Plan of Management (DPoM), the subsequent actions undertaken including the Draft Plan of Management and Draft Woolgoolga Town Centre Masterplan Peer Design Review and associated community consultation and to report on the final changes to the Draft Plan of Management.

The purpose is to recommend to the Trust that the updated Draft Plan of Management for Part Reserve 63076 for Public Recreation and Resting Place (southern section of Woolgoolga Beach Reserve) be referred to the Minister responsible for Crown Lands requesting formal adoption of the plan.

Cont'd

T16/8 Woolgoolga Beach Reserve Draft Plan of Management ...(Cont'd)

Benefits of this resolution include the finalisation and adoption of the updated draft plan, enabling the implementation of the plans, actions and strategies which include:

- improved and expanded public open space
- improved community facilities and public access
- improved environmental outcomes
- a reconfigured and legislatively compliant Holiday Park that continues to meet the social and economic requirements of the Reserve and township
- provision of certainty for future operations to essential volunteer services such as Woolgoolga Surf Life Saving Club and Woolgoolga Marine Rescue.

178 RESOLVED (Townley/Rhoades) that Council, as Corporate Manager of the Coffs Coast State Park Trust, refers the updated Draft Plan of Management for Part Reserve 63076 for Public Recreation and Resting Place (southern section of Woolgoolga Beach Reserve) to the Minister responsible for Crown Land requesting adoption of the plan.

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

REQUESTS FOR LEAVE OF ABSENCE

No requests for leave of absence.

QUESTIONS ON NOTICE

No questions on notice.

MATTERS OF AN URGENT NATURE

No matters of an urgent nature.

This concluded the business and the meeting closed at 6.00 pm.

Confirmed: 11 August 2016

.....
Denise Knight
Mayor



NOTICE OF MOTION TO ORDINARY COUNCIL MEETING

RECORD OF OUTSTANDING RESOLUTIONS

Motion:

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

"An accessible standing record be maintained of all motions and resolutions and their progress towards completion."

Rationale:

"Previously CHCC maintained a record of outstanding motions and resolutions as part of its standing Council agenda. This practice has been discontinued but it would be helpful to reintroduce it (not necessarily as agenda item, which would require amendment to Code of Meeting Practice) but as a publicly accessible record of outstanding agreed actions to complete. It is not unusual for resolutions to take months or even years to reach conclusion so a standing record of this would be an asset to transparency and governance."

Staff Comment:

A perusal of Council records has shown the last time a document of this nature was presented was in early 2008.



NOTICE OF MOTION TO ORDINARY COUNCIL MEETING

ASSESSMENT OF COFFS CUP PUBLIC HOLIDAY

Motion:

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

"That Council undertake public consultation, including but not limited to direct targeted contact with all schools and bus companies who run school services, in order to assess the impact of a gazetted public half day holiday for the Coffs Cup on the community."

Rationale:

"Since the instigation of a gazetted public half day holiday for the Coffs Cup, school children who use a bus service are unable to return from school. As a result, most schools offer minimal to no school on the day, performing instead a babysitting service for parents who cannot accommodate a day off. Previously, the day was an optional holiday, where businesses could decide to close or remain open. Under that arrangement, schools were not affected. The first trial of the gazetted holiday was to include feedback afterwards, but this could now be revisited in a way which makes direct contact with every school and asks them to provide a response. Bus companies can also be asked for response as well as receiving feedback from the general public. There is a level of inconvenience and disruption to schools on account of the holiday, it is timely to take a detailed assessment weighing up the costs and benefits to the community."

Staff Comment:

The approach to the half day public holiday for the Coffs Cup was reviewed following the introduction of new legislation, *Public Holidays Act 2010*. Reports were presented to Council in February 2012 and November 2013 providing a background to the legislation, issues and stakeholder consultation undertaken at that time.

The Council officer representative on the 'Transport Working Group' (TWG) advises that the TWG discusses the transport arrangements each year at a meeting prior to the half day public holiday. Present at that meeting are representatives from the transport operators and the schools Principals' Associations.



REPORT TO ORDINARY COUNCIL MEETING

TRANSFORMATION TO SUSTAINABILITY (T2S) PROGRAM UPDATE

REPORTING OFFICER: Manager Business Transformation
DIRECTOR: General Manager
COFFS HARBOUR 2030: LC3.1 Council supports the delivery of high quality, sustainable outcomes for Coffs Harbour
ATTACHMENTS: Nil

Recommendation:

That Council note the Transformation to Sustainability (T2S) Program update report.

EXECUTIVE SUMMARY

At its meeting of 28 July 2016, Council resolved that a report be prepared updating Council on the status of the Transformation to Sustainability (T2S) Program.

The T2S program is part of Council's broader initiatives to achieve financial sustainability, which include a special rate variation, improved asset management and improved returns from commercial business units. These strategies were detailed in Council's Fit for the Future Improvement Proposal in June 2015, on the basis of which Council was assessed as 'fit'. Importantly efforts such as the T2S Program to reduce operational expenditure will mitigate the need for future increases in general rate revenue. Therefore, increased efficiency can lead to increased affordability for ratepayers for the services Council delivers.

The T2S Program thus far has exceeded its original saving target of \$3.2M in annualised savings, with a further 12 months to run on the program expected to yield further annualised savings. This has contributed significantly to the organisation's ongoing financial and operational sustainability and its ability to avoid special rate increases into the future. The one-off investment in the program has also been greater than anticipated; however, these costs have been fully offset by additional one-off savings.

Council has been kept abreast of both the investment and savings resulting from the T2S Program as well as the general progress of the program via six regular briefings on 25 May 2015, 24 August 2015, 30 November 2015, 10 February 2016, 2 May 2016 and 14 June 2016. Considering the information provided at the regular briefings and information provided in this report it is recommended that Council note the T2S update report.

REPORT

Description of Item:

At its meeting of 28 July 2016, Council resolved the following:

That council bring back a report updating Council on the status of the Transformation to Sustainability (T2S) Program. Specifically addressing:

- 1. Total costs of all redundancies and associated costs to date;*
- 2. Number of staff who have reduced hours or reduced classification of pay scale who are operating on the two-year salary maintenance clause;*
- 3. Total cost of this, i.e. difference between initial salary and new salary point;*
- 4. Total costs to date in consultancy associated with T2S;*
- 5. Details of all cost savings including annualised savings from new programs and all other savings attributed to T2S; and*
- 6. Projections of other associated costs and savings associated with T2S.*

Some aspects of the questions above are operational in nature.

By way of background, Council at its meeting on 10 July 2014 unanimously endorsed the implementation of the T2S Program to assist Council achieve operational and financial sustainability through changing the way the organisation leads, manages and works and identifying \$3.2 million in ongoing annual operational savings by the end of the three year program.

The T2S Program is part of Council's broader initiatives to achieve financial sustainability, which include a special rate variation, improved asset management and improved returns from commercial business units. These strategies were detailed in Council's Fit for the Future Improvement Proposal in June 2015, on the basis of which Council was assessed as 'fit'. Importantly, efforts such as the T2S Program to reduce operational expenditure will mitigate the need for future increases in general rate revenue. Therefore, increased efficiency can lead to increased affordability for ratepayers for the services Council delivers.

The T2S Program is unique in NSW Local Government in that it has transformed the entire organisation around a common target operating model, led by a newly composed leadership group. In considering new operating models for the groups and new ways of working, traditional local government boundaries have been challenged and replaced with broader organisational models and with an increased focus on the operational needs of the community. A strong focus on achieving and measuring outcomes as opposed to inputs and outputs has been implemented, underpinned by maintaining existing levels of service provided to the community.

The following financial snapshot as at 30 June 2016 addresses the majority of questions raised in the Notice of Motion. It details the investment in, or costs of, the program as well as the benefits achieved. Importantly it highlights the cumulative impact of the benefits over a ten year period clearly showing significant financial savings to the organisation and in turn the community – where questions are not addressed, further detail is provided below.

Investment (\$000's)	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Internal Staff Costs	\$165	\$390	\$264	\$0	\$0	\$0	\$0	\$0	\$0	\$0
T2S Consulting - Recruitment/Industrial Relations Advice	\$165	\$16	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
T2S Consulting - PMO Support	\$127	\$276	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
T2S Consulting - Leadership Development Program	\$60	\$30	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Continuous Improvement Consulting	\$0	\$0	\$245	\$0	\$0	\$0	\$0	\$0	\$0	\$0
T2S Redundancy Costs	\$776	\$2,889	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
T2S Software Costs	\$0	\$9	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Investment	\$1,293	\$3,610	\$509	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annualised Savings (\$000's)	\$0	\$1,035	\$3,561	\$4,011	\$4,011	\$4,181	\$4,181	\$4,181	\$4,181	\$4,181
One Off Savings	\$645	\$1,551	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Net Result (\$000's)	-\$648	-\$1,024	\$3,052	\$4,011	\$4,011	\$4,181	\$4,181	\$4,181	\$4,181	\$4,181
Cumulative Net Result (\$000's)	-\$648	-\$1,672	\$1,380	\$5,391	\$9,402	\$13,583	\$17,764	\$21,945	\$26,126	\$30,307

Notes

- ** Year 3 expenses are not actuals they are estimates as per the approved budget
- ** T2S Consulting - PMO Support and Leadership Development are as per RFT-685-TO approved by Council on 23rd October 2014
- ** Annualised savings include the savings made from the transition to the new Visitor Information Services model
- ** Annualised savings include anticipated \$450k of procurement savings from Year 4
- ** Annualised savings includes anticipated \$170k of savings at the completion of salary maintenance from Year 6
- ** The annualised savings profile continues beyond Year 10

In addition to the annualised savings identified in the table above Council staff have worked hard to identify one-off budget savings to be used to assist in offsetting the additional investment in redundancies. In Year 1 of the T2S Program approximately \$645,000 in one-off savings were identified and in Year 2 approximately \$1,551,000 in one-off savings were identified. This combined with a CDO debt recovery has enabled the complete offset of the additional investment.

From an industrial perspective, Council operates under various industrial instruments. Under those instruments the employer is required to meet various obligations. One of those obligations allows for a period of two years' salary maintenance. This occurs where an employee whose substantive role was no longer required to be done in the new organisation structure successfully applied for and was appointed to a role at a lower grade/paypoint or the employee accepted redeployment to a role at a lower grade/paypoint. There are currently 41 employees being salary maintained under this principle.

At the conclusion of the maintenance period a further reduction of approximately \$170,000 in Council's annual costs will be realised. This has been taken into consideration in the financials summarised in the table above.

Issues:

There are no issues associated with this 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**

Whilst there were arguably some social impacts resulting from the staff redundancies associated with the T2S Program, Council has met and exceeded its industrial obligations, a principle that was adopted and acknowledged by Council at the commencement of the Program.

- **Civic Leadership**

The T2S Program demonstrates Council's leadership in addressing the efficiency and, therefore the expenditure of Council in delivering its services, in conjunction with the revenue side of the equation. The expenditure side is often a more difficult area to address due to engrained cost structures and requires determination to fundamentally shift to a lower expenditure outcome.

The success of the T2S Program has been recognised through Council receiving a Local Government Professional Excellence in Leadership Award for 2015.

- **Economic**

Broader Economic Implications

Financial and operational sustainability for Coffs Harbour City Council is critical for the ongoing delivery of outcomes for our community. The T2S Program thus far has exceeded its saving target of \$3.2M in annualised savings, with a further 12 months to run on the program expected to yield further annualised savings. This has contributed significantly to the organisation's ongoing financial and operational sustainability and its ability to avoid special rate increases in the future.

Delivery Program/Operational Plan Implications

As discussed above investments and savings related to the T2S Program have been captured through the Operational Plan and Delivery Programs, including the recognition of additional one-off savings to balance the program. The projected higher annualised savings result will also be incorporated in Future Long Term Financial Plans and Delivery Programs.

Risk Analysis:

Risks to Council have been mitigated through strong leadership demonstrated by the initial unanimous endorsement of the program through to support for the operational leadership of Council. The T2S Program has included a holistic reorganisation of the operations of Council to deliver significant ongoing efficiencies and savings while maintaining levels of service. Industrial relations issues and risks have been managed during the program.

Consultation:

Internal consultation has been considered in the preparation of this report.

Councillors have been briefed on the T2S Program as outlined in the table below. During the briefing on 24 August 2015 Councillors were initially notified of the expected additional investment required in redundancies and the plans to identify additional one-off savings to assist in offsetting the additional costs. This communication has continued at all subsequent briefings held as follows:

- 25 May 2015
- 24 August 2015
- 30 November 2015
- 10 February 2015
- 2 May 2016
- 14 June 2016

Related Policy, Precedents and / or Statutory Requirements:

Local Government (State) Award 2014.

Implementation Date / Priority:

Nil.

Conclusion:

In summary, the following points are relevant:

- I. The investment in the T2S Program, including redundancy costs, has resulted in the original annualised savings target of \$3.2m being exceeded (2 years into a 3 year program);
- II. Whilst additional redundancy costs were incurred, these were offset by one-off savings;
- III. If the additional redundancy investment had not occurred, the T2S Program would not have realised the annualised operational savings achieved thus far;
- IV. Further savings are envisaged in the T2S Program through improved procurement processes and the expiration of salary maintenance;
- V. As pointed out in the report above, without the T2S Program it is likely that further rate increases would have been incurred by the community;
- VI. At this stage, reflecting on the Table in this report, it is clear that at the expiration of 10 years from the start of the T2S Program, that just over \$30m cumulative benefit will have accrued to the organisation and ultimately the community.

Council has been kept abreast of both the investment and savings resulting from the T2S Program as well as the general progress of the program via six regular briefings. Considering the information provided at the regular briefings and information provided in this report it is recommended that Council note the T2S update report.



REPORT TO ORDINARY COUNCIL MEETING

DEFERRED DEVELOPER CONTRIBUTIONS POLICY - INCLUSION IN DEVELOPER CONTRIBUTIONS PLANS

REPORTING OFFICER:	Developer Contributions Officer
DIRECTOR:	Director Business Services
COFFS HARBOUR 2030:	LP 1.3 Support innovation and leadership in sustainable business practices LC 3.1 Council supports the delivery of high quality, sustainable outcomes for Coffs Harbour PL 1.1 Promote higher densities in our urban centres PL 1.5 Encourage innovative developments that embrace our climate and local environment
ATTACHMENTS:	Nil.

Recommendation:

That Council adopt the following updated Developer Contributions Plans

- Coffs Harbour Administration Levy
 - Coffs Harbour City Centre Parking
 - Coffs Harbour Mines and Extractive Industries
 - Coffs Harbour Open Space
 - Coffs Harbour Road Network
 - Hearnes Lake / Sandy Beach Release Area
 - Jetty Area Car Parking
 - Korora Rural Residential Release Area
 - Moonee Release Area
 - North Coffs Release Area
 - North Boambee Valley (East) Release Area
 - North Bonville
 - Park Beach Area
 - South Coffs
 - Surf Rescue Facilities
 - West Coffs Harbour
 - West Woolgoolga
 - Water Development Servicing Plan
 - Wastewater Development Servicing Plan
-

EXECUTIVE SUMMARY

The purpose of this report is to present Council with the Developer Contributions Plans, consistent with the recently amended and adopted Deferred Development Contributions Policy, following their public exhibition for a period of 28 days from 20 June 2016 and report on the outcome of the exhibition period. The draft plans should now be considered for adoption.

REPORT

Description of Item:

On 9 June 2016 Council resolved to adopt an amended Deferred Developer Contributions Policy. The policy altered the maximum permissible time for deferral from 6 months to 12 months. It also removed the following provisions contained in the former policy and in Council's Developer Contributions Plans:

- For developments involving subdivisions – prior to release of a subdivision certificate
- For developments involving building works – prior to release of a construction certificate

Additionally Council resolved to place the draft Developer Contributions Plans on public exhibition and that submissions be invited.

Draft Developer Contributions Plans were prepared that have had the clause under the heading of "Deferred or Periodic Payments" removed and the following clause inserted:

'Where an applicant wishes to seek a deferral of contributions payable they should consult Councils current "Deferred Developer Contributions Policy".'

No other amendments have been included in the draft plans. The exhibited plans can be viewed at <http://www.coffsharbour.nsw.gov.au/places-for-living/land-use/Pages/Draft-Developer-Contribution-Plans.aspx>.

Issues:

The draft Developer Contributions Plans were placed on exhibition for a period of 28 days from 20 June 2016 until 18 July 2016. No submissions were received. It is prudent for Council to proceed with adoption of the draft plans in order to ensure Council's Developer Contributions Plans are reflective of the recently adopted Deferred Developer Contributions Policy.

Options:

The options available to Council are;

1. Adopt the recommendation provided to Council.
2. Reject the recommendation provided to Council. This would result in the current adopted Developer Contributions Plans remaining unchanged.
3. Amend the draft plans and then adopt.

Sustainability Assessment:

- **Environment**

There are no environmental issues associated with this report.

- **Social**

The inclusion of the revised contribution deferral clause in the plans that reflect Council's current Deferred Developer Contributions Policy will provide certainty as to Council's exact position on contribution deferrals.

- **Civic Leadership**

Adoption of the updated plans will ensure they reflect accurately the recently adopted Deferred Developer Contributions Policy, thereby exhibiting sound management practices.

- **Economic**

Broader Economic Implications

There are no broader economic implications associated with this report.

Delivery Program/Operational Plan Implications

There are no immediate delivery program/operational plan implications associated with this report.

Risk Analysis:

Should Council resolve not to adopt the updated plans, then the current plans will remain in place. This will result in the clauses contained in the plans under the section "Deferred or Periodic Payment" not being reflective of Council's current adopted Deferred Developer Contributions Policy. This poses a reputational risk to Council and could lead to issues associated with exactly which deferral provisions are current.

Consultation:

The draft plans, which can be viewed at <http://www.coffsharbour.nsw.gov.au/places-for-living/land-use/Pages/Draft-Developer-Contribution-Plans.aspx> have been on exhibition for 28 days, with submissions invited. A notice of exhibition was placed in the Coffs Coast Advocate on Saturday 18 June 2016. No submissions were received on the draft plans.

