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## **INDEPENDENT LOCAL GOVERNMENT REVIEW PANEL – FUTURE DIRECTIONS FOR NSW LOCAL GOVERNMENT (TWENTY ESSENTIAL STEPS) – DISCUSSION PAPER**

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### **Purpose:**

The objective of this report is to formally report to Council the release of the Future Directions for NSW Local Government (Twenty Essential Steps) Discussion Paper and to highlight several issues that may well be the subject of a Council submission in this process. It is anticipated that a submission shall be prepared in draft form and circulated for Councillor comment and feedback prior to submission of the final document.

### **Description of Item:**

In April 2012, an Independent Local Government Review Panel was established by the Minister for Local Government and was referred a number of actions from the Destination 2036 initiative.

The Panel developed a four stage review process to examine the actions, which will culminate in a final report to the Minister for Local Government targeted for September 2013.

This review process is currently at stage 3 of its identified project plan, with the panel releasing a paper entitled “Future Directions for NSW Local Government (Twenty Essential Steps)”. The paper, as its name suggests, outlines twenty essential steps that the panel believes at this point in time are necessary for the longevity of local government. Submissions have been invited from stakeholders with submissions closing on 28 June 2013.

The current discussion paper was released on 24 April 2013 and a hard copy of the discussion paper was delivered to Councillors on 3 May 2013. The Independent Local Government Review Panel conducted a series of engagement sessions across NSW during May 2013 and it is noted that one such engagement session was conducted at Urunga on 10 May 2013. It is the General Manager’s understanding that the Mayor and three Councillors attended the engagement session in the company of the then Acting General Manager, Mr Ben Lawson.

### **Sustainability Assessment:**

- **Environment**

There are no environmental impacts that should arise as a result of Council’s consideration of this report.

- **Social**

Similarly it is not anticipated that there will be any social impacts as a result of Council’s consideration of this report or submissions that may be made. Ultimately, any social impacts will only be known once the Government has advised of its intention following receipt of the final report from the Independent Local Government Review Panel.

- **Civic Leadership**

By preparing a submission for consideration by the Independent Local Government Review Panel, Coffs Harbour City Council is demonstrating a Civic Leadership role on behalf of the Coffs Harbour Community. Ultimately, it is in Council's and the Communities interest if any reform of local government arises as a result of the Independent Local Government Review Panel's considerations is undertaken in a manner that produces improvements overall for Coffs Harbour City Council and its community.

- **Economic**

**Broader Economic Implications**

At the present time there are no anticipated broader economic impacts however, it is anticipated that should the State Government pursue some form of reform as a result of the final report delivered by the Independent Local Government Review Panel, that there may well be some financial impacts. The extent of these impacts will be better known once the Government has considered the final report and provided some direction.

**Delivery Program/Operational Plan Implications**

There are no anticipated current operational plan implications. There may be some impacts on future years within the current delivery program. This shall become better known once the Government has given consideration to the final report.

**Consultation:**

Whilst Council has not undertaken community engagement at this point in time, the Independent Local Government Review Panel has undertaken a large amount of consultation, including regional and metropolitan meetings, roundtables, focus groups, stakeholder meetings, attendance at Regional Organisation of Councils (ROC) meetings and online surveys.

Summaries of the extensive consultation undertaken by the Panel may be found on its website.

Hard copies of the latest discussion paper from the Independent Local Government Review Panel were made available to Councillors on 3 May 2013 and copies of the document were distributed to members of Council's Leadership Team.

**Related Policy and / or Precedents:**

There is no related policy associated with this item.

**Statutory Requirements:**

Whilst there are no immediate impacts on legislation administered by Coffs Harbour City Council, it is anticipated that there may be some amendments to various Acts and Regulations should the State Government decide to pursue reform of Local Government as a result of the final report delivered by the Independent Local Government Review Panel. The nature of any such amendments will be better known once the NSW Government has considered the final report from the Independent Local Government Review Panel.

**Issues:**

The Independent Local Government Review Panel was established in April 2012 with the purposes of examining the structural arrangements of NSW Councils in the context of improving the financial sustainability of the NSW Local Government Sector. As Councillors are aware the appointed members of the Independent Local Government Review Panel are:

- Professor Graham Sansom (Chair)
- Ms Jude Munro AO
- Mr Glenn Inglis

Prior to the appointment of the Panel, Councillors will recall that a Destination 2036 Summit was conducted in Dubbo in August 2011. This Summit was attended by the Mayors and General Managers of all Councils in NSW along with the Minister for Local Government and various other stakeholders. A number of actions arose from the Destination 2036 Summit and the following actions were referred to the Independent Local Government Review Panel for consideration:

- Develop options and models to enhance collaboration on a regional basis through ROCs
- Undertake research into innovation and better practice in local government in NSW, Australia and internationally;
- Examine current local government revenue systems to ensure the system is contemporary including rating provisions and other revenue options;
- Examine the pros and cons of alternative governance models;
- Research and develop alternative structure models, identifying their key features and assessing their applicability to NSW;
- Identify barriers and incentives to encourage the voluntary amalgamation or boundary adjustment of Councils
- Identify those functions that are clearly State or local government responsibility, those that cannot be readily defined and those that have been legislated/regulated as core functions.

