

An aerial photograph of a coastal town at sunset. The sky is a mix of orange, red, and purple. In the foreground, there is a large, well-maintained park with green grass, winding paths, and several trees. A parking lot with many cars is visible to the left. The middle ground shows a sandy beach and the ocean with waves breaking. In the background, there are hills and a town with buildings. On the right side of the image, there is a large, semi-transparent graphic of the word 'NOVA' in a stylized font.

MyCOFFS
Community Strategic Plan
2032

Acknowledgment of Country

Coffs Harbour City Council 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.

Garlambirla-gundi-yu City Junyirrigam-bu 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.

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Garlambirla-gundi-yu City Coffs Harbour's City	Junyirrigam-bu Council	junga-ngarraynggi acknowledges	yaanga these	gungangulam ... traditional custodians	
wajaarrgundi of the land	yilangandi where	ngiyaa gawbarri: we meet	yaam the	Gumbaynggirr Gumbaynggirr	girrwaaw ... people
yaamanga-ndi these-who	yaam here	wajaarr the land	jalumbawnyarr 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 their	Guuyunga, Eldermen,	Jurruya ... Elderwomen		
jalumbawnyarr, past	giili, present	waybunyjigam ... and emerging				
Baya Let	ngiyalagay us	yilaana minggiya hence in the heart	gunganbuwa be friends	ngayinggirra and sit together	Girrwaanbiya; ... with the First People	garra-buugili and be renewed.

Contents

Our plan for our collective future	5
Who we are — snapshot	7
Our economy	11
Our role	13
Check-in — what we shared	17
Community Wellbeing <i>Girrwaa-gundi Darruyaygam</i>	20
Community Prosperity <i>Girrwaa-gundi Yaabu-maanaygam</i>	28
A Place for Community <i>Ya Maam Girwaawa</i>	34
Sustainable Community Leadership <i>Manggarla-jaganyjigam Gunuyurrun Girwaawa</i>	42
Appendix 1 About the Coffs Harbour Local Government Area	49
Appendix 2 Integrated Planning and Reporting	55



connected
sustainable
thriving

Our plan for our collective future

The MyCoffs Community Strategic Plan (Plan) is owned by us, the community. Our plan sets out our long-term aspirations of the Coffs Harbour LGA and reflects our ambition for where we want to be in 10 years.

As residents, workers, visitors, business and land owners, Federal, State and local government, not-for-profit and community groups, it is our collective responsibility to drive the delivery of this Plan for the benefit of all.

Our Plan addresses four key questions:

- Where are we now?
- Where do we want to be in ten years' time?
- How will we get there?
- How will we know when we have arrived?

By addressing these questions, we are clear in where we are heading, what we are doing and checking in to keep us on track.

This is our blueprint to help us achieve our vision of the future

connected sustainable thriving

Gawbarraygam gunuyurrun banyjarrambigam

Gawbarraygam	gunuyurrun	banyjarrambigam
<i>connected</i>	<i>living long</i>	<i>thriving</i>



Who we are — snapshot

How our population has grown

Year (ending June 30)	Number
2008	68,574
2012	71,564
2016	72,491
2020	77,648

Our gender balance — now and in the future

	2022		2032	
	Male	Female	Male	Female
Total population	38,427	41,042	43,129	46,498

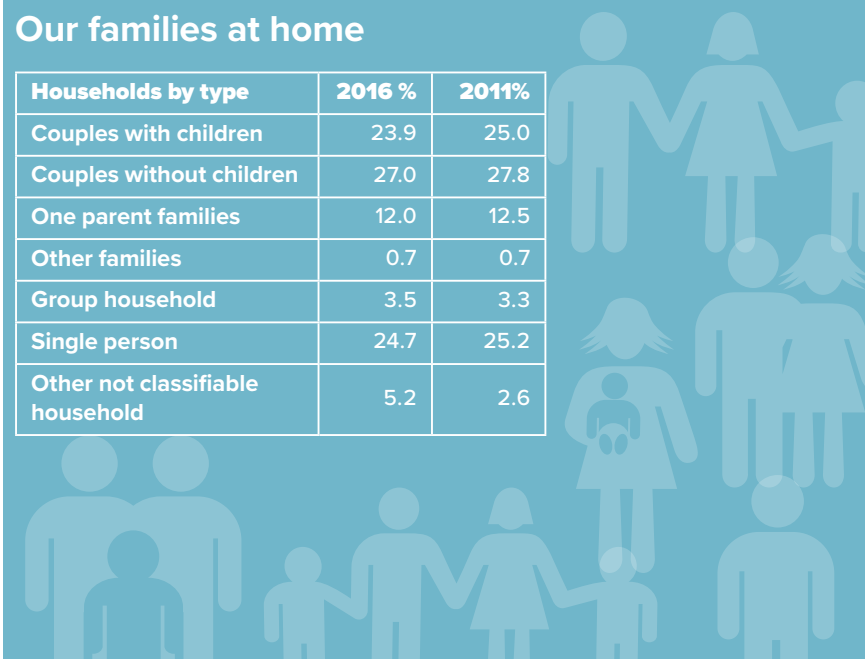


Our stage in life

	2016	2011
Under 15	13,355	13,115
15-29	11,778	11,498
30-44	12,103	11,689
45-59	15,030	15,008
60-74	13,814	11,342
Over 75	6,861	5,766
Total population	72,941	68,418

Our families at home

Households by type	2016 %	2011%
Couples with children	23.9	25.0
Couples without children	27.0	27.8
One parent families	12.0	12.5
Other families	0.7	0.7
Group household	3.5	3.3
Single person	24.7	25.2
Other not classifiable household	5.2	2.6



Who we are — snapshot



Where we were born

	2016	2011
Born overseas	10,126	8,819
Born in Australia	57,154	56,181
Not stated	5,660	3,419

Some of us volunteer

Volunteer status	2016	2011
Number of people	11,760	10,628

Some of us speak another language at home

	2016
Number of people	5,462

First Nation people connected to the LGA

Number of people usually resident	2016
First Nation population	3,639
Aboriginal	3,504
Torres Strait Islander	66
Both Aboriginal and Torres Strait Islander	73

Some of us need assistance

	2016
Number of people	4,533
Females	2,315
Males	2,220

Many of us are employed

	2016	2011
Total employed	29,620	27,994
Employed full-time	16,312	15,444
Employed part-time	12,776	11,970
Hours worked not stated	532	580

Some of us are seeking work

	2016	2011
Number of people unemployed	2,342	2,537
Looking for full-time work	1,371	1,580
Looking for part-time work	971	957

Who we are — snapshot



Where we live

Area	2016		
	Number of people	Hectares	Population density
Boambee East	5,215	376	13.87
Bonville / Bundagen / Boambee	4,402	10,619	0.41
Coffs Harbour (Central North)	6,231	352	17.69
Coffs Harbour (Central)	6,040	448	13.47
Coffs Harbour (North East)	5,353	528	10.14
Coffs Harbour (South East)	2,357	1,605	1.47
Coffs Harbour (West)	5,746	1,597	3.60
Korora / Sapphire Beach	4,517	2,443	1.85
Moonee Beach	1,903	1,833	1.04
North Boambee Valley	1,986	1,243	1.60
Northern Beaches	4,718	4,187	1.13
Rural West	4,707	83,037	0.06
Sandy Beach / Emerald Beach	4,543	2,823	1.61
Sawtell	3,602	371	9.72
Toormina	6,189	535	11.58
Woolgoolga	5,250	5,480	0.96
Coffs Harbour urban area	27,388	5,774	4.74

