

Profile of Coffs Harbour

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

With a population of 71,000, the city encompasses a total area of 1,174 square kilometres of land stretching from Red Rock south to Bundagen and west past Brooklana and Lowanna.

The traditional home of the Gumbaynggirr people, Coffs Harbour was opened up by European settlers in the second half of the nineteenth century.

The humble agricultural centre has since evolved into a vibrant, coastal city with an expanding economy based on tourism, retail, 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.

Highly valued as a place to live and a popular holiday destination, it continues to attract people seeking a lifestyle change or place to retire. The expected population for the Local Government Area is 100,000 by the year 2030. The Coffs Harbour Community Strategic Plan is reflective of the needs of a diverse, growing regional city.



Overview

The Coffs Harbour 2030 Plan is a plan for the future of the whole of the Coffs Harbour community. The original plan was developed in 2009 through a series of community forums and consultation and has set the direction for the community and Council since its inception.

In order to ensure the Coffs Harbour 2030 Plan – or Community Strategic Plan (CSP) - maintains its relevance, the NSW Government requires Council to review its CSP every four years, following the election of a new Council.

The review following the 2012 election resulted in a number of key changes to the document designed at making the document easier to understand:

- The Outcome level in the original document has been removed. The text for the Outcomes has been included in a vision statement supporting the relevant Theme. This simplifies the structure of the Community Strategic Plan (the three-tier structure is the most common model used by NSW councils);
- The 2030 Community Indicators have been incorporated into the document according to Theme, highlighting how we propose to measure performance against the Community Strategic Plan; and
- Objectives and Strategies have been simplified and duplications removed to make their strategic aim and language clearer.

While Coffs Harbour City Council is the custodian of the CSP and the only stakeholder required to report on the progress towards achieving the vision of each Theme, it is important to remember that - without the contribution of the other stakeholders identified in the CSP - it will be difficult to achieve the future we want for Coffs Harbour.

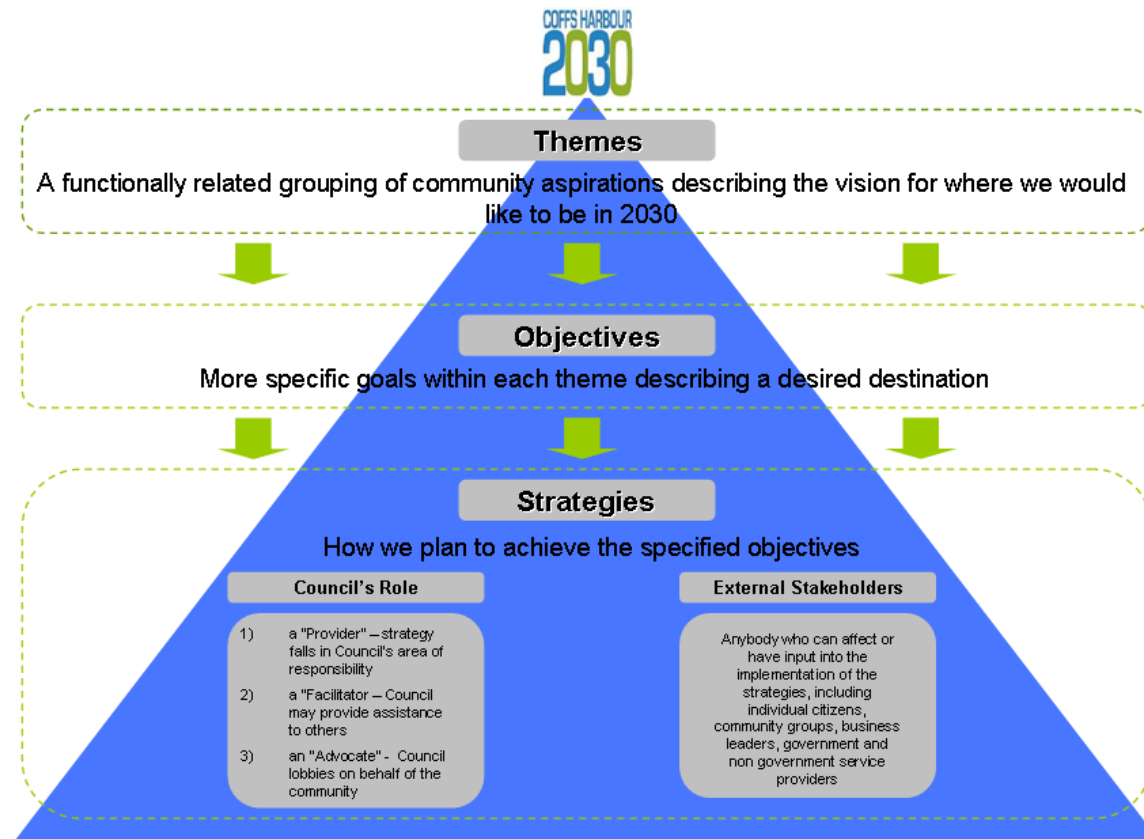
Coffs Harbour City Council's own Delivery Program and Operational plan are the management documents to explain the services and projects that are being delivered as we work towards the goals of the Coffs Harbour 2030 Plan. These documents are available on Council's website – www.coffsharbour.nsw.gov.au

How to Read the Community Strategic Plan

The Plan is broken into five key themes which were identified and adopted by the community during the development of the original 2030 Plan. The five themes are:

- Learning and Prospering;
- Looking after our Community;
- Looking after our Environment;
- Moving Around; and
- Places for Living.

Each Theme contains a number of different levels of actions which are explained in the following diagram.



Community Indicators

An indicator is something that helps us understand where we are, where we are going and how far we are from where we want to be. Indicators may not definitively tell us exactly how we are progressing, rather they indicate to us whether we are progressing in the direction we want to be going. A good indicator should help alert us to a problem before it gets too bad and help us to recognise what needs to be done to fix the problem.

The inclusion of Community Indicators for each Theme shows how we intend to measure our progress as a community in achieving the objectives of the Strategic Plan. Council is committed to the implementation of the 2030 Plan and to assisting others within the community to align their actions with those identified in the Plan. The Community Sustainability Indicators can help both Council and the community to see where we are making inroads and where we need to focus more energy.

Every four years Council is required to prepare a progress report on the achievement of the 2030 objectives. The community indicators will be an important source of data for the completion of this report which is tabled at the end of the term of each elected Council.