The review process is well set out in the latest discussion paper released by the Independent Local Government Review Panel, entitled Future Directions for NSW Local Government (Twenty Essential Steps). As mentioned elsewhere, a hard copy of this publication was provided to Councillors in early May 2013.

The latest discussion paper issued by the Independent Local Government Review Panel addresses Twenty Essential Steps, as the Panel sees it, that are necessary for the longevity of Local Government. Those steps are:

1. Face the challenges of change
2. Create a sustainable system
3. Keep the "local" in local government
4. Confront financial realities
5. Ensure fiscal responsibility
6. Bolster the revenue base
7. Tackle the infrastructure backlog
8. Promote innovation, productivity and competitiveness
9. Advance improvement and accountability
10. Improve political leadership
11. Enhance the status of Mayors
12. Revisit council-management relations
13. Build strong regions

14. Reconfigure rural councils
15. Reshape metropolitan governance
16. Strengthen the Hunter, Central Coast and Illawarra
17. Establish a "western region authority"
18. Progress the state-local agreement
19. Refocus Local Government NSW
20. Drive and monitor ongoing reform.

A number of the steps identified by the Panel have the potential to impact on the Coffs Harbour City Council Local Government Area either directly or indirectly. It is considered appropriate that Council provide a submission to the Panel addressing the issues of importance to Coffs Harbour City Council and its Local Government Area. It is proposed that a submission will be prepared in draft form in preparation for forwarding to the Independent Local Government Review Panel. Prior to forwarding this submission, a draft copy will be distributed to Councillors for their feedback prior to finalising the document.

Having read the twenty next steps in detail, it would seem appropriate that Council should attempt to address or comment on the following steps as a minimum, assuming Council resolves to provide a submission:

- Create a sustainable system
- Keep the "local" in local government
- Ensure fiscal responsibility
- Bolster the revenue base
- Tackle the infrastructure backlog
- Promote innovation, productivity and competitiveness
- Improve political leadership
- Enhance the status of Mayors
- Revisit Council-management relations
- Build strong regions
- Reshape metropolitan governance
- Progress the State-local agreement

Essentially Council has the option of simply noting the report and allowing the discussion paper to progress through to the final report without comment being made by Coffs Harbour City Council or, Council preparing a submission that would provide relevant comment in the areas identified above. It is considered appropriate that Council demonstrate its civic leadership by making an appropriate submission to the Independent Local Government Review Panel.

**Implementation Date / Priority:**

Should Council adopt the recommendation hereunder, a submission shall be prepared at the earliest convenience and a draft copy provided to Councillors for feedback prior to finalisation.

**Recommendation:**

**That Council:**

- 1. Authorise the General Manager to prepare a draft submission to the Independent Local Government Review Panel on its Future Directions for NSW Local Government (Twenty Essential Steps) Discussion Paper addressing local and regional issues of importance;**
- 2. Upon completion of the draft outlined in 1 above, a copy of the draft submission be forwarded to Councillors individually for feedback to the General Manager;**
- 3. Upon receipt of any feedback mentioned in 2 above, the General Manager make amendments to the Draft Submission as necessary with a view to the final version of Council's submission being forwarded to the Independent Local Government Review Panel by Friday 28 June 2013.**

**DEVELOPMENT APPLICATION NO. 393/13 – RESIDENTIAL FLAT BUILDING AND DEMOLITION – LOT 4, SEC 58, DP 758258, NO. 326 HARBOUR DRIVE, COFFS HARBOUR**

**Purpose:**

The purpose of this report is to present Development Application 393/13 for Council's consideration, which is an application for demolition of the existing dwelling on site and construction of a residential flat building. The report recommends conditional approval of the application.



At its meeting of 15 December 2005, Council resolved:

1. *That development applications for approval involving substantial aspects of the following elements be referred to Council for determination:*
  - *Significant public interest and community input;*
  - *Substantial non-compliance with relevant strategic controls;*
  - *Significant land use;*
  - *Major environmental issue(s);*

Accordingly this matter is reported to Council for determination due to significant public interest and community input.

**Description of Item:**

The site is located within the Coffs Harbour Jetty area at the corner of Harbour Drive and Moore Street and is approximately 935m<sup>2</sup> in area. The site falls from the eastern boundary to Moore Street some 2.5 - 3 metres, with a minor cross fall from north to south. The site presently supports an existing dwelling which was constructed in the late 1960's.

The proposed development seeks approval for demolition of the existing dwelling and construction of a residential flat building. The development is a Crown Development and will be managed by the Lifetime Care and Support Authority to provide high-care accommodation for persons severely injured in motor accidents in NSW.

The development consists of four levels:

- Lower Ground Floor comprising one - three bedroom unit, associated courtyards, an office and shower for support staff and porte cochere and lift lobby to provide sheltered access from Moore Street.
- Ground Floor comprising car park, plant machinery areas, and waste bin storage area, accessed from Harbour Drive.
- First Floor comprising a further two - two bedroom units and associated balconies.
- Second Floor comprising one - three bedroom unit and associated balcony.

The building incorporates a lift for access. The development also comprises landscaping, additional street tree planting and footpath works.

