

COFFS HARBOUR

IFEA WORLD FESTIVAL
& EVENT CITY AWARD



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Destination
NSW



PREMIER'S MESSAGE OF SUPPORT

On behalf of the New South Wales (NSW) Government, I am pleased to support the City of Coffs Harbour's nomination for the IFEA World Festival & Event City Award.

Located on the east coast of NSW, and long regarded as one of Australia's most loved holiday destinations for its natural attractions and sub-tropical climate, Coffs Harbour is the gateway to the Coffs Coast, a unique region which encompasses unspoilt beaches, marine parks, diverse wildlife, world heritage rainforest and a rich cultural and Indigenous history.

Coffs Harbour is a vibrant and dynamic city boasting a diverse range of events which take advantage of all that the region has to offer. From food and wine festivals showcasing local offerings, and international-level sporting competitions which take place along the stunning coastline, to events which celebrate distinctive

art, culture and homegrown talent, many of these events are secured by the NSW Government through its tourism and major events agency, Destination NSW, and continue to attract an ever increasing number of visitors.

Tourism and events are major economic drivers for the region, and since its award-winning IFEA submission last year, Coffs Harbour City Council has developed and adopted long-term strategies for these important sectors. The event and tourism strategies are also supported by the continuing improvement of city infrastructure. This includes a renewed City Centre Precinct, major redevelopment of the Jetty Foreshores, and the expansion of Coffs Harbor Regional Airport – the largest regional airport in NSW, which continues to increase connections to major capital cities and regional centres. In 2016 and 2017, Coffs Harbour hosted several major sporting

events for the first time, including Women's International Cricket matches and a Football Federation of Australia (FFA) double header. The forward-thinking attitude of other local organisers also brings a diverse range of events to the area, all of which attract strong attendance from both locals and visitors. These include the Saltwater/Freshwater Indigenous festival, the Screenwave International Film Festival, Music in the Vines, the Billabong Ozgrom Cup for junior surfers, BCU Coffs Triathlon, and the Taste Woolgoolga Festival.

The success of the many sporting, cultural and social events which feature on a packed annual calendar for the Coffs Harbour region, are celebrated and proudly supported by local people, business and Council. With events such as the World Rally Championships being broadcast widely overseas, featuring the spectacular landscape

of the Coffs Coast, this region is deservedly being brought to the attention of a world-wide audience.

With many thousands of visitors travelling to Coffs Harbour especially to attend events and festivals, and returning year on year, the region is set to continue to attract and cultivate a strong line-up of international, national and local events. Coffs Harbour is a jewel in the crown for NSW regional events and event tourism, and it is with great pleasure that I support this year's entry in the IFEA Awards.

Yours faithfully

GLADYS BEREJIKLIAN MP
NSW Premier

INTRODUCTION

The City of Coffs Harbour is a major regional city on the Mid North Coast of New South Wales, about midway between Sydney and Brisbane. It is the principal city of the tourism destination known as Coffs Coast, which also includes the delightful seaside and hinterland communities of Bellingen, Sawtell, Coramba and Woolgoolga.

With a population of approximately 74,000, the city encompasses a total area of 1,174 square kilometres (453 square miles) of land stretching south from Red Rock to Bundagen and west past Brooklana and Lowanna. The main town precincts include; Coffs Harbour, Woolgoolga and Sawtell.

Appendix 1: Map of Coffs Harbour Local Government Area

The traditional home of the indigenous Gumbaynggirr people, Coffs Harbour was established 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/events, retail, manufacturing and construction, government services, education and the health industry.

The region is renowned for its ecological diversity – half of the Local Government Area is dedicated as reserves, parks, National Parks and State Forest holdings – and is bounded offshore by the Solitary Islands Marine Park.

Guiding the development of the City is the Coffs Harbour Community Strategic Plan (CSP). Developed in consultation with the local community, business sector and regional and State authorities, this plan is the basis by which cultural, economic, health and environmental issues are progressed. The development of the strategies and delivery plans of Council such as Coffs Harbour Events Strategy 2020 and the Coffs Coast Tourism Strategic Plan 2020 are guided by the CSP. These two plans have developed the pathway for the attraction and retention of a variety of events to position the Coffs Coast as the foremost regional destination for festivals and events, leisure and nature based tourism and cultural experiences.

Appendix 2 Community Strategic Plan

Highly valued as a place to live and a popular holiday destination, Coffs Harbour continues to attract people seeking a lifestyle change or place to enjoy a diverse and expanding range of festivals and special events.



SECTION 1

COMMUNITY OVERVIEW



1. COMMUNITY OVERVIEW

QUESTION 1A. AND B. CURRENT CITY POPULATION AND CURRENT SMSA OR LUZ POPULATION.

The estimated resident population of the Coffs Harbour Local Government Area in 2016 is 73,892. This includes the towns and villages that make up our decentralized city including:-

Coffs Harbour, Sawtell, Toormina, Woolgoolga, Northern Beaches, Boambee Valley and the rural western district villages of Coramba, Lowanna, Nana Glen and Ulong.

Source: Australian Bureau of Statistics 2016 Regional Population Growth.
Appendix 1 Coffs Harbour LGA map
Appendix 3 City Centre map

QUESTION 1C. POPULATION WITHIN A 50 MILE (80 KILOMETRE) RADIUS OF APPLICANT CITY

Using Coffs Harbour Central Business District (CBD) as the radial point, there are three neighbouring Local Government Areas (LGAs) that fall within this radius. These are: Bellingen, Nambucca and Clarence Valley LGAs.

The population data is as follows:-

Local Government Area	Populations (rounded)
Bellingen	13,000
Nambucca	19,000
Clarence Valley	51,000
Sub-total	84,000
Coffs Harbour	74,000
Total	158,000

Source: Australian Bureau of Statistics. Population Forecasts for 2016. Coffs Harbour, Bellingen, Clarence Valley and Nambucca Local Government Areas.

QUESTION 1D. PRIMARY FESTIVAL AND EVENT VENUES.

The list below is of the major festival and event venues in the Coffs Harbour Local Government Area. The eclectic mix of resorts, town centres, sport stadium, gardens, theatre and State Forests demonstrates the flexibility and creativity of the City of Coffs Harbour's ability to host a wide range of festivals and events.



Festival and Event Venue	Capacity and Comment
<p>C.ex Coffs International Stadium.</p> <p>This consists of the main stadium with grandstand, undercover seating and facilities for players, officials, administrators, broadcast and the general public.</p> <p>Adjacent to the main stadium are additional playing fields which make up the Coffs Coast Sport and Leisure Park precinct, with public conveniences, some seating and undercover shelter and grassed viewing areas around the fields.</p> <p>The total sporting complex is 44 hectares (108.70 acres)</p>	<p>1,000 seated in stadium under cover. 12,000 seated on grassed banks surrounding the main stadium playing field. Spectator capacity around the additional playing fields is estimated to be 9,000 people. Recent events include</p> <ul style="list-style-type: none"> • AFL Pre-season Game 2017 (Swans v Nth Melbourne), 2015 (Swans v Lions), 2011 (Swans v St Kilda); (broadcast) • FFA's A-League/W-League double header January 2017 competition fixture (broadcast) • International Women's Cricket One day Games 2016 • State Sheffield Shield cricket game 2016 • A-League Trial Game 2015 • Federation of International Touch Football Touch World Cup 2015; • OZTAG - Junior State Cup 2015 – present day; Junior National Championship 2007 – present day; Senior State Cup 2015 – present day; Senior National Championship 2017 • AFL National Kickstart Championships 2014; • Sydney Swans Training Camps 2013 - present day; • National Touch League 2013 - present day; • FFA National Girls and Boys Football Championships 2006 - present day; • Ella 7's Indigenous Rugby Union Tournament 2008 - present day; • Nitro Circus 2013; • Country V City National Rugby League (NRL) games 2007, 2013; • South Sydney Rabbitohs NRL Pre-Season Trial Games 2009 - 2013; • Eastern University Games 2010; • Australasian Police and Emergency Services Games 2009; • Australian Sikh Games 2009;
<p>Coffs Harbour Jetty Foreshore Precinct</p>	<p>The Foreshore precinct has capacity for up to 7,000 patrons. It is the venue for the Kennards Hire World Rally Championship Super Special Stage, the start and finish of the annual Coffs Coast Cycle Challenge and Marches Carnival (held Christmas/New Year/ Australia Day summer school holiday period.) The area has also hosted the Offshore Super Boat Championships, Smoke on the Water festival and Coffs Coast Ocean Swims. Coffs Harbour City Council has commenced upgrade works of the Jetty Foreshore Precinct. The first stage of this upgrade, being the Jetty Walkway, has been completed and opened in October 2015, with stage 2 – 4 upgrade currently under construction.</p>
<p>Coffs Harbour City Centre (Harbour Drive in the CBD and adjacent pedestrian precinct)</p>	<p>This area has capacity for 5,000 people. It is the current venue for the City Welcome ceremony of the World Rally Championships and has hosted other events such as NSW Blues team (NRL), Buskers Festival performances, Flix in the Stix, the Coffs Coast Growers Markets, dancing classes and ad hoc special events. A \$6mil refurbishment and upgrade of this area commenced in 2016 with staged works due to be completed in 2018.</p>

Coffs Harbour, Bellingen, Nambucca and Clarence Valley LGA's public and private roads network and sections of NSW State Forests.	<p>Secondary, rural and private roads of the four LGA's are utilised for the World Rally Championships. Along these roads spectator viewing areas are established enabling some 35,000 people 'ringside' viewing of the Rally.</p> <p>A public spectator precinct established in Wedding Bells State Forest with undercover shelter, catering and corporate hospitality, media centre and conveniences for the event has a capacity for 5,000 people.</p>
Jetty Memorial Theatre	Capacity for 250 patrons in tiered and flat floor seating at this historic theatre. This is one of the venues for the Screenwave International Film Festival plus regular local and touring theatre productions along with comedic and musical acts.
Sawtell First Avenue (main street in village)	Capacity for 5,000 people in the closed-off 200 metres (660ft) of the two lane roadway and centre gardens in the town's main street. The annual Sawtell Chilli Festival is staged here along with each month in summer, a Summer Session event showcasing local talents, art and food. It has also been a venue for the Busker's festival performances.
Woolgoolga Beach Street (main street in village) and Beach Foreshore	<p>Capacity for 5,000 in the closed-off 250 metres (760ft) of the main street and adjacent park. This is the venue for the annual Woolgoolga Curryfest, which has been running for 12 years.</p> <p>Taste Woolgoolga is held at the Seaview Tavern at the top end of Beach St with open parkland facing the beach often utilised for events.</p>
North Coast Botanical Gardens (Coffs Harbour) including Meeting Room, Performance Shell and grassed lawns	The gardens can host 80 people in the meeting room, 600 at the performance shell area and 10,000 in the open lawns precinct. This is the venue for Multicultural Harmony Day, Saltwater Freshwater Festival, citizenship ceremonies and Coffs Harbour Buskers Festival performances.
Novotel Pacific Bay Resort	This resort with 9 function rooms caters for up to 500 people seated for dinner style and up to 1000 people for cocktail function style. Conferences and business events are commonly held at this resort. It also has an adjacent private sport field, gymnasium and health centre used by a number of national and state sporting teams such as the Australian Wallabies (Rugby), NSW State of Origin team (Rugby League), Sydney Swans AFL team, A-League (Football) teams (Western Sydney Wanderers, Newcastle Jets and Central Coast Mariners).
Opal Cove Resort	This resort has capacity for 550 theatre style and cocktails for up to 600 people. This is the operational headquarters for the World Rally Championship and the Control and Command Centre for the NSW Police during World Rally. Various conferences and business events are also held here.
C.ex Club Coffs	1,000 people can be seated theatre style in the main function room. This venue is in the Coffs Harbour CBD adjacent to the retail precinct. Used for numerous national and international comedy and music acts and concerts.
Bonville Golf Resort	Voted Australia's Most Beautiful Golf Course and Australia's leading Golf Course, the club has capacity for up to 200 dinner style or outdoor on-course options for up to 1000 people.
Two Tails Winery	Located in the hinterland village of Nana Glen, west of Coffs Harbour, Two Tails winery has grown its capacity for events and experiences. Hosting upwards of 250 people, the winery is a perfect place for music events.



Coffs Harbour Show Ground including Norm Jordan Pavilion and Exhibition Hall	<p>The main arena (diameter 145 m / 440 ft.) and grandstand with undercover seating for 700 patrons has hosted many events including the Coast Out Gay and Lesbian Festival, Coffs Harbour Running Festival and in 2007 the Ulysses (motorcycle club) AGM dinner for 4,300 delegates. The venue has also played host to other events such as rodeos, motocross championships and live music concerts.</p> <p>The Norm Jordan Centre hosts up to 1,000 people for stand-up functions.</p>
Coffs Harbour Racing Club	Home to a number of horse race meetings along with music events, expos and community events, the Racing club has indoor function centre along with outdoor open and undercover areas.
Brelsford Park (City Centre)	Located in the city centre, this park area and open space plays host to the Community Christmas Carols and can cater for 8,000 + patrons. The Skate park contained there also plays host to a number of community events.

QUESTION 1E. WATER AND POWER ACCESSIBILITY IN OUTDOOR VENUES.

The following list details the power and water accessibility at key outdoor venues.

Venue	Power Accessibility	Water Accessibility
C.ex Coffs International Stadium and Leisure Park	The main stadium and all supporting fields – 240 Volt (Australian Standard) and 3 Phase Power. Main Stadium has lighting of 1500 lux lighting meeting international and national television broadcast standards to HD). External fields to C.ex stadium (Leisure Park 1 and 2) both have 200lux lighting conforming to National Standards for sporting competitions.	<p>Mains water supply available at all fields.</p> <p>Drinking water available at public conveniences and outlets around the sporting complex.</p>
Coffs Harbour Showground and Norm Jordan Pavilion	Mains powers available throughout the showgrounds. This includes 240 Volts and 3 Phase Power at selected locations including the Norm Jordan Pavilion.	Mains waters available throughout the showground.
North Coast Botanic Gardens	240 Volt and 3 Phase Power available at the picnic area and performance shell.	Mains water throughout the Gardens
Sawtell (Main Street)	240 Volt and 3 Phase Power	Mains water from shops and main street road centre gardens.
Woolgoolga (Main Street)	240 Volt and 3 Phase Power from adjacent beach foreshore park.	Mains water from adjacent beach foreshore park.
Coffs Harbour Jetty Foreshore	<p>240 Volt power available along the foreshore park.</p> <p>3 Phase Power available from the precinct adjacent to historic jetty.</p>	Mains water available throughout the whole foreshore precinct

QUESTION 1F. HOSPITAL AND EMERGENCY RESPONSE AVAILABILITY

As a major regional city, Coffs Harbour Local Government Area has excellent emergency response services and facilities. These are listed below. Coffs Harbour City Council works closely with emergency services to ensure maximum awareness of events in the region, particularly those that carry high risk and are likely to require assistance.

Coffs Harbour Health Campus

This 292 bed hospital is the major health facility for the Coffs Coast region – Coffs Harbour, Bellingen and Nambucca LGA's. The major wards, with state-of-the-art specialist equipment include: Medical, Surgical, Emergency, Maternity, Children's, Coronary, Intensive, Rehabilitation and Mental Health.

The hospital has a Medical Centre and Allied Health Services of: occupational therapy, speech pathology, social work, physiotherapy, dietetics, radiology, pathology, and pharmacy.

Coffs Harbour Health Campus is often utilized for the delivery and treatment of patients rescued by the regional Westpac Emergency Rescue Helicopter service. A heli-pad is on hospital grounds adjacent to the Emergency Ward.

Baringa Private Hospital

Opened in 1978 and accredited to International Organisation for Standardization (ISO) Baringa Private Hospital has 81 beds for patients requiring medical treatment and 12 beds for mental health patients.

The services available at Baringa include: - medical, surgical, rehabilitation, operating theatres and a Special Care Unit that has facilities for all medical and/or surgical emergencies.

The hospital's Rehabilitation Centre provides physiotherapy, hydrotherapy, occupational therapy, speech therapy, massage therapy and exercise therapy for inpatients, outpatients and to clients in their homes.

The hospital also has a five bed medical suite with adjoining facilities for family and friends to be able to congregate in privacy.

NSW Ambulance Service (Road and Air) Coffs Harbour

Ambulance Staff and vehicles are stationed at the Coffs Harbour Health Campus. Four (4) crews are on roster during the day and 1 – 2 rostered for night shift. More are subject to roster depending on demand. This service is on call 24/7, 365 days per annum.

Woolgoolga – one crew is rostered on duty 24/7 year round from the Woolgoolga station.

Bellingen, Dorrigo and Urunga – adjacent LGA ambulance services are available at these three locations 24/7, year round.

The NSW Air Ambulance has six Pitsus all-weather King Air aircraft, fully equipped for emergency medical evacuation and transfer. This service operates to and from Coffs Harbour Airport where patients are transported between Coffs Harbour Health Campus and capital city hospitals in Sydney and Brisbane.

St John Ambulance

St John Ambulance's team of 13 volunteer staff along with two support staff vehicles and one patient ambulance attend many sport and cultural events in the Coffs Harbour

Local Government Area. The vehicles are fitted with first aid equipment including stretchers, line boards, and an Automated External Defibrillator (AED) for emergency situations. The volunteers are a combination of First Responders, Advanced Responders and Health Professionals such as Nurses, Paramedics and Doctors.

The St John Ambulance crew supports the World Rally, sporting events at C.ex Coffs International Stadium and entertainment events at the Coffs Harbour Showgrounds and Botanic Gardens.

NSW Fire and Rescue Service

Coffs Harbour LGA have three Fire and Rescue centres at Coffs Harbour, Sawtell and Woolgoolga.

Coffs Harbour is staffed 24/7 year round with a permanent crew and two sophisticated fire fighting vehicles. This station is supported by 20 Retained Fire Fighters who respond to fire and emergency incidents. This station has two firefighting tenders, a hazardous materials incident vehicle, marine firefighting equipment and a rehabilitation (support) vehicle for times of extended emergencies.

Sawtell and Woolgoolga stations are staffed by 20 Retained Fire Fighters at each location. Each station has two fully equipped fire fighting vehicles. All three stations support and back-up each other depending on the severity of the incident or emergency.



Rural Fire Service of NSW (RFS)

The main station is adjacent to Coffs Harbour Airport. This is supported by 19 brigade substations spread in towns and villages throughout the LGA. The Coffs Harbour LGA RFS team is made up of 7 permanent staff and 1100 volunteers. The Coffs Harbour station is equipped with six modern firefighting tenders and five support vehicles.

Each rural brigade station is equipped with two fire tenders and a support vehicle.

The Coffs Harbour LGA brigades support events such as the World Rally Championships and Coffs Coast Cycle Challenge with equipment, permanent and volunteer staff.

Coffs Harbour Airport – Aviation Rescue and Fire Fighting

Based at the Coffs Harbour Airport is the newest firefighting service in the LGA. This \$17 million facility has two state-of-the-art fire tenders capable of handling aviation fire and rescue for civil aircraft up to Boeing 767's. Staffed by 17 highly trained firefighting personnel, this station operates 365 days of the year with staff in attendance from the first to last flights of the day.

State Emergency Service NSW – SES

The Coffs Harbour SES consists of 61 fully trained volunteer personnel who complement other emergency services. The SES has five rescue vehicles for terrestrial work and two Inflatable Rubber Boats (IRB) for marine rescue incidents. This team is on call 24/7, year round. Rescue vehicles are fitted out with cutting, spreading and lifting equipment.

The SES conducts and supports emergency services for road, vertical and general rescue situations.

The SES provides support for World Rally, triathlon and horse racing events held in Coffs Harbour LGA.

Coffs Harbour City Council Surf Lifeguard Service and Surf Life Saving Australia

Coffs Harbour City Council employs 20 professional lifeguards to patrol the City's most popular beaches and to promote surf safety education. Staff are accredited by APOLA – the Australian Professional Ocean Lifeguards Association.

Council staff is supplemented by member clubs of the Surf Lifeguard Service Australia (SLSA). There are four clubs in the Coffs Harbour LGA – Coffs Harbour, Red Rock, Sawtell and Woolgoolga. These clubs are staffed by accredited volunteers.

Council lifeguards are responsible for the full 90 kilometres (56 miles) of coastline and are on call 24/7, 365 days per year. SLSA surf life savers operate on a roster system in particular at weekends and daily during the summer holiday season.

A team of four Council and four SLSA lifeguards are also accredited for Swift Water Rescue and are available for action in times of flooding and other water based emergencies.

Both Council and SLSA Clubs share surf lifesaving equipment such as beach patrol buggies, inflatable rescue boats and medical resuscitation devices. These lifeguard services provide valuable support to coastal events on the Coffs Coast such as the Billabong Oz Grom, Coffs Coast Ocean Swim, Coffs Tri and Adventurethon.



The Westpac (Westpac Bank) Rescue Helicopter (WRH)

The WRH operates from two bases – one in Newcastle and the other in Tamworth. The Tamworth base is closest to Coffs Harbour and the yellow and red painted helicopter is regularly seen in our skies. The WRH service is a world class aeronautical search and rescue operation that is free to all.

A special landing pad adjacent to the Emergency Ward at the Coffs Harbour Health Campus is used for patient transfers to and from the hospital.

QUESTION 1.G. TOTAL NUMBER OF HOTEL ROOMS AVAILABLE

There is a wide range of accommodations available in the Coffs Harbour LGA. Given the mix of festivals, events, conferences, meetings, leisure and sporting visitors to Coffs Harbour LGA, this mix provides a wide range of choice in terms of style, configuration and price points to meet various customer preferences. Room types and numbers are detailed in the following table.

ROOMS/BEDS FOR PROPERTIES ON THE COFFS COAST		
TYPE	ROOMS	BEDS/MAX NO OF PERSONS
RESORTS	747	1654
APARTMENTS	521	1470
MOTELS	848	2286
B & B's	26	56
CABINS & COTTAGES	179	486
HOTELS & HOSTELS	128	505
TOWNHOUSES & HOUSES	115	247
HOLIDAY & CARAVAN PARKS	515	1830
PRIVATE RENTALS	178	469
TOTAL	3257	9003

Source: Coffs Coast Visitor Services.

QUESTION 1H. PUBLIC TRANSPORTATION OPTIONS

Coffs Harbour has excellent air, road and rail transport services connecting the city to domestic capital cities and regional centres as well as international destinations.

Air

Coffs Harbour Airport – Qantas, Virgin Australia and Tigerair all operate between Coffs Harbour and Sydney Airport offering some 52 services per week. From Sydney connections are available to major Australian regional centres, all Australian capital cities and major international destinations.

Direct services between Coffs Harbour and Melbourne are offered five days each week by Qantas and Tigerair.

Flights are also offered by Fly Corporate for business and leisure travellers between Coffs Harbour and Brisbane 6 times per week and between Coffs Harbour and Newcastle 5 times a week by Fly Pelican.

Road

Private Vehicle – Coffs Harbour LGA is connected by the Pacific Highway (National Highway A1) 450 kms / 285 miles north to Brisbane and 550 kms / 345 miles south to Sydney. By private vehicle drive times are 4.5 and 6.5 hours, respectively.



Coach Services – Greyhound operates three services per day and Premier Transport operates one per day between Sydney / Coffs Harbour / Brisbane

Rail

The NSW Government-operated NSW Train Link schedule has three services per day between Sydney, Coffs Harbour and Brisbane. The main station is Coffs Harbour with a smaller station at Sawtell.

Local Transport Services

Coach - Sawtell Coaches and Busways operate regular daily bus services between the city, airport, major shopping centres of Park Beach Plaza and Toormina Shopping Centre and a limited number of suburbs. They also provide services for major events in the area. Forest Bus services operate services between Coffs Harbour and Woolgoolga.

Taxis - Coffs Harbour Taxi Service operates a fleet of sedans (some hybrid fuel), wagons and mini-bus taxis. Based in Coffs Harbour, this company provides taxi services to all city, towns and rural areas of the Coffs Harbour LGA. Twelve maxi-taxis are fitted with wheel-chair lifts to cater for people with disabilities. Coffs Harbour Taxis operate a total fleet of 26 vehicles 24/7 year round.

Hire Vehicles - Avis, Budget, Hertz, Thrifty, Europcar, Ozicar, Econocar rental, Action Hire and Coffs Harbour Car Rentals offer a combined fleet in excess of 150 vehicles - sedans and wagons plus 8 seater, 12 seater and 25 seater mini-buses. Their depots are at Coffs Harbour Airport, Sawtell and the Coffs Harbour City Centre. People movers (mini-buses) are widely used by sporting teams, family groups and conference delegates when gathering in Coffs for an event or festival. Vehicles are available 24/7 year round.