Places we call home

Dwelling type	2016	%	2011	%	Change 2011 to 2016
Separate house	23,090	71.3	22,518	73.5	+572
Medium density	6,741	20.8	6,040	19.7	+701
High density	881	2.7	648	2.1	+233
Caravans, cabin, houseboat	1,174	3.6	1,299	4.2	-125
Other	146	0.5	93	0.3	+53
Not stated	368	1.1	18	0.1	+350

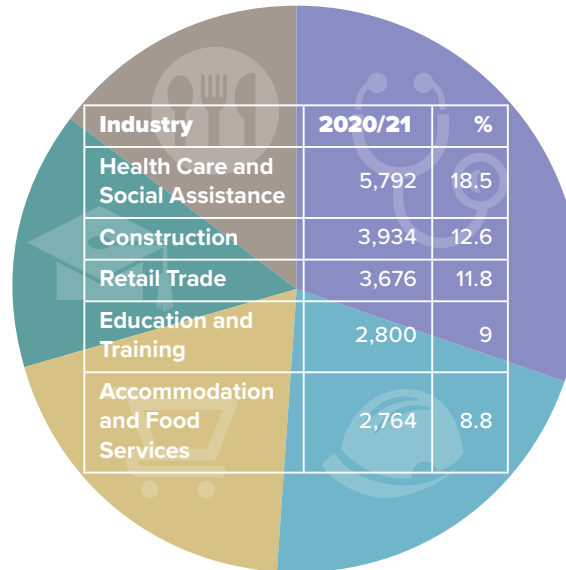


Our economy

Top 10 industries (\$-Value-add)

	2020/21	2015/16
Industry	\$m	\$m
 Health Care and Social Assistance	451.8	398.1
 Construction	431.7	335.3
 Retail Trade	225.9	241.6
 Education and Training	223.2	240.2
 Agriculture, Forestry and Fishing	182.4	183.8
 Public Administration and Safety	164.6	154.5
 Professional, Scientific and Technical Services	139.6	134.1
 Accommodation and Food Services	137.0	171.4
 Rental, Hiring and Real Estate Services	137.0	141.0
 Administrative and Support Services	117.9	137.5

Industries we work in (Top 5 - Total employment)



More information about our community included in Appendix 1.

Gross Regional Product

Year ending June	Headline GRP \$m	Local industry GRP \$m	Local residents GRP \$m	Local industry to residents ratio
2021	3,644	3,172	3,206	0.99
2016	3,668	3,123	3,175	0.98
2012	3,634	2,965	3,016	0.98
2006	3,326	2,445	2,488	0.98

Source: National Institute of Economic and Industry Research (NIEIR)2021. Compiled and presented in economy.id by .id (informed decisions). Data is based on a 2018/19 price base for all years. NIEIR-ID data are inflation adjusted each year to allow direct comparison, and annual data releases adjust previous years' figures to a new base year.






























Our role

As this is our Plan, we have a role to achieve our vision — connected sustainable thriving.

To deliver on the goals, objectives and outcomes outlined takes more than the community make it happen. We need to work collectively — bringing together community, Council, State and Federal government, not-for-profits and private industry.

We all have a role.

Role	Community	Council	State Government	Federal Government	Not-for-profit* / private industry
Owns — owns the Community Strategic Plan and holds people to account for delivering on the Plan					
Advocates — gives voice to the needs of our community — from the hinterland to the sea — to achieve the best outcomes for all.					
Leads — mobilises our community and other stakeholders to achieve the vision for our local area. We are involved and share our point of view.					
Provides — provides local infrastructure, services, facilities and programs that achieve the outcomes of our Plan.					
Builds capacity — mentors and assists us to build our capacity within the community to meet our needs.					
Collaborates — supports, partners and collaborates with us to deliver on the outcomes of our Plan.					
Supports — uses their knowledge and skills to research, develop, plan and evaluate ways to meet the outcomes of our Plan.					

*Not-for-profit includes groups such as non-government organisations, peak bodies, membership organisations, chambers of commerce and community groups

Our Role

Our Plan has 4 overarching themes.

These themes provide a framework for us to shape our goals and objectives, the outcomes we want to see and how we will measure our success. These help to focus our collective effort to achieve our vision.



 <p>Community Wellbeing</p>	<p><i>Girrwa-gundi</i> <i>Darruyaygam</i> community-belong wellbeing</p>
 <p>Community Prosperity</p>	<p><i>Girrwa-gundi</i> <i>Yaabu-maanaygam</i> community-belong property-holding</p>
 <p>A Place for Community</p>	<p><i>Ya</i> <i>Maam</i> <i>Girrwaawa</i> here place for community</p>
 <p>Sustainable Community Leadership</p>	<p><i>Manggarla-jaganyjigam</i> <i>Gunuyurrun</i> <i>Girrwaawa</i> in front-standing living long at community</p>

Our Role

Sustainable Development Goals

The United Nations developed the Sustainable Development Goals (sdgs.un.org/goals) to provide a global roadmap for all countries to work towards a better world for everyone — now and into the future. As these goals rely on stakeholders across the world to contribute to their realisation, it is critical to understand how our goals relate and deliver on the Sustainable Development Goals.



Our Plan's Themes	1 NO POVERTY	2 ZERO HUNGER	3 GOOD HEALTH AND WELL-BEING	4 QUALITY EDUCATION	5 GENDER EQUALITY	6 CLEAN WATER AND SANITATION	7 AFFORDABLE AND CLEAN ENERGY	8 DECENT WORK AND ECONOMIC GROWTH	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	10 REDUCED INEQUALITIES	11 SUSTAINABLE CITIES AND COMMUNITIES	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	13 CLIMATE ACTION	14 LIFE BELOW WATER	15 LIFE ON LAND	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	17 PARTNERSHIPS FOR THE GOALS	
Community Wellbeing	✓	✓	✓	✓	✓				✓	✓	✓						✓	
Community Prosperity				✓	✓			✓	✓	✓				✓	✓			
A Place for Community						✓	✓		✓		✓	✓	✓	✓	✓			
Sustainable Community Leadership									✓								✓	✓



Check-in — what we shared

We all had the opportunity to share our thoughts, ideas and experiences on what it is like to live, learn, work and play in the Coffs Harbour LGA.

During the community check-in on our Plan, many of us took the time to share our concerns, how we are going in achieving our shared vision and what more needs to be done. The following gives insight on the key issues we need to focus on over the next 10 years.

Community Wellbeing

- We recognise and acknowledge the traditional custodians of the Coffs Harbour local government area
 - Racism exists and adds to all the other stresses of life
 - Not enough education at school about Gumbaynggirr culture

“Someone threw a banana at me yesterday”

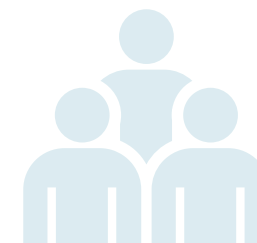
 - Actions identified in the Plan are not actually realised

“Same words, same sentences. Come back in 10 years and say the same thing. What action has there been?”
- We support our community to lead active and healthy lives
 - Provide active transport infrastructure: footpaths, cycle ways, connections and links
 - Improve infrastructure for health and fitness activities

“Improve footpaths (link them) and cycleways. This would encourage more use — being outside is good for people’s mental health, walking/ cycling is better for the environment, creates access for people that don’t drive!”

 - Access to community activities that are low cost or free

“Sport is expensive and costs a lot of money”
- We nurture mental health, wellbeing and social connections
 - Impact of covid on mental and physical health
 - Pressures from school, home and finances compounding each other (schooling, food, rent, transport, parents low wages)



Check in — what we shared

“There is no such thing as a gap year for us. It is a stress year when we are already burnt out. We have to save up money to afford continuing our education”

- We foster a sense of community, belonging and diversity
 - Concerns about belonging, diversity and acceptance of different cultures
 - Access to community-based activities that help connect young people from diverse backgrounds

“Even though there are groups for refugee kids it is segregated from the ‘locals’. Sport is great but other spaces are keeping us separate.”