Coffs Harbour 2030 Context

Coffs Harbour 2030 is the community's strategic planning document for the future of Coffs Harbour, however this document cannot exist in isolation and must broadly align with the direction set for NSW and the Mid North Coast. Three key documents **NSW 2021**, **Mid North Coast Regional Strategy** and the **Mid North Coast Regional Action Plan** outline the direction at both a State and Regional Level. The following are links to these documents:

- [NSW 2021 State Plan](#)
- [Mid North Coast Regional Strategy](#)
- [Mid North Coast Regional Action Plan](#)

The five Themes around which Coffs Harbour 2030 is built all complement the strategic intent of both the State and Regional Plans.

Community Engagement

Community Engagement for the review of the Coffs Harbour 2030 Community Strategic Plan (CSP) was conducted in accordance with the CSP Community Engagement Strategy and the Integrated Planning and Reporting Legislation. The consultation process was designed to increase awareness and provide stakeholders with the opportunity to contribute and provide feedback on the proposed updates to Coffs Harbour 2030.

One of the most successful engagement initiatives was the 2030 photographic competition where the community was asked to provide photographs of what they loved about Coffs Harbour. We received over 160 entries these were narrowed down to three winning photographs by Luke Redward, Ken Sedgmen and Phil Coy.



External Stakeholders

For the purposes of Coffs Harbour 2030 “**Stakeholders**” are defined as anybody who can affect or have input into the implementation of the strategies identified within the Community Strategic Plan.

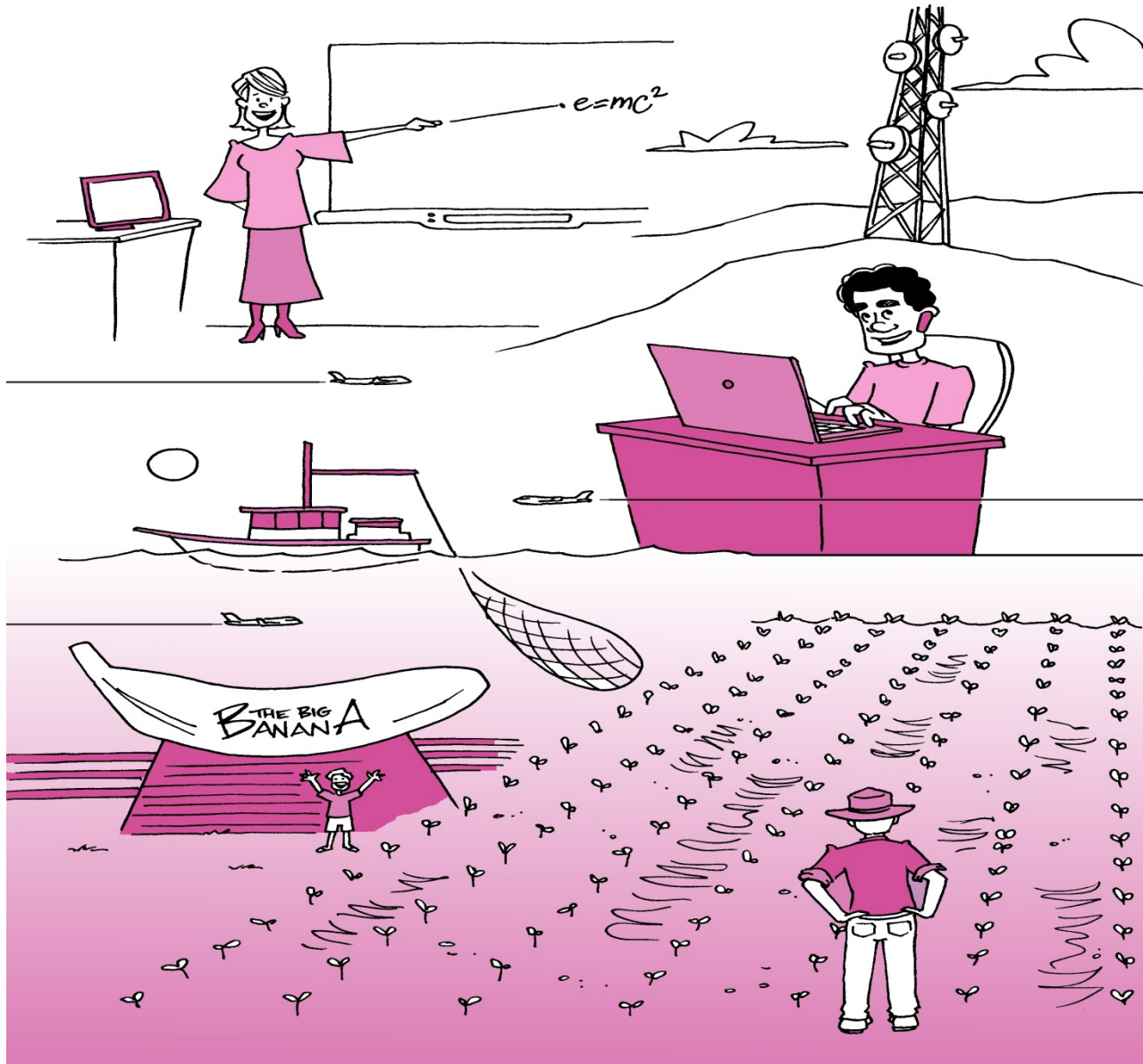
Coffs Harbour 2030 is a community document and as such the “**Community**” is understood to be a stakeholder in all strategies listed within the document. “**Community**” includes individuals within the Local Government Area as well as community networks, special-interest groups, volunteer and charity organisations and service clubs.

Acknowledgement

Coffs Harbour City Council would like to acknowledge local cartoonist Jules Faber for his contribution in creating the cover artwork and the individual theme artwork for the Community Strategic Plan.

Learning and Prospering

Attachment 1



Learning and Prospering

Vision - We are recognised as a model of sustainable business and industry with a strong and diverse local economy. We have a lively and diverse city centre. We have excellent education and lifelong learning opportunities that reflect our community values.