QUESTION 11. PARKING AVAILABILITY

Parking in Coffs Harbour LGA is free.

Locations include:-

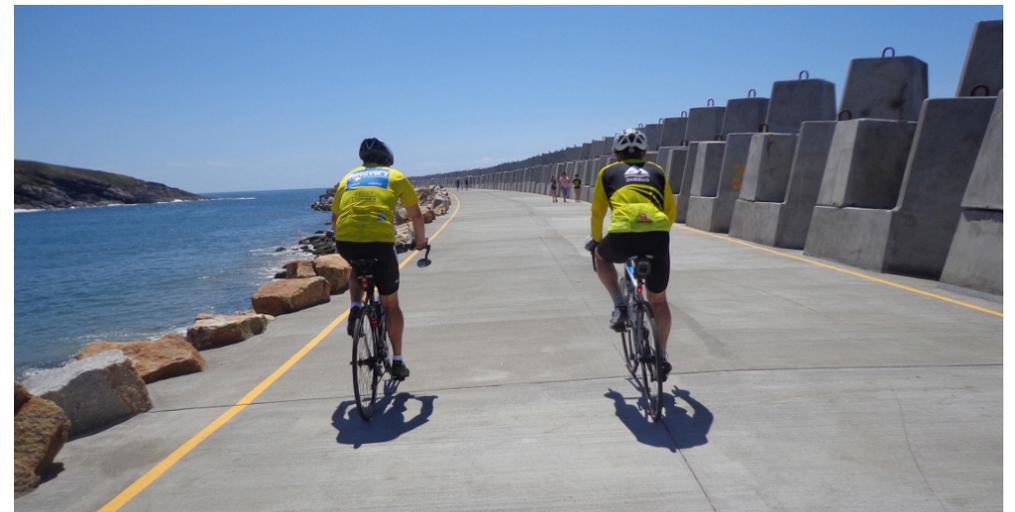
- › Undercover multi story parking in Coffs Harbour CBD
- › Street parking in and around Coffs Harbour CBD
- › Street parking in and around Woolgoolga and Sawtell main streets
- › Parking at the C.ex Coffs International Stadium and Coffs Coast Sport and Leisure Park Complex

- › Parking in and around the Coffs Harbour Showgrounds
- › Parking at and around North Coast Botanic Gardens
- › Parking at Sportz Central Indoor Stadium and surrounding streets
- › Parking at the Coffs Harbour Jetty Foreshore
- › Parking stations set-up for the World Rally Championships.

Paid Parking is available at the Coffs Harbour Regional Airport in:

- › General Car Park (open air) – note: the first 15 minutes is complimentary.
- › Coffs Airport Security Parking (secure undercover parking facility)

There are numerous volunteer and paid, certified traffic control groups and businesses which are used during major events on the Coffs Coast to ensure efficient parking and traffic flow.



QUESTION 1J. WALKING PATHS, BICYCLE LANES

The Coffs Harbour LGA encompasses 1174 sq km /453 sq miles. Within this area are:-

- › around 140 km of footpaths and cycleways
- › 968 km of Council roads
- › around 2,500 ha of reserves, parks and sporting fields; and
- › 90 km of coastline.

The main paths/cycleways are located in and around the Coffs Harbour City precinct and suburbs, Coffs Creek, Sawtell, Woolgoolga and Northern Beaches precincts. The Solitary Islands Coastal walk offers a structured 60km walkway between Sawtell and Red Rock along the coastline.

These scenic paths attract and provide space for many of the popular recreational events held in the area including the Coffs Triathlon, Coffs Harbour Running Festival, Coffs Coast Cycle Challenge and Adventurethon.

QUESTION 1K. ESTIMATED CITY VISITORS ANNUALLY ATTRIBUTED TO FESTIVALS AND EVENTS

The North Coast region was the fourth most visited tourism region in Australia for domestic overnight visitation in YE June 2016.

Coffs Harbour LGA was widely visited by international and domestic overnight and day trip visitors, with 1.7 million visitors in YE June 2016.

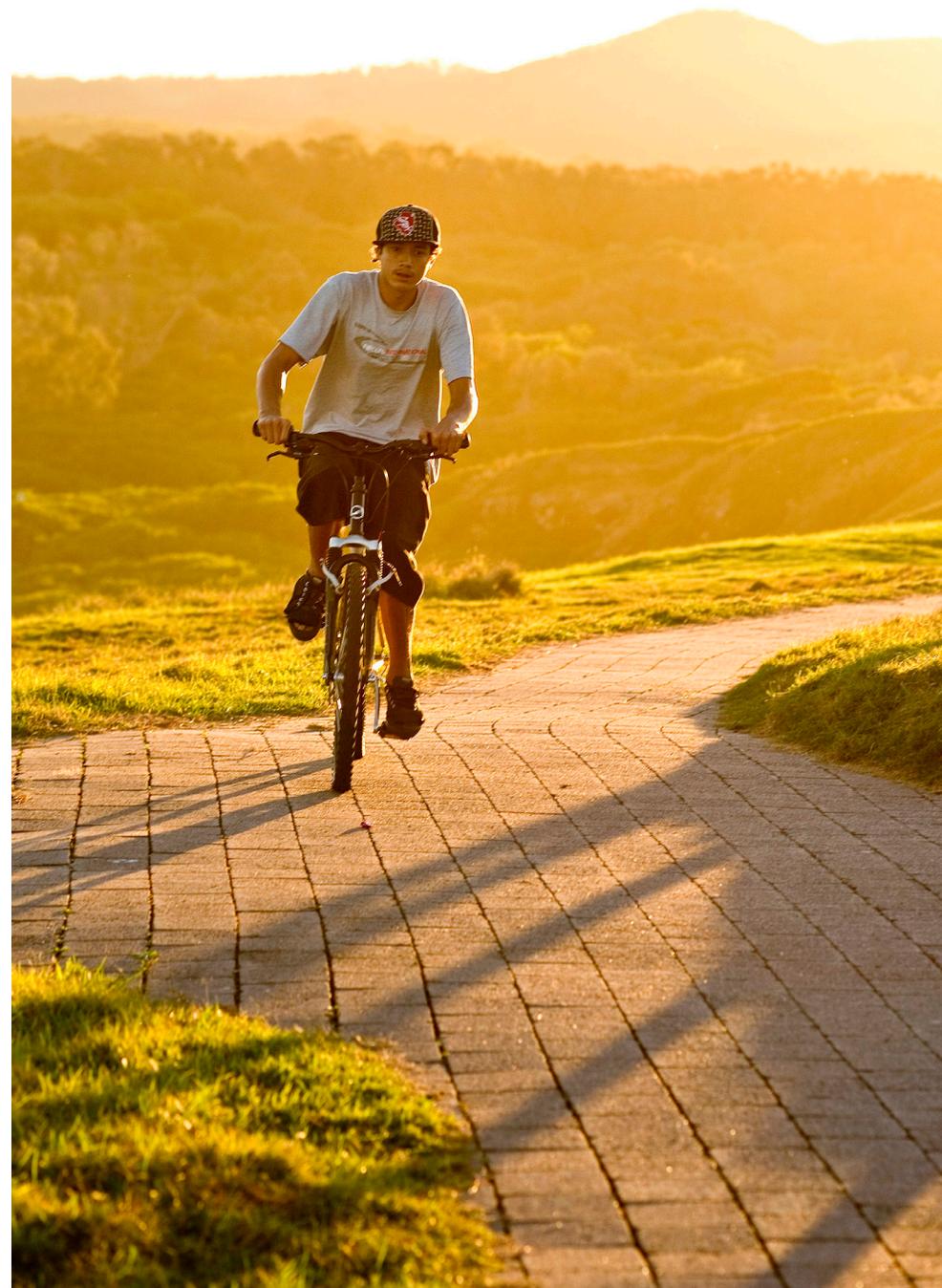
Coffs Harbour LGA received over 853,000 international and domestic overnight visitors and an annual overnight expenditure of \$392 million in YE June 2016.

The top 5 international visitor markets to Coffs Coast Harbour LGA in YE June 2016 were from UK, Germany, United States of America and New Zealand.

The average length of stay for international tourists of 8 nights and for domestic tourists of 3.4 nights provide an opportunity for a large economic benefit to the region.

Key Measures	Coffs Harbour LGA YE June 2015	Coffs Harbour LGA YE June 2016	NSW YE June 2016
Total Overnight Visitors (000's)	753	853	32,500
Total Overnight and Daytrip Visitors (000's)	1,583	1,715	90,016
Total Nights (000's)	2,797	3,241	179,900
Total Overnight and Daytrip Visitor Spend (\$ million)	\$448.1	\$485.7	\$31,534

Source: Tourism Research Australian YE June 2016



There has been a noticeable increase in nights per visit in the past year with increases in 1 and 2 night stays. This is undoubtedly attributed in part to the large number of longer festivals and events that have been held by the region.

Appendix 4. Domestic and International Visitation to Coffs Coast

While Holiday and Visiting Friends and Relatives are the highest reason for visitation to the area, it can also be seen that over 6% of visitors to the area attend an organized sporting event. This figure has consistently been rising since 2011.

Coffs Harbour City Council has identified that sports and special events are major draw cards for the city, and are responsible for the injection of over \$35 million annually into the local economy, with \$22million coming directly from events held at the stadium. Council has been able to measure directly the number of visitors that participate in and or spectate at events held in the Stadium alone as 88,000 people in the current 12 month period.

2016/ 2017 Estimated Financial Year Totals	Event Type		Event days		No. Participants	No. Spectators	Total Visitors	Total Nights	Total Visitor Nights	Economic Benefit
	Local	29	Day Only	48	14,376	24,093	38,469	2	0	0
Regional	18									
State	8	Over-night	50	17,915	32,458	50,373	39	145,287	22,664,772	
National	7									
International	1	Overall Total	98	32,291	56,551	88,842	41	145,287	22,664,772	
Overall Total	63									

Source: CHCC Stadium and Major Events

SECTION 2

COMMUNITY FESTIVALS AND EVENTS



2. COMMUNITY FESTIVALS AND EVENTS

QUESTION 2 - COMMUNITY FESTIVALS AND EVENTS

Coffs Harbour City Council in partnerships with Destination NSW, the NSW Government, local community and business groups and neighbouring Councils plays a major role in attracting a diverse range of events to the Coffs Harbour and the wider Coffs Coast Region. The table below highlights ten key events staged within the Coffs Harbour LGA.

Festival or Event Name	Top Executive Contact Information	Number of Years Festival or Event Produced	Event Dates	Primary Target Audience	Recurrence Cycle	Estimated Combined Aggregate Attendance
Kennard's Hire Rally Australia – FIA World Rally Championship	Name: Wayne Kenny Position: Senior Executive Rally Australia Postal Address: PO Box 1234, Coffs Harbour NSW 2450 Australia Phone: 61 2 447 745 835 wayne.kenny@rallyaustralia.com.au www.rallyaustralia.com.au	Every year since 1989. First in Perth Western Australia, then from 2011 in Coffs Harbour. Not held 2012 in Australia.	17 - 20 November 2016	Motor sport enthusiasts (25-54 years). Families with school aged children. Experience seekers.	Annual. Australia and Coffs Harbour bid for the event every three (3) years.	Annual attendance 52,341 over three days of the event.
Westfield W-League/ Hyundai A-League Double Header, Newcastle Jets v Melbourne City	Name: Stephanie Miller Position: Events Manager, Newcastle Jets Postal Address: PO BOX 562, Newcastle NSW 2300 Australia Phone: 61 2 4921 0807 stephanie@newcastlejets.com.au www.newcastlejets.com.au	Competitions held annually, both commencing in 2005. 2017 marked the first year a fixture round for either competition was held in Coffs Harbour.	27 January 2017	Football (soccer) enthusiasts, all ages. Football players in the Northern NSW region, particularly Junior Rep squads. Team supporters from Melbourne and Newcastle (and other regions).	Both competitions are held seasonally at various locations.	7,891 spectators over five hours of the event with live broadcast.
Saltwater Freshwater Festival	Name: Chris Spencer Position: General Manager, Saltwater Freshwater Postal Address: Innovation Centre Coffs Harbour Education Campus Hogbin Drive, Coffs Harbour NSW 2450 Australia Phone: 61 428 002 313 gm@saltwaterfreshwater.com.au www.saltwaterfreshwater.com.au	Held every year since 2010 at various locations across the Mid North Coast of NSW (except in 2016). In Coffs Harbour in 2015, 2017 and 2018.	Main festival day: 26 January 2017 Art exhibition at the art gallery: 13-25 January 2017	Indigenous and non-indigenous communities around New South Wales.	Held annually in the Mid-North Coast region (not held in 2016).	7000 visitors on the festival day. 2304 visitors to the art exhibition.

Festival or Event Name	Top Executive Contact Information	Number of Years Festival or Event Produced	Event Dates	Primary Target Audience	Recurrence Cycle	Estimated Combined Aggregate Attendance
bcu Coffs Tri	Name: Sinclair Black and Michael Maley Position: Directors, bcu Coffs Tri Postal Address: Village Sports, PO Box 1029, Coffs Harbour NSW 2450 Phone: 61 2 6651 2029 info@villagesports.com.au www.villagesports.com.au	Every year since 2013. 2017 marked the fifth year of the triathlon.	4-5 March 2017	All ages and abilities from elite triathletes to kids wanting to try out the sport of triathlon – main target is families. Targeting regions more than 2 hours drive away, ensuring overnight visitation.	Held annually on the first weekend in March.	Approximately 5,000 attended (participants, supporters and spectators) over the two day event. This number has increased by nearly 10% each year.
Screenwave International Film Festival (SWIFF)	Name: David Horsley Position: Festival Director, Screenwave Postal Address: PO Box 182, Coffs Harbour NSW 2450 Australia Phone: 61 430 511 644 david.horsley@screenwave.com.au www.screenwave.com.au	Each year since 2016. 2017 is the second year.	4-28 January 2017	SWIFF is designed primarily for Coffs Coast audiences. As the festival matures and develops, the aim is to attract audiences from all over Australia and the world.	Held annually.	3,895 attendees (including audience, volunteers and filmmakers) over the festival program.
Billabong Oz Grom Cup presented by Flight Centre	Name: Lauryn Nicholls Position: Contest Co-ordinator, and Chairperson – Coffs Harbour Boardriders Postal Address: PO Box 57, Coffs Harbour NSW 2450 Australia Phone: 61 413 952 739 laurynnicholls@bigpond.com www.ozgromcup.com.au	Every year since 2014. 2017 is the fourth year.	18-22 April 2017	Junior surfers and their families from around Australia. Local, regional and interstate surfing enthusiasts.	Held annually in Coffs Harbour.	235 competitors over five days. Average of 800 supporters and spectators daily.
Harmony Festival	Name: Enzo Accadia Position: Section Leader Community Programs, Coffs Harbour City Council Postal Address: Locked Bag 155, Coffs Harbour NSW 2450 Australia Phone: 61 2 6648 4129 enzo.accadia@chcc.nsw.gov.au www.coffsharbour.nsw.gov.au/our-community/ projects/Pages/Multicultural-Harmony-Festival. aspx	Every year since 2006. In its 11th year in 2017.	A Sunday daytime event in mid-late March – timed to coincide with Harmony Day (21 March) This year: 26 March 2017	Locals and tourists. Local cultural communities including: Sikh, Liberian, South Sudanese, Burmese, Afghan, Togolese, Congolese, Ethiopian, Eritrean, Japanese, South American (Latinos), German, Italian and more.	Held annually in Coffs Harbour.	Approximately 7,000 in 2017.

Festival or Event Name	Top Executive Contact Information	Number of Years Festival or Event Produced	Event Dates	Primary Target Audience	Recurrence Cycle	Estimated Combined Aggregate Attendance
<p>Sydney Swans Training Camp</p> <p>and</p> <p>JLT Community Series, AFL pre-season Match, Sydney Swans v North Melbourne</p>	<p>Sydney Swans Training Camp Name: Kelle Storey Position: General Manager Commercial – Sydney Swans Postal Address: PO Box 173, Paddington NSW 2021 Australia Phone: 61 2 9339 9118 StoreyK@sydneyswans.com.au www.sydneyswans.com.au</p> <p>JLT Community Series Name: Tessie McManus Position: Match Day Operations Manager – AFL Postal Address: GPO Box 1449, Melbourne VIC 3001 Australia Phone: 61 3 9643 1818 Tessie.McManus@afl.com.au www.afl.com.au</p>	<p>Every year since 2013. The Sydney Swans have held their training camp in Coffs Harbour. 2017 is the fifth year.</p> <p>AFL Pre-season matches have been held in Coffs Harbour in 2011, 2015 and 2017.</p>	<p>Swans Training Camp: 20 – 22 February 2017</p> <p>JLT Community Series Match: 19 February 2017</p>	<p>AFL enthusiasts of all ages.</p> <p>Local AFL players (senior and junior).</p> <p>Local event enthusiasts.</p>	<p>Both events are held annually.</p>	<p>Sydney Swans Training Camp – 1,000 spectators and participants over the three days plus live broadcast.</p> <p>3,862 spectators attended the JLT Community Series Preseason match.</p>
<p>Coffs Coast Food Festivals</p>	<p>Sawtell Chilli Festival Name: Clive Greenway Position: President, Sawtell Chamber of Commerce Postal Address: First Avenue, Sawtell NSW 2452 Australia Phone: 61 2 401 936 365 Kathryn@bellacosa.net.au www.sawtellchillifestival.com.au</p> <p>Woolgoolga Curryfest Name: Carl Mower Position: Event Manager, Curryfest Postal Address: 50 Scarborough St, Woolgoolga NSW 2456 Australia Phone: 61 2 409 313 231 carl@curryfest.com.au www.curryfest.com.au</p>	<p>Every year since 1999. 2017 is the 18th year.</p> <p>Every year since 2005. 2016 is the 12th year.</p>	<p>Held the first Saturday in July - 2 July 2016.</p> <p>24 September 2016</p>	<p>Family audience from local and regional NSW.</p> <p>Cross section of groups targeted particularly young adults, families and seniors.</p>	<p>Held annually.</p> <p>Held annually.</p>	<p>13,500 in 2016.</p> <p>17,000 in 2016 ticketed sales.</p>

Festival or Event Name	Top Executive Contact Information	Number of Years Festival or Event Produced	Event Dates	Primary Target Audience	Recurrence Cycle	Estimated Combined Aggregate Attendance
Coffs Coast Food Festivals	Music in the Vines Name: Madonna Bannerman Position: Owner, Two Tails Wines Postal Address: 963 Orara Way, Nana Glen NSW 2450 Australia Phone: 61 2 66543633 admin@twotailswines.com.au www.twotailswines.com.au	Inaugural event in 2017.	21 January 2017	Local and regional music and food/wine lovers. Event catered to adults only.	Second event scheduled for September – planning to hold four events annually.	500 ticketed sales. Will increase numbers for subsequent events due to huge demand.
	Taste Woolgoolga Name: Sherry Price Position: Founder & Manager, Taste Woolgoolga Postal Address: 17 Nightingale St, Woolgoolga NSW 2456 Australia Phone: 61 2 400 271 739 sherry@tastewoolgoolga.com.au www.tastewoolgoolga.com.au	First events held in 2016.	26 February 2017	Anyone with a love of food and wine including singles, couples and families.	Held twice a year. Next event is scheduled for July 2017	Approximately 2,000 people attended.
Commonwealth Bank Women's International Cricket Series, Game 4 & 5 Australia v South Africa	Name: Lisa Crowther Position: Tournament Operations Manager – Cricket Australia Postal Address: 60 Jolimont Street, Jolimont VIC 3002 Australia Phone: 61 3 9653 9978 Lisa.Crowther@cricket.com.au www.cricket.com.au	This series was first played in 2001/2. 2016 marked the first year the International Women's Cricket Series was held in Coffs Harbour.	27 November 2016 29 November 2016	Cricket enthusiasts of all ages. School students. Local families. Local cricket players. Local event enthusiasts.	Competition held annually. Various locations.	2,486 spectators over the two game days.

Appendix 5 – 2016 Events Calendar from Coffs Harbour Event Strategy 2020 – indicative of yearly events



KENNARD'S HIRE RALLY AUSTRALIA - WORLD RALLY CHAMPIONSHIP

The most significant annual motorsport event held in regional New South Wales is the Australian round of the World Rally Championship (WRC) which attracts national and international team participation, attendance and media coverage.

The event was first staged in and around Coffs Harbour in 2011 and received local, state and national support from the community, business, local and state governments and their agencies and in particular motor sport enthusiasts. In 2016, the event dates moved from September to November to become the last round of the championship, and was renamed Kennard's Hire Rally Australia - World Rally Championship.

The 2016 Kennard's Hire Rally Australia was able to provide spectators with new and easily accessible opportunities to get up close to the action. The newly refreshed Super Special Stages at the Coffs Harbour foreshores featured a stunning ocean backdrop and showcased the unique Jetty Precinct with collection of fantastic restaurants, parklands, surf beaches and marina. With the daily stages held in the magnificent and varied state forests, the WRC has been able to showcase the diversity of the region and much of what's on offer on the Coffs Coast, particularly some of the smaller hinterland communities. The Rally is run over three days along Shire and State Forest roads of New South Wales in the Coffs Harbour, Nambucca and Clarence Valley Local Government Areas.

The quality of the road network, short travel distance between the 'Rally Central' precinct and the rally spectator points, availability of frequent air and road transport services, supply of quality accommodations, willing and knowledgeable motorsport volunteers, close cooperation among community, public and private sector stakeholders have all combined to ensure the long-term sustainability of the Rally. This was the foundation that, along with community engagement and environmental management, secured the event for Coffs Harbour to 2017.

The General Manager of Coffs Harbour City Council is a member of the board of Rally Australia facilitating close communication and co-operation between Council and event organisers. He is also part of the event organising committee which includes representatives from the NSW Department of Premier and Cabinet, Destination NSW, NSW Police, Medical and Emergency Services, Forestry Corporation of NSW, Nambucca Shire Council, Office of Environment & Heritage NSW, Transport Management Centre and Rally Australia.

The centrally located Rally Service Centre hosts the team pavilions, workshops, staff dining and briefing centres and presentation area which are open to the public attracting many thousands of enthusiastic spectators. The media centre located at the Coffs Harbour Education Campus makes for a highly efficient event from an operations perspective.

Senior Coffs Harbour City Council staff integrates operations and promotions



in collaboration with Destination NSW and Rally Australia, maximising the economic benefit, community participation and media promotion of the event and destination. The estimated attendance for the event is approximately 55,000 and a global TV audience of 70 million viewers.

WESTFIELD W-LEAGUE/ HYUNDAI A-LEAGUE DOUBLE HEADER

January 27, 2017 marked the first time a competition round for Football Federation Australia (FFA) men's (A-League) or women's (W-League) national competition was held in Coffs Harbour. Elite football of this level is usually only played in major and capital cities, and with both teams playing their marquee players, it was an amazing event for the Coffs Coast region.

Spectators flocked to the Coffs C.ex International Stadium to catch the top tier football double header. The Hyundai

A-League and Westfield W-League Newcastle Jets v Melbourne City clashes drew in 7,891 spectators, with hundreds travelling hours from their home team bases. This was the fourth highest attendance rate of the rounds A-League fixtures, and the biggest ever crowd for a Newcastle Jets W-League match.

When the fixture was announced, Council's group leader of City Prosperity Nikki Greenwood said it was a boost for football lovers in the region. "Being able to host a double header is fantastic news for the city and a massive endorsement for the C.ex Coffs International Stadium. The Coffs Harbour community will no doubt get behind the event and it's a great way to celebrate the end of summer and the Australia Day long weekend."

Council event and stadium staff worked with FFA partners to address all logistical requirements such as

broadcast quality lighting, technology and production, converting the stadium to a broadcast friendly arena able to cater for a live television airing of the match to a national audience via SBS TV and Fox Sports. The council team also ensured installation and management of digital signage and the corporate/VIP suite were without problems, as well as managing all ticket sales prior to and on game day.

In conjunction with FFA and the Newcastle Jets, Council staff developed and implemented a targeted marketing and communications plan to maximise attendance. With the matches being held in the evening, there was increased overnight visitation by football enthusiasts coming from the targeted regions of the Mid-North Coast, the North Coast, Newcastle and Melbourne. With the Newcastle Jets being the 'home side', hundreds of supporters made their way from Newcastle to Coffs Harbour (six hours driving time) in coaches provided free by their team sponsor, the Greater Bank. Stay and Play packages from Melbourne highlighted Coffs Harbour as a destination for football and family fun.

The local football community was also heavily involved in the event, with North Coast Football inviting junior representative players to be ball kids, to walk out on the pitch with the national league players, and to hold demonstration games before the matches and at half times. The day before game day a workshop was conducted for local football coaches to learn player development skills from the top level Newcastle Jets coaches and staff.

