



City of Coffs Harbour Annual Report 2021/22

Section 1 Significant Achievements

Acknowledgement of Country

The City of Coffs Harbour acknowledges the traditional custodians of the land on which we meet, the Gumbaynggirr people, who have cared for this land since time immemorial. We pay our respects to their elders past, present and emerging, and commit ourselves to a future with reconciliation and renewal at its heart.

City Garlambirla junga-ngarraynggi yaanga gungangulam wajaarrgundi yilangandi ngiyaa gawbarri: yaam Gumbaynggirr girrwaaw yaamanga-ndi yaam wajaarr jalumbawnyarr ngarraynggang.

Ngiyalagay garla-ngarraynggi yanggidamgundi Guuyunga, Jurruya jalumbawnyarr, giili, waybunyjigam. Baya ngiyalagay yilaana minggiya gunganbuwa ngayinggirra Girrwaanbiya; garra-buugili.

The City of Coffs Harbour acknowledges the traditional custodians of the land on which we meet, the Gumbaynggirr people, who have cared for this land since time immemorial.

City Garlambirla

The City of Coffs Harbour

junga-ngarraynggi

acknowledges

yaanga

these

gungangulam ...

traditional custodians

wajaarrgundi

of the land

yilangandi

where

ngiyaa gawbarri:

we

yaam

meet

Gumbaynggirr

the Gumbaynggirr

girrwaaw ...

people

yaamanga-ndi

these-who

yaam

here

wajaarr jalumbawnyarr

the land from of old

ngarraynggang.

have cared for.

We pay our respects to their elders past, present and emerging, and commit ourselves to a future with reconciliation and renewal at its heart.

Ngiyalagay

we

garla-ngarraynggi

respect

yanggidamgundi Guuyunga,

their

Eldermen,

Eldermen,

Jurruya ...

Elderwomen

jalumbawnyarr, giili,

past

present

waybunyjigam ...

and emerging

Baya ngiyalagay

Let us

yilaana minggiya

hence in the heart

gunganbuwa

be friends

ngayinggirra

and sit together

Girrwaanbiya; ...

with the First People

garra-buugili

and be renewed.



This Annual Report showcases the City of Coffs Harbour's (City) progress in delivering the 2021/22 Operational Plan and 2017–2022 Delivery Program over the course of the 2021/22 financial year.

The Annual Report is a component of the performance monitoring provisions of the Integrated Planning and Reporting (IPR) legislation. Full details of the City's performance against the 2017–2022 Delivery Program and 2021/22 Operational Plan can be found in six-monthly progress reports in the Corporate Planning and Reporting pages of the City's website: www.coffsharbour.nsw.gov.au

Section 1 of the Annual Report focuses on the City's significant achievements in the implementation of its Delivery Program and Operational Plan.

Section 2 of the Annual Report includes information prescribed by the Local Government (General) Regulation 2005. The information in Section 2 indicates how the City has been performing as a service provider and a community leader.

Section 3 of the Annual Report contains the City's Annual Financial Statements, as required by the Local Government Act 1993 — Section 428 (4) (a).

Brisbane

Coffs Harbour

Sydney

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

The traditional home of the Gumbaynggirr people, the area is home to 78,759 residents and encompasses 1,174 square kilometres of land stretching from Red Rock, south to Bundagen and west past Brooklana and Lowanna.

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View of Jetty Marina from Muttonbird Island

Foreword

Coffs Harbour is known first and foremost as a great place to live — and in 2021 the region also became the first certified ECO destination in NSW.

The postponed local government elections were eventually held in December 2021 and a new team of Councillors — headed by the Mayor Councillor Paul Amos — was subsequently announced.

We also welcomed a new General Manager, Natalia Cowley, who joined City of Coffs Harbour from Central Coast Council and brought with her extensive leadership experience in the local government and international financial services sectors in Australia, New Zealand and Bermuda.

During 2021–2022, we continued to build on our reputation as a dynamic and rapidly expanding economic hub and a key sporting and event destination by delivering a range of community, economic, sporting and cultural facilities and programs.

These included:

- Continued construction and naming of Yarrila Place, plus the start of work on opening exhibitions and a Gumbaynggirr Art Trail for the building
- Review of the MyCoffs Community Strategic Plan
- Completion and opening of the Coffs Coast Regional Sports Hub Stage 2 Project
- Delivery of four Festival of New Thinking Events covering strategy, innovation, sustainability and resilience
- Further development of the Wiigulga Sports Complex
- Eco month held in May 2022
- Opening of the new Botanic Garden Glasshouse.

Despite the ongoing impacts of COVID-19, natural disasters and the postponed council elections, we have continued to provide support for the community through strong community events, fostering and supporting connections and activity.

The All One Under the Sun festival — a youth-led, anti-racism project promoting social inclusion, connection, belonging and education through cultural pursuits — was a great example of the City working with young people, grassroots organisations and government agencies for a positive outcome.

City of Coffs Harbour's connection with the community was further strengthened by the numerous advisory committees who provide enormous value to our services through their support, knowledge and expertise.

Local infrastructure and planning projects continue to assist the local economy as we recover from the pandemic by providing employment opportunities, as well as injecting much needed cash into the region.

A number of smaller, but no less important infrastructure and community projects were completed, planned or begun during 2021–2022 including the Sandy Beach Community Hub and Youth Space, the City's new Animal Management Centre, a number of neighbourhood playgrounds, the Emerald Beach Day Use Area Masterplan and the Vost Street Netball Courts. Along with this, extensive water, sewer and transport asset works were undertaken to continue to provide for the needs of the community.

This Annual Report tells a great story, and every great story is about people. Let's take this opportunity to acknowledge the contribution and commitment of all of our Councillors, staff and volunteers who continue to support and develop this wonderful place we are so lucky to call home.