The development has an expected construction value of \$2.5 million. A copy of the plans are appended to this report (Attachment 2).

The application is a Crown Development, as defined by Division 4 of the Environmental Planning and Assessment Act. In accordance with the provisions of Section 89(1)(b) of the Act, the proposed consent conditions have been approved by the Crown. Council should also note that in accordance with this section, a consent authority cannot refuse its consent to a Crown development application, except with the approval of the Minister, or impose a condition on its consent to a Crown development application, except with the approval of the applicant or the Minister.

The land use mix in the vicinity of the site is predominantly residential in nature, however the site is also in relative proximity to commercial developments including a veterinary clinic, petrol station, The Promenade complex (which incorporates a mix of retail, dining and other commercial uses) and the Jetty Theatre. The design character of the neighbourhood is highly varied and is characterised by a mix of building types of varying styles and ages. The site is adjoined to the east by a single dwelling which adjoins a two storey townhouse development.

A three storey residential flat building adjoins the site to the west; there are a mix of older single dwellings and multi-unit housing developments to the north of the site leading along Harbour Drive towards the Jetty Theatre.

**Sustainability Assessment:**

- **Environment**

The development site is within an established residential area, which is serviced by reticulated sewer and water. The land is devoid of significant native vegetation and has been previously developed. The proposal is accompanied by a Building Sustainability Index (BASIX) Certificate indicating the building's compliance with the NSW Government's requirements for sustainability. The proposed conditions of development consent will provide appropriate sediment and erosion controls during construction. The proposal will contribute to urban consolidation.

- **Social**

The development seeks to provide high-care accommodation for persons severely injured in motor accidents in NSW and will provide social benefits for the Coffs Harbour area.

There is potential that the development will result in temporary impacts on the amenity of adjoining residents during construction of the building. A number of conditions of development consent are proposed to manage these impacts.

- **Civic Leadership**

The proposed development has been assessed in accordance with the provisions of the Environmental Planning and Assessment Act 1979 and all relevant Council controls and policies.

This proposal is consistent with the Coffs Harbour 2030 Community Strategic Plan, Places for Living.

- **Economic**

**Broader Economic Implications**

The proposal will provide construction related employment opportunities and other employment benefits in relation to the provision of support staff post construction. No adverse economic impacts are likely from this proposal.

**Delivery Program/Operational Plan Implications**

There are no implications for Council's Delivery Program/adopted Operational Plan.



**Consultation:**

The application was notified to adjoining and nearby property owners. Twenty (20) submissions have been received by Council during the assessment process, nineteen (19) of these submissions raised objection to the development (3 of the submissions were duplicates forwarded by Andrew Fraser MP on behalf of constituents), one (1) submission was made in support of the application. A full copy of the submissions are a confidential attachment to this report (Attachment 4). They are a confidential attachment as they contain personal and private information that is not appropriate to be fully disclosed under the Privacy and Personal Information Protection Act. The 'Issues' section of this report considers these submissions.

• **Internal Consultation**

The application has been reviewed by a number of internal Council sections, including City Services (subdivision, development and landscaping), Environmental Services (waste and acid sulfate soils), Land Use Management (building matters) and Corporate Business (developer contributions) and no objections have been raised to the proposal, subject to imposition of appropriate conditions.

• **Statutory Consultation**

The application is a Crown Development, as defined by Division 4 of the Environmental Planning and Assessment Act. In accordance with the provisions of Section 89(1)(b) of the Act, the proposed consent conditions have been approved by the Crown.

**Related Policy and / or Precedents:**

There are no related policy or precedents for consideration in respect of the application.

**Statutory Requirements:**

Section 79C of the Environmental Planning and Assessment Act 1979, specifies the matters which a consent authority must consider when determining a development application. The consideration of matters is limited in so far as they must be of relevance to the particular application being examined.

The following planning controls are relevant to this application and are required to be considered as part of the assessment:

- State Environmental Planning Policy No. 65 - Design of Residential Flat Development
- State Environmental Planning Policy No. 71 - Coastal Development
- State Environmental Planning Policy (Building Sustainability Index: BASIX)
- Coffs Harbour City Centre Local Environmental Plan (LEP) 2011
- Coffs Harbour City Centre Development Control Plan (DCP)
- Draft Coffs Harbour LEP 2013

These statutory instruments and controls are considered in detail in the Section 79C assessment appended to this report (Attachment 1).

**Issues:**

This section discusses the issues raised during the notification period by submission makers.

**1) Potential Overlooking**

*A neighbouring property owner at 328 Harbour Drive has raised concerns in relation to potential overlooking to/from balconies/outdoor living areas on the eastern elevation of the proposed development.*

The first floor balcony of the proposed development will be at a similar height to the existing balcony of the adjoining residence at No. 328 Harbour Drive. This balcony is approximately 3.3 metres from the common property boundary and approximately 5 metres from the balcony at No. 328 Harbour Drive. Solid balustrade treatments for the balconies of the proposed development to a height of 1m are proposed. Furthermore, as illustrated in the landscape plan for the development, landscaping will be established within the setback to the eastern boundary, which will screen the development from 328 Harbour Drive. Proposed balcony separation, treatment and landscape screening provide acceptable privacy provision to the affected property.