Coffs Harbour City Council has worked hard over a number of years to establish partnerships with the FFA and the Newcastle Jets organisation and this year's success strengthened the future of holding similar prestigious football events in Coffs Harbour.

SALTWATER FRESHWATER FESTIVAL

The Saltwater Freshwater Festival is a celebration of the culture, family and country of the traditional peoples of the region – Gumbaynggirr, Dunghutti, Biripi and Worimi.

The event is conducted by the Saltwater Freshwater Arts Alliance based at the Council-supported Innovation Centre in the Coffs Harbour Education Campus. The Alliance have chosen to host the Festival on Australia Day to provide an inclusive, positive, family-friendly celebration on this national public holiday, creating a positive modern vision for the country. The Festival provides an authentic Aboriginal cultural experience for visitors and local communities and creates a platform for Aboriginal performers, artists and businesses on the Mid North Coast of New South Wales.

Staged in the North Coast Botanic Gardens in Coffs Harbour, the day of festivities attracts both indigenous and non-indigenous people from across the north coast and throughout New South Wales. It was first staged in 2010 in Coffs Harbour then rotated to other regional towns in subsequent years, with a break in 2016. However due to the convenience, ambience and quality of the Coffs Harbour facilities the festival returned to Coffs Harbour in 2017.



The key partners and supporters for the festival are the NSW Aboriginal Land Council, Coffs Harbour City Council, Mid Coast Communities, Galambila Aboriginal Health Service, TAFE North Coast, and Roads and Maritime Services. The Festival has also received strong support from the corporate, and private sectors as well as the local community.

To ensure high attendance by a broad audience from areas within two hours drive-time of the Festival, local and regional media was targeted as a priority. Online and print media was targeted to spread the message wider at a national level. This extensive promotion meant the Festival attracted 35% of its audience from outside the Coffs Harbour region, boosting the local economy.

Coffs Harbour City Council, which owns and operates the North Coast Botanic Gardens, provides staff and technical assistance to ensure the grounds are set-up, safe and

secure and maintained so that event administrators, performers and spectators enjoy the festivities and cross cultural experiences. These include the Welcome Smoking Ceremony and Welcome to Country by Aboriginal Elders followed by a packed program of dance, music, art, singing, language, weaving displays and workshops, storytelling (Aboriginal history, local flora and fauna), indigenous cuisine (bush tucker) cooking demonstrations and tastings.

More than 7,000 people attended the 2017 Saltwater Festival on January 26, Australia Day, enjoying an inclusive, positive, family-friendly celebration. In addition to this, more than 2,300 visitors attended the Saltwater Freshwater Art Exhibition at the Coffs Harbour Regional Gallery in the two weeks leading up to the festival day.

The festival aims to recognise the 40,000 year contribution that Aboriginal

elders, past and present, have made to Australia, and to develop opportunities for young indigenous Australians through traditional art and culture.

BCU COFFS TRI

The bcu Coffs Tri is a weekend of triathlon events for competitors aged six years and over, for all abilities. Coffs Harbour has a beautiful and unique harbour providing the ideal location for the swim course. The cycle course is held on closed roads ensuring it is safe for all competitors and the run course hugs the picturesque Jetty Foreshores with water views for almost the entire course. The event is professionally run by VILLAGE Sports with a unique community feel, making it enjoyable for competitors and spectators alike.

Held since 2013, the triathlon attracts families, individuals and elite athletes from the local community and from across Australia. The 2017 event

attracted record numbers with more than 60% of participants from outside the Coffs Coast region, including international competitors. Organiser Sinclair Black said, "It's just fantastic to see this kind of support and the more people who experience that ride and that swim and run, without sounding like a biased local, we do have a brilliant course."

This year Triathlon Australia awarded the bcu Coffs Tri the NSW State Championship event to determine the best triathletes in NSW, as well as being a World Championship Qualifying Race for the ITU Triathlon World Championships. The event was supported by Destination NSW through the Regional Flagship Program. Most people who travelled to Coffs Harbour for the event brought with them family and friends, making it great for the local economy.

All proceeds from the annual event go to local children's charities and community



groups who assist in the running of the event including St Johns Ambulance and State Emergency Services, plus the Coffs Harbour, Sawtell and Urunga Surf Life Saving Clubs, and Marine Rescue, whose volunteers assist with water safety at both the triathlon and the ocean swims. "We are thrilled to be able to help not only those organisations that assist us in running our events but also those charities that make a difference in the community and really need the financial support," Mr Black said. "It is vital that these events continue to be run by locals so the more community involvement we have the better."

The major sponsor of the event, bcu (formerly known as Banana Coast Credit Union) is a local business. Other sponsors are also local businesses and groups including the C.ex Group, Faircloth & Reynolds, and Coffs Harbour City Council's Coastal Works. The council also supports the event

by working with organisers to develop traffic management and logistics plans for competitors and more than 5,000 spectators, and the marketing arm of council provides assistance with promotion of the event.

Plans for the future are to grow the bcu Coffs Tri, and continue to attract participants from outside the Coffs Coast to the region to take part and enjoy all that is on offer on the beautiful Coffs Coast.

SCREENWAVE INTERNATIONAL FILM FESTIVAL (SWIFF)

The past few years has seen significant ground made culturally in Coffs Harbour, with the Screenwave International Film Festival (SWIFF) contributing to the region's growing emphasis on having a healthy and expanding Creative Industries. The program (films screened) develops audiences for new and different films.

SWIFF 2017 was held over four weeks in January with 52 feature films and eight short films screened across four venues, making it the largest regional feature film program in New South Wales. The festival also introduced 16 filmmaker guests to audiences and enjoyed the support of 44 volunteers and 23 festival partners, including the Coffs Harbour City Council. The main screen for SWIFF is the Jetty Theatre, owned and operated by Council, which provides the venue and its operational staff to support the Festival.

Developed by a Coffs Coast team (Screenwave) SWIFF is designed primarily for local audiences. As the festival matures and develops, the organisers aim to attract audiences from all over Australia and the world. The objectives set by the team at Screenwave include developing film and screen culture regionally, building the Coffs Coast's profile as a destination for

cultural tourism, providing affordable and unique entertainment options to locals and visitors, supporting the festival partners with engaging promotional options, and industry development for the film and screen industry in the Coffs Coast.

2017 was the second year for SWIFF and there were many program additions including a focus on empowering young film-makers, celebrating the rise of female filmmakers in a largely male-dominated film industry, and social inclusion with the Access All Areas program. Also exhibited were the best and brightest films fresh from the world's premiere film festival circuit in Documentary: Voice & Vision and the World Cinema program.

This year SWIFF established a hub for festivalgoers, guests, and film enthusiasts to come together to eat, drink, and discuss the films and events in the SWIFF 2017 program. Element





Bar (at Coffs Harbour) partnered with Screenwave to become the Festival Hub, and hosted events including the Opening Night and Closing night parties. The Festival Hub also hosted the first Industry Connect event – bringing together veteran, established, and emerging filmmakers to network in an environment that is conducive to collaboration. Attendees ranged from first-time filmmakers to established Coffs Coast producers to Australian screen icons.

To further attach the festival to its home of the beautiful Coffs Coast SWIFF changed the Festival tagline in 2017 to 'Coffs Coast Heart Of Film' and worked with a number of other local artists including writers, musicians, technical producers, photographers, and graphic designers to bring SWIFF to life for the community. With over 75% of SWIFF audiences coming from the Coffs Coast, and with a Coffs Harbour team producing the festival it seems only fitting that SWIFF continues to be Coffs Coast's Heart of Film.

The Festival attracted nearly 4000 audience members and created nine new Creative Industry jobs on the Coffs Coast. As the festival matures and develops a defined character of its own, SWIFF aims to attract audiences from all over Australia and the world.

BILLABONG OZ GROM CUP PRESENTED BY FLIGHT CENTRE

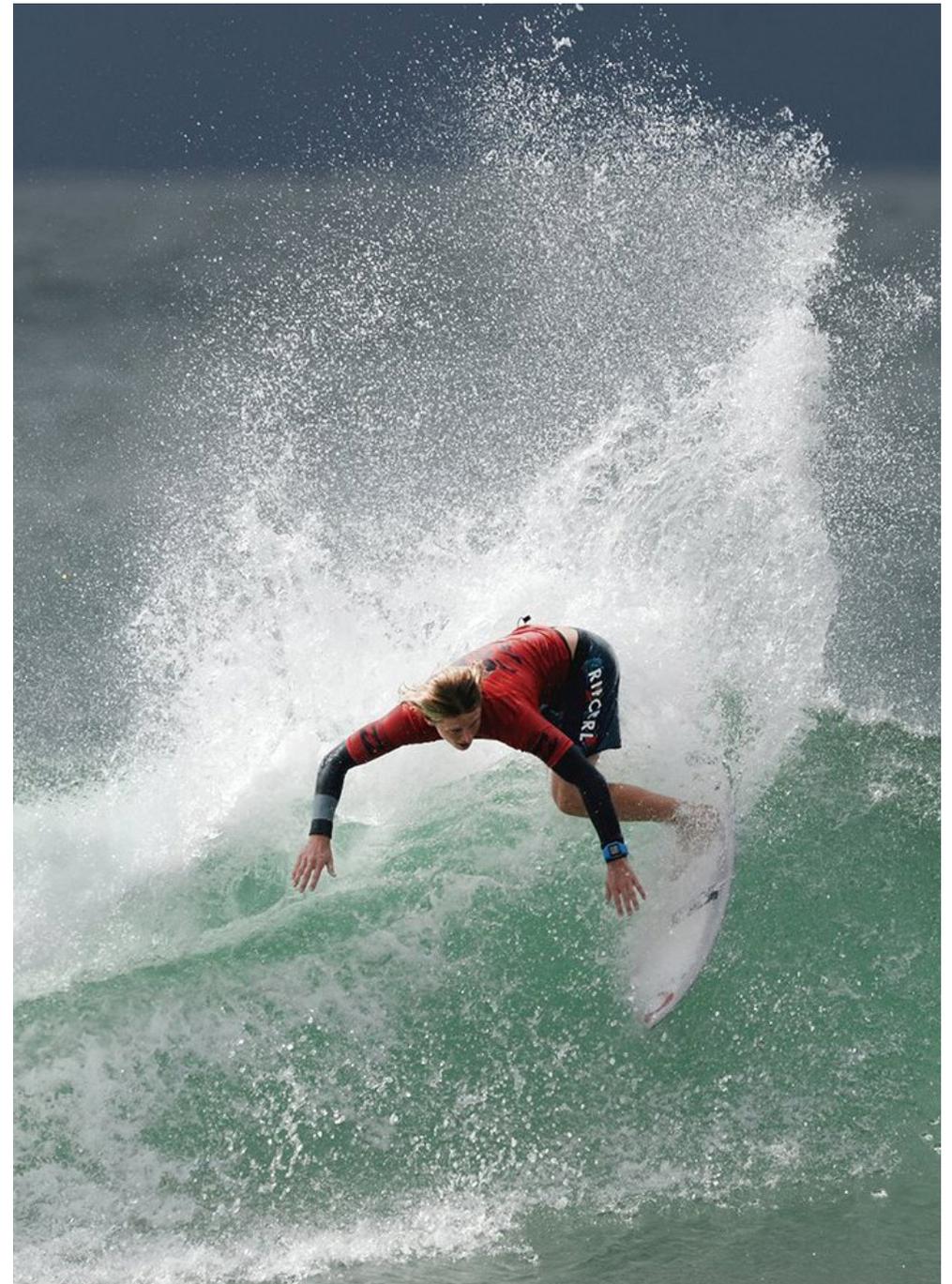
In its fourth year, The Billabong Oz Grom Cup presented by Flight Centre is an exciting platform designed to catapult Australia's next generation of surfing talent onto the world stage.

Held this year from 18 to 22 April 2017 across a number of Coffs Harbour's best beaches, the prestigious event attracted 235 competitors, 100 reserve competitors, their families and supporters from nearly all states around the country. Being held over the Easter school holidays guarantees the competition will attract a large group of kids every year, participating and striving to be the best surfers they can be. The timing of the competition also allows participants and their families to enjoy a number of activities and attractions on the Coffs Coast which is renowned as a family-favourite vacation spot.

The Billabong Oz Grom Cup is run by the members of Coffs Harbour Boardriders Club in conjunction with Surfing New South Wales (NSW). This combination of local knowledge and experience of competition organisation over many years has created a successful event year-on-year on the Coffs Coast, boasting professional judges, computerised scoring systems and online schedules.

The event format gives all participants across nine divisions the opportunity to surf in two heats, plus quarter, semi and grand finals for progressing surfers.

Contest Director and Coffs Harbour Boardriders President Lee Winkler said, "The Billabong Oz Grom Cup presented by Flight Centre has grown into one of Australia's most premier junior events and we hope to continue to build on its prestige. The level of surfing has continued to grow exponentially with some amazing performances over the course of the five-day event."



Former champions include current World Junior Champion Macy Callaghan who claimed her respective division in the event's inaugural year. Since then the event has been won by a range of Australia's best and most promising junior surfers.

The event attracts sponsorship from large, national companies and media organisations. Media coverage went Australia-wide with pre event, daily event and post event wraps managed by Surfing NSW. Local TV, radio and press enhanced the coverage with editorials, interviews and on-line stories.

Recognising the importance of this event to the local tourism economy and the opportunity to be associated with an event attracting national media coverage, Coffs Harbour City Council as well as a number of Coffs Harbour-based companies have also come on board as sponsors, including accommodation providers, restaurants, car hire and

more. Coffs Harbour City Council is the only government sponsor of the event and supports the event with both cash and in-kind sponsorship.

HARMONY FESTIVAL

Now in its eleventh year, the Harmony Festival is Coffs Harbour City Council's flagship cultural event – a vibrant, welcoming, uplifting celebration of everyone's journey to calling the Coffs Coast home – lighting the way for inclusiveness, respect and a sense of belonging.

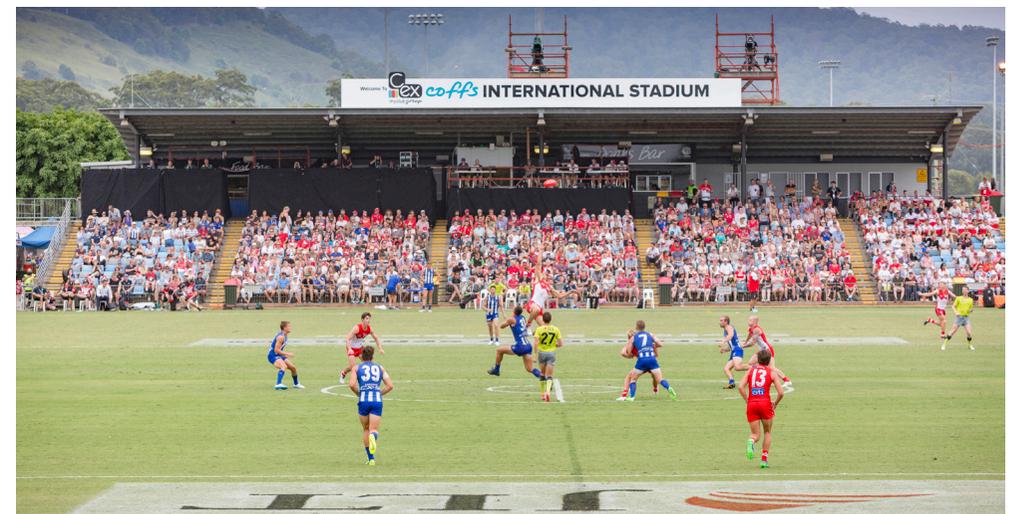
Harmony Festival is a family-friendly event that welcomes locals and tourists alike from all walks of life to come and share, explore and celebrate the rich cultural diversity that abounds in the local Coffs Harbour region. Local cultural communities are especially engaged and celebrated including: Aboriginal, Sikh, Liberian, South Sudanese, Burmese, Afghan, Togolese, Congolese, Ethiopian,

Eritrean, Yazidi, Japanese, South American (Latinos), German, Italian and many more. It is an opportunity for festival goers to get deeply immersed in the sights, sounds, aromas and flavours of the rich cultural tapestry that is the modern day Coffs Harbour community.

Along with the region's finest cultural performance groups, world music acts and special guests, the 2017 festival on Sunday March 26, took an interactive twist with the participation and fun factor ramped up. This included new activities such as Aboriginal, African and Latin dance, yoga, drumming and circus workshops, cooking demonstrations, a huge kid-friendly all day craft space, a multicultural youth fashion parade, and the 'Common Ground Café' food and ceremony space hosted by various cultural groups. All of this non-stop activity and festivity built up to a new exciting feature of this year's event – the Harmony Festival Cultural Parade

featuring massive props (including the rainbow serpent that led the parade) and musicians all culminating in a special performance of cross-cultural fusion dance led by legendary expat dance choreographer, Travers Ross.

The event is managed by Coffs Harbour City Council's experienced Community Programs team who facilitate the development and delivery of the event with extensive community involvement (this year 270+ community members were directly involved in event delivery on the day) resulting in a dynamic, well organised professional event but one that still maintains an exciting level of authenticity and infectious community spirit. It is essentially a 'free' council-sponsored community event with a gold coin donation on entry encouraged. State government support and corporate sponsorship have and will continue to play a role in the growing festival vision.



Extensive media coverage and publicity of the event through a dedicated marketing team member, is an ongoing means of community-wide promotion of the event itself as well as the positive messages of inclusion and celebration of Coffs Harbour's rapidly evolving cultural identity. This year, promotion included local print media, radio, posters, online and social media campaigns as well as pop-up performances in mainstream community events and locations to broaden the exposure and appeal. Publicity included local television, radio and print media in attendance.

The expanded promotion and more dynamic programming this year saw a huge influx of event attendees including many who had never before attended a Harmony Festival. The turnout of over 7000 patrons ensured the 2017 Harmony Festival was the most successful to date.

AFL PRE-SEASON MATCH: JLT COMMUNITY SERIES

Elite level AFL (Australian Football League) was welcomed back to Coffs Harbour in February 2017 providing a fantastic boost for the North Coast AFL Competition and a wonderful indication of Coffs Harbour City Council's partnership with the national AFL and Sydney Swans Club.

Over the course of a week the Sydney Swans competed in a pre-season match, conducted a junior coaching clinic, visited with members of the community, attended official functions and participated in several days of pre-season training.

More than 3,800 spectators attended the JLT Community Series pre-season game at the C.ex Coffs International Stadium between the Sydney Swans and North Melbourne clubs on February 19. This was followed by a three day pre-season training camp with open sessions

attracting more than 1,000 spectators. This was the third time the Sydney Swans had visited Coffs Harbour to compete in a pre-season match and the fifth straight year the Swans conducted pre-season training in Coffs Harbour, a testament to the strong relationship between Council and the Club.

Sydney Swans General Manager of Football, Tom Harley, said the Club enjoyed strong links to the Coffs Harbour community. "The Swans have always enjoyed a strong connection with the Coffs Harbour community and through our QBE Sydney Swans Coffs Harbour Academy, our pre-season training and community camps – that connection only grows stronger," he said. "The facility at C.ex Coffs International Stadium is outstanding and the team has enjoyed spending an important part of their pre-season program utilising the Stadium during the camps."

Council events and stadium staff managed all logistical aspects of the match including marketing and promotion to drive ticket sales, and assisted with preparation for the live broadcast of the game on Fox Sports. Council also held an evening function for local AFL volunteers and local businesses to meet with the Swans players, officials and coaching staff.

As well as the open training sessions and the free junior clinic for more than 200 youngsters, the players also visited schools, community centres, and nursing homes giving hundreds of locals the opportunity to meet AFL superstars they normally only see on TV.

Council's tourism and marketing staff

integrated the event strategy for the AFL with the Coffs Coast tourism goals of promoting local nature-based tourism products. Four Sydney Swans players visited Coffs Harbour three weeks before the pre-season match to offer training and advice to junior AFL players competing in the Paul Kelly Cup. During this visit the players visited several iconic Coffs Coast locations including surf beaches, national park forests, and hinterland waterfalls where they were filmed and interviewed as they swam, paddle boarded, tried native bush foods and more.

This promotional video was released prior to the JLT Series Community match and targeted to Sydney Swans fans, taking advantage of the Swans fan base of more than 53,000 members and 245,000 followers on Facebook alone. It also played during a Swans game in Sydney to more than 30,000 spectators. This was the first time this promotional strategy had been employed and proved a great success in spreading the word about Coffs Harbour as a holiday destination.

COFFS COAST FOOD & WINE FESTIVALS:

Woolgoolga Curryfest (established 2005), Sawtell Chilli Festival (established 1999), Taste Woolgoolga (established 2016), and Music In The Vines (established 2017)

The Coffs Harbour region boasts a number of well-known and successful food and wine festivals, with several new festivals, including Taste Woolgoolga and Music in the Vines, being established in the past year.



Woolgoolga, 20 kilometres (12 miles) north of Coffs Harbour, hosts Curryfest while Sawtell, 10 kilometres (6 miles) south, conducts the annual Chilli Festival. Both are community run events, engaging the local business community and managed by the respective town's Chambers of Commerce. Along with sponsors and community support, Coffs Harbour City Council supports the events with cash and in-kind contributions. Curryfest has also qualified for additional support with funding from Destination NSW (in 2014, 2015 and 2016).

With a significant Sikh population residing in Woolgoolga, 'curry' is a natural fit for cuisine and culture. The festival has developed to include curries from all over the world, and has now secured sponsorship for a three-year term, with the Regional Australia Bank. Sawtell's Chilli Festival is held in winter, at a time of year that needs a boost in trade, and links with the many cafes and restaurants that line the main street.

The members of both Chambers of Commerce voluntarily commit their time and energy to these events. Service clubs, local schools and residents also volunteer, enhancing the capacity of the community to run these and other local events.

Both festivals select and invite food vendors, musicians, and dancers to create a colourful carnival atmosphere in their respective main street precincts. In 2016, both these events attracted record crowds as well as attracting new food and culture enthusiast visitors to compliment the traditional beach tourist markets of these destinations.

Research undertaken at Curryfest suggests that more than one third of visitors come from outside the Coffs Harbour local government area boundaries, boosting tourism via increased numbers of visitors and increased length of stay.

New to the food and wine festival calendar in Coffs Harbour is Taste Woolgoolga (located in Woolgoolga) and Music in the Vines, hosted by Two Tails Winery in Nana Glen (9 miles west of Coffs Harbour).

Taste Woolgoolga launched its first festival in September 2016, with a simple idea to promote and celebrate the local food and beverage industry. Created by a team of two, this event acts as a platform to put the food and wine loving public in direct contact with producers, growers, restaurants, vendors, and tastes that they may not normally experience or know about. The second Taste Woolgoolga event in February 2017 saw the festival build on its initial success, with exhibitors increasing to 31 and attendance growing to over 2,000 visitors.

Music in the Vines was created by the team at Two Tails Winery with an idea to promote local musicians, create a fun relaxed atmosphere, and source catering and supplies specifically from local businesses. Being held in a beautiful rural vineyard just outside of the city, the event echoed many similar events held in large, prominent wine growing areas around Australia. The first Music in the Vines was held in January 2017 and the response to this new event was incredible, selling out quickly with huge demand for additional tickets.



As well as a local audience, visitors travelled from up to eight hours drive away to the festival, with some flying in from other states.

All these food and wine festivals enjoy extensive media coverage in local and regional press (TV, radio, newspapers, and magazines) and undertake extensive social media and web-based promotions which are also supported and further promoted by Destination NSW and Coffs Harbour City Council's City Prosperity Team.

The staging of these events in towns other than the main city of Coffs Harbour, distributes the economic benefits of tourism to the wider region and boosts the appeal of Coffs Coast.

COMMONWEALTH BANK WOMEN'S INTERNATIONAL CRICKET

At the C.ex Coffs International Stadium, the Commonwealth Bank Southern

Stars took on South Africa for the final two One-Day International matches of the 2016 Women's International Cricket Series on November 27 and 29, 2016 in day/night matches. This marked the first year the series was held in Coffs Harbour.

"Being chosen to host an event of this calibre in Coffs Harbour is an amazing opportunity," said Coffs Harbour Mayor, Councillor Denise Knight, in the lead up to match day. "I'm thrilled that we will be able to showcase women's cricket at such an elite level. The Commonwealth Bank Southern Stars are the world's number one team and they are the top role models for young female players throughout Australia. Women's cricket is also one of the country's fastest growing sports so we can expect to see a lot of interest from cricket fans for this event."

Cricket NSW and Coffs Harbour City Council have formed a long term partnership working to develop both

the stadium cricket facilities and cricket in the region. In addition to bringing national and international fixtures to the city, Cricket NSW wants to leave something of benefit – a legacy of investment for the community – and so have co-funded with Council, infrastructure such as sight screens and netting.