Elected members 1 July — 4 December 2021

Councillor
Keith Rhoades

Councillor
Michael Adendorff

Deputy Mayor
Councillor George Cecato

Councillor
John Arkan

Councillor
Paul Amos



Councillor
Sally Townley

Mayor
Councillor Denise Knight

Councillor
Tegan Swan

Elected members 1 July – 4 December 2021— attendance record and expenses

Councillor Attendances (by portfolio)		Denise Knight	George Cecato	Michael Adendorff	Paul Amos	John Arkan	Keith Rhoades	Tegan Swan	Sally Townley
Type of event	Held	Attendance No.	Attendance No.	Attendance No.	Attendance No.	Attendance No.	Attendance No.	Attendance No.	Attendance No.
Council meetings	11	11	11	11	11	10	11	10	11
Council briefings	18	18	18	1	17	0	2	12	16
Agricultural Advisory Committee	0								
Audit and Risk Committee	2			0					2
Australia Day Committee	4	4						3	
City Centre Master Plan Committee	5	4							
Coastal and Estuary Management Advisory Committee	0								
Coffs Coast Regional Park Trust	1		1					1	
Cultural Reference Group	1	1							
Destination Coffs Coast Committee	2							2	
Disability Inclusion and Access Advisory Committee	4								3
Floodplain Risk Management Committee	0								
Koala Plan of Management Advisory Committee	0								
Heritage Advisory Committee	0								
Library and Gallery Planning Advisory Group	0								
Local Traffic Committee	2		2						
Mid North Coast Bush Fire Management Committee	1								1
Mid North Coast Regional Arts Board	2					0			
Multicultural Advisory Committee	0								
Positive Ageing Advisory Committee	4		2						
Sustainability Advisory Committee	1							1	1
Yandaarra Advisory Committee	5	5							4

Councillor Professional Development*	Denise Knight		George Cecato		Michael Adendorff		Paul Amos		John Arkan		Keith Rhoades		Tegan Swan		Sally Townley	
	Held	Attended	Held	Attended	Held	Attended	Held	Attended	Held	Attended	Held	Attended	Held	Attended	Held	Attended
Induction training, Induction refreshers or supplementary inductions	0		0		0		0		0		0		0		0	
Ongoing professional development	0		0		0		0		0		0		0		0	
Number of seminars, circulars and other activities	21		21		21		21		21		21		21		21	

*Professional development activities were not available due to COVID-19 restrictions and the Caretaker period leading up to the December 2021 Local Government Elections.

Councillor Expenses (by portfolio)	Denise Knight	George Cecato	Michael Adendorff	Paul Amos	John Arkan	Keith Rhoades	Tegan Swan	Sally Townley
Type of event	Amount \$	Amount \$	Amount \$	Amount \$	Amount \$	Amount \$	Amount \$	Amount \$
Mayoral allowance	28,668	0	0	0	0	0	0	0
Councillor fees	11,608	10,541	10,541	6,407	6,407	6,407	6,407	10,541
Mayor vehicle expenses	5,147	0	0	0	0	0	0	0
Provision of dedicated office equipment allocated to councillors	0	14	0	0	0	0	0	0
Telephone calls made by councillors	247	161	242	161	81	229	162	242
Attendance by Councillors at conferences and seminars (excluding overseas and interstate)	32	0	0	0	0	0	0	0
Provision of induction training for councillors, supplementary induction training for mayors and professional development programs for mayors and other councillors	0	0	0	0	0	0	0	0
Other training of mayors and councillors and provision of skill development for mayors and councillors	0	0	0	0	0	0	0	0
Interstate visits undertaken during the year by councillors while representing the council, including the cost of transport, the cost of accommodation and other out-of-pocket travelling expenses	0	0	0	0	0	0	0	0
Overseas visits undertaken during the year by councillors while representing the council, including the cost of transport, the cost of accommodation and other out-of-pocket travelling expenses	0	0	0	0	0	0	0	0
Expenses of any spouse, partner or other person who accompanied a councillor in the performance of his or her civic functions	0	0	0	0	0	0	0	0
Expenses involved in the provision of care for a child of, or an immediate family member of, a councillor, to allow the councillor to undertake his or her civic functions	0	0	0	0	0	0	0	0
Other councillor expenses (catering, stationery, costs associated with attending meetings etc.)	334	0	0	0	216	0	0	554

Elected members post election

22 December 2021 — 30 June 2022

**Councillor
Scott Wolgamot**

**Deputy Mayor
Sally Townley**

**Mayor
Paul Amos**

**Councillor
Jonathan Cassell**

**Councillor
George Cecato**

**Councillor
Rodger Pryce**

**Councillor
Tegan Swan**

**Councillor
Tony Judge**

**Councillor
Julie Sechi**



Elected members — post-election 22 December 2021 – 30 June 2022 — attendance record and expenses

Councillor Attendances (by portfolio)		Paul Amos	Sally Townley	Jonathan Cassell	George Cecato	Tony Judge	Rodger Pryce	Julie Sechi	Tegan Swan	Scott Wolgamot
Type of event	Held	Attendance No.	Attendance No.	Attendance No.	Attendance No.	Attendance No.	Attendance No.	Attendance No.	Attendance No.	Attendance No.
Council meetings	10	10	10	10	10	10	10	10	10	10
Council Meeting Briefings	10	10	9	10	10	10	10	9	9	10
Other Councillor Briefings	13	13	10	10	11	12	7	11	7	13
Audit and Risk Committee	2		1				1			
Australia Day Committee	0									
City Centre Master Plan Committee	3						3		1	
Coastal and Estuary Management Advisory Committee	0									
Coffs Coast Regional Park Trust	0									
Cultural Reference Group	0									
Destination Coffs Coast Committee	1						0	0	0	
Disability Inclusion and Access Advisory Committee	5					4				
Floodplain Risk Management Committee	0									
Koala Plan of Management Advisory Committee	0									
Heritage Advisory Committee	1		1							
Local Traffic Committee	2									2
Mid North Coast Bush Fire Management Committee	1		1				0			
Mid North Coast Regional Arts Board	3					3				
Positive Ageing Advisory Committee	4					2				
Sustainability Advisory Committee	0									
Yandaarra Advisory Committee	5	3		3						

Councillor Professional Development	Paul Amos		Sally Townley		Jonathan Cassell		George Cecato		Tony Judge		Rodger Pryce		Julie Sechi		Tegan Swan		Scott Wolgamot	
	Held	Attended	Held	Attended	Held	Attended	Held	Attended	Held	Attended	Held	Attended	Held	Attended	Held	Attended	Held	Attended
Induction training, Induction refreshers or supplementary inductions	21	20	21	19	20	16	20	18	20	17	20	12	20	16	20	13	20	17
Ongoing professional development																		
Number of seminars, circulars and other activities	28	28	29	25	27	23	27	25	27	26	27	24	29	29	29	26	27	24