Related Policy, Precedents and / or Statutory Requirements:

Clause 31 of the Environmental Planning and Assessment Regulation provides as follows:

(1) After considering any submissions about the draft **contributions** plan that have been duly made, the council:

- (a) may approve the plan in the form in which it was publicly exhibited, or
- (b) may approve the plan with such alterations as the council thinks fit, or
- (c) may decide not to proceed with the plan.

(2) The council must give **public notice** of its decision in a local newspaper within 28 days after the decision is made.

(3) Notice of a decision not to proceed with a **contributions** plan must include the council's reasons for the decision.

(4) A **contributions** plan comes into effect on the date that **public notice** of its **approval** is given in a local newspaper, or on a later date specified in the notice.

Council has had a contribution deferral policy and provisions within Section 94 Plans in place for many years.

Implementation Date / Priority:

Public notification of the adoption of the updated plans will occur immediately should Council adopt the recommendation of this report.

Conclusion:

It is recommended that Council adopt the updated plans as exhibited.



REPORT TO ORDINARY COUNCIL MEETING

BANK AND INVESTMENT BALANCES FOR JUNE 2016

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

Recommendation:

1. That the bank balances and investments totaling (from loans, Section 94 and other avenues that form the restricted accounts and are committed for future works) \$169,489,961 as at 30 June 2016 be noted.
2. That the general fund unrestricted cash and investments totaling \$939,216 as at 30 June 2016 be noted.

EXECUTIVE SUMMARY

The purpose is to report on Council's Bank Balances and Investments as at 30 June 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.

REPORT

Description of Item:

A copy of the state of Bank Balances and Investments as at 30 June 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 June 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 June 2016 it is noted that after deducting, from the total bank and investment balances of \$169,489,961 the estimated restricted General, Trust, Water and Sewerage cash and investments (\$168,550,745) 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 June 2016 to 30 June 2016



Attachment

Investment Report Pack
Coffs Harbour City Council
1 June 2016 to 30 June 2016

Contents

1. Investment Portfolio Valuation As At 30 June 2016
2. Coupon Interest Income For 1 June 2016 to 30 June 2016
3. Investment Portfolio Valuation By Categories As At 30 June 2016
4. Investment Performance Statistics For Period Ending 30 June 2016



1. Investment Portfolio Valuation As At 30 June 2016

Fixed Interest Security	Security Rating	ISIN	Face Value Original	Bond Factor	Face Value Current	Capital Price	Accrued Interest Price	Market Value	% Total Value	Running Yield	Weighted Running Yield
11am Cash											
ANZ 11am Cash	S&P A1+		141,622.81	1.00000000	141,622.81	100.000	0.000	141,622.81	0.08%		
NAB 11am Cash	S&P A1+		4,095,562.51	1.00000000	4,095,562.51	100.000	0.000	4,095,562.51	2.42%		
NAB 11am Cash	S&P A1+		10,096,497.58	1.00000000	10,096,497.58	100.000	0.000	10,096,497.58	5.96%		
			14,333,682.90		14,333,682.90			14,333,682.90	8.46%		
ASX Listed Fixed Rate Security											
HBSHB 7.25 20 Jun 2017 ASX Fixed	AR AR BBB+	AU0000HBSHB9	3,000,000.00	1.00000000	3,000,000.00	103.801	0.199	3,120,000.00	1.84%		
			3,000,000.00		3,000,000.00			3,120,000.00	1.84%		
Covered Floating Bond											
SunMet 0.7 05 Nov 2019 COVEREDFLO	S&P A+	AU3FN0025136	2,000,000.00	1.00000000	2,000,000.00	99.284	0.420	1,994,080.00	1.18%		
			2,000,000.00		2,000,000.00			1,994,080.00	1.18%		
Flexi Deposit (Float/Fix)											
NAB 3.65 23 Jan 2020 1826DAY FlexiDep	S&P AA-		2,000,000.00	1.00000000	2,000,000.00	100.000	0.000	2,000,000.00	1.18%		
			2,000,000.00		2,000,000.00			2,000,000.00	1.18%		
Floating Rate Note											
AMP 1.35 24 May 2021 FRN	S&P A+	AU3FN0031357	5,000,000.00	1.00000000	5,000,000.00	99.921	0.339	5,013,000.00	2.96%		
BOQ 1.05 Feb 2018 FRN	S&P A-	AU3FN0030102	1,000,000.00	1.00000000	1,000,000.00	100.017	0.466	1,004,830.00	0.59%		
BOQ 1.07 06 Nov 2019 FRN	S&P AA-	AU3FN0025235	4,000,000.00	1.00000000	4,000,000.00	99.191	0.468	3,986,360.00	2.35%		
BOQ 1.48 18 May 2021 FRN	S&P AA-	AU3FN0031290	1,000,000.00	1.00000000	1,000,000.00	100.416	0.409	1,008,250.00	0.59%		
BENAU 1.27 14 Nov 2018 FRN	S&P A-	AU3FN0021226	1,000,000.00	1.00000000	1,000,000.00	100.423	0.401	1,008,240.00	0.59%		
BENAU 0.93 17 Sep 2019 FRN	S&P A-	AU3FN0024824	3,000,000.00	1.00000000	3,000,000.00	98.911	0.104	2,970,450.00	1.75%		
BENAU 1.1 18 Aug 2020 FRN	S&P A-	AU3FN0028361	2,000,000.00	1.00000000	2,000,000.00	99.088	0.364	1,989,040.00	1.17%		
CBA 0.98 18 Jul 2019 FRN	S&P AA-	AU3FN0030912	1,000,000.00	1.00000000	1,000,000.00	100.285	0.654	1,009,390.00	0.60%		
CBA 1.15 18 Jan 2021 FRN	S&P AA-	AU3FN0029906	2,000,000.00	1.00000000	2,000,000.00	100.276	0.688	2,019,280.00	1.19%		
CredSuis 1.03 16 Jul 2019 FRN	S&P A	AU3FN0023990	5,500,000.00	1.00000000	5,500,000.00	98.807	0.664	5,470,905.00	3.23%		
CredSuis 1.95 09 Mar 2021 FRN	S&P A	AU3FN0030458	1,000,000.00	1.00000000	1,000,000.00	101.522	0.229	1,017,510.00	0.60%		
CUA 1.3 20 Mar 2017 FRN	S&P BBB+	AU3FN0022372	1,500,000.00	1.00000000	1,500,000.00	100.124	0.090	1,503,210.00	0.89%		
CUA 1.2 22 Dec 2017 FRN	S&P BBB+	AU3FN0024865	1,000,000.00	1.00000000	1,000,000.00	99.795	0.070	998,650.00	0.59%		
CUA 1.6 01 Apr 2019 FRN	S&P BBB+	AU3FN0030714	6,000,000.00	1.00000000	6,000,000.00	100.027	0.957	6,059,040.00	3.57%		
HBS 1.15 07 May 2018 FRN	Fitch BBB+	AU3FN0027330	2,000,000.00	1.00000000	2,000,000.00	99.455	0.447	1,998,040.00	1.18%		
LEH 15 Jun 2040 FRN	Unrated UR	XS0305158031	800,000.00	1.00000000	800,000.00	0.000	0.000	0.00	0.00%		
MACQ 2.9 09 Mar 2017 FRN	S&P A	AU3FN0015004	5,000,000.00	1.00000000	5,000,000.00	101.553	0.283	5,091,800.00	3.00%		
MACQ 1.1 03 Mar 2020 FRN	S&P A	AU3FN0026605	1,000,000.00	1.00000000	1,000,000.00	99.387	0.229	996,160.00	0.59%		
ME Bank 1 17 Nov 2017 FRN	S&P BBB+	AU3FN0025532	3,000,000.00	1.00000000	3,000,000.00	99.835	0.360	3,005,850.00	1.77%		



NPBS 1.1 27 Feb 2018 FRN	S&P BBB+	AU3FN0026498	900,000.00	1.00000000	900,000.00	99.378	0.286	896,976.00	0.53%
NPBS 1.6 22 Mar 2019 FRN	S&P BBB+	AU3FN0030581	2,000,000.00	1.00000000	2,000,000.00	100.037	0.079	2,002,320.00	1.18%
PCU 1.1 21 Aug 2017 FRN	S&P BBB+	AU3FN0024329	1,000,000.00	1.00000000	1,000,000.00	99.575	0.322	998,970.00	0.59%
RBC 1.28 03 Feb 2021 FRN	S&P AA-	AU3FN0030094	1,000,000.00	1.00000000	1,000,000.00	99.983	0.544	1,005,270.00	0.59%
SunMet 0.94 20 Aug 2019 FRN	S&P A+	AU3FN0024345	3,000,000.00	1.00000000	3,000,000.00	99.232	0.329	2,986,830.00	1.76%
SunMet 1.25 20 Oct 2020 FRN	S&P A+	AU3FN0029195	1,000,000.00	1.00000000	1,000,000.00	100.104	0.686	1,007,900.00	0.59%
SunMet 1.38 12 Apr 2021 FRN	S&P A+	AU3FN0030839	1,000,000.00	1.00000000	1,000,000.00	100.279	0.788	1,010,670.00	0.60%
UBS Aust 0.95 27 Aug 2019 FRN	S&P A-	AU3FN0024402	2,000,000.00	1.00000000	2,000,000.00	99.166	0.272	1,988,760.00	1.17%
Westpac 0.9 28 Jul 2020 FRN	S&P AA-	AU000WBCHBIO	2,000,000.00	1.00000000	2,000,000.00	99.601	0.526	2,002,540.00	1.18%
			60,700,000.00		60,700,000.00			60,050,241.00	35.43%
Floating Rate TCD									
ANZ 0.85 11 Nov 2019 FloatTCD	S&P AA-	AU3FN0025433	2,250,000.00	1.00000000	2,250,000.00	99.695	0.392	2,251,957.50	1.33%
			2,250,000.00		2,250,000.00			2,251,957.50	1.33%
Term Deposit									
AMP 3 30 Nov 2016 183DAY TD	S&P A1		1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	1,000,000.00	0.59%
AMP 3 31 May 2017 365DAY TD	S&P A1		1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	1,000,000.00	0.59%
ARA 3.05 10 Jul 2017 731DAY TD	S&P B		2,000,000.00	1.00000000	2,000,000.00	100.000	0.000	2,000,000.00	1.18%
ARA 4.7 07 May 2018 1826DAY TD	S&P BB+		1,500,000.00	1.00000000	1,500,000.00	100.000	0.000	1,500,000.00	0.89%
Auswide 7.1 29 Jul 2016 1828DAY TD	S&P BBB		1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	1,000,000.00	0.59%
Auswide 7.1 08 Aug 2016 1827DAY TD	S&P BBB		1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	1,000,000.00	0.59%
Auswide 3.75 12 Dec 2016 733DAY TD	S&P BBB		2,000,000.00	1.00000000	2,000,000.00	100.000	0.000	2,000,000.00	1.18%
BCCU 4.25 02 Jun 2017 1095DAY TD	Unrated UR		1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	1,000,000.00	0.59%
BOQ 3.1 27 Jul 2016 182DAY TD	S&P A2		1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	1,000,000.00	0.59%
BOQ 6.69 08 Aug 2016 1827DAY TD	S&P A-		2,500,000.00	1.00000000	2,500,000.00	100.000	0.000	2,500,000.00	1.48%
BOQ 3.1 20 Aug 2016 180DAY TD	S&P A2		2,000,000.00	1.00000000	2,000,000.00	100.000	0.000	2,000,000.00	1.18%
BOQ 4.65 17 May 2017 1461DAY TD	S&P A-		1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	1,000,000.00	0.59%
BOQ 5.44 06 Jun 2017 1827DAY TD	S&P A-		2,000,000.00	1.00000000	2,000,000.00	100.000	0.000	2,000,000.00	1.18%
BOQ 5.65 04 Sep 2017 1827DAY TD	S&P A-		2,000,000.00	1.00000000	2,000,000.00	100.000	0.000	2,000,000.00	1.18%
BOQ 5.15 05 Feb 2018 1827DAY TD	S&P A-		3,000,000.00	1.00000000	3,000,000.00	100.000	0.000	3,000,000.00	1.77%
BOQ 4.7 20 Feb 2018 1460DAY TD	S&P A-		1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	1,000,000.00	0.59%
BOQ 5.1 05 Mar 2018 1826DAY TD	S&P A-		2,000,000.00	1.00000000	2,000,000.00	100.000	0.000	2,000,000.00	1.18%
SYD 3.15 19 Sep 2016 210DAY TD	Unrated UR		2,000,000.00	1.00000000	2,000,000.00	100.000	0.000	2,000,000.00	1.18%
SYD 3.15 19 Sep 2016 272DAY TD	Unrated UR		1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	1,000,000.00	0.59%
BENAU 2.95 12 Aug 2016 365DAY TD	S&P A2		1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	1,000,000.00	0.59%
BBA 3.45 02 Mar 2017 731DAY TD	S&P A2		750,000.00	1.00000000	750,000.00	100.000	0.000	750,000.00	0.44%
BBA 3.7 02 Mar 2018 1096DAY TD	S&P A2		990,000.00	1.00000000	990,000.00	100.000	0.000	990,000.00	0.58%
BSBS 3.04 19 Jan 2017 233DAY TD	S&P A2		1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	1,000,000.00	0.59%
BSBS 3.04 27 Apr 2017 331DAY TD	S&P A2		1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	1,000,000.00	0.59%



Attachment
Investment Report Pack
Coffs Harbour City Council
1 June 2016 to 30 June 2016

DFB 3.05 01 Dec 2016 366DAY TD	S&P A2	2,000,000.00	1.00000000	2,000,000.00	100.000	0.000	2,000,000.00	1.18%
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	2,000,000.00	1.18%
ING 6.01 17 Aug 2017 1826DAY TD	S&P A-	2,000,000.00	1.00000000	2,000,000.00	100.000	0.000	2,000,000.00	1.18%
ING 5.6 06 Sep 2017 1826DAY TD	S&P A-	2,000,000.00	1.00000000	2,000,000.00	100.000	0.000	2,000,000.00	1.18%
ING 4.55 02 Mar 2018 1460DAY TD	S&P A-	2,000,000.00	1.00000000	2,000,000.00	100.000	0.000	2,000,000.00	1.18%
ING 4.66 07 May 2018 1826DAY TD	S&P A-	1,500,000.00	1.00000000	1,500,000.00	100.000	0.000	1,500,000.00	0.89%
ME Bank 3.05 05 Jul 2016 216DAY TD	S&P A2	1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	1,000,000.00	0.59%
ME Bank 4.15 02 Jun 2017 1096DAY TD	S&P BBB+	1,500,000.00	1.00000000	1,500,000.00	100.000	0.000	1,500,000.00	0.89%
ME Bank 5.05 18 Feb 2019 1826DAY TD	S&P BBB+	3,000,000.00	1.00000000	3,000,000.00	100.000	0.000	3,000,000.00	1.77%
ME Bank 4.81 07 May 2019 1826DAY TD	S&P BBB+	2,000,000.00	1.00000000	2,000,000.00	100.000	0.000	2,000,000.00	1.18%
ME Bank 4.65 03 Jun 2019 1826DAY TD	S&P BBB+	2,000,000.00	1.00000000	2,000,000.00	100.000	0.000	2,000,000.00	1.18%
ME Bank 4.65 11 Jun 2019 1827DAY TD	S&P BBB+	1,500,000.00	1.00000000	1,500,000.00	100.000	0.000	1,500,000.00	0.89%
ME Bank 4.27 02 Sep 2019 1826DAY TD	S&P BBB+	2,000,000.00	1.00000000	2,000,000.00	100.000	0.000	2,000,000.00	1.18%
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	2,000,000.00	1.18%
NAB 3.01 13 Oct 2016 153DAY TD	S&P A1+	1,500,000.00	1.00000000	1,500,000.00	100.000	0.000	1,500,000.00	0.89%
NAB 3.17 20 Feb 2017 733DAY TD	S&P AA-	4,000,000.00	1.00000000	4,000,000.00	100.000	0.000	4,000,000.00	2.36%
NAB 4 12 Dec 2019 1826DAY TD	S&P A1+	1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	1,000,000.00	0.59%
PCUSA 3.2 17 Oct 2016 214DAY TD	Unrated UR	1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	1,000,000.00	0.59%
PCUSA 3.2 17 Nov 2016 245DAY TD	Unrated UR	1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	1,000,000.00	0.59%
PCUSA 4.1 30 Oct 2018 1460DAY TD	Unrated UR	500,000.00	1.00000000	500,000.00	100.000	0.000	500,000.00	0.30%
PCUSA 5.05 01 Mar 2019 1824DAY TD	Unrated UR	1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	1,000,000.00	0.59%
Qld Police 3.05 21 Feb 2017 550DAY TD	S&P BBB	1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	1,000,000.00	0.59%
Qld Police 3.15 16 May 2018 730DAY TD	S&P A2	2,000,000.00	1.00000000	2,000,000.00	100.000	0.000	2,000,000.00	1.18%
RABO 4.1 18 Aug 2018 1461DAY TD	Moodys Aa2	1,500,000.00	1.00000000	1,500,000.00	100.000	0.000	1,500,000.00	0.89%
RABO 4.05 14 Jan 2020 1826DAY TD	Moodys Aa2	1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	1,000,000.00	0.59%
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	1,000,000.00	0.59%
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	5,000,000.00	2.95%
SunMet 2.95 19 Dec 2016 181DAY TD	S&P A1	1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	1,000,000.00	0.59%
CAP 3.05 17 Oct 2016 153DAY TD	Unrated UR	1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	1,000,000.00	0.59%
WAWCU 3.1 28 May 2018 731DAY TD	Unrated UR	1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	1,000,000.00	0.59%
		85,740,000.00		85,740,000.00			85,740,000.00	50.59%
FI Total		170,023,682.90		170,023,682.90			169,489,961.40	100.00%