During their time in Coffs Harbour the players were involved in a number of events organised by Cricket NSW for the cricket community. Local school girls' cricket teams competed during a gala day between international match days. Players from both the Australia and South African teams were in attendance. Cricket NSW also invited local kids to be part of the MILO T20 Blast activities during the lunch/dinner break of each match at the Stadium. A kids' zone was also created at the Stadium with activities for children of all ages.

Cricket NSW and Cricket Australia have developed a regional strategy by taking the games to the people. "Coffs Harbour is the only Australian regional destination for this international series – with the other matches being played in Sydney and Canberra – so will provide a great boost to both local cricket and the broader sports community in the region," said Daniel Heather, Council's Section Leader Stadium and Major Events. "We've developed a real relationship of trust with Cricket NSW and that trust has allowed us to work together to bring elite level fixtures of an international standard to Coffs Harbour."

Council's staff worked with Cricket NSW to promote this special event to

both locals and cricket from across the Mid North Coast and North Coast regions, encouraging visitors to stay and play in Coffs Harbour. The matches attracted nearly 2,500 spectators and showcased the Stadium as a great venue for international cricket events. The Stadium staff ensured all needs were met for the matches to be streamed live on cricket.com.au and broadcast on ABC Radio.

Following the success of this event, and the increased interest for women's cricket and sport within the community, Cricket Australia and Coffs Harbour City Council will again partner to host two of The Women's Ashes Series One-Day International matches in October 2017.



SECTION 3

CITY/GOVERNMENTAL SUPPORT OF FESTIVALS AND EVENTS



3. CITY/GOVERNMENTAL SUPPORT OF FESTIVALS AND EVENTS

3A. DEFINED AND ACCESSIBLE PUBLIC OBJECTIVES AND SUPPORT STATEMENTS FOR FESTIVALS AND EVENTS BY THE CITY AND OTHER LOCAL GOVERNMENT AGENCIES

Coffs Harbour City Council

Each year, the International Festivals & Events Association announces the recipients of the IFEA World Festival & Event City Award. “Recognizing the best in community leadership and festival and event partnerships around the world”, Coffs Harbour City Council was proud recipients of this award in 2015 and 2016. This award recognises the city’s outstanding efforts to attract and develop events that can position

it on the international stage, deliver strong economic benefits and bring visitors from around the world to discover this beautiful part of NSW. Every four years, Coffs Harbour City Council reviews its Community Strategic Plan (CSP). While the review is a requirement of the NSW State Government, more importantly, this is done to meet the current and future needs of city’s citizens. The CSP has been developed by the people of Coffs Harbour through an intensive community engagement process initiated by Council in October 2016. Under the MyCoffs Community Vision of “connected, sustainable, thriving”, the plan sets out goals and priorities

for the city over the next ten years and beyond. It centres on four themes:

- › Community Wellbeing,
- › Community Prosperity,
- › A Place for Community and
- › Sustainable Community Leadership.

This document specifies the role to be undertaken by Council in achieving desired objectives. It also identifies external stakeholders with whom Council consults and partners, for example: local Chambers of Commerce, neighbouring Councils, State and Commonwealth Governments, NSW Police, training and education providers, arts & cultural associations, the NSW Aboriginal Education Consultative Group and Destination NSW.

See Appendix 2 Community Strategic Plan

The CSP is the foundation for the strategies and delivery plans that Council operates under as they provide for the community including both the Coffs Harbour Event Strategy 2020 and the Coffs Coast Tourism Strategic Plan 2020.

The current Coffs Harbour Event Strategy 2020 was completed in 2016 and was prepared in consultation with business and community stakeholders, building on previous work from festivals and events consultant William

(Bill) O’Toole identifying how festivals and events support and enhance these strategic themes.

Simply put, the Coffs Harbour Events Strategy 2020 guides council on attracting, growing and retaining events in Coffs Harbour, generating economic, social and community benefits for the Coffs Harbour region and providing expertise, frameworks and support for others to run successful events in the area.

A focus of the Coffs Harbour Events Strategy 2020 is to ensure that the region creates a well-balanced calendar of events that looks at the timing, the type and category of the event, to deliver specific outcomes and benefits back to the community.

The deliberate simplification realizes that a consistent spread of events over the calendar year, a balance between major events and community events, and everything in between, and a broad cross section of events that appeal to varied audiences is the key to a successful event strategy. This in turn positions the Coffs Coast as the leading regional destination for sports, tourism, events and innovative festivals that support the Coffs Coast brand and positioning as identified in the Coffs Coast Tourism Strategic Plan 2020.

Appendix 6 Coffs Harbour City Council Events Strategy 2020

Appendix 7 Coffs Coast Tourism Strategic Plan 2020



Both the Coffs Coast Tourism Strategic Plan 2020 and the Coffs Harbour Events Strategy 2020 are adopted strategies of Coffs Harbour City Council.

Other Government Agencies:

Destination New South Wales (DNSW)

Coffs Harbour City Council collaborates with Destination NSW, the lead government agency for the NSW tourism and major events sectors, which is responsible for driving tourism and acquiring and developing major sporting and cultural events for Sydney and Regional NSW. The key program aimed at developing festivals and events in regional NSW is the Regional Flagship Events Program.

The Regional Flagship Events Program identifies and supports events in Regional NSW that have the potential to act as 'cornerstone', or Flagship, tourism events for their area by attracting overnight visitation and delivering long term benefits to their

region. The three funds that sit under the umbrella of this program are the Incubator Event Fund, the Flagship Event Fund, and the Event Development Fund. The programs offers one-off and triennial funding for events that meet the criteria, unique to each program.

(Source: <http://www.destinationnsw.com.au/tourism/business-development-resources/funding-and-grants/regional-flagship-events-program>).

Events of the region have been regularly supported through this program as both recipients of the one off and triennial funding.

Forestry Corporation of New South Wales

Another key State Government agency involved in festivals and events on the Coffs Coast is the Forestry Corporation of New South Wales (FCNSW). This agency has a publicly available tourism policy – Forestry Corporation Recreation & Tourism Policy. An excerpt from this is displayed below.

“State forests offer a wide variety of desirable nature-based and eco-tourism destinations and experiences, where visitors can appreciate and enjoy the forest environment. In the delivery of these experiences, a key aim of the FCNSW is to better understand the Recreation & Tourism assets (both current and potential) so they can be appropriately managed, enhanced where appropriate, and promoted to achieve the broader goals of the organisation.”

FCNSW Recreation and Tourism Goals are

- › To provide for safe and enjoyable use by the community of the forest-based recreational services of Forestry Corporation of NSW; and
- › To establish NSW State Forests as a recognised manager of, and destination choice for, nature-based visitor recreation and tourism activities in NSW.

FCNSW is a strategic partner in facilitating the annual World Rally Championships staged in and around Coffs Harbour.

3B. DIRECT FUNDING SUPPORT PROVIDED TO AND/OR BUDGETED FOR FESTIVALS AND EVENTS FROM THE CITY OR OTHER GOVERNMENT AGENCIES

The City of Coffs Harbour and NSW Government, both allocate funding to support the development and sustainability of festivals and events. The NSW Government key agencies of Destination NSW and Forestry Corporation NSW provide direct investment and non-financial assistance to events based on a range of criteria that meet State and Agency Community Service Obligations (CSO) and corporate objectives. For Destination NSW, criteria are specified in the Regional Flagships Program



application document. Similarly for Forestry Corporation NSW, funding requests are assessed against the corporation's tourism linked goals and objectives.

Coffs Harbour City Council's City Prosperity Group is responsible for the allocation of financial and in-kind support for festivals and events. This unit is charged with responsibility for the disbursement of funds allocated each year by Council. Applications are accessed using five criteria contained in the Coffs Harbour Events Strategy 2020 Strategic Focus and Outcomes. These are

- › Community Development
- › Economic Development
- › Marketing Synergy
- › Events Sustainability
- › Alignment of council strategies

See appendix 8- Coffs Harbour Council Event Evaluation Matrix

CHCC's event toolkit is available for all event holders. An integral section focusses on funding and assistance. This allows prospective event organisers to be fully informed on relevant, available funding from local and state government agencies along with other sources, while also giving tips and resources to assist completion of applications.

On occasion CHCC staff work with festival and event proponents to seek funding from State and Commonwealth Governments via their respective programs such as Regional Arts NSW (www.regionalartsnsw.com.au/grants) and Festivals Australia (<https://www.arts.gov.au/funding-and-support/festivals-australia>)

3C. IN-KIND SERVICES SUPPORT PROVIDED TO AND/OR BUDGETED FOR FESTIVALS AND EVENTS FROM THE CITY OR OTHER GOVERNMENT AGENCIES

Coffs Harbour City Council provides various forms and levels of in-kind support for festivals and events, the most significant being staff resources to assist event organisers through council and relevant requirements. The Council area responsible for festivals and events is within the City Prosperity Group. Led by Nikki Greenwood - Group Leader, the City Prosperity Group consists of:

Stadium and Major Events	
Daniel Heather	Section Leader, Stadium and Major Events
Amanda Thompson	Team Leader Operations
Suellen Bordignon	Sports Development Coordinator
Fiona Barden	Business Development Coordinator
Matthew Haines	Event Coordinator
Ebonie Phelps	Event Coordinator
Sharon McDougall	Event Coordinator
Jodie Burns	Event and Sports Officer

Industry and Destination Development	
Stephen Saunders	Section Leader, Industry and Destination Development
Susan Colby	Destination Development and Marketing Coordinator
Kristina Cooke	Sector Development Coordinator
Nicole McLennan	Sector Development Coordinator
Tammy Child	Marketing Services Officer

Sheryl Attwood	Destination Services Officer
Mandy Nicol	Destination Services Officer

The Stadium and Major event team are responsible for the smooth running of events on the Coffs Coast. The team has a holistic focus on events including Stadium Events, Sport Events, Major Events, Civic Events, as well as other events including Business Events, Community Events and so on.

The Industry and Destination Development section works closely with the events personnel, arranging and escorting pre event media visits, promotion of events and the provision and staffing of visitor information services at festivals and event sites. They are also used to identify events and festivals that may meet community requirements along with supporting local sector based events.

The City Prosperity Group liaises closely with relevant Destination NSW executives and staff collaborating on both event and festival development along with the promotion of Coffs Harbour/Coffs Coast as a leisure and festivals & events destination.

In addition, the Group also provides an ongoing event and festival advisory service. Council furthermore provides assistance with equipment such as marquees, crowd control barriers, staging, free use of Council managed lands, assistance with traffic control and access to promotional tools such as banners and media support.



Coffs Harbour Regional Airport, owned and operated by Council, also provides significant in-kind assistance for festivals and special events including production, procurement and placement of festival banners in the passenger terminal and on entrance driveway banner poles, distribution of festivals and event promotional material in the terminal, and inclusion of festival and events stories, information and imagery in the bi-monthly Coffs Harbour Airport Magazine.

See appendix 9 - Coffs Harbour Airport Magazine (abridged)

Four examples of investment and in-kind support from Council include:-

- › World Rally Championships – financial assistance, planning approvals, free ground hire and media hosting, city centre usage free of charge, road closures
- › Oz Groms – financial assistance, waived venue hire fees, promotional opportunities
- › Oz Tag events – financial assistance, planning approvals, preparation and provision of grounds
- › SWIFF (Film Festival) – venue fee reduction, promotion of event, funding.

A number of these events require close collaboration with State Government agencies Destination NSW and Forestry Corporation NSW. Council’s City Prosperity Group personnel collaborate with staff at these agencies for the above and other festivals and events.

3D. DEFINED ROLE OF THE CITY IN FESTIVAL AND EVENT APPROVAL

Coffs Harbour City Council plays many and multiple roles in the range of festivals and events staged in the LGA.

Depending on the type of event, Council may act as an owner/organiser, facilitator, sponsor, supporter or venue manager. Council as the event organiser, undertakes a number of festivals and events of all sizes including major events at the C.ex Coffs International Stadium, Multicultural Harmony Festival, Japanese Festival of Children’s Day as well as regular events such as the

weekly Coffs Coast Growers Markets held in the City Centre. Council also acts as an investor for events, providing financial and in-kind support.

The Coffs Harbour City Council’s Event Strategy 2020 (Appendix 6) highlights the desired mix of events and assessment criteria used to determine the appropriate level of support. These criteria relate to economic development for the community, provision of opportunities for community development, heightening of the Coffs Coast brand and marketing opportunities, alignment with Council strategies and environmental and event sustainability.

3E. CITY PROVIDED FESTIVAL AND EVENT PROCESS CO-ORDINATION AND ASSISTANCE SYSTEMS

Council’s City Prosperity group is charged with the responsibility of festival and event co-ordination. This can take the form of event management or an eventing advisory role.

The Stadium and Major Events Section provide a ONE-STOP-SHOP for information, tools, tips, contacts, checklists and guidance to assist planning a successful event on the Coffs Coast. Information and guidance is available to assist organisers navigate approval processes including Land Use, Traffic Management, Development Applications, Safety and Security, Noise Abatement, Places of Public Entertainment, Food Health Requirements, Film Permits etc.

The team also provides a detailed list of contacts of local and regional organisations and equipment suppliers that support festivals and events in the Coffs Harbour LGA.

The team, in consultation with other appropriate Council staff, also evaluates event proposals in alignment with the goals of Council’s CSP.

3F. PARTICIPATION IN OFFICIAL CAPACITY BY CITY DEPARTMENT REPRESENTATIVES ON BOARDS AND PLANNING COMMITTEES OF LOCAL FESTIVALS AND EVENTS

Councillors and Council staff at a variety of levels participate in an official capacity on the Boards of Festivals and Events. The table below lists just a few examples of this level of involvement.

Festival / Event	Council Personnel	Level of Involvement
World Rally Championship	General Manager	Rally Australia Board Member
Multicultural Harmony Day	Community Development Officer	Event Manager
Japanese Children’s Day Festival	Community Development Officer	Event Manager
Australia Day Events	Event Coordinator	Event Manager
Our Living Coast including a variety of sustainable living community events	Community Development Officer	Event Management, Coordination and Promotion
Naidoc Week	Community Development Officers	Consultative Committee, Event Production and Planning
NSW Coastal Conference	Planning Project Officer	Event Manager

3G. LOCAL LAWS, ORDINANCES, REGULATIONS, PERMITS AND POLICIES IMPACTING AND SUPPORTIVE OF FESTIVALS AND SPECIAL EVENTS

Coffs Harbour City Council has identified Festivals and Events as significant contributors to the region’s economic vitality and cultural identity. It is for these

reasons, the City Prosperity Group provides the one-stop shop for event and festival organisers to encourage appropriate and timely staging of events in the LGA.

The Stadium and Major Event Section assists event organisers to obtain the required permits and approvals for events staged on land and in venues under Council control. This covers areas such as noise abatement, risk assessment, waste, liquor licences, security, temporary structures, health and safety.

As part of the event assessment process, this Section informs event and festival organisers of the policies, procedures and permits required by other government agencies. These may include NSW Police, Road and Maritime Services, Crown Lands, Forestry Corporation NSW and other Local Governments as appropriate.

Where and when required, Council work around temporary approvals, that enable festivals and events to proceed. Temporary road closure for World Rally, Coffs Tri and the use of public spaces such as the North Coast Botanical Gardens for the Multicultural Harmony Festival and Coffs Harbour International Buskers and Comedy Festival are some examples.

3H. GREEN INITIATIVES

CHCC leads by example in relation to green initiatives relative to festivals and events. While most of the opportunities that have been implemented around these initiatives are based on internal efforts, the opportunity to showcase how

others can reduce the environmental footprint at and of festivals and events has been developed and grown consistently.

As the owner of the Coffs Coast Sport and Leisure Park (including C.ex Coffs International Stadium) and the manager of events held there, the implementation of a Keep Australia Beautiful Program including separate rubbish and recycling bins combined with a public education system, through digital and video messaging, regarding recycling, has led to a marked increase in recycling at the precinct and therefore a decrease in land fill production. The introduction of environmental packaging for food served at the Stadium has also allowed for a more sustainable opportunity around waste management at the precinct. The planned upgrade of the grandstand at the Stadium, which is awaiting funding to develop and implement detailed plans includes opportunity for solar technologies to reduce the impact of the energy usage of the stadium along with water storage solutions.

Various information and resources are available for event organisers on ways to increase environmental awareness and lower environmental impacts as events are organised and held. This information is updated as new opportunities are discovered. CHCC places a weighting on both environmental and event sustainability when assessing applications for events in the region.





3I. CITY PROVIDED FESTIVAL AND EVENT TRAINING PROGRAMS

Coffs Harbour Events Strategy 2020 states that by increasing the capacity of the region to hold events and increasing the competency of the people to run events in turn drives more visitation, tourism and investment. This delivers a consistent and continually increasing economic and socio-cultural value back to the community.

In order to deliver on the capacity building objective of the Coffs Harbour Events Strategy 2020, Council's events team are proactive in communicating and implementing training and funding opportunities to local event and festival organisers. Some of these opportunities are delivered in-house while others are accessed through Council's partnerships and passed onto event and festival organisers. Council regularly conducts workshops on grant writing particularly for small events in the cultural space along with such activities as briefings for event running or Food and Health Safety for stall holders via in-house workshops. North Coast (TAFE) NSW and Southern Cross University offer degree and certificate level courses at the Coffs Harbour Education Campus. Internships and work experience positions are provided within the City Prosperity Group in partnership with these courses. These internship programs are organised during appropriate times in the courses delivered by these Educational organisations. Council's Stadium and Major Events section have hosted a number of these interns, some of which now hold permanent positions in the team. As the next opportunity in

the structure of the courses becomes apparent, the City Prosperity group will look to host another intern in order to contribute to the intellectual capital of Coffs' future events professionals. Council is committed to encouraging and assisting the youth of the city achieve their goal of gaining employment in the festivals and events industry.

Council also supports and facilitates training programs conducted by Destination NSW for local business operators. Assistance is given in the provision of training facilities and the promotion of the seminars.

One of the benefits of the World Rally Championships being held in Coffs Harbour is the educational tool that the requirements of managing an event on the world stage has given to the number of students studying hospitality and event management in Coffs Harbour. This has lifted the standard of Event Management in the region overall.

3J. DIRECT INDUSTRY INVOLVEMENT / MEMBERSHIP BY ANY OF THE ABOVE

A wide range of businesses, associations and organisations actively participate in and with the festivals and events industry. These include:-

- › *John Logan Entertainment (JLE)* – partners with Council in the staging of the annual Coffs Harbour Buskers and Comedy Festival. JLE is also a major supplier of staging, audio and visual equipment and event management expertise for many sporting, cultural and music events staged in Coffs Harbour and the wider region.

- › *Novotel Pacific Bay Resort (Accor)* – regularly provides internships for hospitality students along with work experience for school students interested in hospitality and events. Novotel is currently hosting an indigenous trainee in administration including event bookings. This hotel hosts numerous national and state based sporting teams for pre-game team building, training and community engagement programs at their facilities which include an onsite elite training centre. They also consistently provide space for many business events that are staged in the area.
- › Businesses within the local tourism industry are members of *Meetings and Events Australia (MEA)*
- › **Coffs Harbour Chamber of Commerce** – President and franchisee of the local Thrifty Car & Truck Rental, George Cecato, sits on

the community advisory committee of Rally Australia for the World Rally Championships.

- › *FLOT* – a group of influential Coffs Harbour business identities who meet regularly, contribute significant resources (financial and in-kind) to support the bids for new events, and provide ongoing support for established events in the Coffs Harbour LGA.
- › *Sawtell Chamber of Commerce* – the Chamber executive and their members finance and stage the annual Sawtell Chilli Festival.
- › *Woolgoolga and Northern Beaches Chamber of Commerce* – the executive and their members (with assistance from Destination NSW) finance and stage the annual Woolgoolga Curryfest.



SECTION 4

NON-GOVERNMENTAL COMMUNITY SUPPORT OF FESTIVALS AND EVENTS



4. NON-GOVERNMENTAL COMMUNITY SUPPORT OF FESTIVALS AND EVENTS

4A. VOLUNTEER INVOLVEMENT

As part of National Volunteer Week, Coffs Harbour Mayor, Councillor Denise Knight takes the time to personally thank and recognise the more than 460 volunteers who are the City's unsung heroes behind the sports, community

and cultural facilities and festivals that are often taken for granted. She has said, "I'm humbled every time I come across the many, many selfless heroes behind the smooth running of the sports, community, tourism and cultural facilities that we often take for

granted. I never cease to be amazed when I find out just how many hours of their lives people are happy to give up. In some cases, when you add it up, it's literally years. So I'm delighted to have this opportunity to say thank you personally to the people who do

so much for the whole Coffs Harbour community."

A number of Council and non-government run festivals and events are strongly supported by local volunteers. Examples include:-

Festivals and Events	Numbers of Volunteers	Duties
C.ex Coffs International Stadium	40	Assist with all events held at the stadium and sports complex such as the National and State Oztog, Trial matches of various codes and many others. Duties include; admissions, marshalling, player support, ushering, answering visitor enquiries
Coffs Coast Visitor Services	10	Provide festival and general visitor information at Event pop-ups
World Rally Championships	2000	From Coffs Harbour and around Australia, volunteers assist with many tasks from marshalling, administration, time keeping and crowd control
Coffs Harbour Running Festival	250	Runner registration, communications, administration and marshalling.
Coffs Harbour Christmas Carols	Over 200	Provision of everything from event management, traffic management, first aid, performances, setup, first aid and collection of in kind support from local business
BCU Coffs TRI	250	Runner registration, communications, administration and marshalling

4B. SPONSORSHIP SUPPORT

Fortunately for the Coffs Harbour community, the business sector is a strong supporter of events and festivals. Without their involvement and investment, many cultural and sporting events would not exist or survive.

- › World Rally has previously been sponsored by Coates Hire and is

now sponsored by Kennard's Hire, a major supplier to the construction industry Australia-wide.

- › The National Roads and Motorists Association (NRMA) is another national corporate sponsor of the World Rally.
- › Bendigo Bank supports the Coffs Harbour Running Festival.

- › BCU Credit Union is the naming rights sponsor of the Coffs Triathlon and the Australian Surfing Festival.
- › The FLOT Group quietly provides tens of thousands of dollars annually to various festivals and events.

- › Major car dealerships including Geoff King Holden, Mike Blewitt Ford and Bellbowrie Motors also invest in events and festivals.
- › The C.ex Group, along with being the naming rights sponsor of the International Stadium, contributes to a wide range of sport, cultural and community groups for their varied events and festivals.

- › Many providers of Coffs Coast accommodation are strong supporters and sponsors of festival and events, for example Novotel Pacific Bay, Opal Cove Resort
- › North Coast Hotel Group including the Hoey Moey and Seaview Tavern provide venues and financial support for Woopi Taste and other smaller community events.
- › Coffs Coast Advocate (APN Newspapers) sponsor numerous community and cultural events in the region through media support and financial contributions eg SWIFF, Coffs Harbour Christmas Carols.

4C. MEDIA SUPPORT

For a regional city, Coffs Harbour is well supported by the television, newspaper, on-line, radio and magazine media who have offices and personnel based in the city. One major metropolitan newspaper has a stringer (on-call photographer/ writer) based in Coffs.

The three television networks NBN (Nine), Prime Seven and Southern Cross Ten all support festivals and events allowing postings on their on-line Community notice boards.

All three, especially NBN and Prime 7, provide news and community coverage of events and festivals staged on Coffs Coast. Much of the coverage is broadcast far beyond the Coffs Harbour LGA, helping to raise the profile of the event/festival and the destination in general. This has come about through the long-term, close working

relationships nurtured by Councils City Prosperity staff over many years.

The region's major newspaper (in print and on-line) is the Coffs Coast Advocate, a member of Australian Provincial Newspapers (APN). Again, through building a close working relationship with this organisation's senior management, extensive coverage and sponsorship of many events has been and continues to be secured.

Appendix 10 Coffs Coast Advocate coverage of the National Touch League

The national government funded broadcaster, ABC Radio, has a station with presenters and reporters based in Coffs Harbour. The station is titled ABC Coffs Coast. Reporters regularly cover festivals and events.

Appendix 11 – ABC Radio coverage

There are two major commercial radio stations and three community stations that regularly support, promote and appear at events and festivals within their capabilities. All are provided with media releases of forthcoming festivals and events to promote to their listeners.

Coffs Coast Focus (www.coffscost.focusmag.com.au), a regional monthly magazine, supports and features festivals and special events, helping raise awareness of these happenings. Coffs Coast Focus provides a half page in every monthly issue for the City Prosperity's Section Leader of Industry and Destination Development to raise tourism matters including festivals and events.