Councillor Expenses (by portfolio)	Paul Amos	Sally Townley	Jonathan Cassell	George Cecato	Tony Judge	Rodger Pryce	Julie Sechi	Tegan Swan	Scott Wolgamot
	Amount \$	Amount \$	Amount \$	Amount \$	Amount \$	Amount \$	Amount \$	Amount \$	Amount \$
Mayoral allowance	32,118	0	0	0	0	0	0	0	0
Councillor fees	13,002	13,002	13,002	13,002	13,002	13,002	13,002	13,002	13,002
Mayor vehicle expenses	0	0	0	0	0	0	0	0	0
Provision of dedicated office equipment allocated to councillors	2,416	2,416	2,615	2,416	2,416	2,416	2,416	2,587	2,416
Telephone calls made by councillors	165	242	242	201	242	242	242	204	242
Attendance by Councillors at conferences and seminars within NSW (excluding overseas and interstate)	2,156	117	32	100	2,120	64	2,124	2,265	32
Provision of induction training for councillors, supplementary induction training for mayors and professional development programs for mayors and other councillors	0	0	0	0	0	0	0	0	0
Other training of mayors and councillors and provision of skill development for mayors and councillors	0	0	0	0	0	0	0	0	0
Interstate visits undertaken during the year by councillors while representing the council, including the cost of transport, the cost of accommodation and other out-of-pocket travelling expenses	2,393	0	0	0	3,004	0	2,961	2,748	2,707
Overseas visits undertaken during the year by councillors while representing the council, including the cost of transport, the cost of accommodation and other out-of-pocket travelling expenses	0	0	0	0	0	0	0	0	0
Expenses of any spouse, partner or other person who accompanied a councillor in the performance of his or her civic functions	0	0	0	0	0	0	0	0	0
Expenses involved in the provision of care for a child of, or an immediate family member of, a councillor, to allow the councillor to undertake his or her civic functions	0	0	0	0	0	0	0	0	0
Other councillor expenses (catering, stationery, costs associated with attending meetings etc.)	1,034	1,138	0	0	1,138	1,692	0	389	0

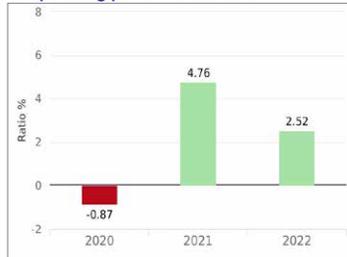
Income and expenditure 2021/22

City of Coffs Harbour — Income Statement for the year ended 30 June 2022 *				
Budget 2021/22 \$ '000		Notes	Actual 2021/22 \$ '000	Actual 2020/21 \$ '000
	Income from Continuing Operations			
104,869	Rates & Annual Charges	B2-1	107,222	104,075
61,000	User Charges & Fees	B2-2	46,073	45,371
5,985	Other Revenues	B2-3	19,650	9,061
14,600	Grants & Contributions provided for Operating Purposes	B2-4	18,695	17,897
62,274	Grants & Contributions provided for Capital Purposes	B2-4	60,747	33,674
5,068	Interest and investment revenue	B2-5	4,411	3,080
1,870	Other income	B2-6	1,794	2,247
255,666	Total Income from Continuing Operations		258,592	215,585
	Expenses from Continuing Operations			
47,693	Employee Benefits & On-Costs	B3-1	53,969	51,141
80,121	Materials & Services	B3-2	85,030	68,773
6,879	Borrowing costs	B3-3	7,747	7,468
45,755	Depreciation, Amortisation & Impairment	B3-4	43,115	41,649
16,118	Other Expenses	B3-5	2,981	3,552
—	Net Losses from the Disposal of Assets	B4-1	4,847	5,963
196,566	Total Expenses from Continuing Operations		197,689	178,546
59,100	Operating Result from Continuing Operations		60,903	37,039
	Discontinued Operations			
—	Operating results from discontinued operations	D3-1	—	(2,836)
59,100	Net Operating Result for the year attributable to Council		60,903	34,203
(3,174)	Net Operating Result for the year before Grants and Contributions provided for Capital Purposes		156	529

See Annual Report Section 3 — Annual Financial Statements for more detail

Statement of Performance Measures

1. Operating performance ratio



Purpose of operating performance ratio

This ratio measures Council's achievement of containing operating expenditure within operating revenue.

Commentary on 2021/22 result

2021/22 ratio 2.52%

Council's operating performance ratio has maintained a favourable position, exceeding the benchmark of >0.00%. Operating income has improved however operating cost increases have reduced this ratio slightly from previous year performance. Council continues to align its operating expenditure to its available operating revenue.

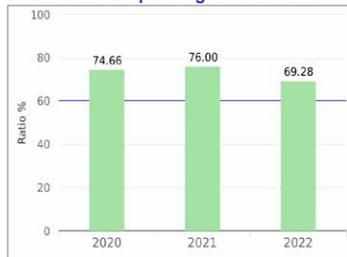
Ratio achieves benchmark

Ratio is outside benchmark

Benchmark: — > 0.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

2. Own source operating revenue ratio



Purpose of own source operating revenue ratio

This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions.

Commentary on 2021/22 result

2021/22 ratio 69.28%

Council continues to retain a high level of own source revenue and performs well against the benchmark. Although own sources operating revenue has increased in the 2021/22 financial year, Council received an additional \$30m of grants and contributions for operating and capital purposes, which has had an impact of the performance of this ratio overall.

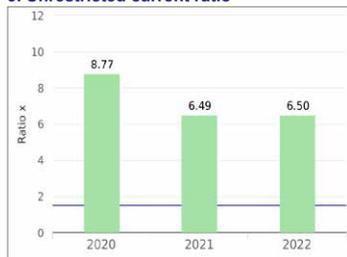
Ratio achieves benchmark

Ratio is outside benchmark

Benchmark: — > 60.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

3. Unrestricted current ratio



Purpose of unrestricted current ratio

To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.

Commentary on 2021/22 result

2021/22 ratio 6.50x

Council has exceeded the unrestricted current ratio benchmark of >1.50x.

Cash and cash equivalents have increased due to grant funds, sale of buildings held for sale and loan borrowings during the year, without increases in externally restricted assets and liabilities.