- We address the causes of disadvantage
 - Inability to access support and resources to gain meaningful employment

“Having access to support services and knowing what is around would help”

Community Prosperity

- We champion business, events, innovation and technology to stimulate economic growth, investment and local jobs
 - Management of waste: recycling, re-use, disposal, and composting

A Place for Community

- We use resources responsibly to support a safe and stable climate
 - Management of waste: recycling, re-use, disposal and composting
 - Landfill resolution
 - Kerbside/ hard rubbish collection
 - Actions to address climate change

“Tip is too dear \$\$\$ therefore some people end up dumping in State Forests”

- Concerns for impact of climate change on future
- Lack of action addressing environmental protection and climate change impacts

“We don’t believe we are being heard by the older generation. They are saying “we created the mess but the youth will clean it up. It’s not our mess, it’s everyone’s mess. You’re still here. You can be doing things now”

- We protect the diversity of our natural environment
 - Development is sustainable, responsible and protects character and environment (i.e. no more land clearing, less urban sprawl)
 - Balancing development and activities with environmental/ ecological protection
 - Tension between housing development needs and environmental protections

“Commercial development controls to limit environmental and social damage”



Check in — what we shared

- We collaborate to deliver opportunities for housing for all
 - Cost of living and social issues that impact baseline living standards
 - Homelessness and housing insecurity
 - Housing affordability and access to secure housing tenures

“Put people first by providing secure housing for those in need. Caring for others as a collective community gives us connection”

 - Concerns about ability to access and afford rental or long-term housing

“My family pays \$600 a week for a two- bedroom apartment, half the size of a cafe”

Sustainable Community Leadership



- We effectively manage the planning and provision of regional public resources and infrastructure
 - Concerns about quality and maintenance of road infrastructure (kerbs, guttering, roads and bridges)
 - Concerns about quality and maintenance of public realm infrastructure (landscaping, parks, playgrounds and gardens)

“Maintenance of public spaces which includes constant rubbish collection, mowing of parks & gardens, kerb & guttering with maintenance of local roads.”
- We undertake effective engagement and are informed
 - Listening to younger voices
 - Engaging with youth on their terms

“Talk about something the teenager loves and involve it in the conversation”
- We foster informed and inspired leadership in our community
 - Inadequate customer service in government agencies, particularly for refugees

“Would you like me to return to the refugee camp, or the soldiers who burned down my house and ask them for my paperwork? It’s crazy.”

“When government hears us translating for our parents over the phone they hang up. We have to whisper in the background.”

 - Greater acknowledgement and translation of First Nations voices in the MyCoffs Community Strategic Plan

“This is a white fella plan for white fellas. What does this actually mean for black fellas?”

Community Wellbeing

Girrwaa-gundi Darruyaygam

A vibrant, inclusive place

We love the vibrant, inclusive place we call home. We welcome refugees and respect the traditional custodians of this land, the Gumbaynggirr people. Our diversity is our strength.

Sustainable development goals



Objective	Outcome	Our role	Council's role	State	Federal	Not-for-profit	Private industry
We recognise and acknowledge the traditional custodians of the Coffs Harbour local government area	Gumbaynggirr Nation culture and heritage is honoured and acknowledged	Advocate Lead Support	Advocate Support Collaborate	Advocate Support Provide Collaborate	Support Provide Collaborate	Support Collaborate	Support Collaborate
	We walk together with our local Aboriginal community to honour, share and acknowledge their stories, heritage and culture	Advocate Lead Support	Advocate Build capacity Collaborate Support	Advocate Support Provide Collaborate	Support Provide Collaborate	Support Provide Partner	Support Collaborate
We foster a sense of community, belonging and diversity	Our community and our events are inclusive and we celebrate together	Advocate Support Partner	Build capacity Collaborate Provide Support	Provide Support Collaborate	Support	Provide Support Collaborate	Support Collaborate
	The richness of our diverse backgrounds is appreciated and there are opportunities for people to connect	Lead Support	Collaborate Build capacity Provide Support	Provide Collaborate	Provide Collaborate	Provide Collaborate	Support
	More people in our community volunteer to help others, and volunteering is valued and recognised	Advocate Lead	Provide Advocate	Provide Support	Provide	Provide	Collaborate
	New residents and visitors are welcomed and encouraged to participate in community life	Lead	Provide Advocate	Provide Support	Support	Provide	Support
We address the causes of disadvantage	We explore innovative solutions to affordable accommodation provision	Advocate	Advocate Support Collaborate	Lead Provide	Lead Provide	Provide	Provide
	The impacts of alcohol and drug misuse are minimised	Advocate	Advocate Support	Lead Provide	Lead Provide	Provide	Provide
	Collaborative approaches, based on evidence, are used to best reduce disadvantage	Collaborate	Collaborate	Lead	Lead	Collaborate	Collaborate
We enrich cultural life through art, learning and cultural endeavour	Our community is recognised for its innovation and creativity and there is increased participation in cultural and artistic activities	Advocate Collaborate Provide	Collaborate Provide	Collaborate Lead Provide	Lead Provide	Collaborate Provide	Collaborate Provide
	We value the contribution of arts, heritage and culture to our wellbeing, economy and in creating liveable and vibrant communities	Advocate Collaborate	Advocate Collaborate Provide	Lead Provide	Lead	Collaborate Provide	Collaborate Provide
	We recognise the need for enhanced cultural precincts, venues and public art within our region		Advocate Collaborate Provide	Lead Provide	Lead	Collaborate Provide	Collaborate Provide



Measuring our progress

Objective	Measures	Source	Data availability	Desired direction
We recognise and acknowledge the traditional custodians of the Coffs Harbour local government area	% of community that know the Aboriginal name for the local Aboriginal community	Community Wellbeing Survey	Every 2 years	Increase
We foster a sense of community, belonging and diversity	% of community involved in volunteer activities or community groups	Australia Bureau of Statistics (ABS)	Census, every 5 years	Increase
	% of community who agree that it is a good thing for our community to be made up of people from different cultures	Community Wellbeing Survey	Every 2 years	Increase
We address the causes of disadvantage	Households in the lowest 40% of incomes who are paying more than 30% of their usual gross weekly income on housing costs	Australia Bureau of Statistics (ABS)	Every 2 years	Decrease
	Households in the lowest 20% of incomes	Australia Bureau of Statistics (ABS)	Every 2 years	Decrease
	Index of Relative Socio-economic Disadvantage (IRSD)	Australia Bureau of Statistics (ABS)	Census, every 5 years	Increase in the IRSD score
We enrich cultural life through art, learning and cultural endeavour	% of community that regularly attend arts and cultural activities	Community Wellbeing Survey	Every 2 years	Increase
	% of community satisfied with the opportunities to attend arts and cultural activities in the local government area	Community Wellbeing Survey	Every 2 years	Increase

Community Wellbeing

Girwaa-gundi Darruyaygam

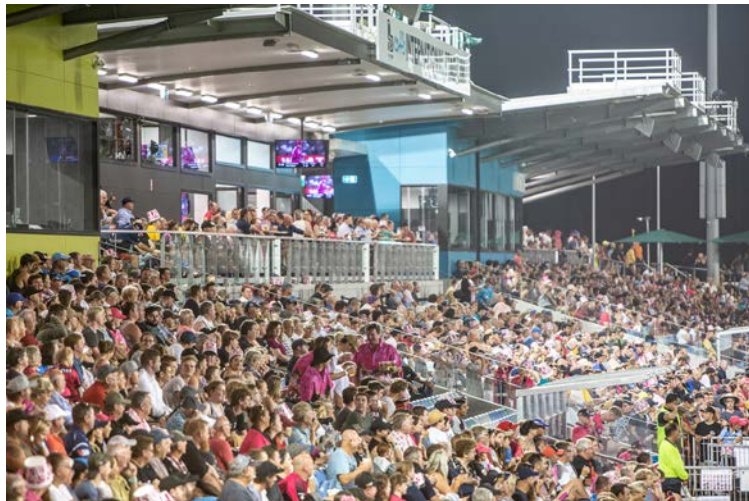
An active, safe and healthy community

We love having an active, safe and healthy community. Our physical and mental health, wellbeing and safety supports our social connection and resilience.