**2) Car Parking**

*The development does not provide sufficient car parking and that in view of the nature of this facility a greater parking allocation is required to cater for associated support staff and visitors to the development. A number of submissions also raise that the development will increase on-street parking in the locality.*

The development complies with the parking requirements for multi-unit housing specified by the Coffs Harbour City Centre DCP 2011. Each of the four proposed dwellings constitutes a 'large dwelling' in accordance with the parking rates of the DCP, 2 spaces are provided for each dwelling, 8 spaces in total are provided for the development. This is consistent with Council's parking requirements for residential development.

It is acknowledged that the proposed development incorporates a residential care component. Residents of the development may likely not be able to drive vehicles and as such, the parking provided for the development will cater for visitors and support staff. It is not anticipated that unreasonable pressure will be placed on on-street parking in the locality.

**3) Scale and Height of the Development**

*The proposal is an overdevelopment of the site and that the height of the building is inappropriate for this locality and may pose potential view impacts for certain properties.*

The City Centre LEP/DCP taskforce process reviewed urban design outcomes for the Jetty Area. This process determined appropriate height, floor space ratio and density provisions to guide development in this area. The proposal is consistent with the height, floor space ratio and density provisions of the City Centre LEP and DCP 2011. The total height of the development is 15.15m (below the specified 15.5m max building height), the floor space ratio is 1.41:1 (below the maximum specified floor space ratio of 1.8:1) These provisions are not proposed to change under the Draft Coffs Harbour LEP and DCP 2013. The development is also cut into the site to reduce the overall scale of the building; landscaping treatment will also assist in reducing the scale of the building from the street level. Whilst the proposed development is of greater height than surrounding development, it is consistent with relevant planning provisions and the planned future character of the area.

The proposed development has been reviewed with reference to the Planning Principle for view sharing, it is not considered that significant view loss would occur for surrounding properties.

#### **4) Building Design**

*The building design is not in keeping with the design character of the local area. A number of submissions also state that the development is not in keeping with local Heritage buildings i.e. Old Butter Factory and Jetty Theatre. One submission asserts that the circular driveway off Moore Street is not in keeping with the residential character of the locality.*

The surrounding locality is characterised by an array of building styles incorporating some local heritage buildings such as the Butter Factory, Jetty Theatre and Coffs Harbour High School and a mix of residential flat buildings, dwellings and townhouses consistent with a medium density environment.

The proposed development is of contemporary design and style, the design incorporates quality materials and provides interest by articulation of different elements of the façade – external materials comprise a mixture of rendered and painted brickwork, glass and terracade cladding. The design character of this locality is highly varied. Whilst the proposed development is taller than a number of surrounding buildings and does not seek to directly replicate any specific existing 'style' in the locality, it is not considered to be inconsistent with local character and conforms to relevant Council controls with respect to design quality and built form.

The circular driveway with associated porte cochere is required in order to provide an accessible, sheltered pick-up/drop-off area for residents, and is acceptable in locational and design terms.

#### **5) Setbacks**

*Compliance with the relevant setback controls of Coffs Harbour DCP 2011.*

The proposed development does not fully comply with the current setback provisions of the Coffs Harbour City Centre DCP. The development plans clearly illustrate encroachments into setback areas. The DCP specifies a zero building line to Harbour Drive and Moore Street. The development provides a much greater setback to these frontages in order to conform to surrounding residential development.

The DCP specifies a 3m side and rear setback to the first two storeys of the building and a 6m setback to the upper floors. The Lower Ground Floor complies with setback provisions. The Ground Floor generally conforms to the setback provisions of the DCP except for one section of the building which encroaches 2m into the 3m rear setback for a width of 3m. The first floor largely complies with the setback provisions to the rear boundary, excluding a 600mm encroachment for a width of 3m. The balconies for Unit 2 and 3 on the eastern side encroach 2.7m into the 6m side setback, this is reduced to a 2m encroachment at the south-east corner of the building. The uppermost floor of the building similarly incorporates a minor 600mm encroachment into the rear boundary setback for a width of 3m. The balcony at this level encroaches 2m into the side setback area

The setback encroachments do not promote unacceptable streetscape impacts or overshadowing or privacy impacts for adjoining developments and sufficient separation to surrounding development is still achieved by the proposed setbacks of the residential flat building.

**6) Access and Traffic**

*The proposed driveway off Harbour Drive and turning movements into the development is hazardous for motorists, the development will produce adverse traffic impacts in the locality.*

The proposal has been reviewed with respect to vehicular movement and safety. The development is considered appropriate for approval. Access works and on-site parking is required to be provided to serve the development and vehicles will leave and enter the site in a forward direction, resulting in safe access to the development.

**7) Noise**

*The location of the proposed plant areas facing Moore Street and potential noise pollution to surrounding residents associated with air conditioners within the plant area.*

The plant equipment area is sufficiently isolated from neighbouring residences such that noise would not be an issue once the development is operational. Relevant conditions are proposed requiring the plant area to operate in accordance with the provisions of the Protection of the Environment Operations Act 1997.

**8) Street Trees**

*Existing street trees may not be retained.*

The development proposes to retain existing street trees. Relevant conditions are proposed requiring that existing street trees at the sites frontages are protected at all times during construction. Any street trees which are damaged or removed during construction will be required to be replaced, to the satisfaction of Council prior to the development being occupied.