2. Coupon Interest Income For 1 June 2016 to 30 June 2016

Security	Income Expense Code	Settlement Date	Consideration Notional	Income Type	Trading Book
BCCU 4.25 02 Jun 2017 1095DAY TD	IEI32564	2 Jun 2016	42,616.44	Security Coupon Interest	Coffs Harbour
ME Bank 4.15 02 Jun 2017 1096DAY TD	IEI32566	2 Jun 2016	62,420.55	Security Coupon Interest	Coffs Harbour
MACQ 1.1 03 Mar 2020 FRN	IEI32655	3 Jun 2016	8,595.07	Security Coupon Interest	Coffs Harbour
ME Bank 4.65 03 Jun 2019 1826DAY TD	IEI32683	3 Jun 2016	93,254.79	Security Coupon Interest	Coffs Harbour
BOQ 5.44 06 Jun 2017 1827DAY TD	IEI34078	6 Jun 2016	109,396.16	Security Coupon Interest	Coffs Harbour
CBA 4.55 06 Jun 2016 1112DAY TD	IEI32703	6 Jun 2016	45,250.68	Security Coupon Interest	Coffs Harbour
CredSuis 1.95 09 Mar 2021 FRN	IEI33485	9 Jun 2016	10,762.74	Security Coupon Interest	Coffs Harbour
MACQ 2.9 09 Mar 2017 FRN	IEI34081	9 Jun 2016	65,957.52	Security Coupon Interest	Coffs Harbour
ME Bank 4.65 11 Jun 2019 1827DAY TD	IEI34082	13 Jun 2016	69,941.10	Security Coupon Interest	Coffs Harbour
BENAU 0.93 17 Sep 2019 FRN	IEI33234	17 Jun 2016	24,588.20	Security Coupon Interest	Coffs Harbour
CUA 1.3 20 Mar 2017 FRN	IEI33267	20 Jun 2016	13,537.81	Security Coupon Interest	Coffs Harbour
HBSHB 7.25 20 Jun 2017 ASX Fixed	IEI33252	20 Jun 2016	54,225.00	Security Coupon Interest	Coffs Harbour
SuncorpGp 3.1 20 Jun 2016 181DAY TD	IEI27883	20 Jun 2016	15,372.60	Security Coupon Interest	Coffs Harbour
SuncorpGp 3.1 20 Jun 2016 181DAY TD	IEI34211	21 Jun 2016	48.68	Security Coupon Interest	Coffs Harbour
CUA 1.2 22 Dec 2017 FRN	IEI33340	22 Jun 2016	8,847.12	Security Coupon Interest	Coffs Harbour
NPBS 1.6 22 Mar 2019 FRN	IEI33349	22 Jun 2016	19,710.68	Security Coupon Interest	Coffs Harbour
BOQ 7.47 29 Jun 2016 1827DAY TD	IEI33467	29 Jun 2016	74,904.66	Security Coupon Interest	Coffs Harbour
ANZ 11am Cash	IEI33907	30 Jun 2016	287.51	Bank Interest	Coffs Harbour
NAB 11am Cash	IEI33905	30 Jun 2016	5,243.13	Bank Interest	Coffs Harbour
NAB 11am Cash	IEI33906	30 Jun 2016	21,995.68	Bank Interest	Coffs Harbour
			746,956.12		



3. Investment Portfolio Valuation By Categories As At 30 June 2016

Short Term Security Rating Group	Market Value	% Total Value
A1+	18,833,682.90	11.11%
A1	8,000,000.00	4.72%
A2	15,740,000.00	9.29%
N/R	9,500,000.00	5.61%
Portfolio Total	52,073,682.90	30.72%

Market Value by Security Rating Group (Short Term)



Long Term Security Rating Group	Market Value	% Total Value
AA+ to AA-	21,783,047.50	12.85%
A+ to A-	54,550,175.00	32.18%
BBB+ to BBB-	32,465,016.00	19.15%
BB+ to BB-	1,500,000.00	0.89%
B+ to B-	2,000,000.00	1.18%
N/R	1,998,040.00	1.18%
AR AR BBB+	3,120,000.00	1.84%
Portfolio Total	117,416,278.50	69.28%

Market Value by Security Rating Group (Long Term)





Issuer	Market Value	% Total Value
AMP Bank Ltd	7,013,000.00	4.14%
ANZ Banking Group Ltd	2,393,580.31	1.41%
Arab Bank Australia Ltd	3,500,000.00	2.07%
Auswide Bank Limited	4,000,000.00	2.36%
	1,000,000.00	0.59%
Bananacoast Community Credit Union Ltd		
Bank of Queensland Ltd	22,499,440.00	13.27%
Bank of Sydney Ltd	3,000,000.00	1.77%
Bendigo & Adelaide Bank Ltd	6,967,730.00	4.11%
Beyond Bank Australia Ltd	1,740,000.00	1.03%
Big Sky Building Society	2,000,000.00	1.18%
Commonwealth Bank of Australia Ltd	3,028,670.00	1.79%
Credit Suisse Sydney	6,488,415.00	3.83%
Credit Union Australia Ltd	8,560,900.00	5.05%
Defence Bank Ltd	4,000,000.00	2.36%
Heritage Bank Ltd	5,118,040.00	3.02%
ING Bank Australia Limited	7,500,000.00	4.43%
Lehman Brothers Treasury Co. B.V.	0.00	0.00%
Macquarie Bank	6,087,960.00	3.59%
Members Equity Bank Ltd	16,005,850.00	9.44%
National Australia Bank Ltd	24,692,060.09	14.57%
Newcastle Permanent Building Society Ltd	2,899,296.00	1.71%
Police Bank Ltd	998,970.00	0.59%
Police Credit Union SA	3,500,000.00	2.07%
QPCU LTD t/a QBANK	3,000,000.00	1.77%
Rabobank Australia Ltd	2,500,000.00	1.48%
Royal Bank of Canada, Sydney Branch	1,005,270.00	0.59%
Rural Bank Ltd	1,000,000.00	0.59%
Suncorp-Metway Ltd	12,999,480.00	7.67%
The Capricornian Limited	1,000,000.00	0.59%
UBS Australia Ltd	1,988,760.00	1.17%
WAW Credit Union	1,000,000.00	0.59%
Westpac Banking Corporation Ltd	2,002,540.00	1.18%
Portfolio Total	169,489,961.40	100.00%

Market Value by Issuer

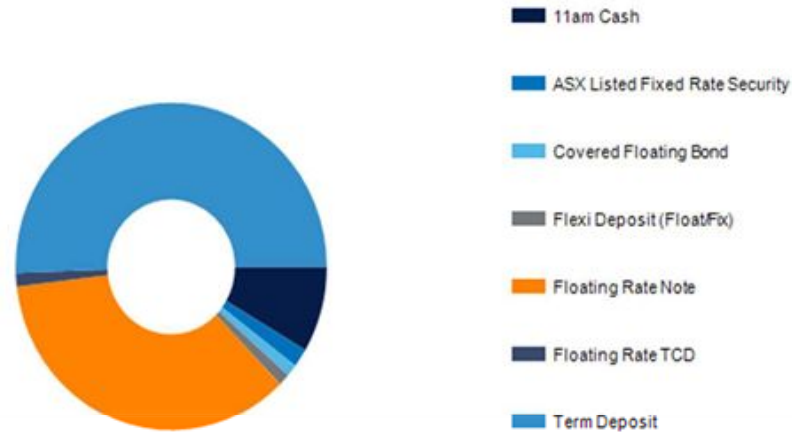


- AMP Bank Ltd
- ANZ Banking Group Ltd
- Arab Bank Australia Ltd
- Auswide Bank Limited
- Bananacoast Community Credit Union Ltd
- Bank of Queensland Ltd
- Bank of Sydney Ltd
- Bendigo & Adelaide Bank Ltd
- Beyond Bank Australia Ltd
- Big Sky Building Society
- Commonwealth Bank of Australia Ltd
- Credit Suisse Sydney
- Credit Union Australia Ltd
- Defence 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 LTD t/a QBANK
- Rabobank Australia Ltd
- Royal Bank of Canada, Sydney Branch
- Rural Bank Ltd
- Suncorp-Metway Ltd
- The Capricornian Limited
- UBS Australia Ltd
- WAW Credit Union
- Westpac Banking Corporation Ltd



Security Type	Market Value	% Total Value
11am Cash	14,333,682.90	8.46%
ASX Listed Fixed Rate Security	3,120,000.00	1.84%
Covered Floating Bond	1,994,080.00	1.18%
Flexi Deposit (Float/Fix)	2,000,000.00	1.18%
Floating Rate Note	60,050,241.00	35.43%
Floating Rate TCD	2,251,957.50	1.33%
Term Deposit	85,740,000.00	50.59%
Portfolio Total	169,489,961.40	100.00%

Market Value by Security Type





Term Remaining	Market Value	% Total Value
0 to < 1 Year	69,298,692.90	40.89%
1 to < 3 Years	54,462,916.00	32.13%
3 to < 5 Years	45,728,352.50	26.98%
5+ Years	0.00	0.00%
Portfolio Total	169,489,961.40	100.00%

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

Market Value by Term Remaining





4. Investment Performance Statistics For Period Ending 30 June 2016

Trading Book	1 Month	3 Month	12 Month	Since Inception
Coffs Harbour City Council				
Portfolio Return (1)	0.24%	0.96%	4.38%	4.22%
Performance Index (2)	0.17%	0.56%	2.24%	2.25%
Excess Performance (3)	0.07%	0.40%	2.14%	1.97%

Notes

- 1 Portfolio performance is the rate of return of the portfolio over the specified period
- 2 The Performance Index is the Bloomberg AusBond Bank Bill Index (Bloomberg Page BAUBIL)
- 3 Excess performance is the rate of return of the portfolio in excess of the Performance Index



REPORT TO ORDINARY COUNCIL MEETING

ENVIRONMENTAL LEVY PROJECTS REPORT TO 30 JUNE 2016

REPORTING OFFICER: Grants Administration Officer
DIRECTOR: Director Business Services
COFFS HARBOUR 2030: Looking after Our Environment Theme
ATTACHMENTS: ATT Environmental Levy Projects Report 30 June 2016

Recommendation:

That Council:

1. Notes the status of Environmental Levy Program projects as at 30 June 2016 as outlined in the attachment.
2. Approves the following projects' surplus funds to be returned to the Environmental Levy Reserve for allocation to future projects:

<u>Project</u>	<u>Surplus Funds</u>
Conservation & Sustainable Management of Biodiversity	\$ 43,991.82
Environmental Levy Coordination	\$ 4,785.62
Green School Sustainability Fund 1415	\$ 4,146.14
Our Living Coast Sustainable Educational Program	\$ 1,235.38
Koala/Wildlife Corridor Bakker Dr Bonville Stage 3	\$ 37.75
Ocean View Headland Access & Rehabilitation	\$ 25,478.50
Bush Regeneration	\$ 372.16
Environmental Weed Control	\$ 5,338.25
Botanic Gardens Education Officer	\$ 767.26
Darkum Headland Access Rehabilitation	\$ 3,022.79
Restoration of Grey-headed Flying-Fox Maternity Camps	\$ 351.85
Projects with balances under \$10	\$ 0.92
Total	<u>\$ 89,528.44</u>

3. Notes the following project's surplus funds to be returned to the funding bodies:

Darkum Headland Access Rehabilitation	\$ 3,022.80
Ocean View Headland Access & Rehabilitation	\$ 25,478.51
	<u>\$ 28,501.31</u>

4. Notes that the financial result for year ended 30 June 2016 incorporates the Environmental Levy and Grants & Revenue revotes as recommended in this report summarised as follows:

<u>Project</u>	<u>EL</u>	<u>Grants/Revenue</u>
Culturally Significant Landscapes of the CH LGA	\$ 34,986.59	
Matching Grant Funding Pool	\$ 20,836.00	
1516 Green School Sustainability Fund	\$ 4,506.88	
Woolgoolga Beach Rehabilitation Project	\$ 9,709.41	\$ 9,709.41
Arrawarra Creek Coastal Zone Management Plan	<u>\$ 16,020.87</u>	<u>\$ 48,062.60</u>
Total	<u>\$ 86,059.75</u>	<u>\$ 57,772.01</u>



REPORT TO ORDINARY COUNCIL MEETING

EXECUTIVE SUMMARY

The purpose is to provide Council with a status report to 30 June 2016 on the projects funded under the Environmental Levy (EL) Program and make recommendations regarding revotes for each project. The Environmental Levy Program funds environmental projects that would not otherwise be undertaken with revenue funding.

There were 24 projects including six revoted projects that were not complete as at last year. As at 30 June 2016 two previous year projects and three current year projects are incomplete and have requested revoting to next year. All other projects are complete.

REPORT

Description of Item:

A description of the status of the Environmental Levy Program projects as at 30 June 2016, including total funding against actual expenditure, is included as an attachment to this report.

Issues:

Status of Funding for EL Program as at 30 June 2016

Estimated funding position of the Environmental Levy as at 30 June 2016 is summarised as follows:

	\$
Reserve as at 1 July 2015	101,976
<u>Income</u>	
Special Rate	1,195,100
Pensioner Subsidy	431
Water Account	50,000
Contributions, Grants, Rev, Restrict, Reserve	232,837
Interest (estimated)	<u>1,800</u>
Total Income	<u>1,480,168</u>
<u>Funds Available</u>	1,582,144
Less <u>Expenditure</u>	<u>1,392,905</u>
Reserve Balance as at 30 June 2016	<u>189,239</u>

The revotes recommended from 2015/16 to 2016/17 are \$143,832 which is funded by:

Environmental Levy	86,060
Restricted Grants	57,772

The Environmental Levy Reserve balance of \$189,239 less the revotes to 2016/17 of \$86,060 results in a balance of \$103,179.

Of the Environmental Levy funding of the revotes recommended, the funds were allocated in the following years:

2014/15	\$ 44,696	2 projects, refer item 1, x & 22.
2015/16	\$ <u>41,364</u>	3 projects, refer item 7, 9 & 24.
Total	\$ <u>86,060</u>	

Project Status Report

Relevant additional comments in relation to the projects are:

1. Culturally Significant Landscapes of the Coffs Harbour LGA \$35,000

In June 2016 Council signed a Memorandum of Understanding (MoU) with Office of Environment and Heritage (OEH) and committed funds to complete this project. Outcomes will allow for a review of the current planning processes within Council relating to Aboriginal Cultural Heritage and the development of a planning and assessment toolkit to improve these processes including mapping and development assessment recommendations. The EL funding will allow the engagement of a consultant to facilitate consultation with the local Aboriginal community. The activities

of the consultant will be managed by the OEH. As per the EL approval, the intended project actions “establish the noted partnership and develop a working arrangement built on trust”. The project is only just commencing but its sensitive nature has required significant negotiation. The work will be completed during the 2016/17 year under the MoU. It is requested that the \$34,986.59 be revoted to 2016/17 to allow the project to be completed.

It is recommended the remaining funds of \$34,986.59 be revoted to 2016/17.

2. Koala Plan of Management (KPOM) Review of Koala Populations in the Southern & Western Precincts 2012/13 \$34,987

The project plan for the Southern and Western Koala Management Precincts was completed in the third quarter by NSW Office of Environment and Heritage.

It is recommended the remaining funds of \$0.45 be returned to the Environmental Levy Reserve.

3. A Kangaroo Management Strategy for CH Northern Beaches \$19,149

The draft report has been received from the consultant and is being reviewed by staff prior to lodgement with the Committee and Council for approval. Next steps include community engagement of the draft document. These steps were not included in the original project timeframe and will be undertaken by Council and NPWS staff in liaison with the Committee. The project ran over the reduced budget, and additional funds were provided by NPWS to assist with project delivery. Due to reduced funding the printing was completed electronically in-house and only electronic copies will be produced so as to keep costs down.

It is recommended the remaining funds of \$0.47 be returned to the Environmental Levy Reserve.

4. Orara River Restoration Project \$140,000

Twenty-nine individual properties were worked on this quarter in addition to larger areas assessed and treated for Tropical Soda Apple and Cats Claw Creeper weeds. Works on properties under Land Management Agreements through Local Land Services were completed, and work continued on properties in the upper reaches of the Orara catchment which are funded partly from the NSW Environmental Trust with match funding from the Environmental Levy. The recent rain allowed planting to recommence after the drier than usual weather, with a total of 680 advanced trees, 87 tube-stock and 50 Lomandra planted on 9 properties. The Orara Valley Rivercare Groups Management Committee met monthly to oversee project works. No erosion control works were carried out this year due to reduced funding. After the June 2016 flood there has been further damage to some key erosion sites which will be attended to in 2016/17 through tree planting and some structural works thanks to increased funding from the Environmental Levy, North Coast Local Land Services, the NSW Environmental Trust and Transgrid.

5. Conservation & Sustainable Management of Biodiversity in LGA \$221,728

At a strategic level, progress is being made in a number of areas including oversight of the draft Kangaroo Management Plan; drafting of a Significant Tree Policy; review of Terrestrial Biodiversity and Ecologically Significant lands in accordance with the Biodiversity Action Strategy; and commencement of a review of Council's environmental zones. Review and comment has been provided to Council in relation to the NSW Biodiversity legislation reforms. Council continues to provide Biodiversity

comment and advice on relevant Development Applications, Tree Permits and Planning Proposals; as well as Biodiversity enquiries, complaints and compliance matters in accordance with Council's standards and policy requirements. Costs were under due to staff vacancies during recent transitioning arrangements.

It is recommended the remaining funds of \$43,991.82 be returned to the Environmental Levy Reserve.

6. Environmental Levy Coordination \$65, 981

Coordination of EL Program this year met all required time frames. Principal functions for Council's Environmental Levy Program include: monthly maintenance / updating of spreadsheets detailing funding and expenditure; preparing quarterly Management Reports and Council Business Papers; coordinating Working Group meetings and submissions as part of the EL Program. Extra meetings were held to change to a standardised grant electronic format for 1617 applications. Letters were sent to 2016/17 applicants advising whether their projects were successful or not and successful projects were listed on Council's website. Costs were under due to acting in Developer Contributions Administrator role where the salary is charged to that job number, unspent funds can be returned to the pool.

It is recommended the remaining funds of \$4,785.62 be returned to the Environmental Levy Reserve.