Objective - LP 1 Coffs Harbour is a regional centre for future-driven, innovative and green business and industry

Strategy	Role	External Stakeholders	
LP 1.1 Promote opportunities around renewable energy, sustainable tourism, sustainable agriculture and fisheries, local produce, creative and clean industries	<ul style="list-style-type: none"> •Provider •Facilitator •Advocate 	<ul style="list-style-type: none"> •Business Leaders •Chambers of Commerce 	<ul style="list-style-type: none"> •Manufacture Coffs Coast •Department of Trade and Investment, Regional Infrastructure and Services (NSW)
LP 1.2 Promote the Local Government Area as a lifestyle location for e-workers	<ul style="list-style-type: none"> •Facilitator 	<ul style="list-style-type: none"> •Educational Institutions •Business Leaders 	<ul style="list-style-type: none"> •Tourism Agencies
LP 1.3 Support innovation and leadership in sustainable business practices	<ul style="list-style-type: none"> •Facilitator •Advocate 	<ul style="list-style-type: none"> •Public Transport Providers •Business Leaders •Chambers of Commerce •Educational Institutions 	<ul style="list-style-type: none"> •Department of Trade and Investment, Regional Infrastructure and Services (NSW) •Roads and Maritime Services

Objective - LP 2 We have a strong and diverse economy

Strategy	Role	External Stakeholders	
LP 2.1 Maximise opportunities for workforce participation	<ul style="list-style-type: none"> •Facilitator •Advocate 	<ul style="list-style-type: none"> •Training and Education providers •Business leaders •Job Services Australia 	<ul style="list-style-type: none"> •Aboriginal service providers •Disability employment service providers
LP 2.2 Encourage the provision of facilities and services which attract, create and support career opportunities for young people	<ul style="list-style-type: none"> •Provider •Facilitator •Advocate 	<ul style="list-style-type: none"> •Educational Institutions •Young Achievement Australia •Department of Family and Community Services (NSW) 	<ul style="list-style-type: none"> •Community Service Providers •Business leaders •Department of Education and Communities (NSW)
LP 2.3 Develop and support sustainable village and rural enterprises and commercial ventures	<ul style="list-style-type: none"> •Provider •Facilitator •Advocate 	<ul style="list-style-type: none"> •Department of Trade and Investment, Regional Infrastructure and Services (NSW) •Business Leaders 	<ul style="list-style-type: none"> •Chambers of Commerce

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

Attachment 1

Strategy	Role	External Stakeholders	
LP 3.1 Establish and maintain a balanced mix of commercial and residential opportunities	<ul style="list-style-type: none"> •Provider •Facilitator •Advocate 	<ul style="list-style-type: none"> •Department of Planning and Infrastructure (NSW) •Chambers of Commerce •Community Housing 	<ul style="list-style-type: none"> •Tourism Agencies •Business Leaders •Department of Housing
LP 3.2 Develop the city centre as a social and cultural focus for Coffs Harbour	<ul style="list-style-type: none"> •Provider •Facilitator 	<ul style="list-style-type: none"> •Department of Planning and Infrastructure (NSW) •Chambers of Commerce •Arts Mid North Coast 	<ul style="list-style-type: none"> •Tourism Agencies •Business leaders •Arts and Cultural associations

Objective - LP 4 We are recognised as a model of sustainable living

Strategy	Role	External Stakeholders	
LP 4.1 Promote Sustainability programs and policies	<ul style="list-style-type: none"> •Provider •Facilitator 	<ul style="list-style-type: none"> •Educational Institutions •Department of Education and Communities (NSW) •Clarence Valley Council 	<ul style="list-style-type: none"> •Business Leaders •Chambers of Commerce •Nambucca Shire Council •Bellingen Shire Council

Objective - LP 5 We share the aspirations, knowledge, skills and history of all in our community

Strategy	Role	External Stakeholders	
LP 5.1 Promote and support a culture of lifelong learning	<ul style="list-style-type: none"> •Provider •Facilitator •Advocate 	<ul style="list-style-type: none"> •Educational Institutions •Department of Education and Communities (NSW) 	<ul style="list-style-type: none"> •NSW Aboriginal Education Consultative Group
LP 5.2 Facilitate and promote shared learning across generational and cultural groups	<ul style="list-style-type: none"> •Provider •Facilitator 	<ul style="list-style-type: none"> •Educational Institutions •Department of Education and Communities (NSW) 	<ul style="list-style-type: none"> •NSW Aboriginal Education Consultative Group

Objective - LP 6 Our education systems link strongly to the community and business **Attachment 1**

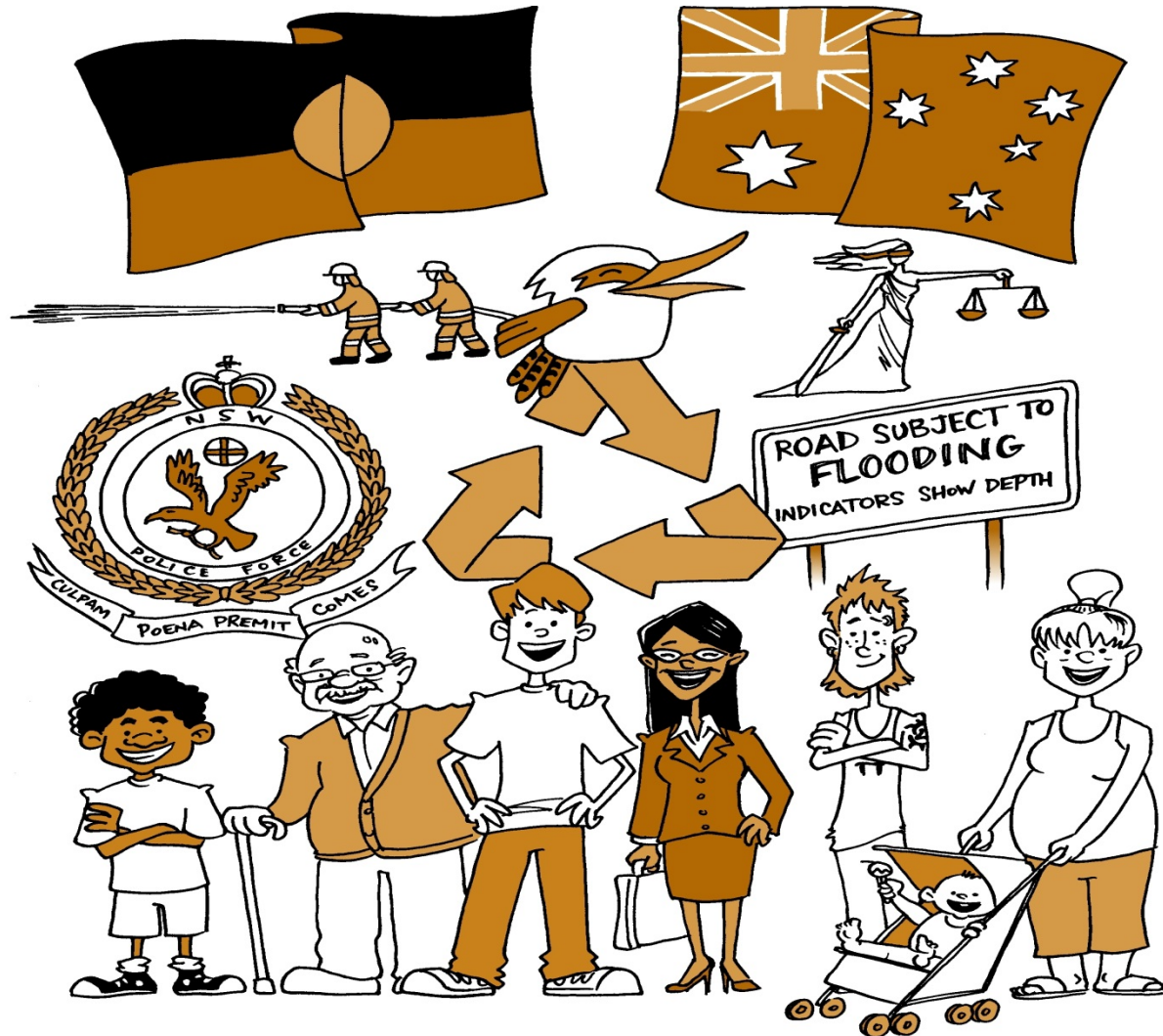
Strategy	Role	External Stakeholders	
LP 6.1 Develop strong and effective partnerships between business, the community, educational institutions and government	•Facilitator	<ul style="list-style-type: none"> •Educational Institutions •Department of Education and Communities (NSW) •Chambers of Commerce •Department of Trade and Investment, Regional Infrastructure and Services (NSW) 	<ul style="list-style-type: none"> •Regional Development Australia •Business Leaders •Manufacture Coffs Coast
LP 6.2 Support the provision of vocational education related to future need	<ul style="list-style-type: none"> •Facilitator •Advocate 	<ul style="list-style-type: none"> •Educational Institutions •Department of Education and Communities (NSW) 	<ul style="list-style-type: none"> •Training and Education providers •Business Leaders
LP 6.3 Increase access to educational opportunities for all	•Advocate	<ul style="list-style-type: none"> •Educational Institutions •Department of Education and Communities (NSW) 	<ul style="list-style-type: none"> •Training and Education providers •Business Leaders