See Appendix 12 - Coffs Coast Focus promotion of various Coffs Coast festivals



Coffs Harbour Airport Magazine is distributed free to visitors and travellers at the airport and regularly features festivals and special events.

See Appendix 9 – World Rally Coverage

Council's Industry and Destination Development team regularly liaise and support Destination NSW media visits to the region for both tourism and event promotion. Together events such as World Rally and the W-League/A-League double header have gained invaluable media exposure in major metropolitan markets and key international source countries such as China, New Zealand and the UK.

4D. CHAMBER OF COMMERCE / CONVENTION AND VISITORS BUREAU SUPPORT

All three local Chambers of Commerce of the region – Coffs Harbour, Sawtell and Woolgoolga – actively support and

in some cases own festivals and special events. While council holds most of the responsibility of promotional activities, the Chambers of Commerce, which are member associations have direct links to businesses in the region.

All three provide networking opportunities for event and festival organisers, assist with business contacts for goods and services, provide promotion of festivals and events to their members and provide feedback to Council on the impacts of festivals and events staged in their respective areas.

This facilitates communications between Council and Chamber members for improved performance and closer co-operation to stimulate business.

4E. DOWNTOWN ASSOCIATIONS

The three Chambers of Commerce mentioned in 4d. are the equivalent

of Downtown Associations in other cities. It is through communicating with these Chambers, businesses in the city are able to provide feedback to their Chamber's boards and in turn Coffs Harbour City Council.

In all three localities, the Chambers and their members assist the Council with festivals and events. As an example, part of the WRC program is an official welcome of World Rally drivers in the Coffs Harbour City Centre. This is supported by traders, through organisation of the Chambers of Commerce. Banners, bunting and posters are funded through council and local organisations and business, and distributed by the Chambers to be placed in shop front windows of many stores. This type of initiative adds to the vitality, colour and excitement of festivals and events staged in Coffs Harbour, Sawtell and Woolgoolga and shows community and business support of events.

Likewise, the Woolgoolga and Sawtell Chambers of Commerce both run events in their own precincts which are integral parts of the local economy and community.

4F. ORGANISATIONS TO ASSIST INDIVIDUALS WITH DISABILITIES

Coffs Harbour City Council has taken a lead role in addressing the needs of people with disabilities.

The Coffs Coast Regional Disability Association Inc. meet every month at Council providing a forum for consumers, parents, carers and service providers to discuss issues of

common concern and to communicate these matters to Council staff.

Similarly, the Coffs Harbour City Council Access Advisory Committee works closely with Council to develop and implement strategies aimed at ensuring that the LGA becomes an accessible community for all people.

Recognising that people with a disability may need accompanying carers, Council actively promotes the national Companion Card website and lists businesses in the LGA that offer free entry to companion carers.

Council also promotes disability access accommodation provided at their holiday parks on the www.cangoeverywhere.com.au website, a site dedicated to assisting people with disabilities, to plan their holiday. Local operators are also encouraged to list on this website if they are able to provide for this sector.

Coffs Harbour City Council has produced the publications Access and Disability Information for Holiday Makers Visiting Coffs Harbour and, in partnership with neighbouring Councils, the booklet Missed Business Accessibility Guide for Small Business. Both can be downloaded as PDF publications from the Council's website www.coffsharbour.nsw.gov.au

All of Coffs Harbour City Council's facilities meet national accessibility standards enabling people with disabilities to access venues such as the C.ex Coffs International Stadium, Sportz Central (indoor sports centre), City Gallery, Coffs Harbour Museum, Bunker Cartoon Gallery, North Coast



Botanic Gardens and Council-owned swimming pools in Coffs Harbour, Sawtell and Woolgoolga.

When planning for events and festivals, parking for people with disabilities is a 'must do' for event and festival organisers.

Council aims to improve the standard of living and enjoyment for all residents and visitors to the Coffs Harbour Local Government Area. Currently a Disability Inclusion Action Plan is being developed for implementation in the next 1 – 2 years. Specific actions for the Stadium and Major Events section of CHCC include

- › To include information about access provisions including parking, toilets, hearing augmentation and the companion card in marketing and promotional material and event signage.

- › Undertake an assessment of Council operated sports and community venues to identify the level of accessibility for event activation and identify and promote accessible event spaces.
- › Develop and implement an inclusion checklist as part of the Events Toolkit for all Council events and encourage its use with stakeholders.

4G. LOCAL EVENT CO-OPERATIVES

In Coffs Harbour, Council's City Prosperity Group is the city's team that collaborates with event owners and industry suppliers helping to facilitate planning, secure approvals, source goods and services and promote events and festivals.

The City is also serviced by private sector event planners and, when appropriate, event owners are directed to these companies. New, local community events

such as Woopi Taste have been started by one of these event companies.

The major resorts, Coffs Harbour Show Grounds and C.ex Group offer event planning staff and services in collaboration with other suppliers to festivals and events.

4H. SPORTS COMMISSIONS

The Australian Sports Commission (ASC) is Australia's primary national sports administration and advisory agency, and the cornerstone of a wide-ranging sports system. On behalf of the Australian Government, the ASC plays a central leadership role in the development and operation of the Australian sports system, administering and funding innovative sport programs and providing leadership, coordination and support for the sport sector.

On behalf of the New South Wales State Government, the NSW Office of Sport

works with key sector partners to develop a vibrant and valued sport and active recreation sector that enhances the lives of the people of NSW. The Office is responsible for planning, managing and delivering high quality venues, facilities and sport and active recreation development programs, high performance sport and sports integrity and safety. It is also a driver for NSW sport policy and strategy, formation and dissemination of insights and information, and the promotion of partnerships.

Sport NSW is the peak body for sport in New South Wales. It operates as an independent not-for-profit organisation representing the sports industry. Sport NSW was established in 1991 to provide a collective voice for sport to enhance its capacity to provide access to and deliver quality experiences for participants & volunteers. Sport NSW's strategy is built on the three pillars of advocacy, recognition & networking, and the





sharing of knowledge. CHCC is a key Local Government Member of Sport NSW and is regularly brought into discussions around sporting and venue development needs.

National and State sporting bodies seek to place their respective events in cities that best meet the needs of the sports members. This process usually involves state and national sporting bodies developing host city tender specifications to which LGA's can submit a tender in a competitive process. Coffs Harbour City Council's Stadium and Major Event's team establish and maintain close relationships with state and national sporting bodies in order to best understand the needs of their events, which in turn assist with the submission of competitive tenders.

At the regional level Coffs Harbour City Council is a supporter of the North Coast Academy of Sport (NCAS), with Council's City Prosperity's Group Leader sitting on the board of this organization

along with a local sporting coach/swimmer. Numerous regional sporting organisations are also based in Coffs Harbour and Council liaises with these bodies as appropriate to foster sporting education, sports development and the staging of sporting events in the LGA. Stadium and Major Events Section Leader, Daniel Heather and Sports Development Coordinator, Suellen Bordignon, have developed positive working relationships with NCAS and other sporting organisations that have resulted in mutually beneficial results – efficient, well managed and operated events for sporting associations and significant economic benefits for the businesses and residents of Coffs Harbour.

These relationships and the development of relevant plans and strategies is the definer of dialogue and engagement between Council and these groups about sports facilities and event provisions.

Council, through their 2015 feasibility study into the Coffs Harbour Centre of Sporting Excellence, have articulated their desire and ability to promote and utilise the strong sporting partnerships with business and sporting organisations to further develop event facilities and knowledge, and to create new opportunities for hosting sporting events in the area.

4I. EDUCATIONAL INSTITUTION SUPPORT

Coffs Harbour Education Campus, Southern Cross University and North Coast Institute of TAFE offer courses for students in the tourism, hospitality, events and sport sectors. Currently on offer are:-

Institution	Course
Southern Cross University	Bachelor of Business Convention and Event Management
	Bachelor of Business in Tourism and Hospitality Management
	Bachelor of Sport and Exercise Science
North Coast Institute of TAFE	Certificate III Events (Administration and Operations)
	Certificate IV Travel and Tourism (Operations, Sales and Promotion)
	Diploma of Events (Management, Coordination of Events – sport, arts, festivals and venue management)

Since the inception of World Rally Championships on the Coffs Coast, North Coast TAFE students have been responsible for coordinating the Official Opening of the Rally with over 5,000 attendees each year. This along with having the overall Event management team based in Coffs Harbour has provided an educational tool into the requirements of managing an Event on the World stage, lifting the standard of Event Management in the region overall.

Students from these institutions have been accommodated by Council's City Prosperity Group for internships and work experience in the Stadium and Major Event's section and the Coffs Coast Visitor Services.

The new Sport and Exercise Science degree offered by Southern Cross University has implemented resource development, in particular for the sporting community, based around increased performance and knowledge for athletes. This allows sporting organisations and groups to broaden their understanding of tested information and improved performances.

4J. SPECIAL INCENTIVES / DISCOUNTS PROVIDED TO FESTIVALS AND EVENTS BY LOCAL VENUES

Council's Industry and Destination Development section works closely with the tourism industry in producing a range of information and offerings for visitors attending festivals and special events in the Coffs Harbour LGA.

Council's publication, 101 Things to Do, assists operators and visitors connect and experience the diverse range of



attractions and activities on offer. This is available in hard copy and on-line.

In keeping with the ever expanding digital world, council has also developed, released and updated the Coffs Coast App which further enhances the visitor experience, be they regular holiday makers or visitors attending a special event or festival.

The app's features include:

- › Discount vouchers for accommodation, activities and events that change by season.
- › Event listings filtered by sport, music, arts or food;
- › Food, wine and entertainment listings; and
- › Trails and drives.

A variety of special opportunities for event and festival spectators and participants are developed by local businesses. One such opportunity was the development of a set meal deal only for participants of the Junior OzTag State Cup to be used at one of the local food venues. The voucher deal was shared with each team and was used quite extensively by them.

4K. ACCESS TO INDUSTRY SUPPLIERS IN LOCAL MARKET

Coffs Harbour has a significant number of suppliers for festivals and events, from small local suppliers to branches of large national brands. Council's Stadium and Major Event's team assist with sourcing local and regional suppliers and, when necessary, contacts for Brisbane and Sydney event supply companies. With excellent air, road and rail services from

Sydney and Brisbane, most equipment can be shipped overnight arriving the next day in Coffs Harbour.

Local industry suppliers of event styling, sound and lighting, contract staffing, equipment and space are all utilized through all events from community based events to international events held in the area.

4L. DIRECT INDUSTRY INVOLVEMENT / MEMBERSHIP BY ANY OF THE ABOVE

In Coffs Harbour, the spirit of collaboration between business and council allows the City to complete and attract festivals and events.

The Destination Coffs Coast Committee is a definite link between industry and council. The committee is made up of industry operators and council representatives to provide advice on strategic direction and implementation. This allows and builds opportunity for industry buy in to support of events and festivals as they are prepared for, marketed and held.



SECTION 5

LEVERAGING 'COMMUNITY CAPITAL' CREATED BY FESTIVALS AND EVENTS



5. LEVERAGING 'COMMUNITY CAPITAL' CREATED BY FESTIVALS AND EVENTS

5A. COMMUNITY BRANDING

In recent years Coffs Harbour's tourism and events branding has been revitalised to reflect the 'natural' elements of the destination – coast, marine, mountain, waterfalls, birds, beaches, rainforest, along with the sporting passion of the region.

Leisure and Holiday Visitors

The positioning statement, 'Create your paradise', draws on the fact that there are many different opportunities to be part of paradise on the Coffs Coast and visitors are able to find all of the pieces they desire here on the Coffs Coast. Imagery of visitors enjoying the beaches, the hinterland and the local food are all part of the messaging.

One part of the paradise that people desire are community events, sporting events and cultural festivals. The range of festivals and events provided in the city build on the branding statements used in the leisure marketing of the destination.

The branding itself is utilised in the promotion of cultural festivals and events targeting the holiday, leisure and special interest market segments. Visitors to festivals and events are greeted with the Coffs Coast branding at visitor stands at events along with the encouragement to utilise the Coffs Coast app to find out about what there is to do and see while they visit.

Sport and Active Events Branding

For participating sports visitors, the graphic elements of the leisure branding are used for synergistic effect, with a tag line that specifically talks to sporting enthusiasts. Here the positioning statement is 'Where champions play'.

The underlying message is that Coffs Coast is the ideal destination in which to play sport and play in general. And no matter how you or your team performs, all are champions.

5B. PROMOTING TOURISM

Tourism marketing for the City and wider region is the responsibility of Council's City Prosperity Group. The staff has the technical skills, resources and industry experience necessary to promote the destination in today's complex market segments and the diverse media and communication channels.

Marketing of the Coffs Coast is complicated by the decentralised nature of the destination – Coffs Harbour, Woolgoolga, Sawtell and hinterland towns and villages in the Coffs Harbour LGA and those of adjoining LGA's which form part of the offerings presented to prospective consumers are spread out. The branding Coffs Coast is paramount to the success of the many parts that make up the whole.

Promotion of Coffs Coast is regularly undertaken in partnership with Destination NSW, which has responsibility for promoting the State of New South Wales.

Leveraging tourism promotion in partnership with Destination NSW via events and festivals such as World Rally, Curryfest, Buskers Festival and others, enables Coffs Harbour to be seen in markets that would otherwise be beyond the financial resources available to Council.

Council's Industry and Destination Development team maintains and promotes the region's website (www.coffscost.com.au) which is the primary communication channel and information source for leisure, sports, festivals and events market segments. Relevant information about upcoming festivals and events is supplied to Destination NSW which is included on the Visit New South Wales (www.visitnsw.com.au) website, extending Coffs Harbour's communications reach into further domestic and international markets.

Council also provides assistance to event owners to maximise promotion of the region through their own channels. More and more event owners are live streaming their events to a wider audience. A classic example is the World Rally Championships which is broadcast live and in delayed telecasts



to some 40 plus million people via World Rally media (www.wrc.com) and motorsport media attending the event. The W-League/A-League double header, a domestic first-class football fixture, was telecast to football fans around the country, showcasing the facilities and area to thousands of people. Even some of our smaller community events broadcast a selection of event and area highlights through channels such as YouTube or Vimeo.

A component of World Rally promotion is the broadcasting of a 3 minute video highlighting the destination's attributes to encourage extended stay beyond the days of rallying. This approach is also undertaken by the City Prosperity Group when promoting the destination's sporting events, championships and business events and when conducting media and corporate familiarisation tours.

There has been a noticeable growth of online traffic over the last 12 months as various web based and social media campaigns are correlated with events. As an example as part of the promotion of the recent W-League/A-League double header football match, an online competition encouraging fans from both Melbourne and Newcastle to visit the region for a weekend around the match was initiated and allowed further promotion of the region along with the game. There were over 280 entries into this competition.

5C. CONVENTION MARKETING

City Prosperity Group's events team uses festivals and special events as examples of how government and business meetings can use added 'colour' to enliven their particular event. A number of local assets of the Coffs Coast are showcased during events, which in turn allow an understanding of the natural and man-made assets that exist on the Coffs Coast. The promotion and broadcasting of events provides knowledge to conference organisers of the vast opportunities and areas available on the Coffs Coast.

Examples include the opportunity provided by some of our local resorts to promote activities throughout their pre and post conference tours or the use of teasers from planned events such as Buskers to entertain delegates at conferences.

5D. CORPORATE RECRUITING EFFORTS

Recent examples of companies relocating to Coffs Harbour include those in the hospitality, medical, gaming and aviation sectors.

A hospitality company that recently initiated their operations in Coffs Harbour, was persuaded to do so by a number of factors. One of them being the vitality and lifestyle of the destination due to the range of festivals and events, which, when added to the business, demographic makeup and natural environment attributes resulted in Coffs Harbour being their preferred location.



The decisive factor in set up was the large number of events that were held in the area. This company has expanded their operations in Coffs Harbour with increased employment and also franchised their operations to set up in 3 other regional areas.

The number of large events held in and supported by Coffs Harbour has allowed a firm promotion of all that Coffs has to offer for individuals and business entities. By showing the area through traditional and electronic media as events are run, numerous individuals and businesses see and understand the capabilities of the region. Recently a worker and his young family moved to the area from Spain with specialized skills after seeing a job advertisement for Coffs. The showcase of Coffs Harbour on the World Rally telecast was enough to spike his interest in the region.

Council also attends various events outside of the region to promote what

the region has to offer to business. The showcase of the advantages around NBN technology and connectivity are often highlighted through this medium.

5E. RELOCATION PACKETS AND INFORMATION

Coffs Harbour City Council's website has an information tab entitled New Resident Information. This provides links to enable people to request a New Residents Pack, which outlines Council services and the range of services and facilities available from government and non-government providers located in the Coffs Harbour Local Government Area. There is also a short video showing the many services provided by Council within the local area.

Information is contained on the Council's tourism website regarding relocation to the area. This site <http://www.coffiscoast.com.au/live-work/> provides people with information on education,

the economy, workforce, community and cultural facilities, sporting and community groups and the Coffs Coast lifestyle.

The destination video for Coffs Harbour showcasing our open spaces and natural assets along with a number of videos of people and businesses that have relocated to Coffs and enjoy the opportunities available are all presented on this site. Potential relocators are also encouraged to link with the facebook page Coffs Coast Life to follow information of what's on, what's available and what opportunities exist in the area.

5F. FAMILIARISATION TOURS

Familiarisation tours are conducted year round as part of the marketing program by the tourism, sport and events personnel of Council's City Prosperity Group.

A number of prospective clients such as media, sport and event planners, together with corporations interested in holding events are identified, invited to and hosted in Coffs Harbour. Tours are arranged to trial appropriate experiences, products, services, attractions and facilities, highlighting the city's capacity to appeal to holidaymakers, sporting associations and business decision makers.

Some tours are timed to coincide with festivals and events while others are themed based on festivals and events held in the City. For example recently the Sydney Swans AFL team was involved in a familiarization tour of the area before bringing their game to Coffs

Harbour. The experiences the players and staff had were showcased to their fan base and were used to promote the area to them to encourage visitation around the game.

The range of high level sporting events in the area is a definite contributor to the region being showcased to future businesses who are considering Coffs Harbour as a possible venue.

5G. OUT-OF-MARKET MEDIA COVERAGE

In the past 12 months, extensive media coverage has been obtained via events and festivals. In particular the World Rally Championships have exposed Coffs Coast to millions of viewers in Australia and around the world. Similarly, due to the installation of broadcast standard floodlighting at C. ex Coffs International Stadium, a number of events have been broadcast on mainstream and pay TV. These include events such as the A-League/W-League double header and the JLT Community Series AFL Pre-Season Match.

Media monitoring of World Rally estimated some 40 million viewers around the world watched the Coffs Coast Rally which secured over 600 hours of broadcast time. In Australia, the Nine network exposed the destination to just under 1 million viewers with 4.5 hours of broadcast time and over 13 hours of exposure via their digital platform.

At a more personal level, the overseas performers invited to appear in the Coffs Harbour International Buskers and Comedy Festival, constantly report



that their positive and welcoming Coffs Coast experiences are told and retold to many of their colleagues, acquaintances and audiences as the travel and perform around the world.

The opportunity for the use of social media as a promotional tool for festivals and events in the area cannot be understated. The promotion of the event, the promotion of the area and the sharing of experiences is certainly a valid resource in coverage and promotion. Recently Rally Australia publicized that the WRC competition on the Coffs Coast was shared with over 275,000 followers across various social media channels.



Facebook	
Rally Australia	202,959
Rally Portugal	200,861
Rally Sweden	178,008

Instagram	
Rally Australia	45,556
Rally Spain	35,320
Rally Sweden	34,386

Twitter	
Rally Great Britain	33,564
Rally Sweden	28,284
Rally Australia	27,014

Coffs Harbour links its tourism destination marketing with a variety of events to allow consistent branding in different markets. As part of the promotion of the Sydney Swans pre-season match played in Coffs Harbour, the team was invited to come to the destination and experience some of our natural assets. These experiences were filmed and broadcast to their large fanbase on social media and to more than 30,000 spectators at one of their home games to showcase the destination and the players. The imagery of the experiences the players had, mirrored earlier showcases in tv commercials, billboard posts and boosted web and social media content played and shown in target tourism markets of Sydney, Melbourne and Brisbane.

5H. ENHANCING EXPOSURE TO THE ARTS AND OTHER CAUSES

The Mayoral Welcome to the World Rally Championships, held in the Bunker Cartoon Gallery, and the Screenwave International Film Festival (SWIFF), held in the Jetty Memorial Theatre, are great opportunities to expose media, officials, spectators and participants to the arts and creative community of the region. SWIFF is promoted and supported by Coffs Harbour City Council.

Council's City Prosperity Group continually promotes the arts, creative events and aspects of the destination on their website, in e-newsletters, at Visitor Services sites and in media releases targeting regional and capital city media. The new music festival to Coffs Harbour, the Banana Field Music Festival, gained publicity through a number of regional and national radio stations, highlighting a creative and cultural style of event to a wide audience.



Other artistic festivals showcased include the Short Sharp Film Festival, Jazz Festival and City Gallery exhibitions such as the Archibald Portraiture Prize.

The Living Lightly Community Fair is another event used to further enhance the appeal of Coffs Coast as a visitor destination that cares for its community and environmental well-being. This is held in November each year and showcases the natural beauty and wonder of the region and focuses on all areas of sustainable living including healthy food & lifestyles, saving energy & water, growing your own food, backyard biodiversity, supporting local food, reducing waste and ethical choices.

5I. CREATING HIGHLY VISIBLE PUBLIC RELATIONS CAMPAIGNS FOR CITY FACILITIES AND SERVICES

Coffs Harbour Council has a close and cooperative relationship with the Coffs / Clarence Local Area Command division

of NSW Police. During special events and festivals, highway banner poles are used to promote safe and responsible driving.

Similarly for larger scale events throughout the city, Police personnel often have a presence and work collaboratively with event organisers to ensure a safe event. At C.ex Coffs International Stadium, local transport links are actively promoted for use by spectators and visiting sports teams. Visiting teams are encouraged to use local sporting fields for training and given contact details for local emergency services (hospital, ambulance) as standard.

Council has commenced construction of a multi-purpose asphalt hard stand and a purpose-built bus and taxi terminal linked directly to the sports stadium. These will dramatically improve public transport access and provide a safer and easier way to get to and from the International Sports Stadium. For the

World Rally, NSW Police operate a command and control centre at Rally headquarters to maximise safety for all road users. The message for safe and responsible driving is promoted via the World Rally communications unit.

As part of a number of the larger national events held in Coffs Harbour during the last year, linkages between the event venue and hotels in outlying suburbs were developed. Patrons were able to park at a hotel close to them, catch a courtesy bus to the event and then return on the bus to this venue and possibly enjoy some hospitality as part of the event. This relieved parking at the event venue and also assisted with traffic movement at the end of the event.

A number of the festivals and events of the Coffs Coast are held in our parklands or outdoor venues, exposing these spaces to larger markets than may necessarily come for their traditional uses. An example of this is the use of the race course for the children's day of the Buskers festival. This exposes the facilities of this venue to a different market allowing a greater appreciation of the assets that are part of the Coffs community.

5J. ENCOURAGING COMMUNITY BONDING, PARTICIPATION AND CELEBRATION

Coffs Harbour City Council conducts the Coffs Harbour Harmony Festival in the city's Botanic Gardens each year. This festival recognises and celebrates Australia's cultural diversity and inclusiveness and offers a sense of belonging and respect for all citizens.

It is a day of fun and festivity popular with many in the community and includes activities such as football and a celebration of cuisines from around the world.

We Care Day, in its 4th year in 2016, while hosted by a local community organisation, is supported by Council through sponsored planning approvals, equipment provision and waived venue hire fees. The festival brings together over 3,000 community members to celebrate the community's diversity with people of varied ages, abilities and cultures enjoying the programmed activities on offer throughout the day. Food and market stalls showcasing local artisans, providing a variety of cuisines to sample, are an integral part of the day. This festival is supported by the City's mayor and State Government member through participation in events throughout the day.

Each year Coffs Harbour City Council and the Yandarra Aboriginal Consultative Committee conduct the Grace Roberts Memorial Community Development Awards. These awards recognize individuals who enhance the quality of life for Aboriginal people in the Coffs Harbour LGA.

Similarly, Council publicly recognises the contributions and presents awards to the many volunteers who assist with keeping the city's facilities – art gallery, museum, cartoon gallery, visitor services, sports grounds and halls – many of which are used for a variety of festivals and events.

Council is also heavily involved with the community Australia Day awards. This event is a celebration of citizenship





and Australia, combining a citizenship ceremony where new Australian citizens and Coffs Harbour residents are welcomed by the Mayor. The event also includes the announcement of the local Australia Day Awards, including the citizen, sports person and community event of the year. This event is joined with the Saltwater Freshwater Festival to commemorate Aboriginal culture as central to the national identity. It provides an inclusive, positive, family-friendly celebration, creating a modern vision for the country.