7. Matching Grant Funding Pool \$20,836

There have been no further requests from this allocation this quarter. Environmental Trust grant applications were announced in June 2016; a matching grant fund request of \$12,320 was successful and will be provided once grant funds are received in 2016/17. Balance held for future matching grant applications is \$20,836 less \$12,320 leaving \$8,516 available for other grant applications; \$20,836 is requested to be revoted.

It is recommended the remaining funds of \$20,836 be revoted to 2016/17.

8. Green School Sustainability Fund 2014/15 Revote \$23,186

All thirteen schools and early childcare centres successfully completed their projects.

It is recommended the remaining funds of \$4,146.14 be returned to the Environmental Levy Reserve.

9. Green School Sustainability Fund \$23,000

The 2016 Green Schools Environmental Sustainability grant program - Of the 12 participants approved 11 have completed their projects engaging 1,526 students across our LGA. Ten schools have submitted their final evaluation reports with two reports and three final invoices pending. Exemplar projects will be selected and presented as case studies. One school reported an issue with part of their project and has requested a short extension and is expected to be fully completed within the first quarter of 2016/17. To enable remaining payments to be made and allow one school project currently in progress to be completed by the end of September it is formally requested that Council revote \$4,506.88.

It is recommended the remaining funds of \$4,506.88 be revoted to 2016/17.

10. Coffs Ambassadors Interpretive Tours \$40,000

This quarter 73 local residents and tourists attended one of the 7 Coffs Ambassadors Tours in the Coffs Harbour LGA. Nine tours were scheduled for the period however 2 tours in June had to be cancelled due to personal circumstances of an Ambassador volunteer. The Coffs Ambassadors volunteer tour guides educated participants about our high biodiversity values and encouraged them to undertake everyday actions to help protect our biodiversity and live more sustainably. The Winter Coffs Ambassadors tour program was developed and promoted to the community. A tour poster was developed, printed and distributed to our regular network.

11. Our Living Coast Sustainable Educational Program \$17,000

The Living Coast Festival took place during November attracting over 8,000 attendees and featured over fifty events promoting spending more time in nature and educating and advocating environmental sustainability on the Coffs Coast. The Festival launched at the 8th Coffs Harbour Sustainable Living Day attracting 3,500 people and featured an array of stalls.

It is recommended the remaining funds of \$1,235.38 be returned to the Environmental Levy Reserve.

12. Boambee Beach Bush Revegetation & Bush Regeneration at Jetty Foreshore & Boambee Beach \$36,000

Recent focus on the Jetty dunes has been on removal of Turkey Rhubarb. Since April volunteers have assisted in harvesting seed and digging up tubers for disposal. Weeds have been manually removed as well as most of the remaining weed grasses. The strip of vegetation along the railway line just south of Happy Valley have been weeded and mulched and grass weeds along the edge sprayed and mowed.

A dense infestation of Madeira Vine and Morning Glory growing amongst Cabbage Tree Palms has had primary treatment and over a dozen bags of tubers removed and disposed of. This will allow future access for follow up in this area, including the treatment of Broad-leaved Paspalum.

Recent heavy seas combined with a king tide has resulted in the loss of a section of frontal dunes bringing down a few more large Banksias in the northern part of the project area near the mouth of Coffs Creek. The recovery of the dunes further south from the last major erosion event three years ago has been greatly assisted by plantings, which are now flourishing.

On South Boambee Dunes almost half of the project area is now virtually weed free having had a number of follow up treatments. Approximately one third of the southern project area is yet to have primary treatment as this is the area most heavily infested. The remaining area has had primary and some secondary work but is still in transition to being weed free. The recent rain has greatly assisted the natural regeneration as well as the plantings that have been done in the more open areas which are all looking very healthy.

13. Koala / Wildlife Corridor Bakker Dr Res Bonville Stage 3 \$8,900

Camphor Laurel grinding completed and extra mulch brought onsite and spread. FOP volunteers planted remaining section of the Koala Corridor on the western side of the reserve. The trees are all growing really well and the reserve is looking great.

It is recommended the remaining funds of \$37.75 be returned to the Environmental Levy Reserve.

14. Supporting Community Action in the Coffs Harbour LGA \$160,000

CHRL completed a very successful autumn training calendar with 48 participants for workshops in Rainforest Plant ID, Coastal Plant ID, Remnant Vegetation & Bush Regeneration Techniques, including wick-wipers. Four chemcert accreditations were completed and thirteen members completed First Aid training. The CHRL volunteer nursery distributed a total of 4,319 plants to Landcare sites and projects throughout the year. Membership continues to fluctuate with 75 new members approved during the year, and a similar number not renewing their membership. Contractors report that at a number of sites (eg. Crystal Waters Landcare & Sawtell Bushcare, Dolman's Point) the resilience is such that only maintenance weeding is required. Unfortunately these sites also have decreased volunteer activity recently so it is hoped they will not regress. All planned EL-funded on-ground works were completed, complemented by \$34,294 works funded by other funding sources. Volunteer activity at a number of sites was also supported by continued activity of Green Army teams.

15. Ocean View Headland Access & Rehabilitation \$100,000

The Green Army team achieved nine hectares of natural area restoration and upgraded a section of the Solitary Islands Coastal Walk track to a very high standard. Less than originally anticipated track works were completed in an ambitious project and as a result unspent funds can be returned to the E L program and less matching funds were required from the Coffs Coast Regional Park Trust Board (CCRPTB).

It is recommended that remaining funds of \$25,478.50 be returned to the Environmental Levy Reserve and \$25,478.51 be returned to the CCRPTB.

16. Regeneration & Restoration on Garby Country \$17,000

In addition to follow up works on weeds and areas noted previously, Adam has received additional experience undertaking drill and stem injection of extensive infestations of Camphor Laurel and Small Leaf Privet as part of a joint Landcare and Forestry Project at Bellingen. He has also worked alongside and participated in Indigenous Green Team projects in Junay Julum National Park at Dorrigo and gained experience in operating the mobile quick spray unit to treat large scale infestations of the noxious Groundel Bush. These projects and experiences have allowed for greatly enhanced professional skill development; Adam's maturation into a productive and valuable team member has been strongly evident during the latter stages of this project. Adam's work on EECs on northern beach country has also provided valuable additional assistance for minor land care projects and complemented NPWS land management objectives within the Coffs Coast Regional Park.

17. Bush Regeneration \$213,846

Weed control and bush regeneration works were undertaken across 15 reserves in Coffs Harbour, Sawtell and Toormina. 230 native plants were planted in the fourth quarter.

It is recommended the remaining funds of \$372.16 be returned to the Environmental Levy Reserve.

18. Darrunda Wajaarr Repair to Country High Priority Sites \$17,000

Final follow up works have been completed. The team has been involved with the ongoing site works throughout the LGA; currently we have four trainees who are doing Land Conservation and Management Cert 2 and Cert 4 one day a week. The team found two new weeds in Woolgoolga that they have identified, thanks to the Coffs

Council Regeneration team. Groundsel will need future follow up due to seed source and Lazy Eyed Susan which has spread again due to reduced maintenance. Boambee Headland will also need follow up works on ground vine weeds which have become more established. The team this year are now qualified to NPWS firefighting and have been involved in NPWS fires in regional parks.

19. Environmental Weed Control \$109,272

Vine Weeds, Privet, Pinus, Celtis, Pepper Tree and Camphor Laurel, and Woody Weed control works were undertaken across 9 reserves in Coffs Harbour and Sawtell. 170 plantings were undertaken in the fourth quarter 2016. However due to the effects of the natural disaster of 4 June 2016 an unspent balance of \$5,338.25 remains.

It is recommended the remaining funds of \$5,338.25 be returned to the Environmental Levy Reserve.

20. Botanic Gardens Education Officer

The AUSBIOTA (year 11 Biology event) was a success with Taronga Zoo and the Australian Museum attending. 224 students from around the North coast (Port Macquarie to Maclean) attended. 449 students visited the gardens during this quarter. The Early settlers walk has been completed and installed; there will be an opening in August.

It is recommended the remaining funds of \$767.26 be returned to the Environmental Levy Reserve.

21. Darkum Headland Access Rehabilitation

With the completion of the access step all programmed works at the Darkum Headland access have been completed. Surplus funds can be returned 50/50 to EL and National Parks and Wildlife Services (NPWS) as a result of the Green Team savings.

It is recommended the remaining funds of \$3,022.79 be returned to the Environmental Levy Reserve and \$3,022.80 be returned to NPWS.

22. Woolgoolga Beach Rehabilitation Project \$20,000

This project has not progressed due to the June storm event. The beach was monitored up to the storm and there was insufficient sand to do any scraping works. All the sand was lost in the storm plus further erosion of the beach. Draft Part V completed through Council WIK. There is a Council motion to investigate the cost and benefits of a sea wall. The grant funder, OEH have verbally approved the project's extension with their funds of \$9,709.41; therefore it is requested the matching Environmental Levy money be revoted to undertake the project during 2016/17 when there is enough sand to complete the works.

It is recommended the remaining funds of \$9,709.41 be revoted to 2016/17.

23. Restoration of Grey-headed Flying Fox Maternity Camps \$30,000

Works this quarter have concentrated on follow up weed control within the two camps. The little red flying foxes that were present at the Woolgoolga Camp during the third quarter moved out of the area in late May. As a result of their occupation there has been extensive damage to the canopy and new areas opened up for increased weed invasion. There has been some infill planting and additional weed control works

however it is anticipated that ongoing funding will be required to address the degradation.

It is recommended the remaining funds of \$351.85 be returned to the Environmental Levy Reserve.

24. Arwarra Creek Coastal Zone Management Plan \$100,000

Following the initial community consultation the consultants BMT WBM have been developing an 'Estuary Conditions and Processes Study' report that identifies the various values of the estuary including environmental, cultural and recreational. The consultants have also been working on the Estuary Management Study component of the project. A draft of the study and conditions report will be provided within a fortnight. The project is not completed and funds are not fully spent. The project has \$32,041.74 remaining State Government grant funding and a contract with a consultant that extends into the 16/17 financial year. Accordingly it is requested that \$16,020.87 E L funds be carried over to complete the project.

It is recommended the remaining funds of \$16,020.87 be revoted to 2016/17.

Options:

In considering this report Council has the following options:

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

Sustainability Assessment:

• **Environment**

The Environmental Levy program is designed to ensure that environmental strategies (as outlined within the Coffs Harbour 2030 Plan ("Looking after Our Environment" theme)) are addressed. All projects funded have resulted in beneficial outcomes for the environment of the Coffs Harbour Local Government Area (LGA).

• **Social**

The Environmental Levy Policy includes the following criteria to be used in assessing EL submissions:

- protect and / or rehabilitate the natural environment;
- strategic integration;
- generating a community benefit;
- is community based;
- the ability to attract other funding; and
- improve aesthetic quality of natural environment and / or raise community awareness and education.

Many projects included in the program each year are undertaken by community groups.

- **Civic Leadership**

Council's Environmental Levy Program seeks to promote sound environmental practices and promotes leadership and involvement in key environmental issues which accords with Council's strategic theme of "Looking after Our Environment".

- **Economic**

Broader Economic Implications

The Environmental Levy Program funds environmental projects that would not otherwise be undertaken with revenue funding.

Delivery Program/Operational Plan Implications

The Environmental Levy Program is funded through a special rate and is accounted for separately. Therefore there is no impact on Council's Delivery Program.

The EL Program has a balance of \$103,179 after taking into account the variations and revotes recommended in this report. These funds will be available for allocation to future EL applications.

Risk Analysis:

Each individual project will have individual risk profiles which will be considered by the project owners.

Consultation:

Council staff and relevant community groups have contributed individual reports which have been collated and reviewed to prepare this report.

Related Policy, Precedents and / or Statutory Requirements:

Submissions are assessed in accordance with Council's *Environmental Levy Policy* which was adopted on 12 June 1997 and re-adopted on 22 August 2013. Council receives quarterly reports on the status of Environmental Levy Projects throughout the year.

Implementation Date / Priority:

The recommendations of this report will be implemented immediately upon Council adoption.

Conclusion:

This report summarises the status of the Environmental Levy Program projects and the proposed budget adjustments as at 30 June 2016.

ENVIRONMENTAL LEVY SUMMARY AS AT					30-Jun-16											
Description	FUNDING SOURCE				TOTAL	Actual Exp	FUNDING OF EXPENDITURE				FUNDING OF REVOTES					
	Env Levy	Grants	Revenue	Contribution	FUNDING	2015/2016	Env Levy	Grants	Revenue	Contrib	Total	Env Levy	Grants	Revenue	Contrib	Total
Projects																
Sustainable & Precinct Planning																
Culturally Significant Landscapes of the CH LGA	34,986.59				34,986.59	0.00	0.00	0.00	0.00	0.00	0.00	34,986.59	0.00	0.00	0.00	34,986.59
Koala Plan of Management - Stn & Wstn Precinct	10,000.00		9,149.00		19,149.00	19,148.55	9,999.55	0.00	9,149.00	0.00	19,148.55	0.45	0.00	0.00	0.00	0.45
A Kangaroo Management Strategy for CH Northern	35,000.00		3,484.00	25,645.00	64,129.00	64,128.53	34,999.53	0.00	3,484.00	25,645.00	64,128.53	0.47	0.00	0.00	0.00	0.47
Orara River Restoration Project																
NCLLS Orara River Rehab		23,699.34			23,699.34	23,699.34	0.00	23,699.34	0.00	0.00	23,699.34	0.00	0.00	0.00	0.00	0.00
Erosion Control / Fencing	12,500.00				12,500.00	12,500.00	12,500.00	0.00	0.00	0.00	12,500.00	0.00	0.00	0.00	0.00	0.00
Project Officer	30,883.02				30,883.02	30,883.02	30,883.02	0.00	0.00	0.00	30,883.02	0.00	0.00	0.00	0.00	0.00
Cats Claw Eradication	21,910.55				21,910.55	21,910.55	21,910.55	0.00	0.00	0.00	21,910.55	0.00	0.00	0.00	0.00	0.00
Propagation Nursery at Nana Lane	8,710.05				8,710.05	8,710.05	8,710.05	0.00	0.00	0.00	8,710.05	0.00	0.00	0.00	0.00	0.00
Camphor/Privot Control & Regen	15,996.38		50,000.00		65,996.38	65,996.38	15,996.38	0.00	0.00	50,000.00	65,996.38	0.00	0.00	0.00	0.00	0.00
Reveg / Tree Planter					0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Conservation & Sustainable Management of Biodiv	221,728.00				221,728.00	177,736.18	177,736.18	0.00	0.00	0.00	177,736.18	43,991.82	0.00	0.00	0.00	43,991.82
Program Support																
Environmental Levy Coordination	65,981.00				65,981.00	61,195.38	61,195.38	0.00	0.00	0.00	61,195.38	4,785.62	0.00	0.00	0.00	4,785.62
Matching Grant Funding Pool	20,836.00				20,836.00	0.00	0.00	0.00	0.00	0.00	0.00	20,836.00	0.00	0.00	0.00	20,836.00
Sustainability																
Green School Sustainability Fund 1415 revote	23,186.54				23,186.54	19,040.40	19,040.40	0.00	0.00	0.00	19,040.40	4,146.14	0.00	0.00	0.00	4,146.14
Green School Sustainability Fund 1516	23,000.00				23,000.00	18,493.12	18,493.12	0.00	0.00	0.00	18,493.12	4,506.88	0.00	0.00	0.00	4,506.88
Coffs Ambassadors Interpretive Tours	40,000.00				40,000.00	41,486.05	41,486.05	0.00	0.00	0.00	41,486.05	-1,486.05	0.00	0.00	0.00	-1,486.05
Our Living Coast Sustainable Educational Program	17,000.00				17,000.00	14,278.57	14,278.57	0.00	0.00	0.00	14,278.57	2,721.43	0.00	0.00	0.00	2,721.43
Sustainable & Educational Programs	-				0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Recreation Services																
Boambee Beach Bush Revog & Bush																
Regeneration at Jetty FS & Boambee Beach	36,000.00				36,000.00	36,000.00	36,000.00	0.00	0.00	0.00	36,000.00	0.00	0.00	0.00	0.00	0.00
Koala / Wildlife Corridor Bakker Dr Res Bonville St	11,482.40				11,482.40	11,444.65	11,444.65	0.00	0.00	0.00	11,444.65	37.75	0.00	0.00	0.00	37.75
Supporting Community Action in the Coffs Harbour	160,000.00				160,000.00	160,000.00	160,000.00	0.00	0.00	0.00	160,000.00	0.00	0.00	0.00	0.00	0.00
Ocean View Headland Access & Rehabilitation	50,000.00		50,000.00		100,000.00	49,042.99	24,521.50	0.00	0.00	24,521.49	49,042.99	25,478.50	0.00	0.00	25,478.51	50,957.01
Regeneration & Restoration on Garby Country	17,000.00				17,000.00	17,000.00	17,000.00	0.00	0.00	0.00	17,000.00	0.00	0.00	0.00	0.00	0.00
Bush Regeneration	213,846.00				213,846.00	213,473.84	213,473.84	0.00	0.00	0.00	213,473.84	372.16	0.00	0.00	0.00	372.16
Darrunda Wajaarr Repair to Country High Priority S	17,000.00				17,000.00	17,000.00	17,000.00	0.00	0.00	0.00	17,000.00	0.00	0.00	0.00	0.00	0.00
Environmental Weed Control																
Bitou Bush	10,000.00				10,000.00	8,858.97	8,858.97	0.00	0.00	0.00	8,858.97	1,141.03	0.00	0.00	0.00	1,141.03
Camphor Laurel Removal	34,272.00				34,272.00	29,653.32	29,653.32	0.00	0.00	0.00	29,653.32	4,618.68	0.00	0.00	0.00	4,618.68
Privet	5,000.00				5,000.00	6,526.39	6,526.39	0.00	0.00	0.00	6,526.39	-1,526.39	0.00	0.00	0.00	-1,526.39
Glory Lily	10,000.00				10,000.00	9,279.87	9,279.87	0.00	0.00	0.00	9,279.87	720.13	0.00	0.00	0.00	720.13
Pine/Celtis/Pepper Tree	20,000.00				20,000.00	20,287.88	20,287.88	0.00	0.00	0.00	20,287.88	-287.88	0.00	0.00	0.00	-287.88
Vine Weeds	30,000.00				30,000.00	29,327.32	29,327.32	0.00	0.00	0.00	29,327.32	672.68	0.00	0.00	0.00	672.68
Botanic Gardens Education Officer	16,000.00				16,000.00	15,232.74	15,232.74	0.00	0.00	0.00	15,232.74	767.26	0.00	0.00	0.00	767.26
Darkum Headland Access Rehabilitation	8,337.50		8,337.51		16,675.01	10,629.42	5,314.71	0.00	0.00	5,314.71	10,629.42	3,022.79	0.00	0.00	3,022.80	6,045.59
Footpaths, Cycleways, Bus Shelters																
West Coffs to CBD Cycleway (Stage 1)			113,796.00		113,796.00	113,795.76	0.00	0.00	0.00	113,795.76	113,795.76	0.00	0.00	0.00	0.24	0.24
Survey & Design																
Woolgoolga Beach Rehab Project	10,000.00	10,000			20,000.00	581.18	290.59	290.59	0.00	0.00	581.18	9,709.41	9,709.41	0.00	0.00	19,418.82
Restoration of Grey-headed Flying Fox Maternity C	30,000.00				30,000.00	29,648.15	29,648.15	0.00	0.00	0.00	29,648.15	351.85	0.00	0.00	0.00	351.85
Arrawarra Creek Coastal Zone Management Plan	25,000.00	50,000.00	25,000.00		100,000.00	35,916.53	8,979.13	17,958.27	8,979.13	0.00	35,916.53	16,020.87	32,041.74	16,020.87	0.00	64,083.47
TOTAL	1,285,656.03	83,699.34	37,633.00	247,778.51	1,654,766.88	1,392,905.13	1,110,067.84	41,948.20	21,612.13	219,276.96	1,392,905.13	175,588.18	41,751.15	16,020.87	28,501.55	261,861.75



REPORT TO ORDINARY COUNCIL MEETING

ENVIRONMENTAL LEVY PROGRAM REVIEW - PROJECT SCOPE

REPORTING OFFICER: Director Business Services
DIRECTOR: Director Business Services
COFFS HARBOUR 2030: Looking After Our Environment Theme
ATTACHMENTS: ATT Project Scope - Environmental Levy Program Review

Recommendation:

That Council endorse the Project Scope – Environmental Levy Program Review as attached and undertake a procurement process to select an appropriately qualified consultant to assist with the review.