Community Indicators – Measuring Performance

Indicator	Measure
Business diversity	Growth in the types of businesses and industries
Provide meaningful local employment	Unemployment rates: percentage of people 15+ years
	Increase in average income per capita
Business environmental sustainability	Business ecological footprint
Numbers of young people	Percentage of residents who are aged 12 -24
Equal access to employment	Percentage of population in employment based on age, gender, disability and cultural background
People live in our city centre	Number and type of housing options in City Centre
Our city centre is lively	Business occupancy rates
	Community perception of city centre
Lifelong learning opportunities	Participation rates in informal and formal education
	Vocational training enrolments: people aged between 25-64 years enrolled in vocational education and training per 100 population

Looking After Our Community

Attachment 1



Looking After Our Community

Attachment 1

Vision - We are healthy and strong. We are engaged and connected and work together to live sustainably. We enjoy a comprehensive range of community, artistic and cultural opportunities.

Objective - LC 1 Coffs Harbour is a strong, safe and adaptable community

Strategy	Role	External Stakeholders	
LC 1.1 Build pride and identity in Coffs Harbour as a community and a place	<ul style="list-style-type: none"> •Facilitator •Provider 	<ul style="list-style-type: none"> •Department of Trade and Investment, Regional Infrastructure and Services (NSW) 	<ul style="list-style-type: none"> •Tourism agencies •Yandarra Aboriginal Consultative Committee
LC 1.2 Develop community resilience , disaster preparedness and response mechanisms	<ul style="list-style-type: none"> •Facilitator •Provider 	<ul style="list-style-type: none"> •Emergency Services •NSW Police Service •Mid North Coast Regional Organisation of Councils 	<ul style="list-style-type: none"> •District Emergency Management Committee
LC 1.3 Promote a safe community	<ul style="list-style-type: none"> •Facilitator •Advocate •Provider 	<ul style="list-style-type: none"> •Department of Attorney General and Justice (NSW) •NSW Police Service •Health Mid North Coast 	<ul style="list-style-type: none"> •Emergency Services •Roads and Maritime Services
LC 1.4 Promote a caring, inclusive and cohesive community	<ul style="list-style-type: none"> •Facilitator 	<ul style="list-style-type: none"> •Department of Family and Community Services (NSW) •Community service providers 	<ul style="list-style-type: none"> •Department of Education and Communities (NSW) •Yandarra Aboriginal Consultative Committee
LC 1.5 Support the vulnerable and disadvantaged	<ul style="list-style-type: none"> •Facilitator •Advocate •Provider 	<ul style="list-style-type: none"> •Community service providers •Department of Family and Community Services (NSW) 	<ul style="list-style-type: none"> •Health Mid North Coast •Yandarra Aboriginal Consultative Committee
LC 1.6 Promote opportunities for all to fulfill their potential	<ul style="list-style-type: none"> •Facilitator •Advocate •Provider 	<ul style="list-style-type: none"> •Department of Family and Community Services (NSW) •Community service providers 	<ul style="list-style-type: none"> •Department of Education and Communities (NSW)

Objective - LC 2 We lead healthy lives

Strategy	Role	External Stakeholders	
LC 2.1 Promote healthy living	<ul style="list-style-type: none"> •Facilitator •Advocate 	<ul style="list-style-type: none"> •Health Mid North Coast •Community service providers •Department of Education 	<ul style="list-style-type: none"> •Division of General Practice •North Coast Medicate Local
LC 2.2 Seek to provide a full range of quality health care services for all	<ul style="list-style-type: none"> •Facilitator •Advocate 	<ul style="list-style-type: none"> •Health Mid North Coast •Community service providers •Division of General Practice 	<ul style="list-style-type: none"> •Allied health professionals •Galambila Aboriginal Health Service •North Coast Medicate Local

Objective - LC 3 We have strong civic leadership and governance

Attachment 1

Strategy	Role	External Stakeholders	
LC 3.1 Council supports the delivery of high quality, sustainable outcomes for Coffs Harbour	<ul style="list-style-type: none"> •Provider •Facilitator •Advocate 	<ul style="list-style-type: none"> •State Government agencies •Mid North Coast Regional Organisation of Councils 	<ul style="list-style-type: none"> •Federal Government agencies
LC 3.2 Engage the community and other levels of government in securing outcomes	<ul style="list-style-type: none"> •Provider 	<ul style="list-style-type: none"> •Mid North Coast Regional Organisation of Councils •State Contracts Control Board •Business Leaders •Regional Development Australia (Federal) •State Government agencies 	<ul style="list-style-type: none"> •Local government procurement •Hunter regional procurement •State and Federal MPs •Chambers of Commerce •Educational Institutions •Federal Government agencies