**9) Impact to Property Values**

*Approval of the proposal will decrease property values in the area.*

It is a generally accepted legal view that property values should not be considered in isolation of other potential impacts (such as amenity impacts). Council is required to consider likely impacts of a proposal and not perceived impacts which may be a component in determining a property's value.

**Implementation Date / Priority:**

In the event that Council adopts the recommendation, a formal notice of determination will be issued for the development application. Persons who made a submission will be notified at the same time.

With a formal notice of approval, the applicant can act on the development consent at any time, subject to meeting any relevant conditions of the approval.

**Summary:**

The development complies with relevant development standards contained within the Coffs Harbour City Centre LEP 2011, including height and floor space ratio standards.

The development largely complies with the requirements of the City Centre DCP and is consistent with the intent of the plan. The key area of non-compliance with DCP controls is in relation to building setbacks, parts of the building encroach within side and rear setback areas with the degree of encroachment greatest at the uppermost floors of the building. The departures from the controls do not result in any adverse impacts to neighbouring properties and in this context, are considered acceptable.

Matters raised in submissions do not warrant refusal or change to the proposal. The development will provide specialist residential accommodation for persons injured in motor vehicle accidents. The proposal thereby adds to the City's housing mix and serves an important community accommodation service. Recommended conditions of consent have been endorsed by the Crown. The proposal is considered suitable for conditional approval.

**Recommendation:**

- 1. That Development Application No. 393/13 for demolition and construction of a four unit Residential Flat Building on Lot 4, Sec 58, DP 758258, No. 326 Harbour Drive Coffs Harbour, be approved subject to conditions as appended to the report (Attachment 3).**
- 2. That persons who made submissions in relation to the Development Application No. 393/13 be notified of the determination.**

**Section 79C Evaluation  
Development Application 393/13**

**a. the provisions of,**

**i. any environmental planning instrument, and**

- **State Environmental Planning Policy 71 – Coastal Protection**

This policy is relevant to the application as the land is within the Coastal Policy zone. There are no issues of note as effluent and storm water disposal have been adequately addressed.

***Clause 8 Matters:** aims of the Policy, existing public access to the coastal foreshore; opportunities for new public access to the coastal foreshore; the suitability of development and its relationship with the surrounding area; impacts on the amenity of the coastal foreshore; scenic qualities of the NSW coast; conservation of threatened flora and fauna and their habitats; conservation of fish species, marine vegetation and their habitats; impacts on existing wildlife corridors, impacts (or likely impacts) of coastal processes and coastal hazards; conflict between land-based and water-based coastal activities; protection of cultural places, values, customs, beliefs and traditional knowledge of Aboriginals; impacts on water quality of coastal water bodies; conservation and preservation of items of heritage, archaeological or historic significance; the cumulative impacts of the proposed development on the environment; water and energy efficiency.*

The matters specified in Clause (8) of the Policy have been considered in the assessment of this application. The development does not contravene any of the specified matters. Existing public access is not altered by the proposed development nor will it have an impact on threatened species or wildlife corridors.

- **State Environmental Planning Policy (Building Sustainability Index Basix) 2004**

The proposal is accompanied by a Building Sustainability Index (BASIX) Certificate indicating the building's compliance with the State Policy. The proposed consent conditions made by the applicant under this certificate aim to ensure these commitments are fulfilled.

- **State Environmental Planning Policy 65 – Design Quality of Residential Flat Buildings**

The application is subject to the controls within this policy relating to the context, scale and built form of the development. The application is accompanied by a design verification report prepared by a qualified architect, which demonstrates compliance with the policy.

- **Coffs Harbour City Centre LEP 2011**

The land is zoned R3 Medium Density. The proposal is for “demolition” and construction of a “residential flat building” which is permissible with consent in this zone. The following clauses of the LEP are relevant to the proposal:

**Attachment 1**

**(2.7) Demolition Requires Development Consent**

The application seeks development consent for demolition of the existing dwelling on site; appropriate conditions have been applied to the development consent in this regard to ensure demolition works and management of demolition waste will accord with relevant standards. The proposal is consistent with this provision.

**(4.3) Height of Buildings**

The Maximum Building Height for this site as specified by the Height of Buildings Map is 15.5m; the total building height of the development is 15.15m. The building will not exceed the height specified by the Height of Buildings Map. The proposal is consistent with this provision.

**(4.4) Floor Space Ratio**

The Floor Space Ratio for this site as specified by the Floor Space Ratio Map is 1.8:1. The proposed Floor Space Ratio of the development is 1.41:1. The building will not exceed the FSR specified by the Floor Space Ratio Map. The proposal is consistent with this provision.

**(5.5) Development within the coastal zone**

In accordance with this clause, development consent must not be granted to development on land that is wholly or partly within the coastal zone unless the consent authority has considered the matters outlined with Clause 5.5.

The development will not impede or diminish public access to (or along) the coastal foreshore, impact the amenity of the coastal foreshore, adversely impact the visual amenity of the coast or biodiversity and ecosystems. The proposed development will not be significantly affected by coastal hazards or have a significant impact on coastal hazards, or increase the risk of coastal hazards in relation to any other land.