EXECUTIVE SUMMARY

This report provides Council with a project scope for the full review of the Environmental Levy Program for Council's consideration. To assist with the review it is recommended that a consultant be procured, particularly to review similar programs across local government and to facilitate the consultation with key stakeholders.

The review is targeted for completion before the process for the 2017/18 applications commences later this calendar year.

REPORT

Description of Item:

Council at its ordinary meeting of 14 July 2016, resolved:

“That council conduct a full review of the environmental levy program. That a report be bought back to a full council detailing a full review.”

This report provides Council with a project scope (refer attached) for the full review of the Environmental Levy Program for Council’s consideration.

Issues:

Over a period of time there has been discussion both at Council and in the Environmental Levy Working Group surrounding the adequacy of the current scope of the program, its alignment to the program’s original intent and the method by which funds are allocated between community projects and Council programs and initiatives.

The members of the Environmental Levy Working Group are closely involved in a number of key community groups whose projects are funded from the program; and therefore conflicts of interest, although declared, may still be perceived.

The last review of the program occurred in February 2012; however, it appears this review has not adequately addressed the issues of concern.

The Environmental Levy Working Group met on 30 June 2016 and as part of their deliberations also agreed a review of the program was required. The Working Group identified the following questions to be included in a review; however, this is not an exhaustive list:

1. What is the role of the Committee?
2. What should the composition be? I.e. who should be on the Committee?
3. What should the funds be used for?
4. What is the best way to maximise community involvement after the application form was changed to electronic format, e.g. one workshop for greater engagement?
5. Should there be specific funds for internal and external projects and if so what split?
6. Should there be specific funds for small and large projects and if so what split?

The input provided to date has been incorporated into a higher level project scope to ensure the review is fulsome in accordance with Council’s resolution. The project scope also includes a review of Environmental Levy Program documents to provide context, a review of similar programs to gain learnings, and consultation with key stakeholders. A report will be prepared for Council that will recommend a suitable and contemporary model for the program.

Also, to assist with the review it is recommended that a consultant be procured, particularly to review similar programs across local government and to facilitate the consultation with key stakeholders.

Options:

Council has a number of options to progress this matter.

1. Adopt the recommendation to allow the review to commence with the project scope as provided.
2. Amend the recommendation by modifying the project scope and/or approach.
3. Reject the recommendation and not proceed with the review.

Sustainability Assessment:

• **Environment**

The Environmental Levy Program is designed to ensure that environmental strategies (as outlined within the Coffs Harbour 2030 Plan (“Looking after Our Environment” theme) are addressed. All projects funded have resulted in beneficial outcomes for the environment of the Coffs Harbour Local Government Area.

• **Social**

The current Environmental Levy Policy includes the following criteria to be used in assessing submissions:

- protect and / or rehabilitate the natural environment;
- strategic integration;
- generating a community benefit;
- is community based;
- the ability to attract other funding; and
- improve aesthetic quality of natural environment and / or raise community awareness and education.

Many projects included in the program each year are undertaken by community groups.

• **Civic Leadership**

Council’s Environmental Levy Program seeks to promote sound environmental practices and promotes leadership and involvement in key environmental issues which accords with Council’s strategic theme of “Looking after Our Environment”.

• **Economic**

Broader Economic Implications

The Environmental Levy Program funds environmental projects that would not otherwise be undertaken with revenue funding.

Delivery Program/Operational Plan Implications

It is proposed that the Environmental Levy Program Review be undertaken with existing Council staff resources. However, a consultancy component is also recommended and this may be funded from an existing program or be the subject of a budget review item. It is estimated that this cost may be in the order of \$20,000.

Risk Analysis:

The current issues identified with the Environmental Levy Program and its operation have the potential to cause reputational risk to Council if not satisfactorily addressed.

Consultation:

Consultation has been included as a key requirement in the project scope for the Environmental levy Program review. This will ensure that the review's outcomes include stakeholder input and feedback.

Related Policy, Precedents and / or Statutory Requirements:

Council's current Environmental Levy Policy and associated guidelines will be subject to this review.

Implementation Date / Priority:

The Environmental Levy Program Review is targeted for completion before the process for the 2017/18 applications commences later this calendar year.

Conclusion:

This report provides Council with a project scope for the Environmental Levy Program review for consideration. To assist with the review it is recommended that a consultant be procured, particularly to review similar programs across local government and to facilitate the consultation with key stakeholders.

Attachment

PROJECT SCOPE

ENVIRONMENTAL LEVY PROGRAM REVIEW

- Review Environmental Levy Program reports, policy and guideline documents to gain an understanding of the history and intent of the program.
- Review similar programs across local government to establish best practice models for the delivery of community based environmental projects.
- Consultation with key stakeholders including the Environmental Levy Committee, community groups and Council staff during the review process to gain input and feedback.
- Prepare a report which addresses key issues associated with the program, including:
 - A suitable and contemporary model for the use of funds allocated to the Environmental Levy program which:
 - Maximises the opportunity for community involvement in projects;
 - Appropriately supports broader Council environmental strategies and initiatives;
 - Best aligns community projects and Council initiatives; and
 - Ensures a spread of funding allocation across both small and large projects.
 - The adequacy of revenue allocation to the program.
 - The role and terms of reference for the Environmental Levy Committee.
 - The suitable composition of the Environmental Levy Committee.
- Attend Councillor briefing(s) to present the findings.



REPORT TO ORDINARY COUNCIL MEETING

COASTAL HAZARD PLANNING PROCESS - WOOLGOOLGA SEA WALL - PRELIMINARY ADVICE ON PROCESSES AND OPTIONS

REPORTING OFFICER: Planner / Urban Designer
DIRECTOR: Director Sustainable Communities
COFFS HARBOUR 2030: LC1.2 Develop community resilience, disaster preparedness and response mechanisms
LC1.3 Promote a safe community
LE3.2 Enhance protection of our catchments, waterways and marine areas
PL1.2 Provide infrastructure that supports sustainable living and is resilient to climatic events
PL1.5 Encourage innovative developments that embrace our climate and local environment

ATTACHMENTS: Nil

Recommendation:

That Council note the information contained in this report.

EXECUTIVE SUMMARY

The objective of this report is to provide Council with a broad overview of the processes and issues associated with the potential construction of a sea wall at Woolgoolga.

The report also provides an outline of the coastal hazard planning process followed to date under the existing coastal management framework, and the sequence of events that have led to this point.

REPORT

Description of Item:

Coastal erosion has again been the subject of recent media attention and community discussion following the recent east coast low pressure systems that have affected coastal areas of NSW during June 2016. At the 14 July 2016 meeting of Council, the following Notice of Motion was resolved:

“That CHCC staff prepare a report outlining the costs and benefits associated with building a wall along the Woolgoolga beach reserve at the main beach, from the boat ramp to say Holfmier Close, detailing available technology and materials available to build such a wall.”

This report addresses the above resolution of Council.

Background – Coastal Hazard Planning Process:

The Coffs Harbour Local Government Area (LGA) has 79 kilometres of coastline stretching from Pebbly Beach and Red Rock in the north to Bundagen in the south. Coastal hazards, such as coastal erosion, have to this point been managed by Council and the State Government under an established framework including the *NSW Coastal Policy 1997*, the *Coastal Protection Act 1979*, and the *Coastal Protection Regulation 2011*. This existing framework is currently being reviewed as part of the Coastal Management Reforms announced by the Minister for Planning on 13 November 2015.

The existing framework has involved local councils (with financial and technical support from the State Government) undertaking coastal hazard studies and developing coastal zone management plans.

Council has developed and adopted the following:

- *Coffs Harbour Coastal Processes and Hazards Definition Study 2011* (Definition Study),
- *Coffs Harbour Coastal Zone Management Study 2012* (CZMS), and
- *Coffs Harbour Coastal Zone Management Plan 2013* (CZMP).

The Coffs Harbour Coastal Zone Management Plan (CZMP) was adopted by Council on 14 February 2013 with the resolution as follows:

1. *Council adopt the Coffs Harbour Coastal Zone Management Plan with the following amendment to Action A6:*

Delete text in action column and replace with:

Investigate options (Protect, Accommodate or Retreat) to mitigate coastal hazard risk to Woolgoolga SLSC.

Note: the erosion escarpment is within 15m of the Woolgoolga SLSC, and the building is likely to require renewal in the near future. Interim protection works at the base of the structure (e.g. dumped rock) should be considered.

Under Timing / Triggers

2013 finalise risk management option.

2014 or as soon as practical commence investigations for a replacement structure, and put into forward works plans, and Asset Management Plan. When funding is available, rebuild asset further landward.

2. *The Coffs Harbour Coastal Zone Management Plan be referred to the Minister for Environment for certification under section 55G of the Coastal Protection Act.*

3. *A further report be presented to Council regarding resource requirements for the amendment of Council's planning framework to support the implementation of the Coastal Zone Management Plan.*
4. *Council note that until such time as the Coffs Harbour Coastal Zone Management Plan is certified by the Minister and the provisions of the Coffs Harbour Coastal Zone Management Plan are incorporated into Council's planning framework, the development related provisions of the Coastal Zone Management Plan are unable to be utilised in Council's Development Assessment processes.*

One of the actions proposed by the CZMP was to amend Council's planning framework and hence update development controls. As such, Council developed a suite of draft coastal hazard planning control documents which were initially reported to Council on the 27 November 2014. At this meeting, it was resolved:

1. *That in accordance with Section 160 (2) of the Local Government Act 1993, Council gives public notice of its intention to adopt the Coastal Hazard Planning Policy as shown in Attachment 1, placing it on public exhibition for a period of 42 days (six weeks).*
2. *That Council endorse and forward the subject Planning Proposal as shown in Attachment 2 of this report to NSW Planning and Environment seeking a "Gateway Determination", and to place the Planning Proposal on public exhibition for a period of 42 days (six weeks) consistent with the Gateway Determination.*
3. *That Council endorse the amendments to Chapter E2 – Coastal Hazards, being an amended chapter of Coffs Harbour Development Control Plan 2013 as shown in Attachment 3.*
4. *That Council exhibit the amendments to DCP Chapter E2 – Coastal Hazards for a period of 42 days (six weeks) in accordance with the provisions of the Environmental Planning and Assessment Act 1979 and Environmental Planning and Assessment Regulations 2000.*
5. *That a further report be considered by Council following the outcome of the public exhibition of the Coastal Hazard Planning Policy, Planning Proposal and the amended DCP.*
6. *That Council endorse the amendments to Council's Section 149(2) and Section 149(5) certificate template as shown in Attachment 4, and that Council include hazard notations for coastal hazard risk, as detailed in the endorsed amendments to Section 149(2) and Section 149(5) certificates once the LEP amendment has been adopted.*
7. *That Council write to affected landowners informing them of the process and inviting them to attend community based consultation events during the public exhibition.*

In accordance with the above resolution, the draft planning controls were placed on public exhibition, with an overview of the public submissions received provided to Council on the 10 December 2015. The resolution of Council at the meeting on 10 December 2015 is as follows:

1. *Council acknowledges the Coastal Management Reforms announced by the Minister for Planning on 13 November 2015 and that a further report be provided to Council in February 2016 that addresses the following:*
 - 1.1 *outlines the details of the Coastal Management Reforms that are currently on exhibition until 29 February 2016; and*
 - 1.2 *includes a submission on the Coastal Management Reforms.*

2. Council defer the progression of the Planning Proposal – PP_2014_Coffs_03, Planning Policy and amendments to Coffs Harbour Development Control Plan 2015 pending the outcome of the abovementioned report.
3. Council acknowledges the submissions received on the draft planning controls to date and that the landowners and where relevant, their consultant/s be informed of Council's decision.
4. Council write to the Minister for Planning requesting that certification of the Coastal Zone Management Plan under Section 55G of the Coastal Protection Act be held in abeyance until further notice.

In accordance with the above resolution, the progression of the draft planning controls was deferred, and Council wrote to the Minister requesting that the CZMP certification process be held in abeyance until further notice. The purpose for holding the CZMP certification process in abeyance was to allow Council the opportunity to consider its policy position having regard to the Coastal Management Reform process.

As per resolution 1.2 a draft submission was reported to Council on 25 February 2016. The submission was endorsed by Council and forwarded to the State Government.

As per resolution 2, a report was provided to Council on the 10 March 2016 that addressed the progression of the Coffs Harbour CZMP and draft planning control documents. The resolution adopted by Council at this meeting outlined:

That Council wait for the findings of the State Governments Submissions on the Coastal Management Reforms Policy.

Issues:

- **Indicative costs, processes and issues associated with the construction of a seawall**

Council has previously undertaken detailed preliminary design and costing for coastal protection works consisting of a rock wall to protect private land at Campbell's Beach. The proposed Campbell's Beach wall of 210m length was priced at approximately \$3.2M or \$15,300 per metre. To build an equivalent wall at Woolgoolga Beach from the boat ramp area (public reserve) to the northern end of Hofmeier Close (and private property behind) would be at least 350m of wall at a costing of somewhere between \$4 – 6M (including studies etc).

The recently released NSW Government's Coastal and Estuary Grants Program provides financial support to local government to assist in managing the coastal zone. According to the grant program details, funding will be considered to "*undertake investigations and designs or cost benefit analyses for infrastructure works recommended in a certified CZMP or CMP*".

As such, investigations into, and/or construction of, a seawall at Woolgoolga would not be eligible for grant funding as Council does not have a certified CZMP or CMP (Coastal Management Program under the proposed Coastal Reforms).

In the uncertified Coffs Harbour CZMP, adopted by Council on 14 February 2013, the following actions are recommended for Woolgoolga Beach:

- Action A6 - Investigate options (Protect, Accommodate or Retreat) to mitigate coastal hazard risk to Woolgoolga.
- Action BD2 - Undertake beach scraping and re-contouring to increase sand volumes and height of frontal dunes.

Council has funds and is looking to undertake Action BD2 within the next 6 months. Following recent storm events, there has been erosion at Woolgoolga Beach. Council is monitoring the sand volumes on Woolgoolga Beach and once the beach has recovered sufficiently, beach scraping will be undertaken to supplement the natural coastal processes.

It should also be noted that the overall protection of Woolgoolga Beach needs to be considered in relation to the wider strategic position of the Woolgoolga Town Centre Masterplan and the Woolgoolga Beach Reserve Plan of Management.

As Council will recall, the updated Draft Woolgoolga Beach Reserve Plan of Management, adopted at the Council meeting held on 28 July 2016, includes the following action relating to erosion control/coastal processes:

“The exhibited plan referenced the Coffs Harbour Coastal Processes and Hazard Definition Study and the Coffs Harbour Coastal Zone Management Plan and derived the coastal process strategies within the plan from these documents. The updated Draft Plan of Management still reflects the outcomes of the Study and Management Plan but also adds an action to investigate and consider future coastal erosion measures. This allows the plan to proceed in line with adopted strategies whilst enabling future consideration of erosion protection at Woolgoolga Beach.”

The above recommended actions support detailed investigation into coastal processes and erosion for Woolgoolga Beach and various options that may or may not include construction of a seawall.

- **Cost Benefit Analysis of coastal management options**

Prior to consideration of any mitigation works such as a seawall along Woolgoolga Beach, it is appropriate that Council consider a comprehensive Cost Benefit Analysis (CBA) process.

A CBA is a form of economic appraisal that can be used to estimate changes to the economic wellbeing of local and wider communities. It is a complicated process, which in the context of coastal management would assist Council to identify robust and appropriate options that will meet the needs of the community.