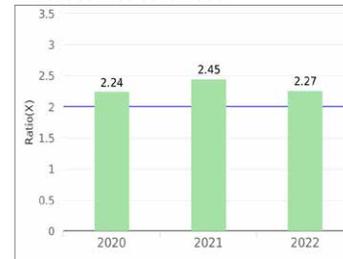
Ratio achieves benchmark

Ratio is outside benchmark

Benchmark: — > 1.50x

Source of benchmark: Code of Accounting Practice and Financial Reporting

4. Debt service cover ratio



Purpose of debt service cover ratio

This ratio measures the availability of operating cash to service debt including interest, principal and lease payments

Commentary on 2021/22 result

2021/22 ratio 2.27x

Council continues to exceed the debt service cover ratio benchmark. The ratio has decreased slightly due to the increase in principal repayments and borrowing costs, associated with new loan drawdowns for the financing of Council infrastructure in the 2021/22 financial year.

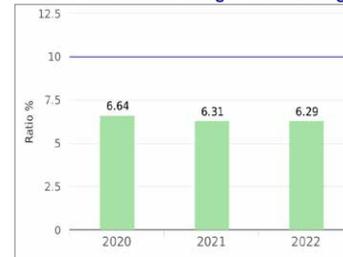
Ratio achieves benchmark

Ratio is outside benchmark

Benchmark: — > 2.00x

Source of benchmark: Code of Accounting Practice and Financial Reporting

5. Rates and annual charges outstanding percentage



Purpose of rates and annual charges outstanding percentage

To assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts.

Commentary on 2021/22 result

2021/22 ratio 6.29%

This ratio consistently remains below the maximum benchmark of <10.0%. This is a favourable result in light of the hardship concessions that Council has extended to the community during the COVID-19 pandemic and impacts of increased costs of living on its ratepayers.

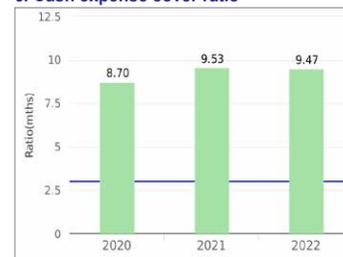
Ratio achieves benchmark

Ratio is outside benchmark

Benchmark: — < 10.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

6. Cash expense cover ratio



Purpose of cash expense cover ratio

This liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow.

Commentary on 2021/22 result

2021/22 ratio 9.47 months

Council has performed well above the benchmark of 3 months and this ratio has been maintained due to current cash and cash equivalents received from grant funds, sale of buildings held for sale and loan borrowings during the year. A number of Council funded capital projects were deferred to 2022/23 due to re-prioritisation of grant funded initiatives.

Ratio achieves benchmark

Ratio is outside benchmark

Benchmark: — > 3.00months

Source of benchmark: Code of Accounting Practice and Financial Reporting



Significant achievements

Sustainable Infrastructure

Infrastructure, Construction and Maintenance

Strategic Asset Management

New glass house Coffs Harbour Botanic Gardens



The City of Coffs Harbour (City) is responsible for building and maintaining much of the public infrastructure that supports the community to live, work, play and do business in our area. From bridges, roads and pathways, to drinking water; making sure sewage is treated and waste collection and recycling services; to public spaces, sports grounds, playgrounds and caring for the cemetery and gardens, the team continued to work hard to deliver during the extreme weather experienced over 2021/22.

Road maintenance, storms and flooding

With more rain and flooding being experienced over the year, a significant number of road repairs were done in 2021/22. Despite this, 97% of roads were recorded as being defect-free excluding footpaths and cycle ways.

Replacement of wooden bridges

Up to \$5.7 million will be invested to replace up to 11 wooden bridges in the Coffs Coast area over 2 years. The City has invested \$1.2 million alongside \$4.5 million from the NSW Government Fixing Country Bridges Program. Bridges replaced over the last 12 months include Hallgaths Bridge, Cassidy's Bridge, Mardells No. 2 Bridge and Hosches Bridge.

Water and sewer infrastructure

Keeping people connected to water and protecting public health and the environment is an important job of the City. Key work for this year included:

- Major renewals to Coffs Harbour and Moonee Water Reclamation Plants.
- Upgrade to water mains at First Avenue Sawtell to improve supply and network stability.
- A new pipeline to supply Nana Glen with high-quality drinking water from the Karangi Water Treatment Plant.
- Testing 5,000 properties across the LGA to help reduce rain and stormwater entering the sewer network. This helps ensure our water reclamation plants run as efficiently as possible.
- Six sewer pump station upgrades at Beach Street Moonee; Beacon Crescent Emerald Beach; Ryan Crescent Woolgoolga; Phil Hawthorne Drive Coffs Harbour; Howard Street Coffs Harbour; and James Small Drive Korora.
- Maintaining water and sewer mains easements to make it easier to maintain the network and reduce disruptions.

Recycling and waste

The City has a target to recycle 70% of domestic waste ('kerbside' collected material only) and divert it from landfill (ie recycled etc). During 2021/22 year, the average was 54%. This reduction was due to the NSW Environment Protection Authority changing the law related to 'alternate waste treatment facilities' in late 2018. The current target will be the subject of review as the City prepares a new waste strategy.

Garden and open space maintenance

Coastal Works continues to create and maintain vibrant public places and spaces for the community. Their work covers:

- Garden design, construction and maintenance.
- Mowing and slashing of open spaces.
- Construction of playgrounds and play equipment.
- Tree and vegetation management.

Key capital projects over the last 12 months

There were a number of projects that were started or completed including:

- Vost Street Netball Courts — opened in April 2022
- Toormina change rooms
- Lowanna amenities building
- Ayrshire Park Lighting, due for completion by end July 2022
- Gillibri Playground
- Seacrest Playground



Animal Management Centre

- Mullaway Playground — opens 8 September 2022
- Pearce Drive Playground Bike loop
- Nana Glen playground, carpark and amenities — opened in May 2022
- Sandy Beach skate park
- Woolgoolga Beach Reserve — complete
- Moonee Forest cycleway — nearing completion
- Botanical Gardens Glasshouse
- Animal impound
- Hulberts Road upgrades — complete
- Nana Glen bypass water main — nearing completion

Sandy Beach Reserve Active Youth Space

Work continues in creating an active youth space at Sandy Beach Reserve. After consulting the community and finishing the concept design, the request for tenders closed on Wednesday 22nd December 2021. While we initially expected the final design would be done by late February and building starting in late March 2022, the project has been delayed. The delay was caused by supply shortages and extra time needed to engage with skate subject experts. Building is due to start in August to September 2022 and is expected to be finished in early 2023.