Sustainable development goals



Objective	Outcome	Our role	Council's role	State	Federal	Not-for-profit	Private industry
We support our community to lead healthy active lives	We have facilities that support affordable options for people to be active through a wide range of sport and recreation activities	Advocate Lead	Partner Provide	Partner Provide	Provide	Provide	Provide
	Our community is supported to make healthy lifestyle choices	Advocate Lead	Advocate	Provide	Provide	Provide	Provide
	Active transport is encouraged through an integrated network of cycle ways and footpaths that connect our key spaces	Advocate	Collaborate Partner Provide	Partner Provide	Partner Support	Support	Provide
	Our health service provision meets the needs of our growing and ageing population	Advocate	Advocate Support	Build capacity Partner Provide Support	Build capacity Partner Provide Support	Partner Provide	Partner Provide
	Local sport is supported to encourage active lifestyles at all ages	Advocate Lead Provide	Build capacity Provide Support	Provide Support	Provide Support	Advocate Lead Support	Partner
We facilitate positive ageing	Our senior residents are supported in participating in all aspects of community life	Advocate Lead Partner	Advocate Provide Support	Partner Provide	Partner Provide	Partner Provide	Partner Provide
	Our community supports lifelong learning	Advocate Lead	Provide Support	Provide	Provide	Provide	Provide
	The opportunities for people to live independently are supported	Advocate	Advocate	Provide	Provide	Provide	Provide
We nurture mental health, wellbeing and social connection	We have increased awareness and understanding of the issues and challenges around mental health	Advocate	Advocate	Lead Provide Support	Provide Support	Provide Support	Advocate
	We enjoy safe and inclusive community spaces and activities that bring people together	Advocate	Partner Provide Support	Lead Provide Support	Partner Support	Provide Support	Provide
	Information and support services provision matches community need	Advocate	Advocate Partner Support	Lead Provide Support	Partner Support	Provide Support	Provide
	We recognise how valuable art is to our health, positive ageing and social connections in our community	Advocate	Advocate Partner Support	Lead Provide Support	Partner Support	Provide Support	Provide
We cultivate a safe community	Safe design of our public realm is a key driver in all planning		Provide Support				
	Our key places and spaces are activated to be vibrant and welcoming at all times	Lead Advocate	Lead Partner Provide Support	Partner Provide Support	Partner Support	Provide Support	Provide
	We address the challenges of family violence, child protection, addiction and road safety	Lead Advocate	Lead Partner Build capacity Support	Partner Provide Support	Partner Support	Provide Support	Provide



Measuring our progress

Objective	Measures	Source	Data availability	Desired Direction
We support our community to lead healthy active lives	% of the community that regularly participate in recreational activities with others	Community Wellbeing Survey	Every 2 years	Increase
	% of the community that regularly participate in organised sporting activities with others	Community Wellbeing Survey	Every 2 years	Increase
	People Self-Reporting Health	Health NSW	Every year	
We facilitate positive ageing	% of people over 65 years old that they have the opportunity to have their say on important issues	Community Wellbeing Survey	Every 2 years	Increase
	% of people over 65 years old that regularly volunteer in the community (monthly or more)	Community Wellbeing Survey	Every 2 years	Increase
	% of people over 65% old that have a high level of pride in the community	Community Wellbeing Survey	Every 2 years	Increase
	% over people over 65 years' old that are satisfied with their quality of life	Community Wellbeing Survey	Every 2 years	Increase
	% of people over 65 years old that feel part of the community	Community Wellbeing Survey	Every 2 years	Increase
We nurture mental health, wellbeing and social connection	Intentional self-harm: hospitalisations	Health NSW	Every 2 years	Increase
	Coffs Harbour local government area hospitalisation figures	Health NSW	Every 2 years	Increase
	% of community satisfied with the quality of life in the Coffs Harbour local government area	Community Wellbeing Survey	Every 2 years	Increase
We cultivate a safe community	% of community that feels safe in the local government area	Community Wellbeing Survey	Every 2 years	Increase
	Domestic violence related assault (rate per 100,000)	NSW Bureau of Crime Statistics and Research (NBCSR)	Every year	Decrease
	Sexual assault (rate per 100,000)	NSW Bureau of Crime Statistics and Research (NBCSR)	Every year	Decrease
	Intimidation, stalking and harassment incidents (rate per 100,000)	NSW Bureau of Crime Statistics and Research (NBCSR)	Every year	Decrease

Community Prosperity

Girwaa-gundi Yaabu-maanaygam

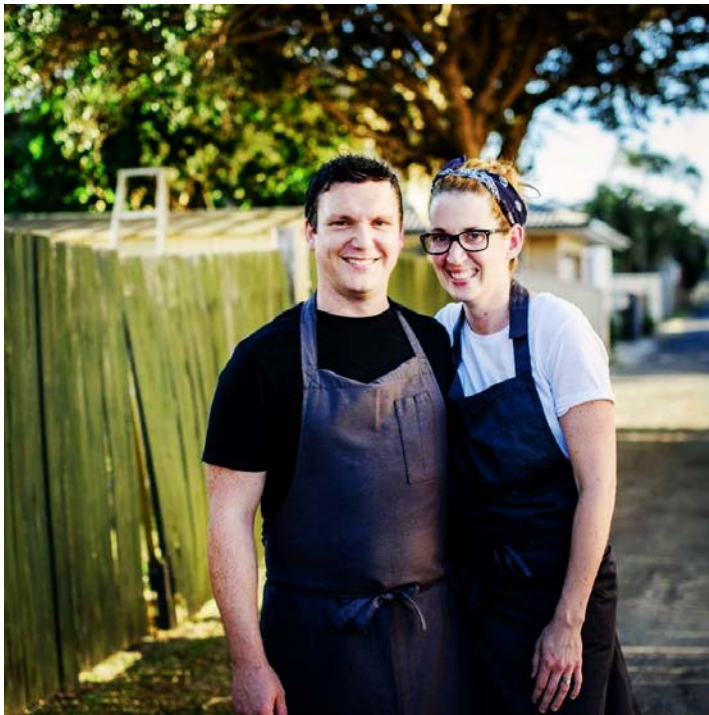
A thriving & sustainable local economy

Our businesses both small and large are going from strength to strength, building on the natural advantages of our LGA. We can live and work or run a successful business right here. As a destination, visitors enjoy a diverse range of experiences fostered by our natural beauty.