The proposal is consistent with this provision.

**(6.1) Acid Sulfate Soils**

The proposed development is on land shown on the Acid Sulfate Soils (ASS) Map as being Class 5 potential acid sulfate soils. Clause 6.1(3) of the Coffs Harbour City Centre LEP states that development consent must not be granted under this Clause for the carrying out of works unless an acid sulfate soils management plan has been prepared for the proposed works in accordance with the *Acid Sulfate Soils Manual* and has been provided to the consent authority.

The proposed works are unlikely to lower the water table below 1m AHD on adjoining Class 1 and 3 lands. In light of this, Clause 6.1(3) is not relevant to the proposed development and the preparation of an ASS Management Plan is not required in this instance.

**Attachment 1**

**(6.11) Design Excellence**

The proposed development addresses the design excellence provisions of this Plan.

The development is of contemporary design and style, incorporating external finishes of a mixture of rendered and painted brickwork, glass and terracade cladding. Existing view corridors are not adversely affected by the proposed development. The proposed development is compatible with the context and land use mix of the locality and the intention for the desired future character of the area as guided by the City Centre LEP and DCP. The development is consistent with Council's controls for bulk, massing and modulation of buildings and solar access.

The development will incorporate a number of sustainable design features such as solar orientation, rainwater harvesting and reuse and energy and water efficient appliances and fixtures. The development will also improve the public domain and pedestrian movement, replacement footpaths are proposed to align with the existing footpaths on adjoining properties.

**(6.13) Essential Services**

The proposed development will be serviced by normal reticulated services.

**ii. any draft environmental planning instrument that is or has been placed on public exhibition and details of which have been notified to the consent authority, and**

Draft Coffs Harbour Local Environmental Plan (LEP) 2013 has been referred to the Department of Planning and Infrastructure for making.

This progression warrants that the plan receive appropriate weighting in this evaluation. The subject property is proposed to be zoned Residential R3 Medium Density under the draft plan. The controls of the Draft LEP are consistent with those contained in the current LEP, the proposed development is likewise a permissible use under these provisions.

The proposed development can be supported in relation to the provisions of Draft Coffs Harbour LEP 2013.

**iii. any Development Control Plan (DCP)**

**• Coffs Harbour City Centre DCP**

The following clauses of the LEP are relevant to the proposal:

**(2.12) Jetty Character Area**

The site is situated within the Jetty Character Precinct, the proposed development is consistent with the objectives of the character area.



## Attachment 1

### **(3.1) Building Alignment and Setback**

Whilst the DCP (Figure 3.1) specifies a zero front building line for the Harbour Drive and Moore Street frontages, a 6 m setback is provided to the Harbour Drive boundary and a 4.5m setback is provided to the Moore Street boundary. The proposed setbacks are consistent with surrounding residential development, establish appropriate spatial proportions to the street, provide appropriate area for landscaping and creates a clear transition to the public domain.

### **(3.4) Side and Rear Building Setbacks and Building Separation**

The DCP specifies a 3m side and rear setback to the first two storeys of the building and a 6m setback to the upper floors. The Lower Ground Floor complies with setback provisions. The Ground Floor generally conforms to the setback provisions of the DCP except for one section of the building which encroaches 2m into the 3m rear setback for a width of 3m. The first floor largely complies with the setback provisions to the rear boundary, excluding a 600mm encroachment for a width of 3m. The balconies for Unit 2 and 3 on the eastern side encroach 2.7m into the 6m side setback, this is reduced to a 2m encroachment at the south-east corner of the building. The uppermost floor of the building similarly incorporates a minor 600mm encroachment into the rear boundary setback for a width of 3m. The balcony at this level encroaches 2m into the side setback area.

These setback encroachments do not promote unacceptable streetscape impacts or overshadowing or privacy impacts for adjoining developments as sufficient separation to surrounding development is still achieved by the proposed setbacks.

### **(3.6) Building Design and Materials**

The proposed development is of contemporary design and style and satisfies this control.

The design character of this locality is highly varied. Whilst the proposed development is taller than a number of surrounding buildings and does not seek to directly replicate any specific existing 'style' in the locality, it is not considered to be inconsistent with the local medium density housing character and conforms to relevant Council planning with respect to design quality and built form.

The development includes louvres to windows to respond to the North Coast climate. External walls are of durable materials and finishes with self-cleaning attributes.

### **(3.7) Landscape Design**

The proposed development is considered to be consistent with the objectives and provisions of this clause.

### **(4.2) Active Street Frontages and Street Address**

The subject site is identified as requiring street address under Figure 4.4 of the Development Control Plan. The development provides a clear street address

## Attachment 1

and direct pedestrian access from the Moore street frontage. The development allows for surveillance of Harbour Drive and Moore Street.

### **(4.3) Safety and Security**

The proposed development is considered to be consistent with the objectives and provisions of this clause. Access to the development is clearly defined from Moore Street. The open space areas of lower units are fenced and secured to provide a clear definition between public and private spaces. Access points to the building will be adequately lit. Balconies and windows provide for passive surveillance of the street and external spaces.