A photograph of children playing soccer on a grassy field at dusk. In the foreground, two boys are running towards the camera. The boy on the left is wearing a grey t-shirt with 'SHARKS' printed on it, dark pants, and tan boots. The boy on the right is also wearing a grey t-shirt with 'SHARKS' printed on it, dark pants, and black sneakers, and is holding a blue and white soccer ball. In the background, other children and adults are visible on the field, and a large stadium structure is partially visible under a darkening sky.

Significant achievements

Sustainable Communities

City Prosperity

Community and Cultural Services

Sustainable Places



Regional Sports
Hub Stage 2 —
new amenity block

C.ex Coffs International Stadium in 2021/22

During the 2021/22 C.ex Coffs International Stadium has seen about 89,950 patrons through the gates across 170 events. Fifty-one of these events were field based and 119 were event space (room bookings).

Of these events, 21 involved visitors staying overnight. This equates to 191,106 visitors nights and over \$32m in economic benefit to the local economy.

Wiigulga Sports Complex

Since the contract was awarded to Lahey Constructions in February 2021, the project is progressing as planned. Progress over 2021/22 includes:

- Playing fields to cater for AFL, cricket, touch football and rugby nearing completion

- Roof is on the indoor centre and the internal fit out now underway. The centre will include two indoor courts (basketball and netball), stage, kitchen, multi-purpose rooms, amenities and café.
- Ongoing inspections and project meetings to keep the project on budget.

The complex is expected to be finished in late 2022.

Sports facility development

The Coffs Coast's strong and vibrant sports culture continues to be enhanced through bringing the following facilities online:

- Vost Park Netball Centre — officially opened in April 2022
- Coffs Harbour Sport and Leisure Park: Regional Sports Hub Stage 2 — officially opened in May 2022

Work is also underway on key planning documents:

- A revision of the master plan for Coffs Coast Sport and Leisure Park
- Tennis facility study
- Regional athletics centre site selection study
- A revision of the 2016 Sports Facility Plan.

Economic Development Strategy

The draft Economic Development Strategy has been drafted and presented to the City for public exhibition in June 2022. The draft was developed to align with the review of the MyCoffs Community Strategic Plan 2032 and input from business and industry via network groups, face-to-face meetings and online surveys.

Work on the Tourism Strategic Plan also started with the appointment of a consultant and industry consultation. It is anticipated the draft strategy will be ready in 2023.

Visitor satisfaction

Visitation numbers continued to be impacted in 2021/22 by COVID-19 restrictions, lockdowns, border closures, traveller uncertainty and new strains of the virus. Visitation statistics show a large decrease in visitation due to lockdowns but an increase in average night stay (March 2022).

We have delivered local, intrastate and some interstate campaigns to specific markets to increase visitors to the region. New marketing collateral — website, magazine and imagery — has been developed and released around the theme of 'Place of Plenty' incorporating connection with Gumbaynggirr culture.

A strong marketing campaign was delivered in line with ECO Destination Certification and in conjunction with airlines.



Supporting local businesses

We continue to support local businesses through the 6 degrees initiative. This initiative facilitates growth opportunities for start-up and established businesses in the Coffs region.

Through a variety of activities including pitch events, workshops, incubator and accelerator programs, and visiting speakers, businesses of the region are supported to explore new ways of thinking and exposure to new business methods. The program has delivered four Festival of New Thinking events — strategy, innovation, sustainability and resilience.

In response to COVID-19 impacts on local business, 6 degrees pivot to deliver resources, contacts and support for small businesses in the area. Focus has been on existing business support and growth, and planning for recovery.

A digital skill program for tourism and visitor businesses recovering from the Black Summer bush fire kicked off in 2021/22 as part of Bushfire Recovery Funding. Seventy-six businesses registered in the program with two workshops delivered as part of the program.

A business sustainability event as part of ECO Month (May) was also held. This event provided knowledge on ways to reduce business waste, improve energy efficiencies and save money through sustainability.

Celebrating Coffs Coast
EcoTourism accreditation



Lifeguard on patrol at Park Beach

Visitor information services

The Coffs Coast has several Visitor Information Outlets across the region where visitors can connect face-to-face, pick up brochures and find local recommendations. Visitors can also chat with a friendly Visitor Services specialist during business hours by calling 02 6648 4990 or after hours by messaging on Facebook or coffscoast.com.

The Tourism team are always promoting the Coffs Coast as a destination of choice for locals and visitors alike. The team provided a pop-up visitor tent at the Coffs Harbour Show and the hugely popular All One Under

the Sun Festival, handing out visitor packs with Destination Coffs Coast magazines, maps and specialised flyers for targeted activities and operators.

Preparing for the Bypass

Work has started to assess pre, during and post bypass impacts for businesses, the community and the organisation. First priority identified has been housing needs. Work on initial understanding of tourist drive needs and opportunities for signage has also started.

In keeping with the NSW Government’s Coffs Harbour Regional City Action Plan, discussions between the City and Transport for NSW have started to identify a potential collaborative project.

Lifeguard service 2021/22 beach statistics

- Visitation: 712,762 (does not include Surf Living Saving statistics)
- Rescues: 41 (plus 16 not contact assists)
- Patrol days: 759
- Preventative actions: 14,581
- First aid incidents treated: 54
- Law enforcement (dog, surf craft and other incidents): 535

Community Assistance Grants Program

During 2021–2022 City of Coffs Harbour provided \$190,650 in community assistance through the Building Together: Community Infrastructure Grants program. Funding supported not-for-profit organisations seeking to construct new public facilities or to refurbish existing infrastructure.