Sustainable development goals



Objective	Outcome	Our role	Council's role	State	Federal	Not-for-profit	Private industry
Building on the natural advantages of our LGA, we champion business, events, sustainability, innovation and technology to stimulate economic growth, investment and local jobs	The local economic and commercial base is more diversified	Advocate	Advocate Build capacity Support	Advocate Build capacity Support	Advocate Build capacity Support	Advocate Build capacity	Lead
	There is greater support for innovation in targeted sectors where there is growth potential	Advocate	Advocate Build capacity Provide Support	Advocate Build capacity Support	Advocate Build capacity Support	Advocate Build capacity	Lead
	Export potential for our area is realised	Advocate	Advocate	Provide Build capacity Support	Provide Build capacity Support	Advocate Build capacity	Lead
	Support is maintained for small and microbusiness start-ups	Advocate	Advocate Build capacity Support	Advocate Build capacity Support	Advocate Build capacity Support	Advocate Build capacity	Lead
	Funding is increased for innovation investment within the Coffs Harbour local government area	Advocate	Advocate Support	Provide Build capacity Support	Provide Build capacity Support		Lead
	Strategic planning for economic sustainability is better coordinated	Advocate	Advocate Build capacity Support	Advocate Build capacity Support	Advocate Build capacity Support	Advocate Build capacity	Lead
	The experience and skills of all groups in our community are better utilised	Advocate	Advocate Build capacity Support	Advocate Build capacity Support	Advocate Build capacity Support	Advocate Build capacity Support	Lead
	A culture of entrepreneurship is facilitated	Advocate	Advocate Support	Advocate Build capacity Support	Advocate Build capacity Support	Advocate Build capacity	Lead
	Our area is a leader in sustainable agriculture	Advocate	Advocate Build capacity Provide	Support	Support	Advocate Build capacity	Lead
	We attract people to work, live and visit in the Coffs Harbour local government area	Our urban and business centres offer the amenity, connectivity and lifestyle and liveability options that encourage businesses and professionals to relocate to our area	Advocate	Advocate Collaborate Provide Support	Collaborate Lead Provide	Support	Advocate Build capacity
Year round tourism and event opportunities are on offer		Advocate	Advocate Collaborate Support	Lead Provide	Support	Advocate Build capacity	Lead
A regional approach to tourism promotion is maintained		Advocate	Advocate Collaborate Provide	Lead Provide	Support	Advocate Build capacity	Collaborate



Objective (continued)	Outcome	Our role	Council's role	State	Federal	Not-for-profit	Private industry
We attract people to work, live and visit in the Coffs Harbour local government area (continued)	the promotion of our natural tourism and sport tourism offerings is maintained	Advocate	Advocate Collaborate Provide Support	Collaborate Provide Support	Support	Advocate Build capacity	Collaborate
	the growth of cultural tourism is supported	Advocate	Advocate Collaborate Provide Support	Collaborate Provide Support	Support	Advocate Build capacity	Collaborate
	the amenities at our popular destinations are enhanced	Advocate	Advocate Collaborate Provide Support	Collaborate Provide Support	Support	Advocate Build capacity	Collaborate
	investment in new tourism product, and event and tourism infrastructure is encouraged	Advocate	Advocate Collaborate Support	Collaborate Provide Support	Support	Advocate Build capacity	Collaborate
	a diverse calendar of events drives year round visitation and economic benefit to the region	Advocate	Advocate Collaborate Support	Collaborate Provide Support	Support	Advocate Build capacity	Lead Collaborate

Measuring our progress

Objective	Measures	Source	Data availability	Desired direction
Building on the natural advantages of our LGA, we champion business, events, sustainability, innovation and technology to stimulate economic growth, investment and local jobs	Local unemployment rate	National Institute of Economic and Industry Research (NIEIR)	Every year	Decrease
	Youth unemployment rate	National Institute of Economic and Industry Research (NIEIR)	Every year	Decrease
	Value of regional exports	National Institute of Economic and Industry Research (NIEIR)	Every year	Increase
	Gross Regional Product	National Institute of Economic and Industry Research (NIEIR)	Every year	Increase
	Value of agricultural production	Australian Bureau of Statistics (ABS)	Every year	Increase
We attract people to work, live and visit in the Coffs Harbour local government area	Tourism Visitor numbers	Tourism Research Australia (TRA)	Every year	Increase
	Length of stay by tourists within the LGA	Tourism Research Australia (TRA)	Every year	Increase
	Coffs Harbour local government area tourism value-added	National Institute of Economic and Industry Research (NIEIR)	Every year	Increase
	Net migration rates	Australia Bureau of Statistics (ABS)	Census, every 5 years	Increase

Community Prosperity — *Girrwaa-gundi Yaabu-maanaygam*

Community achieving its potential

We have an eye on the future and can see the opportunities available to provide prosperity for all. We can learn and build a vibrant career right here.

Sustainable development goals

8 DECENT WORK AND ECONOMIC GROWTH



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



10 REDUCED INEQUALITIES



Objective	Outcome	Our role	Council's role	State	Federal	Not-for-profit	Private industry
We are best prepared to take advantage of opportunities now and in the future	Workforce planning and training opportunities anticipate emerging industries as well as employment and qualification needs within the local economy	Advocate	Advocate Collaborate Support	Collaborate Provide Support	Support	Advocate Build capacity	Lead Collaborate
	Local employers provide relevant training and work experience opportunities	Advocate	Advocate Collaborate Support	Collaborate Provide Support	Support	Advocate Build capacity	Lead Collaborate
	We have increased education expectations within our community	Advocate	Advocate Collaborate Support	Collaborate Provide Support	Support	Advocate Build capacity	Lead Collaborate
	Business and entrepreneurial pathways are explored in school career planning	Advocate	Advocate Collaborate Support	Collaborate Provide Support	Support	Advocate Build capacity	Lead Collaborate
	Our education, training and learning services meets the needs of our growing population	Advocate	Advocate Collaborate Support	Collaborate Provide Support	Support	Advocate Build capacity	Lead Collaborate

Measuring our progress

Objective	Measures	Source	Data availability	Desired direction
We are best prepared to take advantage of opportunities now and in the future	NAPLAN test scores	NSW Department of Education	Every year	Increase
	School retention rates	NSW Department of Education	Every year	Increase
	People Aged 25-64 Years Enrolled in Vocational Education and Training	Australian Bureau of Statistics (ABS)	Every 5 years	Increase
	Local university enrolments	Southern Cross University	Every year	Increase

A Place for Community

Ya Maam Girrwaawa

Liveable neighbourhoods with a defined identity

Our neighbourhoods and villages are connected — to nature, to places and to each other. Our homes and communities are designed and created to meet the needs of everyone now and into the future.

Sustainable development goals

9 INDUSTRY, INNOVATION
AND INFRASTRUCTURE



11 SUSTAINABLE CITIES
AND COMMUNITIES



Objective	Outcome	Our role	Council's role	State	Federal	Not-for-profit	Private industry
We create liveable places that are beautiful and appealing	The Coffs Harbour area is a place we are proud to call home. Our neighbourhoods have a strong sense of identity and are actively shaped by the local community	Advocate	Advocate Collaborate Build capacity Support	Collaborate Provide Support	Collaborate Support	Advocate Build capacity	Advocate Collaborate
	Our neighbourhoods are people-friendly and liveable environments	Advocate	Advocate Collaborate Provide Support	Collaborate Provide Support	Collaborate Support	Advocate Build capacity	Advocate Collaborate
	Our public places and spaces are activated through good planning and design	Advocate	Advocate Collaborate Lead Provide Support	Collaborate Provide Support	Collaborate Support	Advocate Build capacity	Advocate Collaborate
	Sustainable development enhances the Jetty Foreshores as a landmark destination in Coffs Harbour	Advocate	Advocate Collaborate Support	Collaborate Lead Provide Support	Collaborate Support	Advocate	Advocate Collaborate
	We reflect our beautiful natural setting throughout our built environment	Advocate	Advocate Collaborate Support	Collaborate Lead Provide Support	Collaborate Support	Advocate	Advocate Collaborate
We undertake development that is environmentally, socially and economically responsible	Land use planning and development protects the value and benefits provided by our natural environment	Advocate	Advocate Collaborate Lead Provide Support	Collaborate Provide Support	Collaborate Support	Advocate Build capacity	Collaborate Provide
	Population growth is focussed within the existing developed footprint	Advocate	Advocate Collaborate Lead Provide Support	Collaborate Provide Support	Collaborate Support	Advocate Build capacity	Collaborate Provide
	Sustainable design and best practice development provide quality housing options	Advocate	Advocate Collaborate Support	Collaborate Provide Support	Collaborate Support	Advocate Build capacity	Collaborate Lead Provide
	Local heritage is protected and the stories behind it shared	Advocate Collaborate	Advocate Collaborate Lead Provide Support	Collaborate Provide Support	Collaborate Support	Advocate Build capacity	Collaborate Lead Provide