Objective - LC 4 We have many opportunities to enjoy life together

Strategy	Role	External Stakeholders	
LC 4.1 Support local artistic and cultural expression	<ul style="list-style-type: none"> •Facilitator •Provider 	<ul style="list-style-type: none"> •Arts and Cultural associations •Arts NSW 	<ul style="list-style-type: none"> •Arts Mid North Coast •Local Aboriginal Land Council
LC 4.2 Support opportunities for artistic and cultural growth and enjoyment	<ul style="list-style-type: none"> •Provider •Facilitator 	<ul style="list-style-type: none"> •Arts and Cultural associations •Arts NSW 	<ul style="list-style-type: none"> •Arts Mid North Coast •Local Aboriginal Land Council
LC 4.3 Support activities and events that help us celebrate our diversity	<ul style="list-style-type: none"> •Facilitator •Provider 	<ul style="list-style-type: none"> •Department of Education and Communities (NSW) 	<ul style="list-style-type: none"> •Local Aboriginal Land Council
LC 4.4 Develop inclusive community, sporting and recreational events and activities	<ul style="list-style-type: none"> •Provider •Facilitator 	<ul style="list-style-type: none"> •Coffs Harbour Sports and Recreation Advisory Council •Woolgoolga Sports Council •Tourism Association 	<ul style="list-style-type: none"> •Department of Education and Communities (NSW) •Chambers of Commerce

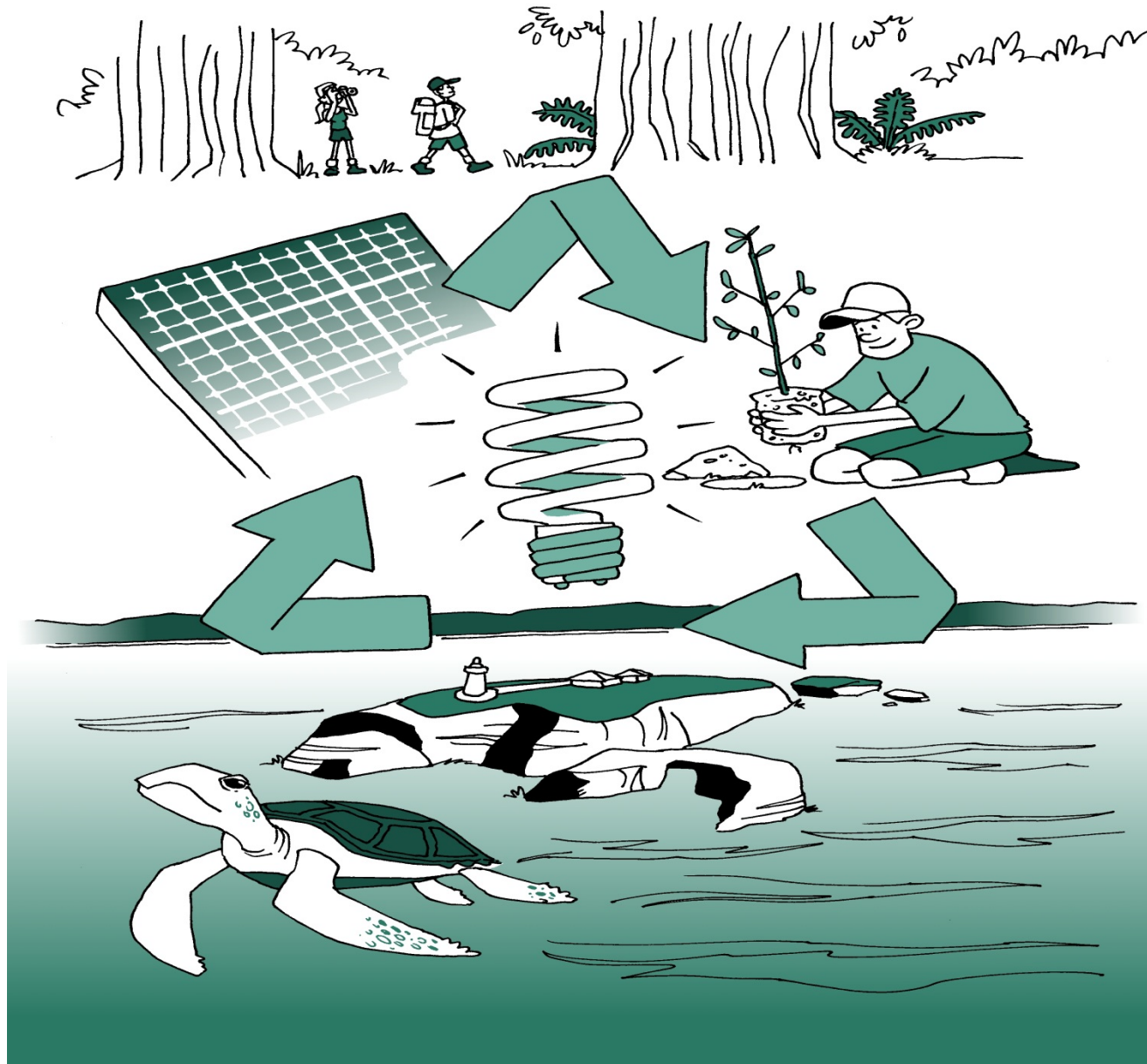
Community Indicators – Measuring Performance

Attachment 1

Indicator	Measure
Healthy and Active Community	Percentage of doctors per capita (LGA level)
	Self-reported health as being Good/Excellent for people over 15 years
Early Childhood Development	Early childhood development is consistent with acceptable standards
Physical Activity	30 minutes of moderate activity per day
Safe and Inclusive Community	Rate of offences per population (Crimes against the person and Crimes against property)
	Community perception of safety
	The extent to which people feel part of the community
Connected Communities	Percentage of people who volunteer
Engaged Communities	People feel they have the opportunity to have a say on important issues that impact their community
	Participation in community engagement activities
Civic Leadership	Satisfaction with elected representatives
	Satisfaction with Council
Opportunities to participate in arts and cultural activities	Percentage of people who feel they have adequate opportunities to participate in arts and cultural activities in the local area
	Percentage of people who regularly participate in arts and cultural activities
Recreational activity	Percentage of people who regularly participate in recreational activities with others

Looking After Our Environment

Attachment 1



Looking After Our Environment

Attachment 1

Vision - We understand and value our unique natural environment and its cultural connections. We protect and restore our environment to conserve its unique biodiversity for future generations. We manage our resources and development sustainably.