Recipients included:

- Gumnut Cottage Inc.
- Coffs Harbour Yacht Club Inc.
- Eastern Dorrigo community hall & showground
- England's Park tennis club Inc.
- Rotary Club of Coffs Harbour Community Services Fund Inc.
- South Coffs Community Gardens Inc.
- Sawtell Golf Club Inc.
- Sawtell/Toormina Sports & recreation Club Inc.
- Coffs Regional Community Gardens Inc.
- Westside Tennis Club Inc.
- Gamumbi Early Childhood Education Centre Inc.

City of Coffs Harbour donations and summary of community donations, grants and subsidies

The City provided community donations, grants and subsidies of more than \$1.78 million in 2021/22.



Library, Museum and Gallery Strategy

Work continues on transition planning for the Library, Museum and Gallery (LMG) including planning for enhanced LMG service delivery within Yarrila Place. Service level changes aligned with the LMG Strategy 2020–2023 were confirmed by Council's resolution in March 2022. In October 2021 Council resolved to adopt the name Yarrila Arts and Museum (YAM) for the combined art gallery and museum.

The Regional Gallery and Regional Museum both closed to the public in preparation for the transition, with work continuing on collection management, public program development, and curatorial research required for YAM service delivery and the development of the new permanent museum exhibition. Internationally renowned interpretative

Events held at the Library, museum and gallery over the years



Coffs Harbour Regional Gallery

design studio Thylacine was awarded the contract to develop YAM's permanent museum exhibition. Coffs Harbour's own creative agency Zakpage are working with Thylacine to deliver the "Welcome to Country" Gumbaynggirr experience.

Library service annual visitations:

2021/22	139,115 visitors
2020/21	156,063 visitors

Arts grants details:

An amount of \$40,356 was allocated to projects from the Arts and Cultural Development Grants Program for 2021/22.

- 14 Grant applications were received to a total of \$67,432
- 9 grant applications were approved to a total of \$40,184

All projects align with strategies in the Creative Coffs Cultural Strategic Plan:

Applicant or Auspice	Project title	Funding provided
Gambumbi ECEC	Exploring Indigenous art in early childhood	\$2,500
Coastal Claymakers inc	Micro to Macro, Clay, Glaze and Public Art	\$6,853
Bellingen Readers and Writers Festival	Telling Stories — CH Schools program for BRWF	\$5,000
Friends of Coffs Harbour Regional Gallery	White Bluff Science + Art Collaboration stage 4	\$5,000
Gen Health	Ukulele Art Attack	\$3,535
Woolgoolga Art Group	Wheels in Motion	\$2,100
Coffs Harbour Orchestra	Musical Journeys	\$3,011
Arts Mid North Coast for Screenwave	SWIFF presents Alon Ilsar	\$6,200
Toormina High School	Toormina High School Street Art — Create Together	\$5,975

Disability Inclusion Access Plan

City of Coffs Harbour adopted its Disability Inclusion Action Plan (DIAP) 2022–2026 in June 2022. The DIAP aims to help provide equal access to local opportunities and choices in the Coffs Harbour area for people with disabilities, their carers and families.

The Plan has four priorities:

- Developing positive attitudes towards disability
- Creating liveable communities
- Increasing access to meaningful employment and
- Improving access to services through improved systems and processes.

Community and road safety

Community and road safety education was provided in a number of ways over the 2021/22 year.

This included:

- Advice provided on road and community safety as part of internal planning discussions
- Delivered presentations on road and community safety to a broad variety of stakeholders including North Coast Multicultural Network, CALD and itinerant worker communities and related businesses, and industry groups (including Costas, Oz Berries)
- Developed and finalised Coffs Harbour 2021/22 Road Safety Action Plan



Enjoying a cuppa in the Coffs Coast.

- Designed, delivered and evaluated Transport for NSW funded road safety projects around School Zones and Child Restraints
- Successfully engaged with the community at All One Under the Sun Festival. Road safety and safe bike riding messages were shared with over 500 community members.

Sustainable Living Program

The Sustainable Living Program has delivered a series of successful events and workshops in 2021/22. Over 30 nature-based tours and experiences were delivered engaging more than 400 people.

Along with this 8 living lightly workshops were delivered to the community. Unfortunately, some were postponed or cancelled due to COVID-19. In light of this, online platforms are performing well. With an



My Hood My Home Youth Festival April 2022

increase in Facebook followers and some content reaching more than 37,000 views.

In partnership with Midwaste, the City developed and launched the highly successful 'Let's Get Composting' online social media education series featuring Living Lightly's 'Trash Girl' plus energy and climate themed blogs and videos were published to our website.

Five schools participated in the Adopt a Patch pilot program with a total of 1,000 students taking part. About 436 community members, parents and teachers were involved in project development and delivery. In total 200 trees were planted and 500kg recyclable or compostable waste was diverted from landfill.

Bushfire recovery plan and program

The 'Bushfire Recovery Action Plan 2020–2022' was adopted by Council 10 September 2020. The plan outlined the outcomes, activities and current status of recovery across four key areas including:

- Community and Social Recovery
- Business and Tourism Recovery
- Environmental Recovery
- Infrastructure Recovery

Red Cross "Recovery Basics" workshops were held in community and with City staff to build capacity and understanding of the recovery process. The Community Recovery & Resilience Small Grants Programs have been successfully completed by four applicants.

Planning and community engagement continues around Bushfire Community Recovery and Resilience Fund (BCRRF) Stream 2 projects. These programs will be due for completion by June 30 2023.

All One Under the Sun Festival

The All One Under the Sun Festival was held on Sunday 19 June in the Coffs Botanic Gardens. The festival was a whole-of-community, cross-cultural event celebrating everyone's journey to calling Coffs home, our beautiful natural environment and our connection to it and each other. About 5,000 people attend to enjoy live cultural music and dance, food vendors with flavours from around the world, an inflatable kids' fun zone and much more.

Top: Yandaarra Aunty
Grace Roberts Community
Awards 2022 Winners

Bottom: Performance
at Aunty Grace Roberts
Community Awards



Aboriginal Cultural Heritage Management Plan

The City has progressed developing an Aboriginal Cultural Heritage Management Plan to assist with the protection of Aboriginal Cultural Heritage within the Coffs Harbour local government area in consultation with the local Aboriginal community.

A final draft is currently being agreed upon in line with this consultation. The next step will involve placing the project on public exhibition to seek input from the wider community.