Objective (continued)	Outcome	Our role	Council's role	State	Federal	Not-for-profit	Private industry
We undertake development that is environmentally, socially and economically responsible (continued)	Our neighbourhoods are designed and maintained to meet the needs of the people who live there	Advocate	Advocate Collaborate Support	Collaborate Provide Support	Collaborate Support	Advocate Build capacity	Collaborate Provide
We collaborate to deliver opportunities for housing for all	Housing is affordable	Advocate	Advocate Collaborate Support	Collaborate Lead Provide Support	Collaborate Lead Support	Advocate Build capacity	Collaborate Provide
	Development meets the changing needs and expectations of the community	Advocate	Advocate Collaborate Lead Provide Support	Collaborate Provide Support	Collaborate Support	Advocate Build capacity	Collaborate Provide
	We have the ability to access, afford and secure rental or long-term housing	Advocate	Advocate Collaborate Support	Collaborate Provide Support	Collaborate Support	Advocate Build capacity	Collaborate Provide

Measuring our progress

Objective	Measures	Source	Data availability	Desired direction
We create liveable places that are beautiful and appealing	% of community who express satisfaction with public areas	Community Survey	Every 2 years	Increase
	% of community who express high levels of pride in the Coffs Harbour local government area	Community Wellbeing Survey	Every 2 years	Increase
	kilometres of cycle ways and foot paths	Coffs Harbour City Council	Every year	Increase
We undertake development that is environmentally, socially and economically responsible	% of new dwellings on greenfield sites	Coffs Harbour City Council	Every 5 years	Decrease
	% of new dwellings on urban infill sites	Coffs Harbour City Council	Every year	Increase

A Place for Community

Ya Maam Girrwaawa

A natural environment sustained for the future

From Cascade National Park to the Solitary Islands Marine Park, we are blessed with a diverse natural environment we want to protect and enjoy. We are aware of the footprint we leave and look to use our resources responsibly to live lightly.

Sustainable development goals



Objective	Outcome	Our role	Council's role	State	Federal	Not-for-profit	Private industry
We protect the diversity of our natural environment	Through collaboration, we protect and enhance our natural environment	Advocate Collaborate	Collaborate Provide Support	Collaborate Provide Support	Collaborate Support	Advocate Build capacity	Collaborate Provide
	We understand the challenges to our natural environment and act to mitigate them	Advocate Collaborate	Collaborate Provide Support	Collaborate Provide Support	Collaborate Support	Advocate Build capacity	Collaborate
	Community involvement in actively protecting the natural environment is increased	Advocate Collaborate	Advocate Collaborate Support	Collaborate Provide Support	Collaborate Support	Advocate Build capacity	Collaborate Provide
	We manage public access to natural areas to enhance environmental experience and preserve ecological values	Advocate Collaborate	Advocate Collaborate Support	Collaborate Provide Support	Collaborate Support	Advocate Build capacity	Collaborate Provide
	Pollution from human activities is minimised	Advocate Collaborate	Collaborate Build capacity Provide Support	Collaborate Provide Support	Collaborate Support	Advocate Collaborate	Collaborate Provide
	The environmental impact of agricultural production is minimised	Advocate Collaborate	Advocate Collaborate Support	Collaborate Build capacity Provide Support	Collaborate Support	Advocate Collaborate	Collaborate Lead Provide
We use resources responsibly to support a safe and stable climate	Resource consumption is reduced and waste minimised	Advocate Collaborate Lead	Advocate Collaborate Provide Support	Collaborate Build capacity Provide Support	Collaborate Support	Advocate Collaborate	Collaborate Provide
	The use of renewable resources increases and the use of non-renewable resources decreases	Advocate Collaborate Provide	Advocate Collaborate Lead Provide Support	Collaborate Build capacity Provide Support	Collaborate Support	Advocate Collaborate	Collaborate Lead Provide
	As informed consumers, we reduce our impact on the environment without affecting quality of life	Advocate Collaborate	Advocate Build capacity Collaborate Support	Collaborate Build capacity Provide Support	Collaborate Build capacity Support	Advocate Collaborate Build capacity	Collaborate Provide
	The reuse and recycling of resources increases	Advocate Collaborate Lead	Build capacity Collaborate Provide Support	Collaborate Build capacity Provide Support	Collaborate Support	Advocate Collaborate Build capacity	Advocate Collaborate Lead Provide



Objective (continued)	Outcome	Our role	Council's role	State	Federal	Not-for-profit	Private industry
We use resources responsibly to support a safe and stable climate (continued)	Water-use and water-cycle management is sustainable and meets current and future demand	Advocate Collaborate	Build capacity Collaborate Lead Provide Support	Collaborate Build capacity Support	Advocate Collaborate	Advocate Collaborate	Advocate Collaborate
	We are adapting for climate change and we work collaboratively to mitigate our impacts	Advocate Collaborate	Build capacity Collaborate Lead Provide Support	Collaborate Build capacity Lead Support	Build capacity Advocate Collaborate	Advocate Collaborate	Advocate Collaborate
	Our use of public transport increases	Advocate	Advocate Collaborate	Collaborate Build capacity Provide Support	Advocate Collaborate	Advocate Collaborate	Advocate Collaborate

Measuring our progress

Objective	Measures	Source	Data availability	Desired direction
We protect the diversity of our natural environment	Habitat connectivity	Department of Planning and Environment	Every 10 years	Maintain
	Net vegetation change — clearing	Department of Planning and Environment	Every 1–2 years	Maintain
	Native flora and fauna threatened species, populations and communities	Department of Planning and Environment	Every year	Maintain
We use resources responsibly to support a safe and stable climate	Water quality	Beachwatch Program	Every year	Increase
	Total waste generated	Coffs Harbour City Council	Every year	Decrease
	Total waste diverted from landfill	Coffs Harbour City Council	Every year	Increase
	Annual greenhouse gas emissions tonnes CO2 equivalent (CO2-e) per capita	Coffs Harbour City Council	Every year	Decrease
	Water consumed in total across the local government area and percentage residential, non-residential	Coffs Harbour City Council	Every year	Maintain

Sustainable Community Leadership

Manggarla-jaganyjigam Gunuyurrun Girrwaawa

**Our leaders give us
confidence in the future**

We can all be leaders in our community and be empowered to make positive changes in our LGA. We are engaged in our future and give voice to the key issues impacting us.