A CBA considers the timing of each of the costs and benefits associated with particular options, and converts future costs and benefits into today's prices so that all impacts can be meaningfully compared regardless of timing. In this way, a CBA can enable a comparison of options that deliver different streams of benefits and costs over time.

A CBA should consider all viable legal and engineering options for achieving the objectives of the issue being considered (e.g. 'how to protect coastal properties from erosion impacts over the next 50 years'), and use the best available information to inform the economic analysis. The robustness of the CBA is likely to depend on the quality and accessibility of information available, for example, material already included in an existing Coastal Zone Management Plan.

A CBA is one component of an overall detailed process that would usually occur as part of a specific coastal management works program, including an infrastructure project such as the building of a seawall. This would include the preparation of detailed concept design options and community consultation. Best practice technology and available materials would also be examined in detail as part of this process.

This report to Council therefore provides a broad overview of the processes and issues associated with the potential construction of a sea wall at Woolgoolga.

Options:

In accordance with the resolution of Council at the 14 July 2016 meeting, this report is intended to provide preliminary information to Council.

However, If Council wants to advance the option of a sea wall or the like, with potential State Government funding, it would need to resolve to forward the Coffs Harbour CZMP to the Minister for Planning for certification under section 55G of the Coastal Protection Act, in the first instance. It would then be appropriate for Council to commence the preparation of a comprehensive cost benefit analysis, as detailed in this report, prior to any detailed design investigations on any one option attempting to achieve protection for coastal properties from coastal erosion impacts.

Sustainability Assessment:

- **Environment**

Coastal infrastructure such as seawalls can result in permanent structures that have continual effects on the environment, including impacts on natural coastal processes such as sand drift, erosion and accretion of the coastal zone.

- **Social**

The construction of a seawall at Woolgoolga would provide protection from coastal erosion for the Woolgoolga beach reserve. However, there may be an effect on the local area in terms of aesthetic issues, impacts on tourism, and a potential impact on public access to Woolgoolga beach.

- **Civic Leadership**

This kind of works project would need to be undertaken by Council in accordance with the Coastal Management Manual guidelines.

Such a project would be generally consistent with the following relevant objectives of the 2030 Community Strategic Plan:

- LC1.2 Develop community resilience, disaster preparedness and response mechanisms
- LC1.3 Promote a safe community
- LE3.2 Enhance protection of our catchments, waterways and marine areas
- PL 1.2 Provide infrastructure that supports sustainable living and is resilient to climatic events
- PL 1.5 Encourage innovative developments that embrace our climate and local environment

- **Economic**

Broader Economic Implications

The CBA outlined above would provide a greater level of assessment of the broader economic implications for the Woolgoolga public reserve and adjacent area.

Delivery Program/Operational Plan Implications

As mentioned above, investigations into, and/or construction of, a seawall at Woolgoolga would not be eligible for grant funding as Council does not have a certified CZMP or CMP. Without progressing the certification of the CZMP, Council would most likely have to meet all costs from Council's Delivery Program / Operational Plan.

Risk Analysis:

Significant issues relating to risk have been discussed in previous reports to Council on this matter. Should Council choose to pursue any particular management option, including this kind of infrastructure project, further risk analysis would need to be undertaken.

Consultation:

Community consultation would need to be undertaken on this kind of infrastructure project, and a consultation strategy would be prepared as part of the overall project process.

Related Policy, Precedents and / or Statutory Requirements:

The construction of a sea wall would need to comply with the following legislation and statutory documents:

- Coastal Protection Act 1979;
- Coastal Protection Regulations 2011;
- Environmental Planning and Assessment Act;
- Relevant State Environmental Planning Policies;
- Draft NSW Coastal Management Act 2016
- Relevant Section 117 Directions;
- NSW Government Coastal Policy and related documents;
- Mid North Coast Regional Strategy; and
- Draft North Coast Regional Plan.

The following Council documents and studies would also need to inform / be informed by the process:

- Woolgoolga Reserve Plan of Management;
- Woolgoolga Town Centre Study Review;
- The Coffs Harbour 2030 Plan; and
- Council's Climate Change Policy (2013).

Implementation Date / Priority:

As this report is for information purposes only, no implementation date is suggested. Should Council choose to pursue the construction of a sea wall at this location, information relating to implementation dates would then be considered.

Conclusion:

This report has provided Council with a broad overview of the processes and issues associated with the potential construction of a sea wall at Woolgoolga.

It is recommended that Council note the information contained in this report. The report has also provided an outline of the coastal hazard planning process followed to date under the existing coastal management framework, and the sequence of events that have led to this point.



REPORT TO ORDINARY COUNCIL MEETING

2016/17 DONATIONS AND RATES SUBSIDY PROGRAM

REPORTING OFFICER: Community Planning and Engagement Specialist
DIRECTOR: Director Sustainable Communities
COFFS HARBOUR 2030: LC 1.3 We live in a safe, caring and inclusive community
ATTACHMENTS: Nil

Recommendation:

That Council:

- 1. Approve the 2016/17 Donations and Rate Subsidy Program as detailed in the table below:**

Donations and Contributions	
Recipient	Amount (\$)
Donations Unallocated (Mayor)	10,000
Westpac Rescue Helicopter	500
Schools Annual Presentations	5,300
Relay for Life (Cancer Council)	2,500
North Coast Academy of Sport	5,500
Event Subsidies (Road Closures for Anzac Day Parades)	1,200
Southern Cross University Presentations	300
TAFE Presentations	300
Woolgoolga Volunteer Sea Rescue (Rates + Lease Fee)	1,100
DA Fees	4,000
Other Health Services – Life Education Van	4,000
Hope Bears Charity	250
TS Vendetta (Access Charge)	500
Reimbursement of Legal Fees for Lease Preparation	2,500
Variety Special Children’s Christmas Party	250
Woolgoolga Senior Citizens Club (Insurance)	2,700
Coffs Harbour Spring Garden Festival	1,000
Coffs Ladies Silks Day	600
Rotary Club Coffs Coast Cycle Challenge	2,000
Coffs Harbour Agricultural Show	5,000
New Year’s Eve Fireworks	3,000
Christmas Carols	15,000
Total	67,500



REPORT TO ORDINARY COUNCIL MEETING

Rates Subsidy – Sporting and Cultural Groups	Amount (\$)
Advocate Park	14,029
Sawtell Toormina Sports & Recreation Club	12,439
Coffs Harbour Rugby Club	7,996
Coffs Harbour Hockey Fields	5,311
Coffs Harbour Kart Racing Track	1,410
Coffs Harbour Motor Cycle Club	2,799
Coffs Harbour Pistol Club	722
Woolgoolga Art Group (first instalment)	966
Coffs Harbour & District Aero Club	2,679
Glenreagh Mountain Railway	1,918
Woolgoolga Senior Citizens Centre	5,121
Nana Glen Hall	2,177
Bonville Hall	1,782
Ayrshire Park	16
Upper Orara Hall	2,103
Upper Orara Recreational Ground	652
Eastern Dorrigo (Ulong) Hall & Showground	16
Coramba Community Centre	2,063
Lower Bucca Community Centre	652
Woolgoolga Neighbourhood Centre	3,738
Nana Glen Sportsground	668
Lowanna Hall	652
Girl Guide Associate (Waste Service)	636
Total	70,545
Rates Subsidy – Surf Life Saving Clubs	Amount (\$)
Coffs Harbour Surf Club	10,959
Woolgoolga Surf Club	4,507
Red Rock Corindi Surf Club	1,590
Sawtell Surf Club	7,404
Total	24,460
Total Rates Subsidy	95,005
Total Donations and Rates Subsidy	162,505

2. Approve a budget variation for \$11,863 from the General Fund to fund the shortfall in donations not included in the original budget.

EXECUTIVE SUMMARY

Each financial year, Council is required under Section 356 of the Local Government Act to assess and approve applications submitted under the Donations Program.



REPORT TO ORDINARY COUNCIL MEETING

Careful examination of each submission to this program ensures that funds are allocated in the most effective manner. This enables Council to be more accountable to the community in regard to the spending of Council funds and in being transparent about the level of financial support to community events and organisations.

Council's adopted 2016/17 Operational Plan provides for \$150,642 in direct donations, sponsorships and rate subsidies.

It is recommended that a 2016/17 Donations and Rate Subsidy Program totalling \$162,505 be adopted.

REPORT

Description of Item:

Section 356 of the Local Government Act requires Council to annually assess and approve applications submitted under the Donations Program.

The 'Donations by Council Policy' outlines the process of assessing submissions submitted to the Donations Program based on merit. This process ensures that Council is accountable and transparent about the level of financial support to community events and organisations.

Council has a long history of making donations to support community organisations, with many of the organisations receiving annual funding for a period of greater than 10 years. Other community groups have received funding on a less regular basis.

Council's adopted 2016/17 Operational Plan provides for the following donations:

General Fund – Donations Program

Donations	\$80,000
Sponsorships Program	\$20,100
Rates subsidy - Surf Clubs	<u>\$24,460</u>
	\$124,560

Other Funds

Water (Rates)	\$7,980
Sewerage (Rates)	<u>\$18,102</u>
	\$26,082

Total **\$150,642**

The rates and charges determination for the rates subsidy component can only be calculated once Council's budget has been completed and adopted. For 2016/17, the rates subsidy component is \$95,005 which leaves \$55,637 available for general donations.

General donations and sponsorships for 2016/17 total \$67,500; representing a budget shortfall of \$11,863.

A budget variation of \$11,863 is required to fund the balance of this Program.

The following table lists the proposed recipients of the 2016/17 Donations and Rate Subsidy Program. The total amount recommended to be donated under Section 356 of the Local Government Act 1993 is:

Donations and Contributions	
Recipient	Amount (\$)
Donations Unallocated (Mayor & GM)	10,000
Westpac Rescue Helicopter	500
Schools Annual Presentations	5,300
Relay for Life (Cancer Council)	2,500
North Coast Academy of Sport	5,500
Event Subsidies (Road Closures for Anzac Day Parades)	1,200
Southern Cross University Presentations	300
TAFE Presentations	300

Woolgoolga Volunteer Sea Rescue (Rates + Lease Fee)	1,100
DA Fees	4,000
Other Health Services – Life Education Van	4,000
Hope Bears Charity	250
TS Vendetta (Access Charge)	500
Reimbursement of Legal Fees for Lease Preparation	2,500
Variety Special Children's Christmas Party	250
Woolgoolga Senior Citizens Club (Insurance)	2,700
Coffs Harbour Spring Garden Festival	1,000
Coffs Ladies Silks Day	600
Rotary Club Coffs Coast Cycle Challenge	2,000
Coffs Harbour Agricultural Show	5,000
New Year's Eve Fireworks	3,000
Christmas Carols	15,000
Total	67,500
Rates Subsidy – Sporting and Cultural Groups	Amount (\$)
Advocate Park	14,029
Sawtell Toormina Sports & Recreation Club	12,439
Coffs Harbour Rugby Club	7,996
Coffs Harbour Hockey Fields	5,311
Coffs Harbour Kart Racing Track	1,410
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Woolgoolga Senior Citizens Centre	5,121
Nana Glen Hall	2,177
Bonville Hall	1,782
Ayrshire Park	16
Upper Orara Hall	2,103
Upper Orara Recreational Ground	652
Eastern Dorrigo (Ulong) Hall & Showground	16
Coramba Community Centre	2,063
Lower Bucca Community Centre	652
Woolgoolga Neighbourhood Centre	3,738
Nana Glen Sportsground	668
Lowanna Hall	652
Girl Guide Associate (Waste Service)	636
Total	70,545
Rates Subsidy – Surf Life Saving Clubs	Amount (\$)
Coffs Harbour Surf Club	10,959
Woolgoolga Surf Club	4,507
Red Rock Corindi Surf Club	1,590
Sawtell Surf Club	7,404
Total	24,460
Total Rates Subsidy	95,005
Total Donations and Rates Subsidy	162,505

Issues:

Since 2011, applicants receiving funding under the Donations and Rate Subsidy Program have been required to submit an application form requesting details of the organisations funding arrangements and how the donation is to be spent. The application form enables an examination of the proposed use of the donation and any alternative funding sources available to the organisation.

Due to the impending caretaker period for Council and the budget shortfall for the Program, Council did not advertise for requests this year, with funding only allocated to those organisations receiving an annual allocation under the Donations Program.

Options:

There are several options that may be considered by Council including:

1. Adopt the recommendation provided to Council. This option provides for the optimal distribution of donations, sponsorships and rate subsidies based on the submissions received by Council.
2. Amend the recommendation provided to Council and then adopt. As a budget is established in the Operational Plan for this Program, amendment of the recommended list of donations may impact on the donations available to other community organisations.
3. Reject the recommendation provided to Council. Selection of this option requires that Council cannot distribute donations, sponsorships and rate subsidies to the community. As a consequence, all sporting and cultural groups for whom Council pays the rates as a donation would be required to do so from their organisation's funds.

Sustainability Assessment:

• **Environment**

There are no perceived environmental impacts.

• **Social**

The individual contributions assist in maintaining the viability of a number of community organisations and assist others with providing specific community events.

• **Civic Leadership**

The Donations and Rates Subsidy Program enables Council to identify and respond to community aspirations and to ensure that Council has an equitable and transparent process to respond to requests for donations.

This is consistent with the *Coffs Harbour 2030* Community Strategic Plan strategy *LC1.3: We live in a safe, caring and inclusive community.*

• **Economic**

Broader Economic Implications

The donation funds made available by Council are, in many cases added to by community organisations to carry out their activities. This has a positive economic impact in the community.

Delivery Program/Operational Plan Implications

The total cost of \$124,560 (General Fund) and \$26,082 (Water and Sewerage Funds) is provided for in Council's budget.

A budget variation of \$11,863 is required to fund the balance of this Program.

Risk Analysis:

There are no perceived risks from this program.

Consultation:

The Donations Committee, comprising the Mayor and General Manager, has considered the submissions and supports the recommended Program for 2016/17.

Related Policy, Precedents and / or Statutory Requirements:

Donations by Council Policy - adopted May 2013.

Section 356 of the Local Government Act 1993 states that:

- (1) *A council may, in accordance with a resolution of the council, contribute money or otherwise grant financial assistance to persons for the purpose of exercising its functions.*
- (2) *A proposed recipient who acts for private gain is not ineligible to be granted financial assistance but must not receive any benefit under this section until at least 28 days' public notice of the council's proposal to pass the necessary resolution has been given.*
- (3) *However, public notice is not required if:*
 - (a) *the financial assistance is part of a specific program, and*
 - (b) *the program's details have been included in the council's draft operational plan for the year in which the financial assistance is proposed to be given, and*
 - (c) *the program's proposed budget for that year does not exceed 5 per cent of the council's proposed income from the ordinary rates levied for that year, and*
 - (d) *the program applies uniformly to all persons within the council's area or to a significant group of persons within the area.*

Implementation Date / Priority:

Donations will generally be forwarded to recipients following approval by Council. Some will be held until the appropriate time to forward. In the case of Temporary Road Closures (\$1,200), Life Education Van (\$4,000) and DA Fees (\$4,000), which relate to costs incurred by Council, costs will be allocated as they occur.

Conclusion:

The Donations and Rate Subsidy Program ensures that Council has a consistent, equitable and transparent process to respond to requests for donations. All applications received which meet the policy requirements, are given equitable consideration for donation funding.

This enables Council to be accountable to the community in regard to the spending of Council funds and in being transparent about the level of financial support to community events and organisations.

It is recommended that the 2016/17 Donations and Rate Subsidy Program, as detailed in this report, totaling \$162,505 be adopted.



REPORT TO ORDINARY COUNCIL MEETING

COMMITTEE MEMBERSHIP APPLICATION – YANDARRA ABORIGINAL CONSULTATIVE COMMITTEE

REPORTING OFFICER: Section Leader Community Planning and Performance
DIRECTOR: Director Sustainable Communities
COFFS HARBOUR 2030: LC1.4 Promote a caring, inclusive and cohesive community
ATTACHMENTS: Nil

Recommendation:

That Council appoint the following committee member nominees, Patrick Brown and Deborah Dootson, to the Yandarra Aboriginal Consultative Committee.

EXECUTIVE SUMMARY

To recommend to Council the appointment of two community members to the Yandarra Aboriginal Consultative Committee.

REPORT

Description of Item:

This report seeks approval from Council for appointment to the Yandarra Aboriginal Consultative Committee.

Issues:

The following nominations have been approved for recommendation to Council at the most recent Yandarra Aboriginal Consultative Committee meeting:

- Deborah Dootson
- Patrick Brown

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 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:

- LC1.4 Promote a caring, inclusive and cohesive community

- **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.



REPORT TO ORDINARY COUNCIL MEETING

COMMITTEE MEMBERSHIP – FACILITY ADVISORY AND MANAGEMENT COMMITTEES

REPORTING OFFICER:	Community Development Officer - Committees
DIRECTOR:	Director Sustainable Communities
COFFS HARBOUR 2030:	LC1.1 Build pride and identity in Coffs Harbour as a community and a place LC1.4 Promote a caring, inclusive and cohesive community PL2.2 Provide public spaces and facilities that are accessible and safe for all
ATTACHMENTS:	Nil

Recommendation:

That Council appoint the following committee member nominees, Robert Hoy and Sharon Allbeury to the Sportz Central Advisory Committee, Margo Hammond and Samantha Fauchon to the Lowanna Community Hall Facility Management Committee.

EXECUTIVE SUMMARY

To recommend to Council the appointment of community members to the advisory and facility management committees.

REPORT

Description of Item:

This report seeks approval from Council for appointment to the Sportz Central Advisory Committee and Lowanna Community Hall Facility Management Committees.

Issues:

The community members have expressed interest in participating on these committees. The nominations have been approved for recommendation to Council at the most recent committee meeting:

- Sportz Central Advisory Committee – Robert Hoy and Sharon Allbeury
- Lowanna Community Hall Facility Management Committee – Margot Hammond and Samantha Fauchon.

Community committees reflect Council's commitment to actively engage and utilise the expertise within its community. We value the voluntary contribution of our committee members and encourage Council to accept this nomination.