Objective - LE 1 We share our skills and knowledge to care for our environment

Strategy	Role	External Stakeholders	
LE 1.1 Identify and promote the region's unique environmental values	<ul style="list-style-type: none"> •Provider •Facilitator •Advocate 	<ul style="list-style-type: none"> •Tourism Agencies •Office of Environment and Heritage (NSW) •Land and Property Management Authority (NSW) 	<ul style="list-style-type: none"> •Business leaders •Marine Parks Authority (NSW)
LE 1.2 Develop programs to actively engage communities on environmental issues and solutions	<ul style="list-style-type: none"> •Provider 	<ul style="list-style-type: none"> •Northern Rivers Catchment Management Authority •Office of Environment and Heritage (NSW) •Land and Property Management Authority (NSW) 	<ul style="list-style-type: none"> •Educational Institutions •Landcare (NSW) •Marine Parks Authority (NSW)
LE 1.3 Promote connections to the environment through learning in the environment	<ul style="list-style-type: none"> •Provider •Facilitator 	<ul style="list-style-type: none"> •Northern Rivers Catchment Management Authority •Office of Environment and Heritage (NSW) •Land and Property Management Authority (NSW) 	<ul style="list-style-type: none"> •Educational Institutions •Landcare (NSW) •Marine Parks Authority (NSW)

Objective - LE 2 We reduce our greenhouse gas emissions and adapt to climate change

Strategy	Role	External Stakeholders	
LE 2.1 Maintain biodiversity in a changing climate	<ul style="list-style-type: none"> •Provider •Facilitator 	<ul style="list-style-type: none"> •Office of Environment and Heritage (NSW) •Land and Property Management Authority (NSW) •Department of Trade and Investment, Regional Infrastructure and Services (NSW) 	<ul style="list-style-type: none"> •Northern Rivers Catchment Management Authority •Marine Parks Authority (NSW) •Department of Planning and Infrastructure (NSW)
LE 2.2 Reduce our carbon footprint	<ul style="list-style-type: none"> •Provider •Facilitator 	<ul style="list-style-type: none"> •Office of Environment and Heritage (NSW) •Land and Property Management Authority (NSW) •Department of Trade and Investment, Regional Infrastructure and Services (NSW) 	<ul style="list-style-type: none"> •Northern Rivers Catchment Management Authority •Marine Parks Authority (NSW) •Department of Planning and Infrastructure (NSW)

Objective - LE 3 Our natural environment and wildlife are conserved for future generations **Attachment 1**

Strategy	Role	External Stakeholders	
LE 3.1 Manage land use to conserve the region's unique environmental and biodiversity values	<ul style="list-style-type: none"> •Provider •Facilitator 	<ul style="list-style-type: none"> •Office of Environment and Heritage (NSW) •Land and Property Management Authority (NSW) •Department of Trade and Investment, Regional Infrastructure and Services (NSW) 	<ul style="list-style-type: none"> •Northern Rivers Catchment Management Authority •Marine Parks Authority (NSW) •Department of Planning and Infrastructure (NSW)
LE 3.2 Enhance protection of our catchments, waterways and marine areas	<ul style="list-style-type: none"> •Provider •Facilitator •Advocate 	<ul style="list-style-type: none"> •Office of Environment and Heritage (NSW) •Land and Property Management Authority (NSW) •Department of Trade and Investment, Regional Infrastructure and Services (NSW) 	<ul style="list-style-type: none"> •Northern Rivers Catchment Management Authority •Marine Parks Authority (NSW) •Roads and Maritime Services •NSW Office of Water
LE 3.3 Recognise Aboriginal land and sea management practices in the development of environmental programs	<ul style="list-style-type: none"> •Facilitator 	<ul style="list-style-type: none"> •Office of Environment and Heritage (NSW) •Local Aboriginal Land Council •Yandarra Aboriginal Consultative Committee 	<ul style="list-style-type: none"> •Marine Parks Authority (NSW) •Department of Planning and Infrastructure (NSW)
LE 3.4 Create environmental management and restoration programs through partnerships with the community	<ul style="list-style-type: none"> •Provider •Facilitator 	<ul style="list-style-type: none"> •Northern Rivers Catchment Management Authority •Landcare (NSW) •Local Aboriginal Land Council 	<ul style="list-style-type: none"> •ICC- Many Rivers Regional Partnership •Educational Institutions
LE 3.5 Develop and improve infrastructure to provide appropriate access to environmental experiences	<ul style="list-style-type: none"> •Provider •Facilitator •Advocate 	<ul style="list-style-type: none"> •Office of Environment and Heritage (NSW) •Land and Property Management Authority (NSW) 	<ul style="list-style-type: none"> •Marine Parks Authority (NSW) •Business Leaders