Sustainable development goals



Objective	Outcome	Our role	Council's role	State	Federal	Not-for-profit	Private industry
We foster informed and inspired leadership in our community	Communities and community leaders are empowered to make positive change	Advocate Collaborate Lead	Build capacity Collaborate Support	Build capacity Collaborate Support	Build capacity Provide Support	Advocate Collaborate Lead	Advocate Collaborate Provide
	Decision-makers lead, govern and regulate in an ethical, equitable, transparent and accountable way	Advocate	Build capacity Provide Support	Build capacity Provide Support	Provide Support	Advocate Build capacity	Advocate
	Our strategic directions are inclusive and reflect the views of the community	Advocate	Build capacity Provide Support	Build capacity Provide Support	Provide Support	Advocate Build capacity	Advocate
	Our leaders advocate on our behalf, promote the area's interests, and secure resources and investment	Advocate	Build capacity Provide Support	Build capacity Provide Support	Provide Support	Advocate Build capacity	Advocate
	Regional resource sharing and partnership initiatives are pursued where they provide greater community benefits	Advocate Collaborate Lead	Build capacity Provide Support	Build capacity Provide Support	Provide Support	Advocate Build capacity	Advocate
We undertake effective engagement and are informed	All groups in our community are valued and have the opportunity to shape our future	Advocate Collaborate Lead	Build capacity Provide Support	Build capacity Provide Support	Provide Support	Advocate Build capacity	Advocate
	Our leaders seek to engage and consult with the whole community to capture and consider all viewpoints	Advocate	Build capacity Provide Support	Build capacity Provide Support	Provide Support	Advocate Build capacity	Advocate
	Decision-making processes are open and transparent	Advocate	Build capacity Provide Support	Build capacity Provide Support	Provide Support	Advocate Build capacity	Advocate

Measuring our progress

Objective	Measures	Source	Data availability	Desired direction
We foster informed and inspired leadership in our community	% of the community who agree that they are able to vote for a trustworthy political candidate	Community Wellbeing Survey	Every 2 years	Increase
We undertake effective engagement and are informed	% of the community who agree that they have the opportunity to have a say on important issues	Community Wellbeing Survey	Every 2 years	Increase
	% of the community who feel it is an active community where people get involved in local issues and activities	Community Wellbeing Survey	Every 2 years	Increase

Sustainable Community Leadership

Manggarla-jaganyjigam

Gunuyurrun Girrwaawa

We have effective use of public resources

Collaboration is at the heart of how we work to create our future. By working as a community, we are able to use our collective resources effectively.

Sustainable development goals



Objective	Outcome	Our role	Council's role	State	Federal	Not-for-profit	Private industry
We effectively manage the planning and provision of regional public services and infrastructure	Our public infrastructure is maintained for its current purpose and for future generations	Advocate	Build capacity Provide Support	Build capacity Provide Support	Provide Support	Advocate Build capacity	Advocate
	Our post Pacific Highway bypass planning enhances the connectivity, liveability and economy of Coffs Harbour	Advocate	Build capacity Provide Support	Build capacity Provide Support	Provide Support	Advocate Build capacity	Advocate
	Public infrastructure continues to meet our community and business requirements	Advocate	Build capacity Provide Support	Build capacity Provide Support	Provide Support	Advocate Build capacity	Advocate
	Our community continues to have access to high quality public services	Advocate	Build capacity Provide Support	Build capacity Provide Support	Provide Support	Advocate Build capacity	Advocate
	There is collaborative planning to address needs associated with projected population growth	Advocate	Build capacity Provide Support	Build capacity Provide Support	Provide Support	Advocate Build capacity	Advocate
	Accurate data is collated and used to help effectively and strategically plan for future community needs	Advocate	Build capacity Provide Support	Build capacity Provide Support	Provide Support	Advocate Build capacity	Advocate
	Infrastructure is planned for the long-term and without imposing an unfair burden on future generations	Advocate	Build capacity Provide Support	Build capacity Provide Support	Provide Support	Advocate Build capacity	Advocate
	We embrace the introduction of new technology to help deliver better outcomes for the community	Advocate	Build capacity Provide Support	Build capacity Provide Support	Provide Support	Advocate Build capacity	Advocate
We collaborate to achieve the best possible future for all the Coffs Harbour area	Our limited resources are targeted to where they are needed most	Advocate	Build capacity Provide Support	Build capacity Provide Support	Provide Support	Advocate Build capacity	Advocate
	Best practice and innovation are used to deliver value for money	Advocate	Build capacity Provide Support	Build capacity Provide Support	Provide Support	Advocate Build capacity	Advocate
	Partnerships and collaboration support the delivery of coordinated, efficient and effective outcomes	Advocate	Build capacity Provide Support	Build capacity Provide Support	Provide Support	Advocate Build capacity	Advocate
	The Gumbaynggirr nation is an integral part of planning the future of the Coffs Harbour LGA	Advocate	Build capacity Provide Support	Build capacity Provide Support	Provide Support	Advocate Build capacity	Advocate



Measuring our progress

Objective	Measures	Source	Data availability	Desired direction
We effectively manage the planning and provision of regional public services and infrastructure	Financial commitment in Federal Budget to construct the Coffs Harbour Pacific Highway bypass	Federal Budget	Every year	Stable
	% of the community who feel the area has good or very good public services	Community Wellbeing Survey	Every 2 years	Increase
	% of the community who feel the area has good or very good public facilities and infrastructure	Community Wellbeing Survey	Every 2 years	Increase
We collaborate to achieve the best possible future for all the Coffs Harbour area	Dollar value of State Government infrastructure investment	Coffs Harbour City Council's annual financial statements	Every year	Stable
	Dollar value of Federal Government infrastructure investment	Coffs Harbour City Council's annual financial statements	Every year	Stable



Appendix 1

About the Coffs Harbour Local Government Area

Coffs Harbour local government area (LGA) is on the Mid North Coast of New South Wales, about midway between Sydney and Brisbane.

With a population of about 78,000, the LGA encompasses a total area of 1,174 square kilometres stretching from Red Rock south to Bundagen and west past Brooklana and Lowanna.

The traditional home of the Gumbaynggirr people, Coffs Harbour was opened up by European settlers in the second half of the nineteenth century. The humble agricultural centre has since evolved into a vibrant, coastal city with an expanding economy based on tourism, retail, creative industries, manufacturing and construction, government services, education and the health industry. Since 2008, the LGA has been an identified Refugee Welcome Zone.

The 2017 NSW State Government North Coast Regional Plan identifies Coffs Harbour as a regional city and the Coffs Harbour LGA is not only home to an abundance of regional facilities but also operates as a service centre for the surrounding areas. The regional facilities in the Coffs Harbour LGA include the busiest and largest regional airport in New South Wales, the major referral hospital for the Coffs Network of the Mid North Coast Local Health District, the C.ex International Stadium, and the Southern Cross University

The region is also renowned for its ecological diversity: half of the LGA is dedicated as reserves, parks, National Parks and State Forest holdings — and is bounded offshore by the Solitary Islands Marine Park.

In 2021, the Coffs Coast became NSW's first certified ECO Destination. Awarded by Ecotourism Australia, the ECO Destination Certification means the Coffs Harbour LGA is not only recognised for preserving its natural beauty, but is also sustainable in terms of giving back to the community and being culturally authentic.

Appendix 1: Who we are as a community continued....

Places we were born (top 20)

Birthplace	2016	%	2011	%	2011 to 2016
United Kingdom	2,988	4.1	3,027	4.4	-39
India	1,041	1.4	679	1.0	+362
New Zealand	1,037	1.4	1,017	1.5	+20
Germany	374	0.5	404	0.6	-30
South Africa	307	0.4	263	0.4	+44
Burma (Myanmar)	307	0.4	102	0.1	+205
Philippines	302	0.4	206	0.3	+96
Netherlands	240	0.3	263	0.4	-23
United States of America	229	0.3	200	0.3	+29
Ireland	158	0.2	143	0.2	+15
Afghanistan	137	0.2	4	0.0	+133
Canada	135	0.2	125	0.2	+10
Italy	134	0.2	148	0.2	-14
Thailand	131	0.2	80	0.1	+51
China	129	0.2	164	0.2	-35
Malaysia	121	0.2	83	0.1	+38
Taiwan	115	0.2	16	0.0	+99
Sudan/South Sudan	111	0.2	141	0.2	-30
Papua New Guinea	93	0.1	83	0.1	+10
Fiji	77	0.1	81	0.1	-4
Ukraine	11	0.0	0		+11
Latvia	10	0.0	5	0.0	+5
Cambodia	10	0.0	0		+10
Bosnia and Herzegovina	10	0.0	11	0.0	-1

The languages we speak at home

Language (excludes English)	2016	
	Number	%
Punjabi	1,280	1.8
German	322	0.4
Mandarin	234	0.3
Spanish	208	0.3
Italian	204	0.3
Filipino/Tagalog	169	0.2
French	165	0.2
Arabic	152	0.2
Chin Haka	133	0.2
Burmese	108	0.1
Thai	107	0.1
Dari	104	0.1
Dinka	102	0.1
Cantonese	102	0.1
Dutch	102	0.1
Japanese	93	0.1
Swahili	88	0.1
Hindi	83	0.1
Afrikaans	62	0.1
Greek	61	0.1

Appendix 1: Who we are as a community continued...