The Coffs Harbour Event Strategy 2020 contains a strategic focus on community development and events. This includes a focus on involving local communities and individuals, increasing community interactions, enlivening the place and contributing to the diversity through community festivals and events.

5K. HIGHLIGHTING OR DEVELOPING UNDERUSED VENUES OR SECTIONS OF THE COMMUNITY

Coffs Harbour City Council and the community collaborate to identify ways of using and bringing life to many of the City's lesser known assets and venues.

Via the World Rally Championships, the beautiful rural countryside and quaint villages are exposed to audiences who otherwise would only see the coastal aspects of the destination.

The expansive North Coast Botanic Gardens in Coffs Harbour is not a top-of-mind visitor attraction due it's out of the way location. However, the use of this venue for the special performances during the Coffs Harbour International

Buskers Festival and the running of other festivals such as Coffs Harbour Harmony Festival have helped raise its profile and increased general visitation to the Gardens.

Many visitors are exposed to the unique Bunker Cartoon Gallery, Australia's first and only dedicated cartoon gallery, during the Bald Archy awards and Rotary Cartoon awards, which are in their 28th year. Visiting cartoonists from around Australia showcase their cartoons through this mechanism. During this year a "Phantom" Comic exhibition has showcased this venue to a fresh market.

Another event that has helped expose hinterland country lanes is the Coffs Coast Cycle Challenge (CCCC). The 100 kilometre (60 miles) route takes riders along Pine Creek Way (the old national highway now bypassed with a new dual-lane highway) to the smaller rural districts of Repton and Mylestom that are not on the main tourist trail. Since the start of the CCCC increasing numbers of cycling enthusiasts are using this route for training and recreation bringing improved vitality and business to the area's shopkeepers.

Event's organisers are always looking for a point of difference as a way of attracting delegates, so themed event dinners in unusual locations such as the Bonville Golf Resort's fairways are popular.

5L. CREATING LEGACIES AND IMAGES BEYOND THE EVENT

Events and festivals have left their mark on the City of Coffs Harbour in so many ways.

With events like the Coffs Coast Cycle Challenge, World Rally and the BCU Tri utilising the Jetty and Harbour foreshore, Council is investing heavily in a multi-million dollar redevelopment of this precinct. Stage 1 has been completed and stage 2 – 4 is due for completion in 2018. The grounds and facilities are being revitalised and up-graded, adding to the appeal of the City and improving this area's capacity to host current and future events. This redevelopment also provides an excellent area for use by local residents all year round.

The installation of 1500 lux floodlighting at the C.ex Coffs International Stadium has resulted in the attraction of numerous state and national sporting teams to the area along with national media. National football and cricket teams for pre-season games and training camps along with the hosting of regular competition games showcase these facilities to a wide range of users. An application for a grandstand upgrade at the C.ex Coffs International Stadium has recently been submitted which if successful will triple the size of the grandstands at the Stadium, along with enlarging the car park area and updating the corporate and media facilities.

The relationship with National and State sporting organisations such as Cricket Australia, Cricket NSW and the National AFL has not only brought high class events to the region but significant investment in infrastructure. This infrastructure remains on site for community use. Local schools and sporting associations make use of

infrastructure such as the stadium and surrounding precinct and the facilities that have been provided for these significant events, to host their smaller, community activities throughout the year.

The floodlighting, combined with the quality playing fields, which many sporting event organisers now recognise as being playable even in extreme conditions, has won significant business for the city. A quote by Oztag Tournament Director, Bill Harrigan OAM highlights the importance and legacy of the Stadium and staff.

"I have taken the Oztag Championships to Coffs Harbour for the last ten years. I have looked throughout New South Wales and Queensland and not found a better regional venue. The fields are always in immaculate condition. The grass surface in the stadium and outside fields is like running on carpet. Also a major factor in our decision to go to Coffs is you always play. We have been in severe downpours and constant rain, yet play goes on. The other two important factors are plenty of accommodation and the Council staff are terrific to work with. Australian Oztag will continue to run the championships in Coffs for many years". Bill Harrigan OAM.

The World Rally Championship has contributed significant media exposure for the city. WRC's in-house television broadcasts and the army of national and international motoring journalists and photographers have wrapped Rally reports with stories and anecdotes of the natural and manmade attractions of Coffs Coast. The Coffs Coast is also featured on the WRC games

and promotions for xBox, Playstation and computers, allowing an ongoing promotion and viewing of the area to a different audience on a reasonably permanent basis.

Significantly, many of the festivals and events hosted in the Coffs Harbour area, have the added benefit of activating the local community to be involved in activities. The Coffs Harbour community has seen an increase in the number of players in sporting competitions of various codes, increases in active participation in artistic pursuits and increases in community engagement through volunteers due to the recognition of the events and festivals that are held.

As an example, the local AFL has seen a marked increase in their junior player registrations for this current season along with the introduction of a girl's competition as locals see their heroes live and then aspire to national developments in their sport.



SECTION 6

EXTRA CREDIT



6. EXTRA CREDIT

6A. SKILLS DEVELOPMENT – AVAILABILITY OF CERTIFICATE OR DEGREE PROGRAMS IN FESTIVAL AND EVENT MANAGEMENT THROUGH A LOCAL UNIVERSITY OR PRIVATE PROVIDER.

Coffs Harbour Education Campus, Southern Cross University and North Coast Institute of TAFE offer courses for students in the tourism and hospitality and events sectors. There are also a number of private training providers that provide training courses in hospitality. Currently available are:-

Institution	Course
Southern Cross University	Bachelor of Business Convention and Event Management
North Coast Institute of TAFE	Certificate III Events (Administration and Operations)
	Certificate IV Travel and Tourism (Operations , Sales and Promotion)
	Diploma of Events (Management, Coordination of Events – sport, arts, festivals and venue management)
Novaskill	Cert II, III, IV Hospitality Diploma of Hospitality RSA and RCG
ETC (Enterprise and Training Company)	Cert II, III, IV Hospitality Diploma of Hospitality RSA and RCG

Nortec	Cert II, III, IV Hospitality
Secondary Schools – particularly Bishop Druitt College, Coffs Harbour Senior College	Cert II in Hospitality

Training of staff and volunteers in hospitality and events are seen as a crucial part of the needs of the Coffs Harbour area. Many of these students are utilized in a paid or volunteer capacity at events held by establishments of the area that provide service during these events.

6B. MEMBERS OF YOUR EVENT COMMUNITY WHO CURRENTLY HOLD A CERTIFIED FESTIVAL & EVENT EXECUTIVE (CFEE) DESIGNATION

Members of the City Prosperity Group holding formal and verified qualifications are:-

Nikki Greenwood	Bachelor of Business in Tourism Master of International Sport Management
Daniel Heather	CEM (Certified Event Management), Diplomas in Event Management and Marketing Management
Stephen Saunders	PHD Commerce, Marketing and Psychology

Amanda Thompson	Bachelor of Business in Hotel & Resort Management	Ebonie Phelps	Bachelor Of Business (Tourism Management)
Suellen Bordignon	Bachelor of Education (Physical Education) Certificate in Marketing	Mandy Nicol	Certificate in Tourism and Travel
Susan Colby	Bachelor in Arts	Sheryl Attwood	Certificate Business Administration Diploma Travel and Tourism
Fiona Barden	Diploma in Management		
Tammy Child	Certificate in Project Management		
Kristina Cooke	Certificate in Project Management		
Matt Haines	Bachelor of Business (Sports Management)		
Nicole McLennan	Advanced Diploma Marketing Certificate Public Relations		

6C. SECONDARY SCHOOL SYSTEM GRADUATION REQUIREMENTS THAT ENCOURAGE VOLUNTEERISM AND COMMUNITY SERVICE DURING FESTIVALS AND EVENTS

Each year for the past six years the Coffs Harbour's Buskers & Comedy Festival has engaged 20 student volunteers (16-18 years) to assist with the event. This is done in collaboration with Youth Directions Inc., TAFE New South Wales (Coffs Harbour Campus)



and Orara High School. Students undertaking tourism and hospitality, and event management studies are provided the opportunity to participate in a variety of assignments. Prior to the festival students receive briefings and instructions and on completion of the event a review of performance. Over 120 students have now had their volunteer duties credited towards the final assessment in their respective courses.

At the Coffs Harbour Running Festival, child and student (8-16 years) 'volunteers' assist with handing out drinks at water-stop points along the course. Supervised by adults these volunteers are from Coffs Coast Autism, Camp Quality and Life Education. This involvement helps their self-esteem as a valued member of the community. Funds raised by this event are distributed to these organisations.

One of the Coffs Harbour local schools has a reward program for its students, recognising amongst their aptitude at school, their involvement in and contribution to the community. The school's gold award, which recognizes over 20 hours of community service, is well regarded amongst local employers.

6D. A FESTIVAL AND EVENT SHARED RESOURCE PROGRAM IN YOUR CITY

Council's City Prosperity Group has available for use a range of items suitable for festivals and events. These include marquees, crowd control barriers, staging, assistance with traffic control, banners, banner poles

and free use of Council managed lands. In addition to this, team members provide advice on a daily basis to different event organisers across the City.

The Council-owned and maintained tourism website www.coffscoast.com.au and events website www.coffscoastevents.com.au include tools available to event and festival operators to list and promote their particular events. Each festival or event organized in the area is listed providing a full and accurate list in one place.

Council's Visitor Services team assists with the promotion of events and festivals via in-store brochure distribution and displays at the face to face centres and digital information on social media and websites. Staff are active in a pop-up tent at most large events to provide information of the area to participants and spectators.

Council provides co-working space at Six Degrees in Coffs Harbour and Woolgoolga for local businesses. This space is available to event organisers for short or long periods who need office space including wifi and printing.

Council is proud to have a team of highly skilled and valued people available to event owners, working on behalf of the Coffs Harbour community.

6E. EFFORTS TO ACTIVELY RECRUIT NEW EVENTS TO YOUR CITY

Securing new festivals and events business for the City and its community is a strategic priority of Council.

The Community Strategic Plan, My



Coffs, the Stadium Business Plan and the annual Coffs Coast Marketing Plan, focus staff and financial resources to achieve documented goals and objectives. The Coffs Harbour Event Strategy 2020 highlights the need to attract events that spread consistently over a calendar year, have a healthy balance of major to community events and strive for a cross section of events that appeal to broad and varied audiences. This document provides a strategic direction to the attraction and retention of events to the Coffs Coast. A business development role to assist with the attraction of new events is part of the structure of the City Prosperity group.

Based on these plans, the City Prosperity Group leader and Stadium and Major Events Section leader have spent time developing relationships with National Sporting bodies. These relationships, combined with the

excellent facilities and the opportunity to showcase the natural beauty of the area, has seen an increased number of large national spectator and participant events to the area.

These events are used to demonstrate that the City of Coffs Harbour is capable and worthy of hosting new and additional events and festivals. As an example, 2017 saw Coffs Harbour host their first A-League / W-League competition fixture. The resounding success of this event through facility provision and attendance has showcased the ability of Council's Stadium and Major events team to host such matches. This success has allowed the team to enter into discussion to host further 1st class matches of football and other major sporting codes.

Coffs Harbour City Council certainly displays great strength and opportunity in sporting event attraction and hosting.

A key part of the Coffs Harbour Events Strategy 2020 is related to event development working towards a diverse mix of event types. Demonstrating Councils focus on non-sports events has seen the securement of Australian rock band Midnight Oil naming Coffs Harbour as a regional tour stop on their worldwide tour. Council has worked with a Local event provider and national touring company for this to occur. We are also working with local organisers to develop and grow a new youth music event, Banana Field Music Festival, initially held in 2016, to broaden its appeal and strengthen the sustainability of this festival. Council has also initiated development of food tourism and events including support of new food events being initiated with a regional audience.

Examples of **sporting events** for the City include:

Hyundai A-League/Westfield W-League Competition fixture (new to current year)

Oztag NSW Senior State Cup (new to current year)

Big Bash League Warm Up game (Cricket)(new to current year)

Commonwealth Bank Women's International Cricket Series (new to current year)

JLT Community Series AFL

Australian Offshore Powerboat Championships

Sydney Swans (Australian Rules Football Team) Training Camp

Ella 7's Indigenous Rugby Union Tournament

Northern NSW Football – State Championships for Boys

National Youth Football Championships for Girls

National Touch League Championships

Coffs Coast Festival of Cycling

World Rally Championship

Northern NSW Football – State Championships for Girls

National Youth Football Championships for Boys

National Junior Oztag Championships

National Senior Oztag Championships

Oztag NSW Junior State Cup

Oztag NSW Senior State Cup

Billabong OzGrom

Australian Festival of Surfing

BCU Coffs Tri (National Qualification Race)

Coffs Ocean Swim

Coffs Harbour Running Festival

Adventurethon

Coffs Harbour Stadium MotoCross



Business Events:

The various resorts, hotels and meeting venues on the Coffs Coast, host over 300 business events each year.

Council, in previous years, has held the following government conferences as organisers and hosts:-

Local Government of NSW Information Technology Conference – 250 delegates

Local Government of NSW Executives Conference – 50 delegates

Coffs Waste Conference – 550 delegates

The following events have been hosted by Council due to position and capability basis

Local Government of NSW AGM Conference – 900 delegates

Local Government of NSW Water Conference – 220 delegates

NSW Coastal Conference – 220 delegates

The City Prosperity Group has also initiated a number of business events.

Start Up Coffs Coast (renamed and refocused Digital Innovation Challenge) (3rd year) – an opportunity to educate, inspire and connect entrepreneurs and innovators through workshops, pitch process and showcase.

Mid North Coast Food Forum (3rd year) – forum for food and agricultural industries including farmers, agricultural businesses, retailers, wholesalers and restaurateurs

Back to Business – networking and education event for local business

(Funded by NSW Dept of Industry)

Six Degrees Pitch your Passion sessions

Coffs Harbour City Council plays a vital role in supporting and developing a number of other key business events in the area.

Sunnys Business awards (business excellence awards) – sponsor of category award

Sponsor of local Business Network events – Chamber of Commerce networking event

Coffs Harbour Jetty Foreshore Redevelopment Plan

In November 2014, Council received the Planning Institute of Australia Award (NSW Division) for Planning Excellence. The award was achieved through excellent planning of the redevelopment project and, importantly, for the methods and processes by which the business sector and community were engaged and informed of the plan and its components. The Plan was also endorsed by the NSW and Commonwealth Governments.

The first phase of this upgrade has been completed including shared pathways/cycle ways which tells the story of the Aboriginal and European heritage, the Jetty structure and the industrial use of the Foreshores.

Work on the construction of Stages 2 - 4 of the Jetty4Shores Project began in 2017 with construction due for completion in 2018. These stages include:

- › an open plaza area including a Market/Picnic area, Beach Steps and Forecourt; and
- › a boardwalk behind the dunes and vegetation, linking the plaza to the historic Jetty and Market Area
- › an Event and Active Recreation Hub providing a venue for food and cultural festivals, community events, markets and major sporting events

6F. OTHER CREATIVE ENDEAVOURS

My Coffs

This is the City's long-term strategic plan providing a blueprint for the future that informs what is important to the Coffs Harbour community, where collective energy and resources should be pooled, and a guide for decision-making about any issues that will impact Coffs Harbour. Under the MyCoffs Community Vision of "connected, sustainable, thriving", the plan sets out goals and priorities for the city over the next ten years and beyond. It centres on four themes: Community Wellbeing, Community Prosperity, A Place for Community and Sustainable Community Leadership. The documented Strategies and Objectives (Appendix 2) embody the ability of Festivals and Events to assist in the creation of employment and a spirit of community pride in the city and its people, along with fostering creativity, inclusion and physical activity.



Coffs Harbour City Centre Masterplan 2031

The focus of this plan is to deliver a more vibrant, prosperous, creative and entertaining City Centre attractive and inviting to residents and visitors alike.

Key strategies to achieve the transformation include: Improved Access and Movement; Connecting City Centre Precincts; Establishing an Integrated and Connected Cycle Route; Rationalisation of Car Parking; Upgrade of City Centre Presence, Appeal and Public Facilities; Establishment of an appropriate City Centre Brand; and Incentivising Appropriate City Centre Development in keeping with Business and Community Aspirations.

Adopted by Council and funded by a City Centre Special Rate Levy, projects in the Masterplan are now underway. A number of these have been completed including the development of a Skate Park and Community Space at Brelsford Park. This project includes lawn areas for performances. Planning work is currently underway for the City Square precinct with consultation beginning on the development of a new improved cultural and community space in the Coffs Harbour CBD.

Appendix 13 Coffs Harbour City Centre Master Plan

Coffs Coast Apps

With the increasing digitising of information and communications, Council's Industry and Destination Development team have developed and launched the Coffs Coast App. Suitable for Apple, Androids and Tablets the program provides locals

and visitors with information on events and festivals, destination information, accommodation options, trails and drives, food and wine outlets, maps and more. The Coffs Coast App allows visitors to the area to search for events in the area and easily connect to the event organisers if needed.

A number of other apps have been made available, particularly for use by visitors to the region throughout festivals and events. These include the MyBeachinfo App and the MyRoadsinfo app, allowing access to up to the date information about conditions of roads and beaches for visitors to the area, along with locals.

Coffs Harbour Northern Breakwall Redevelopment

The Harbour and Marina is the home port for many pleasure craft and a working fishing fleet. However after many years of wear and tear the protective breakwalls, eastern and northern, were in need of repair. With \$150 million of assets 'protected' by these structures, it is imperative the breakwalls remain structurally sound.

In June 2013, the NSW Government's Public Works department commenced a program of refurbishment in partnership with private sector contractors. By August 2014, the \$14.8 million repair and reconstruction of the southern breakwall was completed within budget and ahead of schedule. This helped Coffs Harbour secure and retain rounds of the Australian Offshore Superboat Championships for the city and community.

Work on stage two – the repair and

reconstruction of the northern breakwall commenced in late 2016 and, when completed, will further enhance the marine facilities of Coffs Harbour. Due to a major storm in mid-2016, a rebuild of service areas of the marina has also taken place.

Coffs Harbour Cultural Plan

A vibrant arts and cultural presence is important to the liveability of Coffs Harbour, as a place which offers a fully rounded lifestyle. This plan highlights the role events play as one of the many cultural activities available in Coffs Harbour, with an emphasis on the need for creative expression and recreation as important to the enjoyment of life in this region.

A number of medium and smaller based festivals and events run in the Coffs Harbour region that particularly focus on arts and culture, showcasing this important aspect from a community based level upwards. Examples of these include Screenwave International Film

Festival, Rotary Cartoon awards, Still Life Art festival and We Care Day.

Council's involvement and contribution to these events, in line with the CSP and Coffs Harbour City Council Cultural Policy and Creative Coffs - Cultural Strategic Plan 2017 - 2022, showcase Councils commitment to guiding the cultural development of Coffs Harbour, articulating the roles of the community and the Council in the development and establishment of priorities for both parties.

See Appendix 14 - Coffs Harbour Cultural Strategic Plan 2017-2022

HOME ABOUT US UPCOMING EVENTS CONTACT US

WE AIM TO:

1. Be a **ONE-STOP-SHOP** for information, tools, tips, contacts, checklists and guidance to assist planning a successful event on the Coffs Coast.
2. Be the **CENTRAL HUB** bringing event organisers together with local venues, suppliers and attendees – with guidance and assistance for these stakeholders to work together to build the Coffs Coast into the destination of choice for fantastic events and experiences. We have developed great relationships with the locals who can help you. We aim to share our local know-how.
3. Our mission is to **SHARE THE MAGIC OF THE COFFS COAST** with as many visitors as possible each year. Driving visitation is vital to our economy and future prosperity of our region – so we want to help you to create the best events and as many positive experiences for your attendees as possible.
4. **PROVIDE EASY-TO-USE GUIDES AND TOOLS** that help organisers avoid overlooking any details that spoil an event. While we don't approve, own or manage your event our Event Toolkit provides comprehensive information that will ensure you are aware of what you are required to do to plan, manage and conduct a successful and safe event on the Coffs Coast.

PLEASE LET ME KNOW
when the website goes live.

Your name *

Email *

CONTACT US

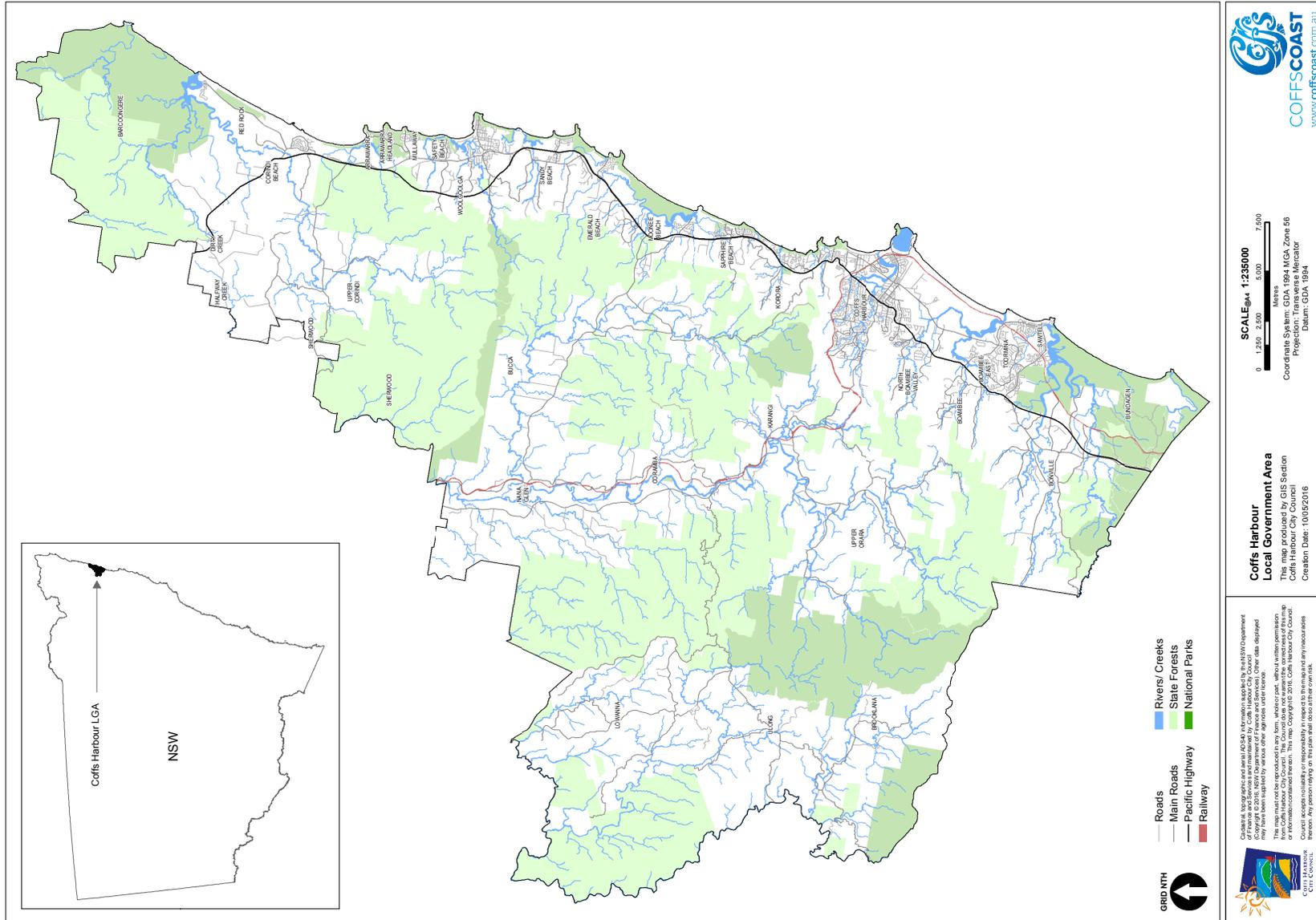
The Stadium and Major Events Team at Coffs Harbour City Council hope you are able to find the information you need within this website. We look after events on the Coffs Coast and if you would like to discuss any event queries, or get further information, please contact us at:

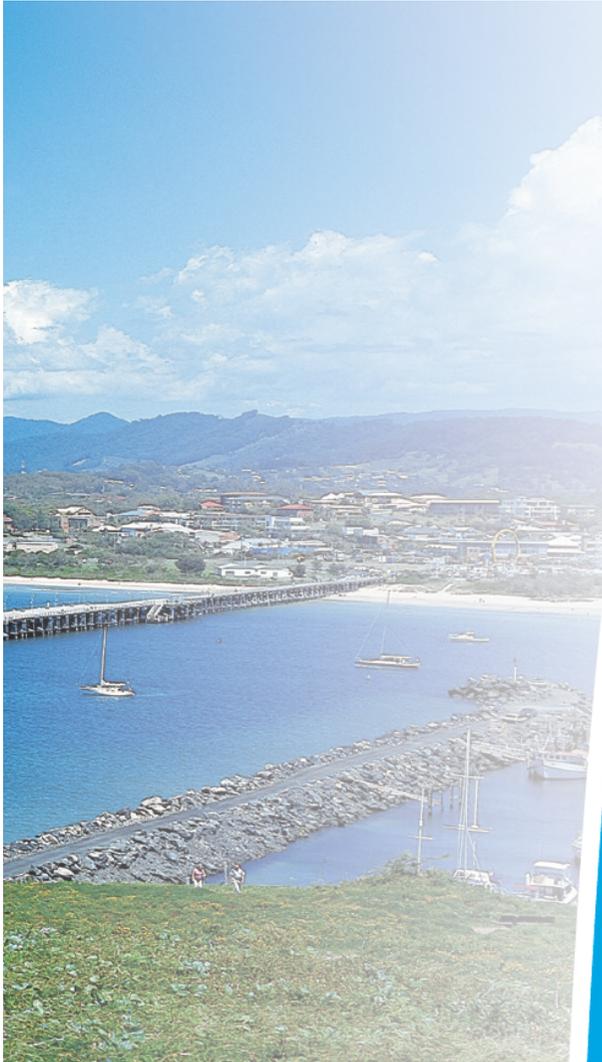
**SUPPORTING
MATERIAL AND
APPENDICES**



SUPPORTING MATERIAL AND APPENDICES

APPENDIX 1 – MAP OF COFFS HARBOUR LOCAL GOVERNMENT AREA





My Coffs

The MyCoffs Plan is structured by four themes:

-  **MyCoffs is COMMUNITY WELLBEING**
-  **MyCoffs is COMMUNITY PROSPERITY**
-  **MyCoffs is A PLACE FOR COMMUNITY**
-  **MyCoffs has SUSTAINABLE COMMUNITY LEADERSHIP**

Within each theme there are a number of Objectives, and for each Objective the key strategies to be pursued and the outcomes they seek to deliver.