Objective - LE 4 We reduce our impact on the environment

Attachment 1

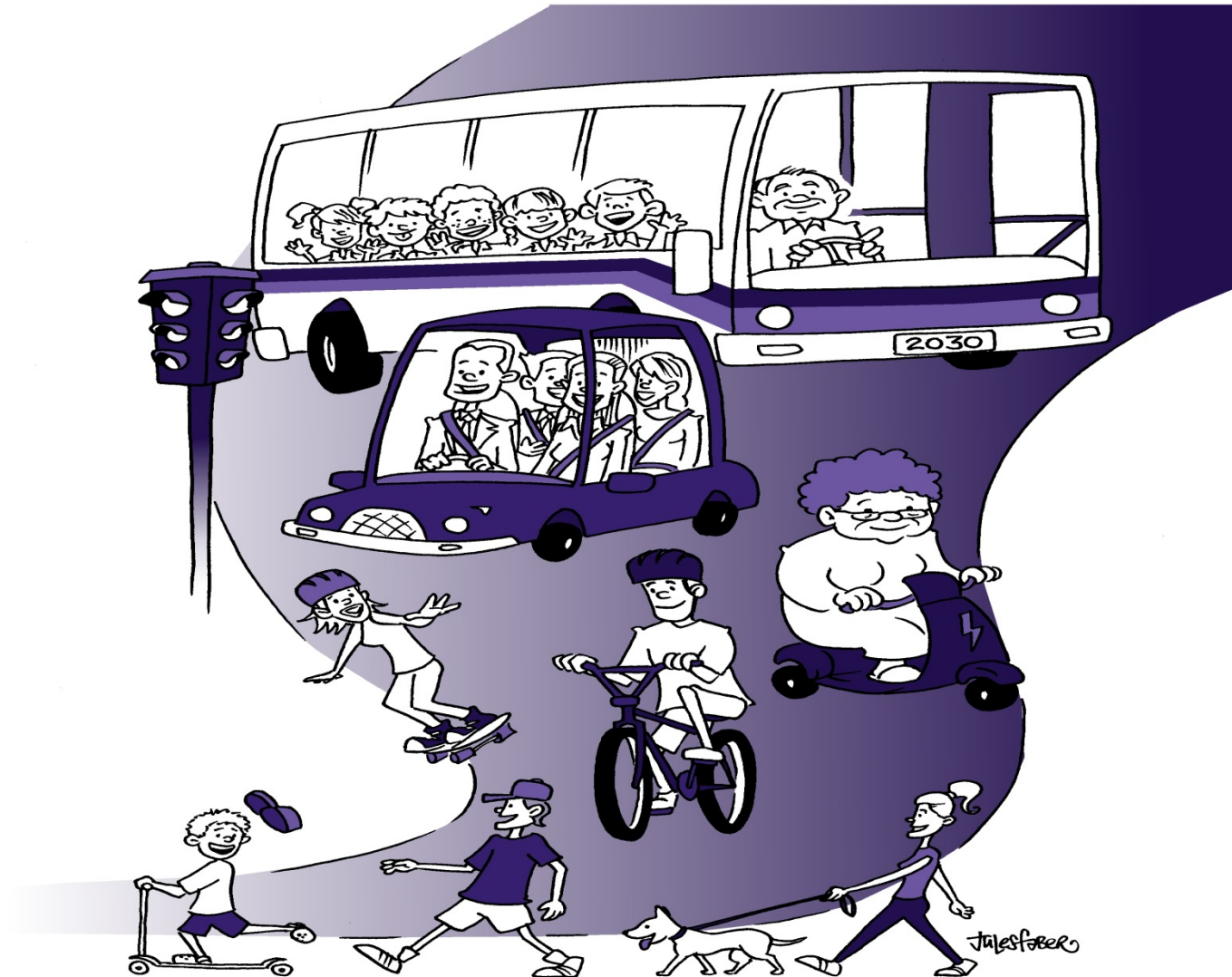
Strategy	Role	External Stakeholders	
LE 4.1 Implement total water cycle management practices	<ul style="list-style-type: none"> •Provider 	<ul style="list-style-type: none"> •Northern Rivers Catchment Management Authority •NSW Office of Water 	<ul style="list-style-type: none"> •Office of Environment and Heritage (NSW) •Department of Trade and Investment, Regional Infrastructure and Services (NSW) •Environmental Protection Authority (NSW)
LE 4.2 Implement programs which aim to make the Coffs Harbour Local Government Area pollution free	<ul style="list-style-type: none"> •Provider •Facilitator 	<ul style="list-style-type: none"> •Northern Rivers Catchment Management Authority •Business leaders 	<ul style="list-style-type: none"> •Office of Environment and Heritage (NSW) •Department of Trade and Investment, Regional Infrastructure and Services (NSW) •Environmental Protection Authority (NSW)
LE 4.3 Ensure the sustainable use of our natural resources	<ul style="list-style-type: none"> •Facilitator •Advocate 	<ul style="list-style-type: none"> •Northern Rivers Catchment Management Authority •NSW Office of Water •Department of Planning and Infrastructure (NSW) •Business Leaders 	<ul style="list-style-type: none"> •Office of Environment and Heritage (NSW) •Department of Trade and Investment, Regional Infrastructure and Services (NSW) •Department of Climate Change and Energy Efficiency (Federal)
LE 4.4 Implement programs which aim to make the Coffs Harbour Local Government Area a zero waste community	<ul style="list-style-type: none"> •Provider 	<ul style="list-style-type: none"> •Northern Rivers Catchment Management Authority •Business Leaders •Mid North Coast Regional Organisation of Councils 	<ul style="list-style-type: none"> •Office of Environment and Heritage (NSW) •Department of Trade and Investment, Regional Infrastructure and Services (NSW) •Environmental Protection Authority (NSW) •Mid Waste
LE 4.5 Develop renewable energy systems for the region	<ul style="list-style-type: none"> •Facilitator •Advocate 	<ul style="list-style-type: none"> •Business Leaders •Office of Environment and Heritage (NSW) •Department of Trade and Investment, Regional Infrastructure and Services (NSW) 	<ul style="list-style-type: none"> •Educational institutions •Department of Climate Change and Energy Efficiency (Federal)
LE 4.6 Promote and adopt energy efficient practices and technologies across the community	<ul style="list-style-type: none"> •Facilitator •Advocate 	<ul style="list-style-type: none"> •Business leaders •Office of Environment and Heritage (NSW) 	<ul style="list-style-type: none"> •Department of Climate Change and Energy Efficiency (Federal)

Community Indicators – Measuring Performance

Indicator	Measure
Participation in environmental programs	Participation in community based environmental program, event or group in the past 2 years
Access and learning opportunities	Satisfaction with access to natural areas
Aboriginal cultural awareness	Number of aboriginal cultural events, activities and interpretive installations
Enhance biodiversity	Maintaining or increasing key indicator species
	Area (hectares) of local, sub regional and regional corridors rehabilitated and revegetated
Conserve energy	LGA footprint
Local renewable energy generation	Number of renewable energy sources in the LGA
Waste reduction	Total waste collected per capita
	Percentage of total domestic waste collected that is diverted from landfill
	Total waste to landfill per capita
	Total waste to landfill
Maintain and enhance water quality	Percentage of our waterways that meet ecohealth standards

Moving Around

Attachment 1



Vision - We make best use of an excellent, environmentally friendly public transport system. Many of us walk and cycle from place to place. We are well connected to each other and services.

Objective - MA 1 We have an integrated, accessible and environmentally-friendly mixed mode transport system servicing the region

Strategy	Role	External Stakeholders	
MA 1.1 Plan for new transport infrastructure	<ul style="list-style-type: none"> •Provider •Facilitator •Advocate 	<ul style="list-style-type: none"> •Public transport providers •Roads and Maritime Services •Federal Government •Transport NSW 	<ul style="list-style-type: none"> •Australian Rail Track Corporation •Department of Planning and Infrastructure (NSW)
MA 1.2 Improve the effectiveness of the existing transport system	<ul style="list-style-type: none"> •Provider •Facilitator •Advocate 	<ul style="list-style-type: none"> •Public transport providers •Roads and Maritime Services •Airlines •Transport NSW 	<ul style="list-style-type: none"> •Australian Rail Track Corporation •Department of Planning and Infrastructure (NSW)
MA 1.3 Promote increased public transport, pedestrian and cycle usage and reduced car usage	<ul style="list-style-type: none"> •Provider •Facilitator 	<ul style="list-style-type: none"> •Public transport providers •Roads and Maritime Services •Business Leaders •Transport NSW 	<ul style="list-style-type: none"> •Department of Planning and Infrastructure (NSW) •Federal Government
MA 1.4 Integrate cycle way and footpath networks including linking schools, shops and public transport	<ul style="list-style-type: none"> •Provider 	<ul style="list-style-type: none"> •Roads and Maritime Services 	<ul style="list-style-type: none"> •Transport NSW