Occupation of employment

Occupation	2016	%	2011	%	2011 to 2016
Managers	3,533	11.9	3,431	12.3	+102
Professionals	5,548	18.7	4,986	17.8	+562
Technicians and Trades Workers	4,004	13.5	3,963	14.2	+41
Community and Personal Service Workers	3,669	12.4	3,315	11.8	+354
Clerical and Administrative Workers	3,863	13.0	3,971	14.2	-108
Sales Workers	3,201	10.8	3,266	11.7	-65
Machinery Operators And Drivers	1,590	5.4	1,479	5.3	+111
Labourers	3,701	12.5	3,188	11.4	+513
Not stated or inadequately described	504	1.7	394	1.4	+110
Total employed persons aged 15+	29,613		27,993		+1,620

Education

Highest level of secondary schooling completed

Level of schooling	2016	%	2011	%	2011 to 2016
Year 8 or below	3,070	5.2	3,366	6.1	-296
Year 9 or equivalent	5,181	8.7	5,505	10.0	-324
Year 10 or equivalent	17,580	29.5	17,634	31.9	-54
Year 11 or equivalent	4,490	7.5	4,198	7.6	+292
Year 12 or equivalent	23,087	38.7	19,669	35.6	+3,418
Did not go to school	350	0.6	247	0.4	+103
Not stated	5,835	9.8	4,686	8.5	+1,149
Total persons aged 15+	59,593		55,305		+4,288

Highest qualification achieved

Qualification level	2016	%	2011	%	2011 to 2016
Bachelor or Higher degree	8,814	14.8	7,003	12.7	+1,811
Advanced Diploma or Diploma	5,436	9.1	4,211	7.6	+1,225
Vocational	14,243	23.9	12,717	23.0	+1,526
No qualification	24,042	40.3	24,859	44.9	-817
Not stated	7,061	11.8	6,519	11.8	+542
Total persons aged 15+	59,596	100.0	55,309	100.0	+4,287

Appendix 1: Who we are as a community continued...

Do we own or rent our homes?

Tenure type	2016	%	2011	%	2011 to 2016
Fully owned	10,306	35.0	9,739	35.3	+567
Mortgage	7,807	26.5	7,548	27.3	+259
Renting — Total	8,528	28.9	8,537	30.9	-9
Renting — Social housing	1,311	4.4	1,384	5.0	-73
Renting — Private	7,065	24.0	6,953	25.2	+112
Renting — Not stated	152	0.5	200	0.7	-48
Other tenure type	336	1.1	352	1.3	-16
Not stated	2,486	8.4	1,436	5.2	+1,050
Total households	29,463	100.0	27,612	100.0	+1,851

What we earn

Weekly gross income (2016)	Individual income	Household income
\$1 – \$149	2,398	\$1 – \$149 167
\$150 – \$299	4,842	\$150 – \$299 633
\$300 – \$399	6,757	\$300 – \$399 1,021
\$400 – \$499	6,346	\$400 – \$499 2,474
\$500 – \$649	5,637	\$500 – \$649 1,600
\$650 – \$799	5,562	\$650 – \$799 2,799
\$800 – \$999	5,326	\$800 – \$999 2,409
\$1,000 – \$1,249	4,312	\$1,000 – \$1,249 2,588
\$1,250 – \$1,499	2,694	\$1,250 – \$1,499 2,313
\$1,500 – \$1,749	1,986	\$1,500 – \$1,749 1,593
\$1,750 – \$1,999	1,398	\$1,750 – \$1,999 1,432
\$2,000 – \$2,999	1,581	\$2,000 – \$2,499 2,317
\$3,000 or more	793	\$2,500 – \$2,999 1,320
		\$3,000 – \$3,499 711
		\$3,500 – \$3,999 557
		\$4,000 – \$4,499 239
		\$4,500 – \$4,999 217
		\$5,000 – \$5,999 175
		\$6,000 – \$7,999 116
		\$8,000 or more 21
Not stated	6,026	Not stated 2,899
Total persons aged 15+	59,587	Total households 27,930

Appendix 1: Who we are as a community continued...

What we believe in?

Religion totals	2016	%	2011	%	2011 to 2016
Christian total	39,446	54.1	44,011	64.3	-4,565
Non Christian total	3,102	4.3	2,399	3.5	+703
Non-classifiable religious belief	536	0.7	773	1.1	-237
No religion	22,824	31.3	15,782	23.1	+7,042
Not stated	7,034	9.6	5,453	8.0	+1,581

Religion	2016	%	2011	%	2011 to 2016
Anglican	14,147	19.4	16,725	24.4	-2,578
Western (Roman) Catholic	14,133	19.4	15,170	22.2	-1,037
Presbyterian and Reformed	2,710	3.7	2,953	4.3	-243
Uniting Church	2,366	3.2	2,996	4.4	-630
Christian, nfd	1,871	2.6	1,852	2.7	+19
Sikhism	1,311	1.8	943	1.4	+368
Baptist	1,243	1.7	1,129	1.7	+114
Pentecostal	1,161	1.6	1,302	1.9	-141
Buddhism	764	1.0	715	1.0	+49
Jehovah's Witnesses	470	0.6	408	0.6	+62

Visitor nights to our region

Year	International Visitor Nights	Domestic Visitor Nights	Domestic Daytrips
2019/20	798,559	2,569,252	862,028
2018/19	1,088,437	2,832,173	702,464
2017/18	653,078	2,840,039	775,376
2016/17	564,610	2,228,847	597,607
2015/16	603,437	2,643,847	811,280

Source: Tourism Research Australia, Unpublished data from the National Visitor Survey and International Visitor Survey 2019/20. Note: "--" represents unavailable data or data that has been suppressed due to a sample size of 40 or less.



Appendix 2

Integrated Planning and Reporting

The Community Strategic Plan is prepared by Coffs Harbour City Council under the Integrated Planning and Reporting (IP&R) framework enacted by the NSW Government in October 2009.

The IP&R framework was developed to improve all NSW councils' long-term community, financial and asset planning by:

- integrating and streamlining statutory planning and reporting;
- strengthening strategic focus;
- aligning with national sustainability frameworks; and
- ensuring accountability and responsiveness to local communities.

The framework requires:

- a **Community Strategic Plan (CSP)** — developed and maintained with the assistance of a community engagement strategy, and covering a timeframe of at least 10 years
- a **long-term Resourcing Strategy (Financial Plan, Asset Management Strategy and Workforce Management Strategy)**
- a **four-year Delivery Program** (generally aligned to the term of each council)
- a **one-year Operational Plan**
- an **Annual Report**
- an **ongoing monitoring and review process.**

The Delivery Program and Operational Plan have to be reviewed every year. Every four years (after each local government election), each council is required to review its Community Strategic Plan.

Council is required to regularly report on its progress in implementing its Delivery Program and Operational Plan. In the year of an ordinary election, the Annual Report must include an outline of achievements in implementing the Community Strategic Plan (an End of Term Report).