A range of indicators are included to show how we shall monitor progress during the implementation of the MyCoffs Plan.

<http://www.coffsharbour.nsw.gov.au/coffs-and-council/running-council/Documents/Minutes%20and%20Agendas/SC17.17%20-%20ATT1%20Draft%20Coffs%20Harbour%20Community%20Strategic%20Plan.pdf>

Acknowledgement of Country

Coffs Harbour City Council acknowledges the Gumbaynggirr Nation as the traditional custodians of the lands within its local government boundaries. We would like to acknowledge elders both past and present, and extend that respect to all Aboriginal and Torres Strait Islander people.



Community Strategic Plan

Message from the Mayor

The MyCoffs Community Strategic Plan belongs to you - the people of the Coffs Harbour local government area (LGA). It reflects your values, your vision for Coffs Harbour, and your priorities in guiding our area forward over the next

ten years and beyond.

It's been a truly collaborative process. It may be the responsibility of Council to facilitate the development of the Community Strategic Plan, but the plan would be of little worth if it wasn't owned by the community. That's why it's been a privilege to see the MyCoffs project unfold, as increasing numbers of local residents, businesses and workers have participated in the various phases of the engagement strategy - all up, around three thousand people have been directly involved. You've shared your aspirations and hopes, and you've prioritised our community objectives.

We need the MyCoffs plan. Over the last few decades, the Coffs Harbour LGA has undergone significant growth and change, not all of it necessarily guided with a view towards a sustainable

future. However, our local government area remains one of the most desirable destinations in Australia - to live, work and play. Having an over-arching strategic plan in place helps to position the area to seize opportunities and overcome challenges as they arise, to ensure we move forward in the direction of our choosing.

What will the plan do? There are a great many stakeholders with a role to play in creating the Coffs Harbour LGA of the future; Council, Government agencies, the business sector, non-government organisations, community groups and all of us as individuals. Through MyCoffs, we've all contributed to the development of an agreed vision and strategic plan for the Coffs Harbour LGA. It's a vision and a plan that must serve as the foundation for everything that we do on behalf of our area going forward. The responsibility for the success of the MyCoffs plan rests with all of us.

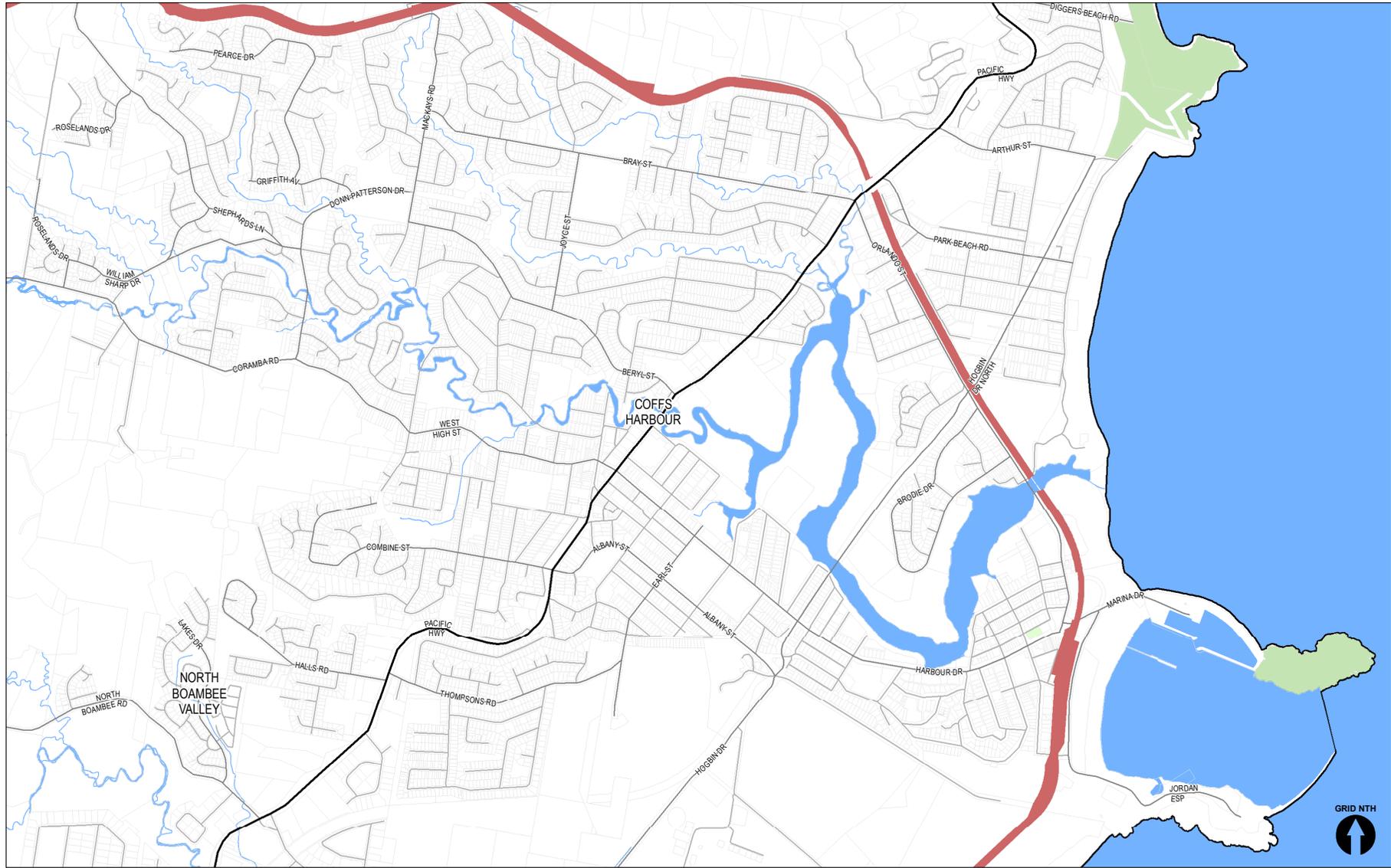
Our community has made it clear that we must preserve and enhance our unique coastal lifestyle now and for generations to come. The MyCoffs Community Strategic Plan is the essential first step in that ongoing journey into the future.



Proudly supporting MyCOFFS
shaping Coffs Harbour's future

<http://www.coffsharbour.nsw.gov.au/coffs-and-council/running-council/Documents/Minutes%20and%20Agendas/SC17.17%20-%20ATT1%20Draft%20Coffs%20Harbour%20Community%20Strategic%20Plan.pdf>

APPENDIX 3 – COFFS CITY CENTRE MAP



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**Coffs Harbour City Centre
Coffs Harbour Local Government Area**
This map produced by GIS Section
Coffs Harbour City Council
Creation Date: 10/05/2016

- Roads
- Main Roads
- Pacific Highway
- Property Boundaries
- Railway
- Rivers/ Creeks
- State Forests
- National Parks

SCALE@A4 1:25000
0 125 250 500 750
Metres
Coordinate System: GDA 1994 MGA Zone 56
Projection: Transverse Mercator
Datum: GDA 1994



APPENDIX 4 – VISITATION STATISTICS – COFFS COAST

Coffs Harbour LGA

International Overnight Visitors	Year ending Jun 2015	Year ending Jun 2016	YOY Change
Visitors (000)	79.7	75.2	-5.6%
Visitor nights (000)	615.7	598.6	-2.8%
Expenditure (\$M)	35.9	32.8	-8.7%

Domestic Overnight Visitors	Year ending Jun 2015	Year ending Jun 2016	YOY Change
Visitors (000)	673.3	778.0	15.6%
Visitor nights (000)	2,180.9	2,642.2	21.1%
Expenditure (\$M)	317.9	358.9	12.9%

Daytrip Visitors	Year ending Jun 2015	Year ending Jun 2016	YOY Change
Visitors (000)	829.8	861.9	3.9%
Expenditure (\$M)	94.2	94.0	-0.2%

Total Domestic & International Visitors	Year ending Jun 2015	Year ending Jun 2016	YOY Change
Visitors (000)	1,582.7	1,715.1	8.4%
Visitor nights (000)	2,796.6	3,240.8	15.9%
Expenditure (\$M)	448.1	485.7	8.4%

Statistics for Coffs Harbour City Council for YE June 2015 and YE June 2016
Source: IVS and NVS (TRA)

APPENDIX 5 – 2016 EVENTS CALENDAR

Indicative List of Significant Events on the Coffs Coast. Some smaller and community events not included.

Event	Theme
July 2016	
Sawtell Chilli Festival	Arts/Cultural
FFA National Youth Championships - Girls	Sport
Naidoc week	Arts/Cultural
Australian Surf Festival	Sport
Bellingen Music Festival	Arts/Cultural
Rotary Cartoon Awards	Arts/Cultural
August 2016	
Australian Surf Festival	Sport
Coffs Coast Cycle Challenge	Sport
Gold Cup Race Day	Sport
Short Sharp Film Festival	Arts/Culture
Fuelarama - Off Shore Superboats	Sport
September 2016	
Coffs Harbour Running Festival	Sport
International Buskers Festival	Arts/Culture
Nth NSW Football Girls State Championships	Sport
Woolgoolga Curryfest	Food
Taste Woolgoolga	Food
October 2016	
Adventurethon	Sport
Wahu Surfer Groms Comp	Sport
National Junior OzTag	Sport
November 2016	
Living Coast Festival	Arts
Australian Senior OzTag Championships	Sport
Kennards Hire Rally Australia - World Rally Championship	Sport
Commonwealth Bank Women's International Cricket Series	Sport
December 2016	
Coffs Jetty Carnival	Community
Coffs Coast Christmas Carols	Community

EMSLA Exhibition	Arts/Culture
Sydney 6'ers trial match	Sport
New Year's Eve Fireworks	Community
January 2017	
Screenwave International Film Festival	Arts/Culture
Music in the Vines	Arts/Culture
A-League/W-League Double Header	Sport
Saltwater/Freshwater Festival	Arts/Culture
Australia Day Celebrations	Community
Motocross	Sport
February 2017	
Cinema Under the Stars	Community
Sydney Swans training Camp	Sport
OzTag NSW Junior State Cup	Sport
JLT AFL Sydney Swans vs Nth Melbourne	Sport
Taste Woolgoolga	Food
March 2017	
Ella 7's Indigenous Rugby Union Tournament	Sport
BCU Coffs Triathlon	Sport
National Touch League	Sport
Harmony Festival	Arts/Culture
NSW OzTag Senior Cup	Sport
April 2017	
Coffs Ocean Swim	Sport
Easter Fishing Classic	Sport
Bikes and Bulls Rodeo	Sport
Billabong Oz Grom Cup	Sport
May 2017	
Japanese Children's Festival	Arts/Culture
Bald Archy Exhibition	Arts/Culture
Coffs Harbour Show	Community
June 2017	
Dave Irvine Memorial Snapper Classic	Sport
Nth NSW Football Boys State Championships	Sport

Orara Valley Fair	Community
Coffs Coast Charity Walk	Sport
NTRA State of Origin	Sport



Coffs Harbour Events Strategy 2020

Attachment 1

June 2016



strategic planning approach

The strategic planning approach discussed in the 2009 ES remains largely valid today, and is reiterated below. With the recent implementation of the new City Prosperity Group structure, Council is now well placed to deliver on this approach:

Developing a successful event portfolio is a complex task and cannot be undertaken in a one - purpose strategy. In particular, a strategy that is imposed on the event community will not work. Successful regional events such as the Tamworth Country Music Festival, Tropfest, Sculpture by the Sea, all the way up to the Olympics, were started by enthusiasts. These events grew due to the unflinching passion of the organisers and their foresight to meet ever changing visitor expectations over time to create and deliver memorable event experiences.

One of the aims of this strategy is to support this enthusiasm to enable events to launch, develop, grow and succeed.

Successful festivals and most other events cannot be run on a nine-to-five basis. They are projects that have a high input of creativity, innovation, flexibility and decision making. Innovation is also essential to marketing and sponsorship. A seemingly simple community festival, such as the Curry Festival, is in fact, a complex recipe of decisions, goodwill and commitment to succeed. It cannot be captured by an imposed bureaucratic process. The *draft Coffs Harbour Events Strategy 2020* must support these events without diminishing the passion and creativity necessary for event success.

The conditions necessary for success in the implementation of an events strategy are:

1. **Council and Councillors' support.** The parts of Council that provide the supporting functions to events need to understand and appreciate the importance of events to the region. Events and an event program requires a 'chain' of support and if one link is broken then the event as a whole cannot be of benefit to the region.
2. **The Strategy must be incremental in approach.** There is no big solution. Events are complex involving a host of stakeholders. To expect any major change to occur is unrealistic. Small changes have been made and more are already underway and this strategy will guide Council through many more.
3. **The Strategy must include recommendations for ongoing training, for the event organisers and the staff at Council who are involved in events.** Competency must be raised at the same time as events are developed. This must be shared with other stakeholders through capacity building.
4. **The Strategy depends on the experience, skills and attitude of the Council's events staff.** Events are a specialised form of a project. They require project portfolio skills, risk and procurement management to create a viable program, as well as a great deal of 'people skills'. Council now have the right mix of practical event experience and knowledge of the industry with a passion for events and best practice.

By increasing the capacity of the region to hold events, increasing the competency of the people to run events, it in turn drives more visitation, tourism and investment, delivering a consistent and continually increasing economic and socio-cultural value back to the community

2. Event Types

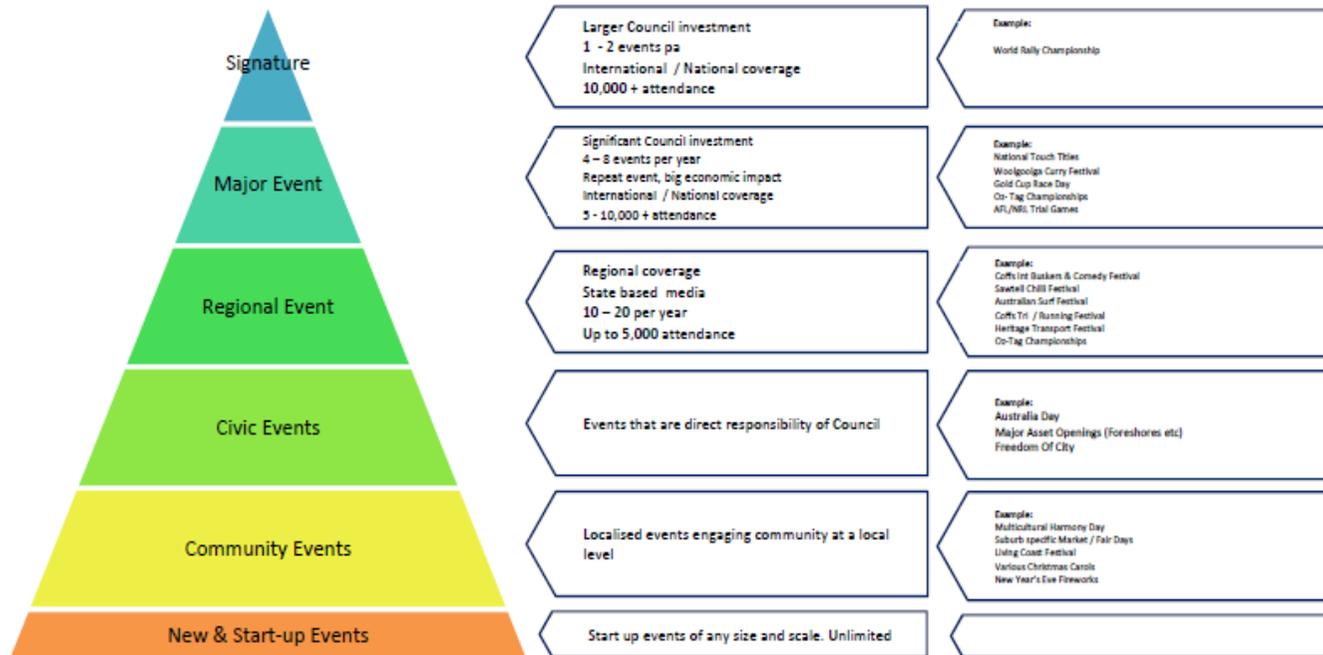
Creating Event Types will assist in identifying the size and scale of an event, regardless of whether it is a spectator event or participant event. Ultimately this creates a hierarchy of priority for Council support and focus.

It must be noted that some events may not fit directly into these definitions.

Signature Events	Signature Events become so identified with the character and culture of an area, the event name becomes synonymous with the place or region. They have the potential to attract high tourism levels from people outside the region including interstate and international visitors. Generally Signature Events will occur annually or biannually, and will attract significant media exposure.
Major Events	A major event is typically a repeat event that attracts or has the potential to attract, significant visitor numbers, media coverage and creates economic benefit. They can develop from community events as a result of their growth.
Regional Events	A regional event is an event that attracts or has potential to attract large to significant visitor numbers, drawing largely from the immediate area and from within the state. They have the potential to develop into major events over time.
Community or Local Events	A community event is directed at the local community with a local audience. It is staged for reasons of community participation and enjoyment. They can attract large and small audiences.
Civic Events	A Civic Event is a direct Council function, which involves guests of honour and invited guests. Generally local governments will deliver many of the same Civic Events such as Australia Day and Citizenship Ceremonies, as well as unique civic functions.
New & start-up Events	New and Start-Up events can be of any size and scale, whereby Council can determine anticipated benefits and provide relevant level of resource, expertise and potentially funding.

In utilising these Event Types, an Event Pyramid is a helpful tool to provide strategic direction on the volume and different types of events that Council wants to attract and retain.

The below diagram illustrates both how this is applied, and an example of how some of the current Coffs Harbour events would be represented.



destination marketing

7.0 Events and Festivals

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

Events and festivals are recognised as a major catalyst for regional visitation. They provide numerous opportunities and benefits for individual businesses, communities and the destination region, including increased visitation and expenditure, reduced seasonality, repeat visitation and stronger regional awareness. They can also provide the stimulus for additional infrastructure development and build community pride⁹. In addition, sports tourism is internationally recognised as a substantial and highly desirable niche market segment for regional areas given that there are a number of opportunities for visitors to participate in tourism activities not connected with sport¹⁰.

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

CHCC's Stadium and Major Events team play a significant leadership role in bidding for sports tourism events and the management of key event infrastructure and facilities. In order for Coffs Harbour to retain its competitive position and build on its existing sports tourism events portfolio, it will be important that Council adopts a strategic approach to identify opportunities to: attract and bid for key sports tourism events, public and private investment for new regional sporting infrastructure and facilities, and increase visitor dispersal across the Coffs Coast.

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

7.0 Events and Festivals cont.

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

Best Practice Example: The Port Fairy Folk Festival, Victoria

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

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

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

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

APPENDIX 7 – COFFS COAST TOURISM STRATEGIC PLAN 2020 (EXCERPT)

7.0 Events and Festivals cont.

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

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

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

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

7.0 Events and Festivals cont.

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

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

strategic focus & outcomes

To effectively develop a diverse event program that meets the needs of the people of Coffs Harbour and the objectives of Council, the following strategic focus and outcomes have been identified. Four of the five focus areas remain valid from the 2009 ES and have been modified to suit current market conditions, and a new focus area has been introduced; Align Council Strategies.



COFFS HARBOUR REGIONAL AIRPORT
 Issue 36 • www.transmanmediagroup.com AIRPORT MAGAZINE

Coffs Buskers & Comedy Fest
 ALL THE EVENT INFO

Icehouse
 IVA DAVIES SITS DOWN FOR A CHAT

Spring into Spring
 FITNESS TIPS TO GET YOU STARTED

World Rally Championship
 COMES TO COFFS COAST

I'M FREE TAKE ME WITH YOU

COFFS COAST NSW
rally AUSTRALIA
 KENNARDS HIRE

page 08

page 16

Photo courtesy of FulltimePhotography

page 26

WELCOME TO COFFS HARBOUR AIRPORT



It will be school holidays very soon, which is another busy time at Coffs Harbour Airport. Some families will be heading off to reunite with friends and relatives, others will be travelling to their favourite holiday spots for well-earned rest and relaxation, while others will go forth on adventures to new and exciting destinations. There will also be many families arriving to enjoy our natural and man-made attractions festivals and events, including the annual Coffs Harbour Comedy and Buskers Festival.

The festival, now in its 10th year, will bring national and international street performers to venues and locations around the city to entertain us with a mix of acrobatic feats, comedy, dancing, magic and dare devil acts. It promises to be seven days of outstanding entertainment for children and adults, so be sure to catch one or more of these shows, which will commence from 25 September. All details on this can be found on the inside pages of this issue.

Next on the Coffs Coast calendar and another busy time at the airport will be when the Kennards Hire Australian Rally Championship is held in November. Teams of drivers, officials and fans will arrive for four days of world-class motorsport extravaganza. This year, a Rally highlight will be the Friday and Saturday evening super special stages along the Jetty Foreshore in Coffs Harbour. From the grandstand and other elevated vantage points you will be able to watch and cheer drivers as they negotiate the challenging 12 kilometre waterfront course. Over the three days of daytime rallying there will be nine spectator points where enthusiasts can catch all the action up close. In addition to bringing the many Rally teams and fans to the region helping stimulate the economy, the event is also broadcast to an audience of over 50 million people around the globe, further promoting the many visitor attractions of New South Wales and Coffs Coast.

Speaking of promotions, in this issue we have a story on the delights of Brisbane, with flights to and from the Queensland capital now operating from Coffs Harbour Airport, the journey to our northern neighbour is quick and convenient. So, if considering a trip to the big city for a show, shopping, leisure or business, Fly Corporate can take you there and back.

With all this activity taking place, the use of Coffs Harbour Airport facilities by people and planes is increasing daily. To ensure we are able to satisfy the needs of all airport users, improvements to the terminal and aircraft parking apron will soon commence. The works schedule will soon be finalised and then detailed in the next issue of the magazine to keep you informed of these changes.

Finally, we hope to soon announce the introduction of another new direct flight service, creating yet another air link to Coffs Coast – stay tuned for more on this latest initiative. And now, please enjoy your spring edition of Coffs Harbour Airport Magazine.

Dennis Martin
 Airport Manager

The COFFS COAST Advocate



Finals time for National Touch League

STORY Published: 11 Mar 2017

IT'S the business end of the National Touch League.

- C.EX COFFS INTERNATIONAL STADIUM
- COFFS HARBOUR
- COFFS HARBOUR INTERNATIONAL STADIUM
- NATIONAL TOUCH LEAGUE
- NTL
- TOUCH FOOTBALL
- TOUCH FOOTBALL AUSTRALIA



NTL - Mens Elite Eight

GALLERY Published: 8 Mar 2017

The National Touch League started at C.ex Coffs International Stadium today and the Elite Eight open mens competition...