Objective - MA 2 We have a system of well-maintained and safe roads for all users

Strategy	Role	External Stakeholders	
MA 2.1 Ensure adequate maintenance and renewal of roads, footpaths and cycleways	<ul style="list-style-type: none"> •Provider 	<ul style="list-style-type: none"> •Roads and Maritime Services •Transport NSW 	<ul style="list-style-type: none"> •Department of Infrastructure and Transport (Federal)
MA 2.2 Facilitate safe traffic, bicycle and pedestrian movement	<ul style="list-style-type: none"> •Provider 	<ul style="list-style-type: none"> •Roads and Maritime Services •Transport NSW 	<ul style="list-style-type: none"> •Department of Planning and Infrastructure (NSW)
MA 2.3 Reduce the impact of the highway on our community	<ul style="list-style-type: none"> •Facilitator •Advocate 	<ul style="list-style-type: none"> •Roads and Maritime Services •Australian Rail Track Corporation •Transport NSW 	<ul style="list-style-type: none"> •Department of Trade and Investment (NSW) •Railcorp

Objective - MA 3 We have developed integrated regional freight hubs

Attachment 1

Strategy	Role	External Stakeholders	
MA 3.1 Increase rail freight services	<ul style="list-style-type: none"> Advocate 	<ul style="list-style-type: none"> Business Leaders Australian Rail Track Corporation Railcorp Federal Government 	<ul style="list-style-type: none"> Department of Trade and Investment, Regional Infrastructure and Services (NSW) Transport NSW
MA 3.2 Examine opportunities for the integration of road and rail freight services	<ul style="list-style-type: none"> Advocate 	<ul style="list-style-type: none"> Business leaders Australian Rail Track Corporation Roads and Maritime Services Department of Planning and Infrastructure (NSW) 	<ul style="list-style-type: none"> Department of Trade and Investment, Regional Infrastructure and Services (NSW) Railcorp Transport NSW
MA 3.3 Develop maritime freight transport opportunities	<ul style="list-style-type: none"> Advocate 	<ul style="list-style-type: none"> Business leaders Department of Trade and Investment, Regional Infrastructure and Services (NSW) 	<ul style="list-style-type: none"> Roads and Maritime Services Department of Planning and Infrastructure (NSW) Federal Government

Community Indicators – Measuring Performance

Indicator	Measure
Increased alternative transport use	Passenger transport by mode: use of public transport or alt (not car) transport on way to work as a percentage of employed people
	Percentage of people satisfied with public transport options
	Public transport patronage
Increased walking and cycling	Percentage of people who walk and cycle from place to place "regularly" (e.g. two or more times a week)
	Satisfaction with cycle ways and walkways
Local road infrastructure	Percentage of people who express satisfaction with standard of local roads
Interstate connections	Number of people satisfied with air, rail and coach services

Places for Living

Attachment 1



Places for Living

Attachment 1

Vision - We have designed our built environment for sustainable living. We have created through our urban spaces, a strong sense of community, identity and place. We have vibrant rural communities.

Objective - PL 1 Our infrastructure and urban development is designed for sustainable living

Strategy	Role	External Stakeholders	
PL 1.1 Promote higher densities in our urban centres	•Facilitator	•Department of Planning and Infrastructure (NSW)	•Business Leaders •Urban Design Institute of Australia
PL 1.2 Provide infrastructure that supports sustainable living and is resilient to climatic events	•Provider	•Department of Planning and Infrastructure (NSW)	•Roads and Maritime Services •NSW Office of Water
PL 1.3 Create balanced pedestrian friendly communities with a mix of residential, business and services	•Provider •Facilitator	•Department of Planning and Infrastructure (NSW)	•Business Leaders •Chambers of Commerce
PL 1.4 Create affordable housing options	•Facilitator •Advocate	•Community service providers •Business Leaders •Australian Building Codes Board	•Department of Housing and Community Services (NSW) •Urban Design Institute of Australia
PL 1.5 Encourage innovative developments that embrace our climate and local environment	•Facilitator	•Business Leaders	•Urban Design Institute of Australia
PL 1.6 Reinforce the unique identity of villages and communities	•Provider •Facilitator	•Business Leaders •Office of Environment and Heritage (NSW)	•Chambers of Commerce •Department of Planning and Infrastructure (NSW)

Objective - PL 2 Our public spaces are enjoyed by all our people

Attachment 1

Strategy	Role	External Stakeholders	
PL 2.1 Develop the harbour and foreshores as the focal point for our Local Government Area	<ul style="list-style-type: none"> • Provider • Facilitator • Advocate 	<ul style="list-style-type: none"> • Business Leaders • Department of Trade and Investment (NSW) • Department of Primary Industries (NSW) • Australian Rail Track Corporation • Office of Environment and Heritage • Department of Finance and Services (NSW) 	<ul style="list-style-type: none"> • Roads and Maritime Services • Department of Planning and Infrastructure (NSW) • Regional Development Australia • Local Aboriginal Land Council • Marine Park Authority
PL 2.2 Provide public spaces and facilities that are accessible and safe for all	<ul style="list-style-type: none"> • Provider • Facilitator 	<ul style="list-style-type: none"> • Department of Trade and Investment, Regional Infrastructure and Services (NSW) • Department of Primary Industries (NSW) • Department of Finance and Services (NSW) 	<ul style="list-style-type: none"> • Department of Planning and Infrastructure (NSW) • Office of Environment and Heritage (NSW)
PL 2.3 Provide safe and accessible play spaces for our children within each community	<ul style="list-style-type: none"> • Provider 	<ul style="list-style-type: none"> • Department of Primary Industries (NSW) 	<ul style="list-style-type: none"> • Department of Finance and Services (NSW)

Community Indicators – Measuring Performance

Attachment 1

Indicator	Measure
Urban consolidation	Percentage of households within 400m of bus routes
	Percentage of households within 800m of business zones
Housing affordability	Households in the bottom 40% of income distribution with mortgage or rent stress
Spaces for children	Percentage of residences within walking distance (400m) of playground
	Satisfaction with children's facilities (e.g. playgrounds)
Community spaces	Satisfaction with level of access to community facilities e.g. libraries, community centres
	Satisfaction with level of access to open spaces e.g. parks
	Level of use of community spaces (community centres, library, parks)
Vibrant rural communities	Number and location of local markets and community events
	Number of rural local businesses
	Local school enrolments



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