### **(4.4) Front Fences and Boundary Treatments**

Some fencing is proposed to the courtyards as part of the landscape design for the development. The proposed fencing is a combination of curved masonry walls and painted steel blade fencing. The configuration of the fencing will adequately define private courtyards from the public domain and promote casual surveillance of the Harbour Drive frontage.

### **(5.1) Pedestrian Access and Mobility**

Access and facilities are to comply with the BCA and Access to Premises Standard; it is considered accessibility is sufficiently achieved for the development.

### **(5.2) Vehicular Driveways and Manouvring Areas**

Whilst the development comprises two access driveways to the car park from Harbour Drive and to the pickup/ set down area from Moore Street, this arrangement is supported given the length of frontages and the specialist housing use.

### **(5.3) On-site Parking**

Car parking has been provided for the development in accordance with Table 5-1. The proposed development is considered to be consistent with the objectives and provisions of this clause.

### **(5.4) Site Facilities and Services**

The proposed development incorporates all necessary site facilities. The development is to be serviced by reticulated water, sewer and electricity.

### **(5.7) Notification**

The development was notified in accordance with the provisions of Clause 5.7 of the DCP.

### **(6.1) Energy Efficiency and Conservation**

It is considered the development is consistent with the objectives and provisions of this clause. A BASIX Certificate has been issued for the development and relevant conditions are attached to the consent to ensure compliance with the terms of the certificate.

**Attachment 1**

**(6.2) Water Conservation**

The proposed development is considered to be consistent with the objectives and provisions of this clause. Rainwater harvesting and re-use is incorporated in the development.

**(6.5) Waste and Recycling**

Waste separation will be achieved on site. The proposed development is considered to be consistent with the objectives and provisions of this clause. The application has been referred to Council's Health section in relation to waste management, the proposed waste management measures are considered acceptable.

**(6.6) Erosion and Sediment Control**

An erosion and sediment control plan has been submitted to Council, appropriate sediment and erosion and dust control measures are proposed to be attached as conditions on the development consent.

**(6.7) Stormwater**

A comprehensive storm water and drainage works design will be required to be submitted and approved by Council prior to issue of the Construction Certificate.

**(7.1) SEPP 65 and Residential Flat Design Code**

The application is subject to the controls within this policy relating to the context, scale and built form of the development. The application is accompanied by a design verification report prepared by a qualified architect, which demonstrates compliance with the policy.

**(7.3) Residential Design in a Subtropical Climate**

The proposal provides an appropriate design response for a subtropical climate, the development incorporates solar orientation and shading of windows.

**(7.4) Densities**

The development achieves a dwelling density of 1 dwelling/ 233m<sup>2</sup>, this does not exceed the density provisions of the DCP and provides a balance of achieving additional density on the site and providing accessible units.

- iv. **the regulations (to the extent that may prescribe matters for the purposes of this paragraph), that apply to the land to which the development application relates,**

Clause 92 of the Environmental Planning and Assessment Regulation 2000 requires Council to consider the provisions of the Coastal Policy 1997 and AS2601-1991 -Demolition of Structures. As previously detailed, the proposal satisfies the relevant provisions of the Coastal Policy. Consent conditions to adequately cater for demolition are proposed.

**Attachment 1**

**b. the likely impacts of that development, including environmental impacts, on both the natural and built environments, and social and economic impacts in the locality,**

This locality is one in transition as older dwellings give way to higher density developments, in line with the medium density zoning which applies to this locality. The design character of this locality is highly varied. Whilst the proposed development is taller than a number of surrounding buildings and does not seek to directly replicate any specific existing 'style' in the locality, it is not considered to be inconsistent with local character and conforms to relevant Council planning with respect to design quality and built form.

Access is to be provided from both Harbour Drive and Moore Street and is supported on traffic safety grounds.

Sufficient on-site parking is to be provided to the development.

The proposal will improve pedestrian links in this area by replacing existing footpaths and realigning them with footpaths on adjoining properties.

There are adequate services and facilities provided to support the development.

The proposal is unlikely to have any impacts on Acid Sulfate Soils.

The proposal is unlikely to result in any impacts on flora and fauna; the site is highly disturbed and is not identified as supporting any significant flora or fauna species.

There is sufficient area on site for waste storage facilities.

The potential exists for noise and amenity impacts to adjoining residents during construction. However, the imposition of proposed conditions in relation to sediment and erosion controls, dust management and hours of work seek to mitigate the potential for such impacts.

There are no geological hazards of note.

There are no cumulative issues of note given that the development is consistent with the objectives of the zone and the desired character of the locality.

The specialist accommodation use of the development for persons with a disability will serve an important community housing role for the City.

**c. the suitability of the site for the development,**

The proposed development is compatible with the context of the site and the desired future character of the area as guided by the City Centre LEP and DCP.

The development responds to the growing need for higher densities in proximity to transport, infrastructure and services.

There are no major constraints to the proposed development with adequate access and services being available to the site.

The development will not result in any effects on any threatened species, populations, and/or their habitats or endangered ecological communities.

**Attachment 1**

**d. any submissions made in accordance with this Act or the regulations,**

The application has been reviewed by the following sections within Council and recommended conditions / actions have been incorporated into the evaluation process and consent conditions:

- Environmental Services (waste, acid sulfate soils)
- Land Use Management (building)
- City Services (development and landscaping)
- Corporate Business (developer contributions)

The application was notified to adjoining and nearby property owners in November 2012, in accordance with the City Centre Development Control Plan.