Options:

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

Sustainability Assessment:

• Environment

There are no environmental issues associated with this report.

• Social

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

• Civic Leadership

This approach is addressed in Coffs Harbour 2030 through:

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

- **Economic**

Broader Economic Implications

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

Delivery Program/Operational Plan Implications

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

Risk Analysis:

There are no specific risks associated with the appointment of committee members to these committees.

Consultation:

Consultation has been undertaken with the existing members of the committees.

Related Policy, Precedents and / or Statutory Requirements:

This process is in line with precedents set in the past and addresses the requirements under the Local Government Act, Section 355.

Implementation Date / Priority:

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

Conclusion:

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



REPORT TO ORDINARY COUNCIL MEETING

COFFS COAST TOURISM STRATEGIC PLAN 2020 - VISITOR INFORMATION SERVICES

REPORTING OFFICER:	Group Leader City Prosperity
DIRECTOR:	Director Sustainable Communities
COFFS HARBOUR 2030:	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
ATTACHMENTS:	ATT Coffs Coast Tourism Strategic Plan 2020

Recommendation:

That Council:

1. Undertakes a staged approach to the implementation of the new model for visitor information services under the adopted *Coffs Coast Tourism Strategic Plan 2020*, over a six month period.
 2. Allocate funding of \$140,000 to run the Coffs Harbour Visitor Information Centre for a six month period until 29 January 2017, concurrently with the remainder of the actions referenced in s11.1.1 from the Visitor Information Services section of the adopted *Coffs Coast Tourism Strategic Plan 2020*.
 3. Receive a report in late 2016 on the status of the staged approach to the implementation of the new model for visitor information services under the adopted *Coffs Coast Tourism Strategic Plan 2020*.
-

EXECUTIVE SUMMARY

At its meeting of 28 July 2016, Council considered a Mayoral Minute and resolved that:

Taking on board that the Coffs Coast Tourism Strategic Plan 2020 is now adopted by Council, that Council bring back a detailed costing to run the Coffs Harbour Visitor Information Centre till the end of January 2017, concurrently with the following actions:

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. *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*
4. *Pop-up presence at selected large events in the city*



REPORT TO ORDINARY COUNCIL MEETING

5. *Consider limited location digital mini-kiosks or signposts, supported by free wi-fi, eg. at the Jetty shops area, city square*
6. *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.*
7. *Promotion of the new service delivery and its benefits*

And a report be brought back early 2017.

In acknowledging the Mayoral Minute from the meeting of 28 July 2016, together with the desire to stage the visitor information service transition over a longer and defined time period, this report outlines the cost impacts of this six month transition.

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 industry led tourism committee – Destination Coffs Coast Committee (DCCC) in July 2015.

The Coffs Coast Strategic Tourism Plan 2020 was developed by consultants Wray Sustainable Research & Planning, Sarah Lebski & Associates and Bill Fox & Associates in cooperation with the industry led Destination Coffs Coast Committee 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 was considered by Council on 26 May 2016, where it was resolved 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.*

A copy of the adopted *Coffs Coast Tourism Strategic Plan 2020* is attached to this report.

Issues:

The business paper of Council's meeting of 26 May 2016, which reported on the final *Coffs Coast Tourism Strategic Plan 2020*, specifically drew out the changes to Visitor Information Services:

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.

Following adoption of the strategy in May 2016, work has commenced on implementation including structural changes within the team. This includes new roles specifically responsible for delivering on the visitor information services outcomes above and an increased effort in industry engagement.

In acknowledging the Mayoral Minute from the meeting of 28 July 2016, together with the desire to stage the visitor information service transition over a longer and defined time period, this report outlines the cost impacts of this six month transition.

For the Coffs Harbour Visitor Information Centre to remain open as a Level 1 accredited visitor information centre, it is required to be open 56 hours per week. To continue to operate the centre for a six month period, while concurrently delivering the remainder of the actions referenced in s11.1.1 from the Visitor Information Services section of the adopted *Coffs Coast Tourism Strategic Plan 2020*, the cost to Council will be approximately \$140,000. This is further detailed in the Delivery Program/Operational Plan Implications section of this report.

Options:

The following options are available to Council:

1. Adopt the recommendations provided in this report.
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 industry led Destination Coffs Coast Committee and may require the *Coffs Coast Tourism Strategic Plan 2020* to be revised.

Sustainability Assessment:

- **Environment**

While the *Coffs Coast Tourism Strategic Plan 2020* focuses on nature based tourism, there are no specific environmental outcomes from this report.

- **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

The cost to run the Coffs Harbour Visitor Information Centre for the six month period Monday 1 August 2016 to Sunday 29 January 2017 will be approximately **\$140,000**.

Expenses

Staff	\$130,000	Two staff members, covering opening hours 9am to 5pm, seven days per week including public holidays. The VIC is only closed on Christmas Day.
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Operating Costs	\$15,000	Overheads, equipment rental, repairs, printing, office stationery, consumables.
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Revenue

Commissions	(\$5,000)	Retail commissions – accommodation, attractions, ticket sales.
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Total	\$140,000	
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*All figures are for a six month period (26 weeks from Monday 1 August 2016 to Sunday 29 January 2017).

The figures do **not** include (as they had been budgeted elsewhere):

- Expense: Commercial rental of the Big Banana office.
- Revenue: Commissions from group bookings as this was to be delivered as part of the new visitor information services group booking line (these are not a retail transactions made over the counter).

Risk Analysis:

The *Coffs Coast Tourism Strategic Plan 2020* was adopted earlier in the year. Making significant changes to the direction of the strategy could be seen as being inconsistent with the adopted strategy which was underpinned by comprehensive tourism industry stakeholder engagement.

Consultation:

Endorsement by the Destination Coffs Coast Committee, a comprehensive stakeholder engagement process and public exhibition of the draft *Coffs Coast Tourism Strategic Plan 2020* were fully detailed in the report of 26 May 2016.

Related Policy, Precedents and / or Statutory Requirements:

The *Coffs Coast Tourism Strategic Plan 2020* was adopted on 26 May 2016.

Implementation Date / Priority:

With an allocation of funding as detailed, the resolution can take place immediately.

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, and the provision of visitor information services is integral to the delivery of the strategy.



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:

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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
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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).

continued on next page

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>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</p> <p>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</p> <p>3.0 Risk Management Identify and plan for potential risks to visitors and the visitor economy to 2020</p>	<p>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</p> <p>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</p> <p>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</p>	<p>7.0 Events and Festivals 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>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</p> <p>9.0 Visitor Markets Focus marketing activities on viable, brand-aligned visitor markets to attract returning and new visitors to the Coffs Coast to 2020</p> <p>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</p> <p>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</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 million¹. 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 region².

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 Coffs Harbour City Council S355 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.

continued next page

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 expenditure¹.

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 million¹. 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.

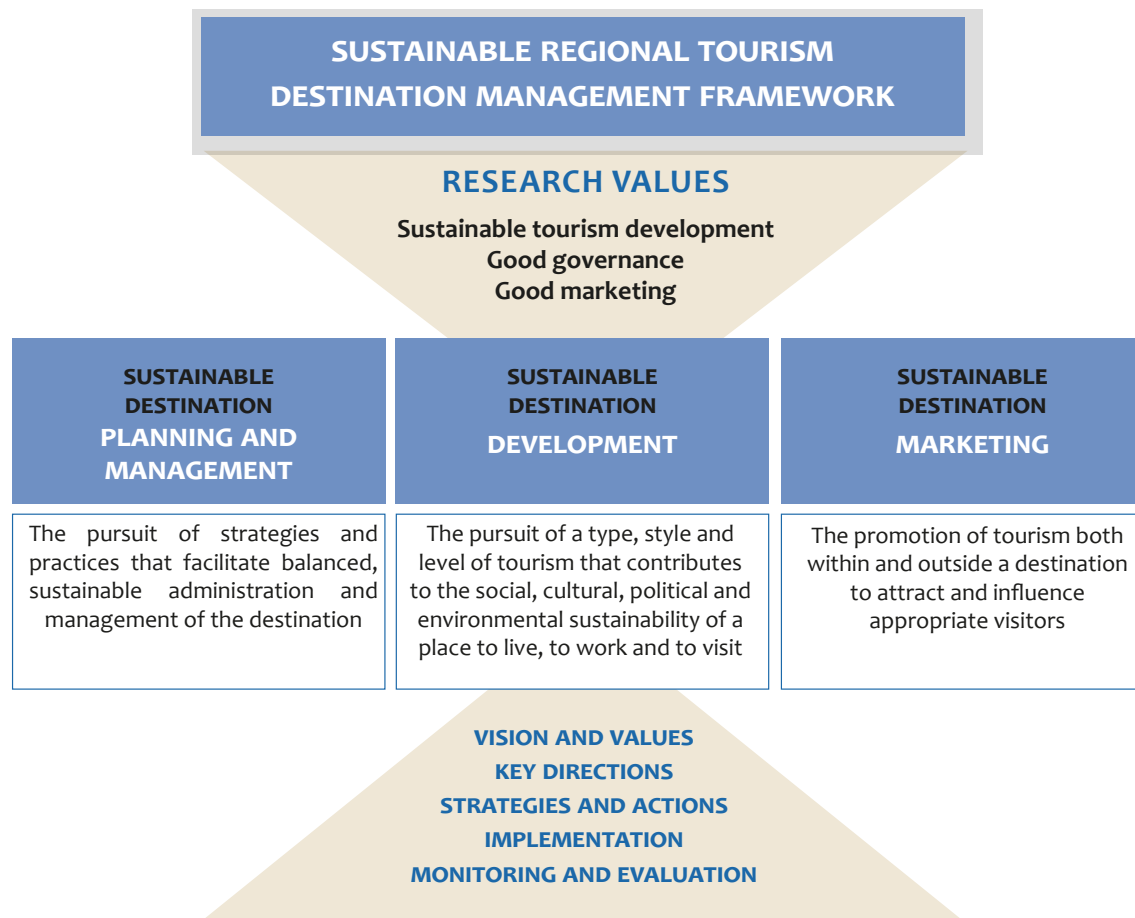
The Plan is a living strategic document that has been developed to:

- 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.



¹Adapted 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)³.

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>s1.1.1 Revise the Terms of Reference of the Coffs Coast Tourism s355 for the two-year period October 2016 to September 2018 as follows:</p> <p>Scope/Role – add an additional role:</p> <ul style="list-style-type: none"> ▪ To lead and coordinate an industry development and engagement program on behalf of the tourism industry by: <ul style="list-style-type: none"> ▪ Providing regular industry development, capacity building, service excellence training and other educational opportunities ▪ Coordinating regular networking opportunities for tourism and hospitality operators <p>Delegations – 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>Composition of the Committee – revise to read:</p> <ul style="list-style-type: none"> ▪ 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 ▪ 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 <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>Office Bearers – revise to read:</p> <ul style="list-style-type: none"> ▪ Chair – CHCC Director Sustainable Communities (transition/1 year) ▪ Vice Chair – to be elected at the first meeting of the new Committee <p>Term of Office – 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>Committee membership</p> <p>Committee members hold membership until they:</p> <ul style="list-style-type: none"> ▪ fail to attend three consecutive meetings without leave of absence; ▪ move their permanent place of residence outside the Council or surrounding local government areas; ▪ deliver their written resignation to Council; or ▪ receive written notification from Council that their membership of the Committee has been terminated. <p>Sub-Committee (s) – 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>S1.1.2 Establish a set of criteria to be addressed by new DCCC member applicants related to their strategic expertise and skills relevant to tourism</p>	<p>CHCC</p>	<p>Consultant</p>	<p>2016</p>
<p>S1.1.3 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
S1.2.1	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
S1.2.2	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
S1.3.1	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
S1.3.2	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
S1.4.1 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
S1.4.2 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
S1.4.3 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
S1.4.4 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
S1.4.5 Establish a Destination Coffs Coast: Tourism database comprising all tourism and hospitality operators on the Coffs Coast that is regularly updated	CHCC	BSC	2016
S1.4.6 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
S1.4.7 Establish an annual Destination Coffs Coast: Tourism Awards Program that aligns with the NCDN and DNSW 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
S1.4.8 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 time³.

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 submission⁴.

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.

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
s2.1.1 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
s2.1.2 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
s2.1.3 Subject to s2.1.2 prepare an IPART application for a tourism and business levy for the Coffs Coast	CHCC	BSC	2017
s2.1.4 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 situations³. 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 failures⁵.

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 process³.

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
s3.1.1	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
s3.1.2	Communicate the Destination Coffs Coast: Tourism Risk Management Plan to tourism stakeholders to ensure strategies are clearly understood	DCCC	CHCC, BSC	2017/2018
s3.1.3	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
s3.1.4	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
s3.2.1	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
s3.2.2	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 systems³. 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 challenges⁶. 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 NSW⁷. It is estimated that 8% of visitors to the Coffs Coast in 2015 arrived by air⁸. 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
s4.1.1	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
s4.1.2	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
s4.2.1	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
s4.2.2	Work collaboratively with CHRA management to increase air services from key visitor markets to the Coffs Coast	CHCC	DCCC	2016 to 2020
s4.2.3	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
S5.1.1	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
S5.1.2	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
S5.1.3	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
S5.1.4	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
S5.1.5	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
S5.2.1	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
S5.2.2	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 experiences³.

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 values⁹.

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'.

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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 artists⁶. 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 galleries³.

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
s6.1.1 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
s6.1.2 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
s6.1.3 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
s6.1.4 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
s6.1.5 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
s6.1.6 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 pride¹⁹. 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 sport²¹.

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.

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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
s7.1.1 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
s7.1.2 Investigate opportunities to fund and develop sports tourism infrastructure and facilities in Bellingen Shire	BSC	DNSW, INSW, RDA	2016 to 2020

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

Strategic Actions	Leadership	Support	Timing
s7.2.1 Establish a single, authoritative and comprehensive annual events and festivals calendar for the Coffs Coast region, which addresses the needs of both organisers and consumers	CHCC	BSC, CoCs	2016 to 2020
s7.2.2 Develop and promote a 'How to plan and deliver successful community events' guide for the Coffs Coast, which includes measuring economic, social and environmental impacts and other practical solutions and advice, to assist community-based events' organisers	CHCC, BSC	CoCs, DNSW	2016
s7.2.3 Establish a regular mentoring program to provide ongoing support and advice for community-based organisers in the Coffs Harbour LGA	CHCC	CoCs	2016
s7.2.4 Support event organisers to create new, innovative and brand-aligned events and festivals, as well as opportunities to refresh and enhance successful, existing events and festivals	CHCC, BSC	CoCs, DNSW	2016 to 2020
s7.2.5 Introduce a 'one stop shop' to assist organisers with regulatory requirements for events and festivals within the Coffs Harbour LGA	CHCC		2016
s7.2.6 Continue to deliver the events hub to support local event organisers in Bellingen LGA	BSC		2016 to 2020
s7.2.7 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
s7.3.1	Encourage broader industry stakeholders (e.g. accommodation, tour operators) to support Coffs Coast events and festivals through their own marketing initiatives	CHCC, BSC	DCCC, CoCs	2016 to 2020
s7.3.2	Encourage 'whole of community' support for Coffs Coast events and festivals through visitor-friendly initiatives (e.g. appropriate opening hours and availability of amenities and services)	CHCC, BSC	DCCC, CoCs	2016 to 2020
s7.3.3	Investigate spreading the benefit from larger Coffs Harbour events to surrounding towns, to encourage dispersal and spend (e.g. use of some sporting facilities at Urunga)	CHCC	BSC, 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 another¹². 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'¹³. 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 tourism³. 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 promotion¹⁴. 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 Plan³. 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.

³See 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)¹⁶
- 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 places⁸.

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 image³.

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.

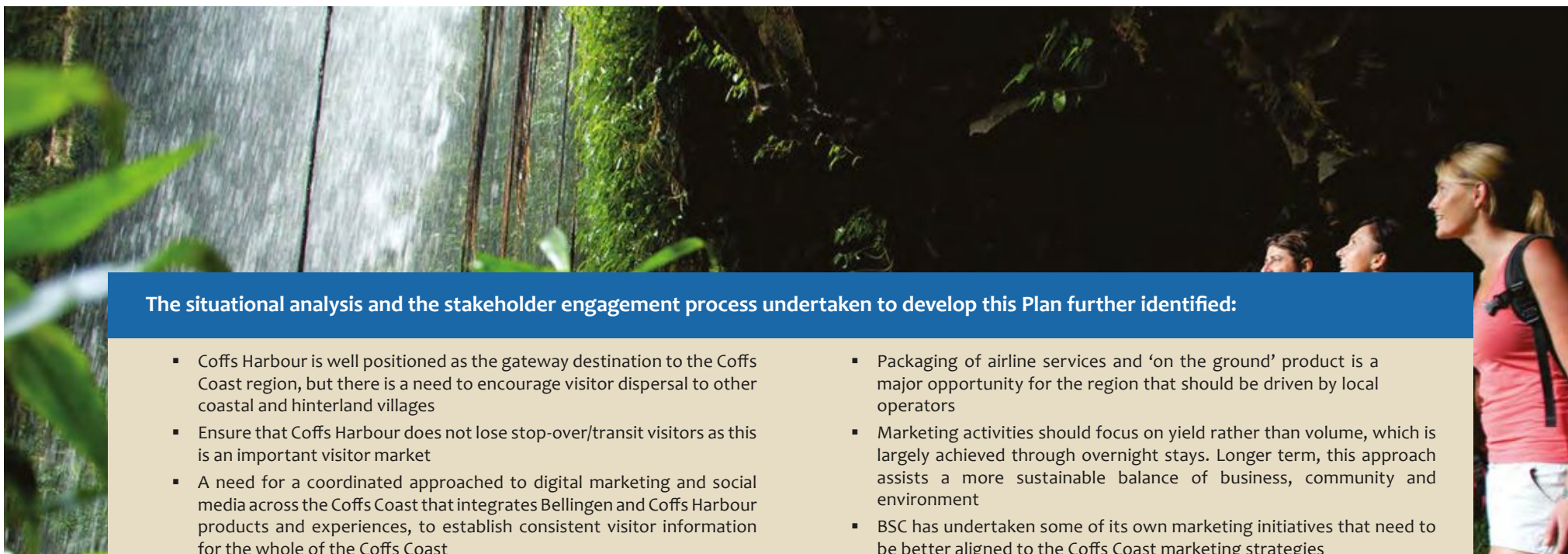
BSC works with CHCC to develop collaborative marketing initiatives, however

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
s10.1.1	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
s10.1.2	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
s10.1.3	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
s10.2.1	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
s10.2.2	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
s10.2.3	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
s10.2.4	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
s10.2.5	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
s10.3.1	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
s10.3.2	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
s10.4.1	Conduct quarterly meetings to coordinate destination marketing strategies and initiatives between representatives from the CHCC and BSC	CHCC	BSC	2016 to 2020
s10.4.2	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
s10.4.3	Work collaboratively with key local industry stakeholders (e.g. Coffs Harbour Airport, C.ex, CoCs) on cooperative marketing initiatives	CHCC	DCCC	2016 to 2020
s10.4.4	Work cooperatively with neighbouring destination regions on cooperative marketing initiatives (e.g. Nambucca, Clarence and Armidale)	CHCC	BSC	2016 to 2020
s10.4.5	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 journey⁷. 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 services¹⁹.