Integrated Transport Plan for Coffs Harbour

The City's Integrated Transport Plan known as the "Coffs Harbour Movement and Place Strategy" is being developed in a staged approach. The strategy addresses walking, cycling, public transport, freight, car parking and road improvements. The first stage was adopted in May 2020. The second stage involves production of an LGA-wide strategy document.

The City is working collaborating with Transport for NSW in developing the strategy. Once endorsed, the draft is proposed to be placed on exhibition for public comment.



Park Lane

Development applications

Development applications (DAs) submitted

Type of development	2020/21		2021/22	
	No.	Value (\$m)	No.	Value (\$m)
New dwellings	338	132.7	165	97.7
Dwelling alterations / additions	300	30.3	278	26.7
New multiple occupancy	12	69.0	21	62.0
Swimming pools	133	5.4	149	6.3
Commercial / industrial / retail	11	3.9	17	13.3
Commercial / industrial / retail additions / alteration	33	13.8	23	20.5
Other	288	99.12	332	126.12
Total	1115	\$354.22	985	352.62

Significant development applications

1037/22DA	Mixed use development (comprising one commercial and residential flat building containing 99 apartments) — McLean Street, Coffs Harbour	Estimated cost \$39.7m
0987/22DA	Subdivision (285 lots) — North Boambee Road, North Boambee Valley	Estimated cost \$27.3m
0326/22DA	Education Establishment (additions) — Bonville Station Road, Bonville	Estimated cost \$20m
0541/22DA	Two residential flat buildings (13 storeys) — Ocean Parade, Coffs Harbour	Estimated cost \$14.2m
0748/22DA	Mixed use Development — (comprising one commercial tenancy and 35 residential apartments) — Collingwood Street, Coffs Harbour	Estimated cost \$11.3
0537/22DA	Emergency Services Facility (Ambulance Station) — Marcia Street, Coffs Harbour	Estimated cost \$6.5
1012/22DA	Eco-tourist facility (comprising 20 cabins and a communal building) — Sealy Lookout Drive, Korora	Estimated cost \$7.5
0579/22DA	Manufactured Homes Estate (172) dwelling sites and ancillary communal facilities and services, (7) display homes and sales office.	Estimated value \$7.7m



Coffs Harbour Jetty Beach

Significant achievements

Enabling business services

Business Systems

Customer Services

Finance and Logistics

Governance

Office of The General Manager

Organisational Development

Coffs Harbour Bypass design —
Coramba Road Interchange



Yarrila Place

Yarrila Place (Cultural and Civic Space)

A great deal of work has been done at Yarrila Place since 2017. Construction started in April 2021 and is forecast to complete mid–2023. On-going COVID-19 and wet weather delays have driven re-scheduling of work under the Design and Construct contract. Despite this the project cost to the City is unchanged.

Yarrila Place project will combine arts, people, and technology to deliver a vibrant community hub designed to transform our library, museum and gallery into spaces more suited to the Coffs Harbour’s growing role as a regional city and visitor destination. Yarrila Place will also include new administration offices for the City and customer service area.

Coffs Harbour Highway Bypass

Once finished, the Coffs Harbour Bypass will save motorists over 12 minutes in travel time, bypass up to 12 sets of traffic lights and remove about 12,000 vehicles from the centre of town, making Coffs Harbour an even better place to live, work and visit.

To assist the building of the Bypass, the City working on delivering local infrastructure, including:

- installing new water and sewer services, west of the highway in North Boambee Valley
- installation of new water connections to service 3 tunnels
- relocation of water and sewer trunk mains outside the highway construction corridor at Coramba Rd, North Boambee Rd, Isles Dr, Stadium Dr and Korora

All enabling work is due to be finished by June 2023, weather permitting.

Airport Enterprise Park

Project has progressed but has been impacted by weather events over the past 2 years. Project was scheduled to be finished in April 2022 but has been delayed until September 2022.

The Airport Enterprise Park construction has been divided into three major work portions:

1. Work Portion A (completed in early 2021) included developing the southern precinct focussed on providing 10 early access lots for incoming tenants along with substantial lot filling, service relocations, new services, road works and drainage works.
2. Work Portion B is (completed June 22) included substantial lot filling, the construction of the new Hogbin Drive intersection, 26 fully serviced lots, road work, drainage and the reconstruction of Christmas Bells Road.
3. Work Portion C is currently under construction and includes 34 fully serviced lots and associated roadways and services. With the acceptance of the tender, the project will be completed in October 2022.

It is anticipated the site will attract a mix of business and new aviation related enterprises to the area. This will boost long term employment and provide significant economic benefits to the Coffs Harbour region.



Botanic Garden Glasshouse

Coffs Harbour Airport
Enterprise Park —
concept design

The glasshouse was finished in 2021 and officially opened in June 2022. The glasshouse offers two experiences:

- a tropical house, which is maintained at 32 Celsius. It uses passive solar heating from its big window and a 9 kilowatt heating system overnight and in winter.
- a shade house which has a drip irrigation system with good undersoil drainage. The light is controlled by the wall panels to the tropical house

Plants housed in the new building include King ferns, lipstick palms and Tropical Pitcher Palms. Orchids, bromeliads, ferns and other plants from the former glasshouses were tended to by Friends of the Garden in temporary enclosures and are now thriving in their new home.



Significant achievements

Crown Reserves and Commercial Businesses

CitySmart Solutions

Coastal Works

Coffs Coast Holiday Parks

Coffs Harbour Environmental Laboratory

Big4 Park Beach Holiday Park mini golf course



Big4 Park Beach Holiday
Park mini golf

Coffs Coast Holiday Parks

The revenue and trading profit for the year was impacted by COVID-19 park closures and ongoing restrictions in 2021, then by the extensive wet weather in the early part of 2022. Overall the parks performed very well in a challenging environment with consistent revenue reflecting a rebound in domestic tourism, strong cabin occupancy and continued optimism with a relative normal trading period returning.

Capital projects completed:

- BIG4 Park Beach Holiday Park — commercial Café installed and renovated accessible amenities in the hall
- BIG4 Park Beach Holiday Park — 18 hole mini golf course
- BIG4 Sawtell Beach Holiday Park — Sawtell Reserve Hall restoration commenced
- Woolgoolga Beach Holiday Park — 5 new beach front villas installed
- Woolgoolga Lakeside Holiday Park — 1 new lake side villa installed.