- C.EX COFFS INTERNATIONAL STADIUM
- COFFS HARBOUR
- NATIONAL TOUCH LEAGUE
- TOUCH FOOTBALL
- TOUCH FOOTBALL AUSTRALIA



NTL - Elite Eights open women

GALLERY Published: 9 Mar 2017

The girls produced some scintillating touch football during their Elite Eight open matches in the National Touch League...

- C.EX COFFS INTERNATIONAL STADIUM
- COFFS HARBOUR
- COFFS HARBOUR INTERNATIONAL STADIUM
- NATIONAL TOUCH LEAGUE
- NTL
- TOUCH FOOTBALL
- TOUCH FOOTBALL AUSTRALIA



Now into its 21st year, NTL in a league of its own

STORY Published: 8 Mar 2017

THE on-field speed of the players and ball movement in the National Touch League is so fast that if you blink you just...

- C.EX COFFS INTERNATIONAL STADIUM
- COFFS COAST SPORT AND LEISURE PARK
- COFFS HARBOUR
- COFFS HARBOUR INTERNATIONAL STADIUM
- ELITE EIGHTS SERIES
- NATIONAL TOUCH LEAGUE
- TOUCH FOOTBALL
- TOUCH FOOTBALL AUSTRALIA



League's generation next on show at NTL

STORY Published: 8 Mar 2017

THE National Touch League is becoming an exercise in spotting the next generation of rugby league stars.

- C.EX COFFS INTERNATIONAL STADIUM
- COFFS HARBOUR
- COLM MAGUIRE
- NATIONAL TOUCH LEAGUE
- NTL
- TOUCH FOOTBALL
- TOUCH FOOTBALL AUSTRALIA

APPENDIX 11 – MEDIA SUPPORT – ABC RADIO

 **ABC Coffs Coast** added 4 new photos. Like Page
January 27 · 🌐

Yesterday's [Saltwater Freshwater Festival](#) in [Coffs Harbour](#) was well attended, despite the frequent downpours.

The event was buzzing through the morning, and although heavy rain hit at around midday, crowds re-grouped to form an audience for the festival's headliner, acclaimed Indigenous musician Archie Roach.

He performed alongside fellow Indigenous musician Nancy Bates, and spoke about the importance of bringing Aboriginal cultures together.

"Freshwater is one story, Saltwater is another story," he said.

"What we should be talking about today is them two stories meeting."

As well as musical performances, the festival featured storytelling, art exhibitions, food stalls and a reptile show.



👍❤️ 80 2 Comments 1 Share 



THE 7TH ANNUAL COFFS COAST CYCLE CHALLENGE, SPONSORED BY NAB AND ORGANISED BY THE COFFS CITY ROTARY CLUB, WILL BE HELD SATURDAY 13TH AND SUNDAY 14TH AUGUST.



7TH ANNUAL COFFS COAST CYCLE CHALLENGE

“The main prizes include a bike valued at \$4,000 from local cycle shop Bob Wallis Cycles and a cycling holiday for two people valued at \$4,500 and donated by SpiceRoads Cycle Tours.”

More than 800 riders participated in 2014 and 2015, and organisers are hoping to get 1,000 riders this year. And with distances ranging from 100 km right down to 10 km, there is a ride to suit every age and ability.

Ride Director Graham Lockett said, “While this is a community event for local riders, it now attracts many riders from far afield. Last year there were riders from 119 postcodes across four states. We start the weekend festival with the HQB Hill Climb at Coramba on Saturday afternoon, which is a 13 km time trial up Eastern Dorrigo Way. Riders will be competing for King and Queen of the Mountain jerseys and age category best times. This is a great event, and we hope to see up to 100 riders on the mountain this year.”

However, the main rides are held on Sunday, where cyclists can enjoy rides of 100 km, 60 km, 40 km, 20 km and 10 km. The stronger and more competitive cyclists usually fill the 100 and 60 km rides, while the lesser distance rides cater for recreational riders, families, riders with a disability and elderly riders using their electric bikes. Coffs City Rotary are particularly proud to include a category for riders with a disability again this year, with these riders now able to enter the 10 km and 20 km rides.

And to motivate riders this year there will be over \$12,000 in prizes, with winners drawn from the barrel at a presentation following the Sunday rides. The main prizes include a bike valued at

\$4,000 from local cycle shop Bob Wallis Cycles and a cycling holiday for two people valued at \$4,500 and donated by SpiceRoads Cycle Tours.

An initiative for this year’s Challenge is the inclusion of a schools’ team event, with organisers offering a \$250 cash prize to the school with the greatest number of riders per school population. Bishop Druitt College is already recruiting teachers, parents and students to join their school team.

All routes this year start at Geoff King Motors oval on Hogbin Drive and move south through Sawtell, then onto Bonville, to Raleigh via Pine Creek Way and for the 100 km riders to Bellingen and back. The family 10 km ride will be along the cycle path on Hogbin Drive and Christmas Bells Road.

Volunteer organisations from across the Coffs Coast will be assisting with the huge range of tasks needed to keep riders safe over the weekend. Local Lions and Rotary Clubs, Scout groups and school P & Cs are some of the groups to help this year’s Challenge.

A fabulous event jersey has been designed by local sports manufacturers Wear It, and it has already proven a hit with early bird entrants.

To read more, or to enter, the 2016 Coffs Coast Cycle Challenge, please go to www.coffscostcyclechallenge.com or contact Event Manager Judy Smith on manager@coffscostcyclechallenge.com



THE WAVE RICH COFFS HARBOUR REGION WILL AGAIN PLAY HOST TO THE BIGGEST GATHERING OF SURFERS IN THE COUNTRY WHEN THE 2016 AUSTRALIAN SURF FESTIVAL IS HELD FROM JULY 29 - AUGUST 15.

National titles will be decided in Open Surf Masters, Longboard, Logger and bodyboard divisions. Member for Coffs Harbour, Andrew Fraser, said the event promises to provide a boost to the local visitor economy.

“The Australian Surf Festival is one of the highlights on the Coffs Harbour events calendar, and is supported by the NSW Government through its tourism and major events agency, Destination NSW. This year’s event promises to be bigger and better than ever, attracting thousands of visitors to the region and providing a boost to local hotels, restaurants, businesses and attractions. We’ve got the best beaches in Australia right here in Coffs Harbour, and I encourage surfers and surfing fans to come along and get involved.”

Many of Australia’s best surfers are expected to compete alongside reigning Australian Open Longboard Champion and Coffs Harbour local Paul Scholten, who is looking forward to defending his Australian title in his own backyard.

“Winning an Open Australian Title on home turf is one of the most memorable experiences of my life,” says Scholten. “I can’t wait for the event to return to the Coffs region and see some of the best surfers from all around Australia try and claim themselves a title.”

Coffs Harbour City Council Mayor Denise Knight said the region was the ideal location to host the festival.

“Hosting a prestigious surf event in the region really highlights the natural beauty of the area and its beaches,” said Knight. “The Coffs region is all about surfing and having fun in the ocean, which is why I’m really looking forward to seeing the event return in August.”

Coffs Harbour is home to a number of great beach break options that work in a variety of

wind and swell conditions. The event is fully mobile in the Coffs Harbour region with numerous beach break options which include Park Beach, Macaulays Beach, Diggers Beach, Jetty Beach, Gallows, Arrawarra Beach, Mulloway Beach, Woolgoolga Beach, Emerald Beach and Sapphire Beach.

The official opening ceremony will be held on July 29 at the Hoey Moey, 84 Ocean Parade, Coffs Harbour.

The Hoey Moey will serve as the social hub for the 2016 Australian Surf Festival and will host a large range of presentations and opening ceremonies.

In more great news for the festival, NRMA Darlington Beach Holiday Park has come on board as the official accommodation venue.

NRMA Holiday Parks will be a support partner to the festival and have also taken naming rights to the Australian Longboard Titles.

Australian Surf Festival - Coffs Harbour, NSW - July 29 - 15 August 2016.
- Opening Ceremony - July 29.
- Australian Surfmasters Titles - July 30 - August 3.
- Australian Longboard Titles - August 3 - 11.

- Australian Logger Titles - August 8 - 11.
- Australian Bodyboard Titles - August 11 - 15.

The 2016 Australian Surf Festival is proudly supported by the NSW Government through its tourism and major events agency, Destination NSW. The event is also proudly supported by Coffs Harbour City Council, Coffs Coast Tourism, NRMA Darlington Beach Holiday Park, The Hoey Moey, Nikon, Toyota, Pacific Longboarder, NBN, Surfing Australia and Surfing NSW.

For more information, please visit: www.australiansurfestival.com

ANNUAL BENDIGO BANK Running Festival

COFFS HARBOUR'S ANNUAL BENDIGO BANK RUNNING FESTIVAL IS FAST APPROACHING. THE UNIQUE 'OFF-ROAD' RUNNING EVENT ON SUNDAY 4TH SEPTEMBER IS NOW IN ITS SIXTH YEAR AND IS ONE OF THE COFFS COAST'S LARGEST HOME-GROWN SPORTING EVENTS.

Last year's festival attracted over 1,500 participants, taking part in the half marathon, 10 km fun run, 5 km run/walk and the 3 km family run/walk, and organisers are expecting record numbers again this year.

The event attracts all ages and abilities, from grandparents pushing babies in prams, to elite athletes and everyone in between. Organisers emphasise that it's all about participation and having fun.

Held on a bush trail on the picturesque Coffs Creek Walkway, all events start and finish at the Coffs Harbour Showground and meander along the banks of the Coffs Creek through forests of mangrove, casuarina and paperbark to the ocean and back. Runners pass some of the city's most popular attractions, including Dolphin Marine Magic, Park Beach and the scenic Botanic Gardens.

The success of Coffs Harbour's Bendigo Bank Running Festival has been recognised by Destination NSW, naming it as a Regional Flagship Event for the third consecutive year. Organisers

were thrilled to receive the Flagship funding again and are aiming to attract participants from all over the state to experience the unique course and all that is on offer on the Coffs Coast.

After missing last year's event, Steve Moneghetti is returning as the 2016 event ambassador. Race Director Mick Maley said, “We are thrilled to welcome Steve back to the Coffs Coast. He loves the course and is such an enthusiastic competitor and always up for a chat with the other runners.”

The Coffs Harbour Running Festival is excited to announce a new incentive for the 2016 event, the Doctor on Duty Schools Challenge, with cash prizes for the schools with the highest number of participants to spend on sporting equipment.

The aim of the Doctor on Duty Schools Challenge is to encourage participation across the region from local school children. “We want to get the kids off the couch and outdoors doing something healthy in their local community,” said Mick. “The more students who participate, the more chance their school has of winning.”

The Bendigo Bank Coffs Harbour Running



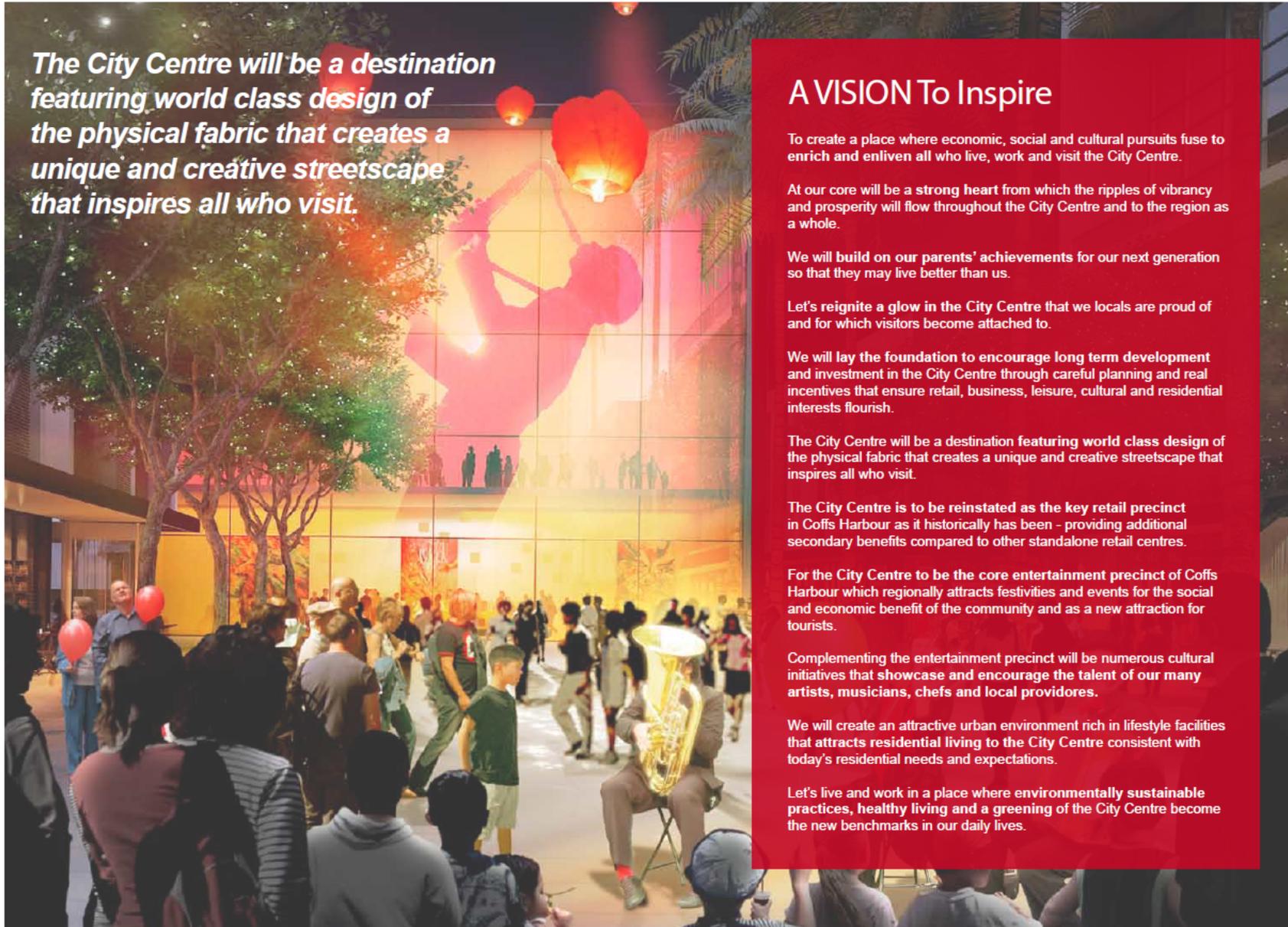
Festival is on Father's Day, and organisers encourage participants to come and enjoy a run or walk with their families. “It's a great way to work up an appetite for a Father's Day lunch, and we also have special prizes for the dads who take part with their kids,” said Mick.

The event raises money for local children's charities and has donated over \$130,000 back to the local community since the inaugural event in 2011. Life Education, Coffs Coast Autism, Camp Quality and Early Connectors are among the charities that will benefit again this year.

The 2016 Bendigo Bank Coffs Harbour Running Festival is on Sunday, 4th September starting from the Coffs Harbour Showground. For more information or to enter, go to www.villagesports.com.au



COFFS HARBOUR CITY CENTRE MASTERPLAN 2031



The City Centre will be a destination featuring world class design of the physical fabric that creates a unique and creative streetscape that inspires all who visit.

A VISION To Inspire

To create a place where economic, social and cultural pursuits fuse to enrich and enliven all who live, work and visit the City Centre.

At our core will be a strong heart from which the ripples of vibrancy and prosperity will flow throughout the City Centre and to the region as a whole.

We will build on our parents' achievements for our next generation so that they may live better than us.

Let's reignite a glow in the City Centre that we locals are proud of and for which visitors become attached to.

We will lay the foundation to encourage long term development and investment in the City Centre through careful planning and real incentives that ensure retail, business, leisure, cultural and residential interests flourish.

The City Centre will be a destination featuring world class design of the physical fabric that creates a unique and creative streetscape that inspires all who visit.

The City Centre is to be reinstated as the key retail precinct in Coffs Harbour as it historically has been - providing additional secondary benefits compared to other standalone retail centres.

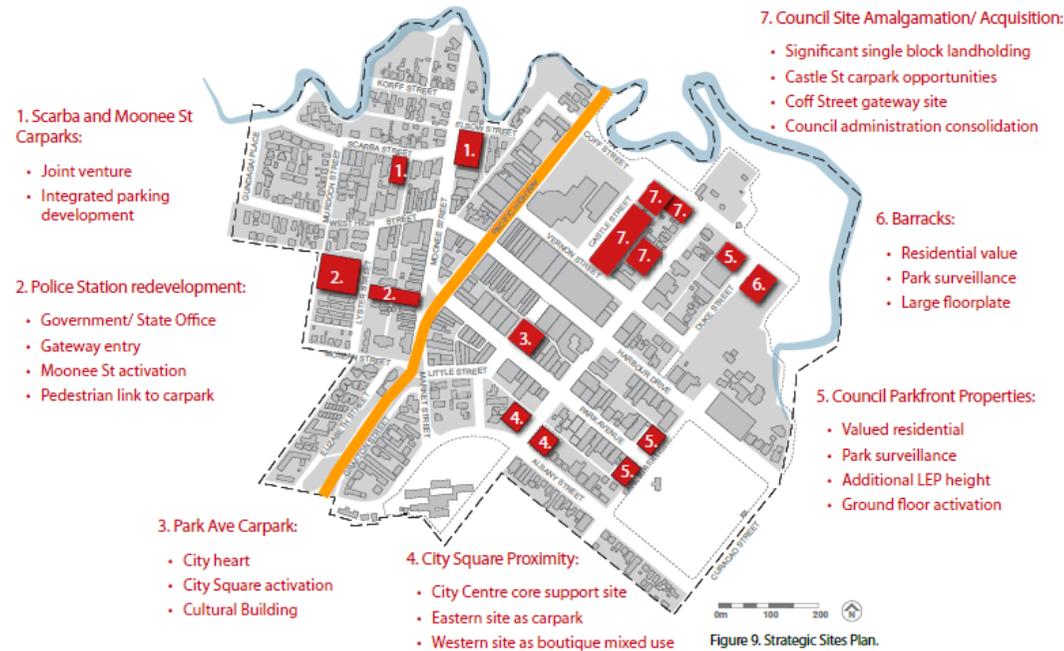
For the City Centre to be the core entertainment precinct of Coffs Harbour which regionally attracts festivities and events for the social and economic benefit of the community and as a new attraction for tourists.

Complementing the entertainment precinct will be numerous cultural initiatives that showcase and encourage the talent of our many artists, musicians, chefs and local providers.

We will create an attractive urban environment rich in lifestyle facilities that attracts residential living to the City Centre consistent with today's residential needs and expectations.

Let's live and work in a place where environmentally sustainable practices, healthy living and a greening of the City Centre become the new benchmarks in our daily lives.

APPENDIX 13 – COFFS HARBOUR CITY CENTRE MASTER PLAN, EXCERPT



Innovative development principles for consideration.

Strategy: Strategic Sites (S-SS)

Principle: The identification of strategic sites for future redevelopment opportunities within a City Centre is critical to establishing a framework for investment, growth and evolution of a City Centre consistent with an established Vision.

Finding: There are a number of sites within the City Centre that could contribute to the realisation of the City Centre Masterplan 2031 as part of future redevelopment.

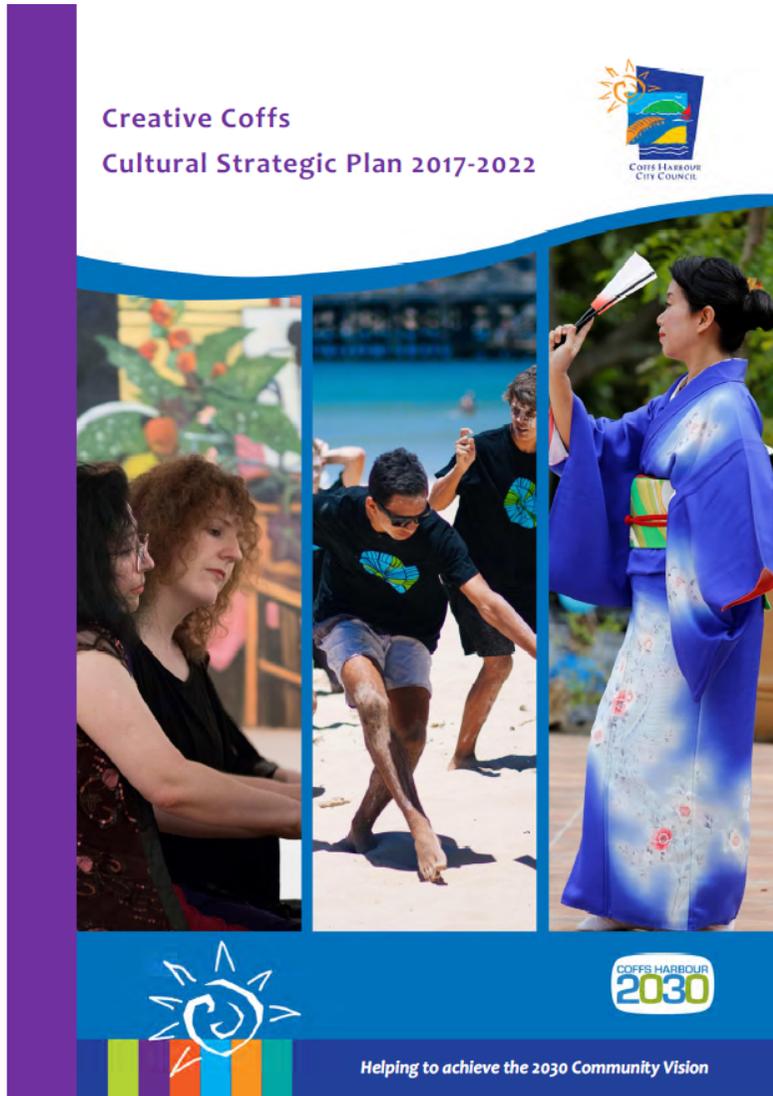
Benefits:

- To re- brand the City Centre as a modern retail, commercial and cultural hub;
- To offer inner- city residential apartment living as part of mixed use development that will contribute to safety through passive surveillance;
- To leverage off of the public domain improvements within this Masterplan to promote redevelopment;
- To establish a partnership between Council and private developers to deliver integrated parking solutions;
- To identify joint venture opportunities for Council; and
- To contribute revenue to Council for long term community projects.

Projects:

Cost:

Prepare a Redevelopment Strategy.	N/A
Adopt and apply development incentives to ensure the City Centre Vision is realised.	N/A
Explore opportunities for public/ private partnerships to realise best practice design outcomes.	N/A
Consider Moonee and Lyster St carparks as integrated carparking and joint venture opportunities.	N/A
Consider redevelopment of the Police Station site for Government/ State Office use.	N/A



Appendix 14 - Coffs Harbour Cultural Strategic Plan 2017 - 2022 (excerpt)

Goals	Council position statement and strategic priorities	Strategies	Council role Enabler, Leader, Host, Customer, Funder, Advocate, Partner, Provider	Y 1	Y 2	Y 3	Y 4	Y 5	Partnerships	Outcomes of investment in cultural activities – CDM Cultural, social, civic, economic, environmental (built and natural) outcomes.	Performance indicators	Source of performance information
				X	X	X	X	X	Coffs Coast Creative Industries Network, Destination Coffs Coast, Arts Mid North Coast	Cultural benefits: new knowledge, ideas and insights. Economic benefits: individual and community economic benefit including visitor expenditure	Cultural tourism initiatives with a focus on art/environment linkages, heritage and Aboriginal cultural assets.	Capacity building programs initiated or sustained
		4.3 Develop increased capabilities throughout the sector in relation to product, business development and promotion, in particular in relation to cultural tourism.	Partner Advocate Provider	X	X	X	X	X	SGLI, TAFE, Arts Mid North Coast, Arts Health, Coffs Harbour Regional Conservatorium	Cultural benefits: new knowledge, ideas and insights Economic benefits: individual and community economic benefit including visitor expenditure	Number and type of artworks/artefacts available in the Coffs Harbour LGA	
		4.4 Support the areas of art and access to education and tertiary qualifications in the discipline of arts and health, which uses the arts to improve health and wellbeing, prevent disease and enhance health care experiences for patients and their families.	Partner Advocate	X								
		4.5 Establish and promote a "one-stop event shop" in Council for advice and support to achieve best practice for events and festivals, including the provision of resources and toolkits.	Provider	X					Festival and event organisers, Stadium & Major Events Section	Economic benefits: individual and community economic benefit, reduction in unproductive costs	Establishment of an events "one-stop shop" and promotion of resources. Improved satisfaction with processes	Website views and downloads of kits. Feedback and surveys from event focus group meetings held.



coffscoast.com

Bellingen • Coffs Harbour