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 outs¹⁸. 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 VIC¹⁹.

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
s11.1.1	Implement the recommendations of the Coffs Harbour City Council Review of Visitor Information Services.	CHCC	DCCC, DNSW	2016
s11.1.2	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
s11.1.3	Communicate key recommendations of the Coffs Coast Visitor Information Services Strategy to tourism stakeholders	CHCC	BSC, DCCC, CoCs	2016
s11.1.4	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
s11.1.5	Establish a regular training and development program for Coffs Coast visitor servicing staff	CHCC, BSC	DCCC, CoCs	2016 to 2020
s11.1.6	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
s11.1.7	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
s11.2.1	Conduct audits across all levels of local signage in the Coffs Harbour and Bellingen LGAs	CHCC, BSC	DCCC, CoCs	2016 /2017
s11.2.2	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
s11.2.3	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
s11.2.4	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
s11.2.5	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
s11.3.1	Consider optimum, new location for the Bellingen Shire (Urunga) Visitor Information Centre that enables retention of driver-reviver station	BSC	RMS, Urunga CoC	2016
s11.3.2	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.

continued on next page

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



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		



REPORT TO ORDINARY COUNCIL MEETING

SALE OF SURPLUS COUNCIL LAND - PART LOT 25 SECTION R DP 17053 PARK BEACH, COFFS HARBOUR

REPORTING OFFICER:	Team Leader - Property Development
DIRECTOR:	Director Sustainable Infrastructure
COFFS HARBOUR 2030:	LP3.1 Establish and maintain a balanced mix of commercial and residential activities
ATTACHMENTS:	ATT Location plan of land to be sold.

Recommendation:

That Council:

1. **Accept from the owner of 97 Park Beach Road, Coffs Harbour the amount of \$15,000 inclusive of GST for the sale of Part Lot 25 Section R DP 17053 as defined in the attachment to this report.**
2. **Agree that each party pay their own legal and mortgagee consent expenses.**
3. **Agree that each party share equally the expenses associated with approvals for the subdivision, survey costs and plan registration expenses at LPI.**
4. **Execute under seal all necessary documents associated with the matter.**

EXECUTIVE SUMMARY

The purpose of this report is to obtain formal approval to accept an offer from an adjoining owner for the sale of surplus Council land.

REPORT

Description of Item:

Council has recently been approached by the owners of a property at 97 Park Beach Road at Coffs Harbour to purchase a small parcel of Council's land. The Council land is described as Part Lot 25 Section R DP 17053. This land is a narrow drainage reserve that runs parallel to a laneway located directly to the north of Park Beach Road and to the west of York Street.

The owners of 97 Park Beach Road have recently gained Development Consent under 0049/16DA for multi dwelling housing which will comprise six units. The owners have further proceeded with a modification to this consent which was approved by Council on 13 July 2016. The modification increases the footprint of the development slightly and it now includes a portion of Council's land described above as Lot 25. The modification requires as per Condition 20A that the section of Council's land impacted upon be consolidated with the remainder of 97 Park Beach Road (Lot 4 Section R DP 17053).

Prior to the above consolidation occurring, the Council land needs to be sold and transferred to the developers.

Council's land to be sold comprises an area of approximately 55.72 square metres, is zoned R1 and is classified under the Local Government Act 1993 as Operational land. Attachment 1 to this report shows the location of Council's land to be sold.

Council's land is described as a drainage reserve in DP 17053, however there are no Council services in the land and Council's Sustainable Infrastructure Directorate advises that the land is not required for future services or other purposes and is surplus to requirements.

The land is generally vacant with some concrete paving in place. It can be effectively used by the adjoining development for courtyard and driveway purposes. As at the date of this report, the developer is well advanced with the construction of the units which were approved as part of Development Consent 0049/16DA.

Negotiations with the owners of 97 Park Beach Road have resulted in an agreement being reached between the parties on the following terms:

1. Purchase price of \$15,000 inclusive of GST.
2. Each party paying their own legal and mortgagee consent expenses.
3. The parties sharing equally the costs associated with approvals required for the subdivision, survey costs and plan registration costs at LPI.

The negotiations have been conducted by Council's qualified Valuer and the agreement is considered to reflect a fair market price.

Issues:

The land to be sold has been identified as surplus by Council's Sustainable Infrastructure Directorate.

There are no regulatory, legal or service impediments to this transaction. The principal issue for Council is to decide whether it should consent to the sale and at what price.

Options:

Council has two options:

1. To consent to the sale and the price negotiated.
2. To refuse consent and retain the land.

Should Council retain the land, the developer will need to address access issues to the rear laneway for two of the approved units.

Sustainability Assessment:

• **Environment**

There are no environmental issues.

• **Social**

There are no social impacts.

• **Civic Leadership**

There are no major issues in relation to this matter. Sale of the land will facilitate an appropriate and approved use in relation to Council's surplus land.

• **Economic**

Broader Economic Implications

The sale of the land will slightly enhance the proposed and approved development of the units.

Delivery Program/Operational Plan Implications

Council will receive a net inflow of funds from the sale price (\$15,000) after costs agreed in relation to subdivision and transfer of the land.

Risk Analysis:

The risk in relation to this matter has been assessed as minor and insignificant.

Consultation:

Internal consultation has confirmed the land to be sold is surplus to Council's current and future needs. The adjoining laneway is sufficient for access and servicing requirements in the locality.

Related Policy, Precedents and / or Statutory Requirements:

Council has in the past sold surplus land when considered appropriate.

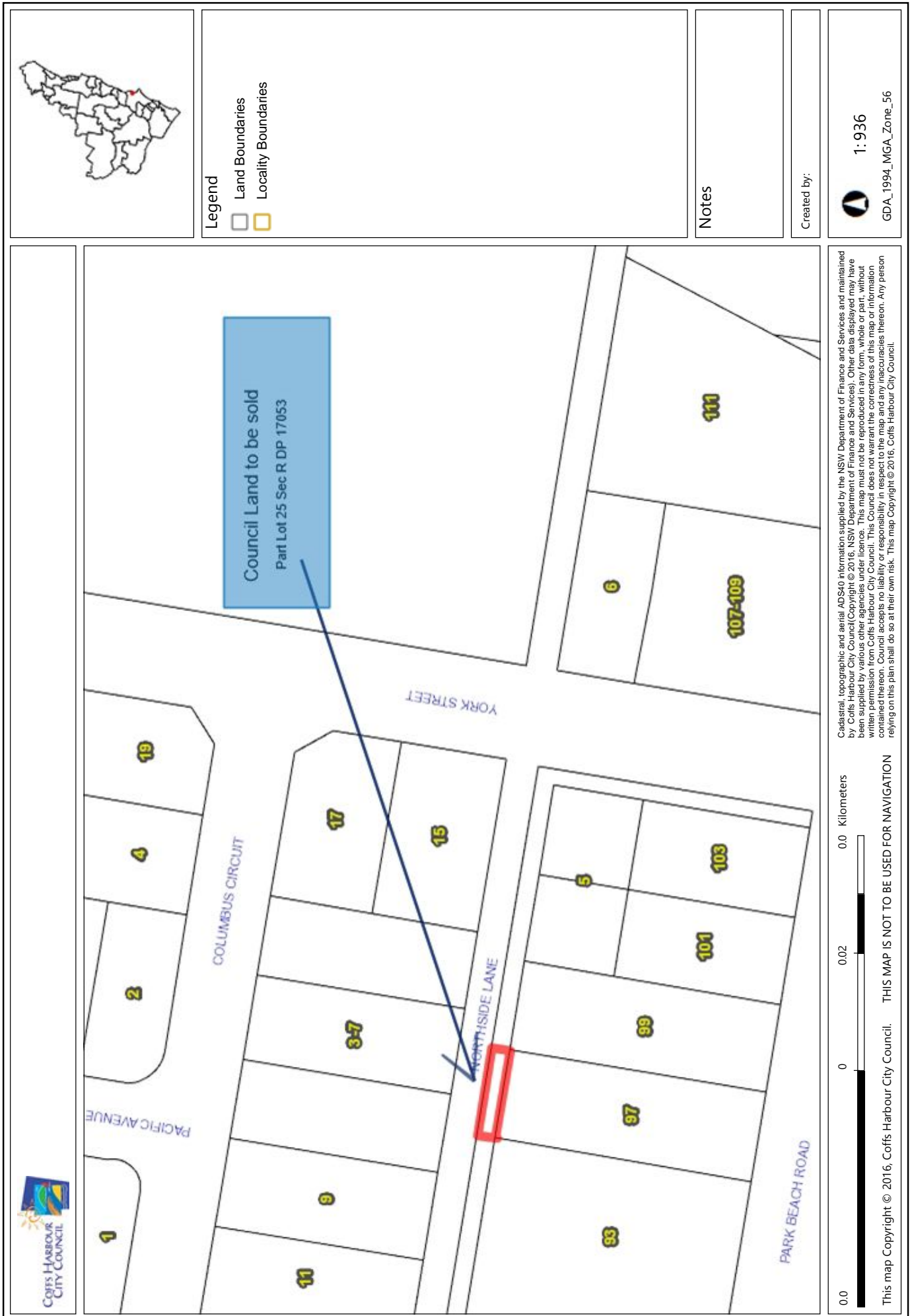
Section 377(1)(H) of the Local Government Act 1993 requires the formal approval of Council in regard to the sale of land.

Implementation Date / Priority:

The matter will be dealt with immediately following Council's resolution.

Conclusion:

The report requests the formal approval of Council to accept an offer to purchase a small Council parcel of land which is surplus to its requirements. The purchase price and terms agreed between the parties are considered to represent a fair market price given the opportunities and constraints associated with the land and the fact that there is a limited market confined to the adjoining owner.



Legend

-  Land Boundaries
-  Locality Boundaries

Notes

Created by:



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TRUST REPORT TO ORDINARY COUNCIL MEETING

CONTRACT NO. RFT-764-TO - MANUFACTURE, SUPPLY AND INSTALLATION OF RELOCATABLE CAMP KITCHEN - SAWTELL BEACH HOLIDAY PARK

REPORTING OFFICER: Manager Holiday Parks & Reserves
DIRECTOR: Director Business Services
COFFS HARBOUR 2030: LP11.1 Promote opportunities around renewable energy, sustainable tourism, sustainable agriculture and fisheries, local produce, creative and clean industries.
PL2.2 Provide public spaces and facilities that are accessible and safe for all.
ATTACHMENTS: ATT CONFIDENTIAL Tender Assessment Contract No. RFT-764-TO

Recommendation:

That Council, as Corporate Manager of the Coffs Coast State Park Trust, considers tenders received for Manufacture, Supply and Installation of Relocatable Camp Kitchen – Sawtell Beach Holiday Park, Contract No. RFT-764-TO, and adopt the recommendation as detailed in the confidential attachment

EXECUTIVE SUMMARY

Council, as Corporate Manager of the Coffs Coast State Park Trust, called for tenders to undertake the Manufacture, Supply and Installation of Relocatable Camp Kitchen – Sawtell Beach Holiday Park. The tender was advertised on 5 July 2016 and closed on 26 July 2016.

This report provides a preferred tender to Council, following assessment of all submissions under Council's tender evaluation process, and seeks Council's approval to accept a tender.

If the recommendations are adopted by Council, it is intended to enter into a contract with the recommended tenderer to undertake the required work.

The holiday parks are an important resource in meeting the recreational needs of the greater community as well as important tourist facilities drawing visitors to the region. Flow-on effect of visitation is deemed to have a generally positive impact upon the economic performance of the region.

Funds generated through the parks contribute to the social, environmental, economic and recreational development of the reserve system.

REPORT

Description of Item:

The Trust engaged Integrated Site Design early in 2016 to develop designs and specifications for a new guest lounge/camp kitchen for Sawtell Beach Holiday Park. The development of the guest lounge/camp kitchen is a key element in the parks Sustainable Improvement Strategy and Masterplan (SISM) and will complement recent improvements to the park including the refurbishment of the eastern amenities block and upgrades to caravan and camping infrastructure in the location.

Open Tenders were called, in local and capital city newspapers and Councils Tenderlink portal, for suitably qualified building contractors. Tenders closed at 3.30pm on 26 July 2016.

Tender were evaluated on the following criteria:

- Tender Price
- Quality of inclusions
- Experience with similar projects
- Details and logic of tender construction program
- Work Health & Safety Management Systems including BNG Conserve registration.

Two tenders were received from the following:

1. WENDGOLD PTY LTD
2. RED SEA HOUSING SERVICES PTY LTD

Issues:

The installation of the camp kitchen is critical to the ongoing and future growth of the Sawtell Beach Holiday Park. The area surrounding the proposed camp kitchen is an extremely popular location for guests as the sites are level and in close proximity to the Sawtell town centre.

Due to the timeframe of the construction program and the high occupancy related to the Christmas holidays 2016 the work will be required to be completed 25 November 2016. This will allow adequate time to complete the surrounding landscaping and pathways associated with the installation and eliminate the risk of the camp kitchen not being completed by 25th December 2016 and being unavailable to guests.

Options:

1. Adopt the recommendation provided in the 'Confidential' attachment to this report, which is the most advantageous to Council and will allow the work to commence upon the completion of the relevant contracts
2. Reject the recommendation

Sustainability Assessment:

- **Environment**

Park guests consume resources whilst in the Coffs Harbour local government area (LGA) however this is offset by the fact that they are not consuming resources at their place of residence. Revenues generated within the State Park are put back into the reserve system including the environmental management of the locations. All parks are committed to environmental initiatives aimed at reducing their impact upon the environment. This includes environmentally sustainable building design and the use of environmentally sustainable construction materials.

The contractor will be required to prepare and implement an Environmental Control Plan for the duration of the project before undertaking any construction activities to minimise any adverse environmental affects in order to comply with the specifications and the completed Part 5 Environmental Assessment, Aboriginal Heritage Impact Permit and Aboriginal Cultural Heritage Assessment.

- **Social**

The holiday parks are an important resource in meeting the recreational needs of the greater community. Funds generated through the parks contribute to the development of social and recreational facilities within the reserve system.

Neither tenderer has a local business address.

- **Civic Leadership**

The operation of the holiday parks is consistent with the following 2030 strategies:

- LP 1.1 Promote opportunities around renewable energy, sustainable tourism, sustainable agriculture and fisheries, local produce, creative and clean industries.
- PL 2.2 Provide public spaces and facilities that are accessible and safe for all.

Economic

Broader Economic Implications

The holiday parks are important tourist facilities drawing visitors to the region. Flow-on effect of visitation is deemed to have a generally positive impact upon the economic performance of the region.

Delivery Program/Operational Plan Implications

The works are to be fully funded through Coffs Coast State Park revenues.

The Coffs Coast State Park generates funds that are used within the reserves and contributes to the care, control and management of the reserves, reducing the demand on alternate funding sources.

Risk Analysis:

The camp kitchen is critical to the ongoing and future growth of the Sawtell Beach Holiday Park. Due to the design, building requirements and expertise required a suitably qualified expert consultant was engaged to design the camp kitchen layout for Sawtell Beach Holiday Park.

The completed design drawings and associated specification for the camp kitchen are pending approval by Coffs Harbour City Council - BA reference number 0040/17cc

There is a risk to the project for delays should the manufacture and installation not run smoothly and therefore not being completed in time for the Christmas holiday period. To ensure there are no negative impacts on park patrons through the Christmas holiday period the completion date was selected to allow for any inclement weather and manufacturing delays.

The camp kitchen installation is in line with the SISM for Sawtell Beach Holiday Park. The inherent risks with this type of capital investment have been ameliorated through comprehensive business planning and the residual risk will be regularly monitored as part of the holiday parks standard business practices.

Consultation:

Qualified consultants have been used to develop the parks SISM and camp kitchen design. Guest and Coffs Coast Holiday Park staff feedback was also sought throughout the project development stage.

Related Policy, Precedents and / or Statutory Requirements:

Tendering procedures were carried out in accordance with Council's own policy and procedures as well as meeting statutory obligations under the Local Government (General) Regulation 2005 - Part 7 Tendering Division 1 Preliminary 163 Section 55.

Council's policy is the tender with the highest weighted score becomes the recommended tender.

Implementation Date / Priority:

A contract can be awarded upon Council's resolution to accept a tender. The manufacturing phase of the project is scheduled to be 9-10 weeks with onsite installation commencing 31 October 2016.

Failing any unforeseen events it is expected that the installation works will be completed by 25 November 2016. This will allow adequate time to complete the associated landscaping works, avoiding a clash with the 2015/16 Christmas Holiday period and ensure there are no negative impacts on park patrons.

Conclusion:

That Council considers tenders received for Manufacture, Supply and Installation of Relocatable Camp Kitchen – Sawtell Beach Holiday Park, Contract No. RFT-764-TO, and move the motion as detailed in the confidential attachment