Coastal Works

Coastal Works provide civil construction services, including project management, across roads, bridges, water and sewer, earthworks, stormwater drainage and precast concrete products.

In 2021/22, 97% of the total road network was recorded as being defect free. The Coastal Works staff continued to hand and edge patch in an effort to reduce the impacts of the heavy rainfall from earlier in 2022. Maintenance is still ongoing to repair road defects and reduce impact to motorists. Repairs and reconstruction work is continuing following the floods in February 2022.

Laboratory

Coffs Harbour Laboratory provides a range of different services including:

- water quality and algal identification
- surveys of storm water and river ways
- trade waste sampling and testing.

While productivity was steady throughout 2021/2022, in the April to June quarter productivity was above target.



The lab has also invested in equipment to increase capacity as well as improve productive and capability. This includes:

Coastal Works road maintenance works

- a new Total Organic Carbon (TOC) analyser, which measures the TOC in drinking water, has brought additional capacity to the laboratory
- a new automated multi parameter water analyser
- an upgraded Inductively Coupled Plasma (ICP) analyser to measures metals in water and soil.

Our volunteers





C.ex International Stadium volunteers

The City of Coffs Harbour is exceptionally privileged to have a large group of volunteers who donate their time and energies to assist the Coffs Coast community. Individuals with a diverse range of experience, age and nationality, play a critical role in supporting services to the Coffs community.

These volunteers offer a wide range of skills, expertise and experience, and support staff and management in the successful delivery of the City's programs, services, facilities, venues and events for the community.

The City acknowledges and appreciates their ongoing commitment and the important role they play.

Volunteer management

During 2020/21, a Volunteer Coordinator was appointed to implement the Volunteer Strategic Review recommendations.

As part of the City's commitment to the community, we will continue to update our processes as required and further extend this commitment to students who are seeking to gain work experience in a chosen field. Given the value volunteers provide to the City, ensuring our vision, commitment and mutual relationship between volunteers and the City remains meaningful and valid is essential.

C.ex Coffs International Stadium

Stadium and Major Event volunteers are crucial to the smooth operation of events at the C.ex Coffs International Stadium. We truly appreciate their support in bringing our events to life.

Our volunteers assist in a variety of roles such as welcome and directional ushers, providing key information to spectators and participants, scanning tickets, assisting with event registration, setting up and packing down equipment, and distributing programs.

Despite the COVID-19 restrictions limiting activities and reducing crowd capacities, the C.ex Coffs International Stadium continued to be successful.

Library, museum and gallery support

Volunteers contribute work across the Museum, Gallery, and Libraries. Some of our volunteers support our Home Library Service by selecting library books and resources for our elderly and house-bound library members. This vital community service allows people who are not in a position to visit the library to still enjoy access to a broad range of library resources.

Other library volunteers courier books from one library to another to ensure stock is rotated and shared to all branches equally. Specialist library volunteers assist the collections team with book repairs, covering and processing.

Volunteers assisted with welcoming the public to exhibitions at the Gallery and Museum, providing a personalised visitor tour experience. We have volunteers assisting museum and gallery staff with digital collections and local history projects.

Recently, we have engaged volunteers via our social media pages and by partnering with Coffs Coast Volunteering. In the last 12 months, we have engaged 36 volunteers who support our cultural services and the community and volunteered a total of 2,117 hours.

Theatre and venues

Volunteers are integral to our theatre and venue operation and management. Theatre volunteers assist with the theatre kiosk/bar, front of house duties, and ushering up to 250 people per event into their allocated seats. Our community hall and sportsground volunteers manage bookings and finances, undertake and co-ordinate cleaning and maintenance duties, and provide an important connection to our user groups and community. In addition, our volunteers help in the delivery of film, music and theatre performance events ensuring continued activation.

Community events

Despite the challenges of continued wet weather and COVID-19 restrictions, in June close to 7,000 people from all ages, cultures and walks of life came from all across our local region and beyond for the City-led *All One Under the Sun Festival*.



Held in the beautiful North Coast Regional Botanic Gardens this cross-cultural celebration could not have been possible without the gamut of valued community partners and volunteers. They kept the wheels rolling smoothly from Welcome to Country through dozens of hands-on activities and entertainment, all the way the drum and dance parade and colour run finale.

Friends of the Park volunteers

Friends of Parks

There are currently 55 member of the Friends of the Park Program. With COVID-19 restraints easing there has been a new group at Lakes Estate now on board with the program.

These volunteers dedicate their time and energy into caring for an improving our local parks and reserves. Our Friends of Parks program gives residents access to equipment so they can actively contribute to the upkeep of their local parks with the City's maintenance programs, making local open spaces more welcoming. Our enthusiastic volunteers maintain areas through mowing and brush cutting and assist with some pruning of gardens under supervision or direction from the City staff.

Advisory Committees

The City Committees help provide strategic direction and planning on their areas of interest while Community Venue Management Committees are appointed to take care, control and management of various community facilities throughout the local government area.

Committee volunteers enhance communication between the City and local community groups as well as providing specialist advice and support. Across the organisation in 2021/22, 16 Advisory Committees and 8 Community Venue Management Committees were in operation.

The City's committees discussed and considered a range of issues and opportunities, and contributed advice and feedback on the following initiatives:

- Input to “The Track” within Yarrila Place (Cultural and Civic Space building). This also involved input from the six clans of the Gumbaynggirr nation, to nominate locations to be included on the journey through the building.
- Input into the development of the City's new Coastal Management Programs for key estuaries in the Coffs Harbour Local Government Area. This included guidance and advice about key issues impacting our local estuaries and assisting in developing management actions to address threats and risks.
- Input into the planning and feedback for the Australia Day community event, determining the Australia Day Award categories, reviewing nominations and determining winners by consensus decision making.
- Input into the Positive Ageing Action Plan and effective policy and service provision regarding older people in the Coffs Harbour Local Government Area.
- Input into the Disability Inclusion Action Plan 2022–2026 and developing and implementing strategies to ensure the local government area becomes an accessible community for all people.
- The Destination Coffs Coast Committee (DCCC) provides strategic advice, advocacy, leadership and coordination in regards to tourism for the Coffs Coast region.



City of Coffs Harbour
Locked Bag 155 Coffs Harbour NSW 2450
www.coffsharbour.nsw.gov.au