Twenty (20) submissions were received to Council during the assessment process, 19 of these submissions raised objection to the development (3 of the submissions were duplicates forwarded by Andrew Fraser on behalf of constituents), 1 submission was made in support of the application.

A summary of issues raised following the notifications includes:

- Potential overlooking
- Car parking
- Scale and height of the development
- Building design
- Setbacks
- Access and traffic
- Noise
- Street trees
- Impact to property values

These issues are considered in the report to Council and thereby form part of the evaluation. Matters raised in the submissions do not warrant change to or refusal of the proposal. A number of consent conditions address the potential for amenity impacts by the development on nearby residents.

**e. the public interest,**

The development is not contrary to the public interest. The proposal is compatible with the Jetty precinct, the development will contribute towards urban consolidation and provide housing for persons with a disability.

All issues raised by the community during the application process have been addressed in the report to Council.

PROPOSED

## MULTI DWELLING ACCOMMODATION FOR PEOPLE WITH DISABILITIES

For :



LEVEL 24, 580 GEORGE STREET, SYDNEY



**DEVELOPMENT APPLICATION ISSUE**  
May 2013

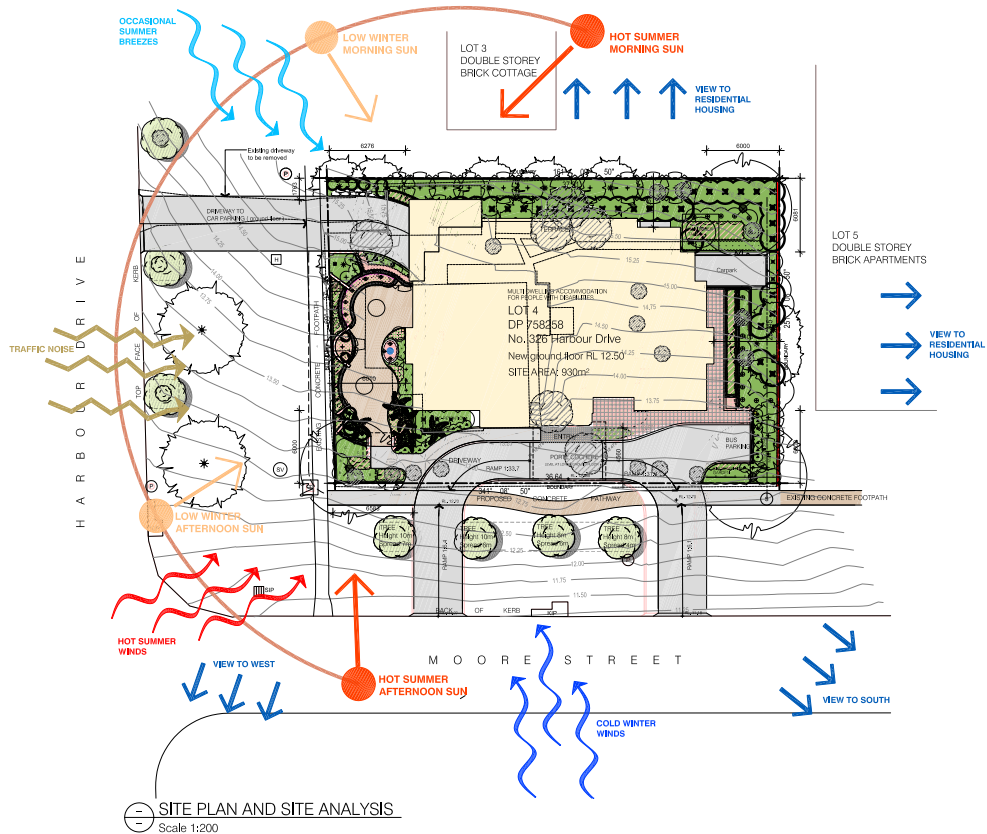


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Tel: (02) 9406 7000. Fax: (02) 9406 7099  
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LOCATION PLAN  
Scale NTS



SITE PLAN AND SITE ANALYSIS  
Scale 1:200

LEGEND:

	Existing trees/sub to be retained
	Existing trees/sub to be removed
	Proposed trees/sub, See Landscape Schedule
	Existing building to be demolished
	Proposed building
	Proposed parking
	Proposed path/driveway
	Contours
	Kerb & Pave
	Power Pole
	Sewer Manhole
	Stop Valve
	Hydrant
	Stormwater Pipe
	Terrace Pipe
	Water

Site Area	930.00 sqm
Lower Ground Floor Area	329.25 sqm
Ground Floor Area	380.26 sqm
First Floor Area	360.00 sqm
Second Floor Area	250.50 sqm
Gross Floor Area	1311.03 sqm
Floor Space Ratio	1.41

NOTE:  
See Landscape Drawings for height of planting walls.

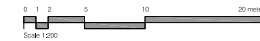
3	Windows added to West elevation	28/05/13
2	Revised for DA	04/04/13
1	Issue for DA	04/03/12
N/A	Amendment	13/06/11

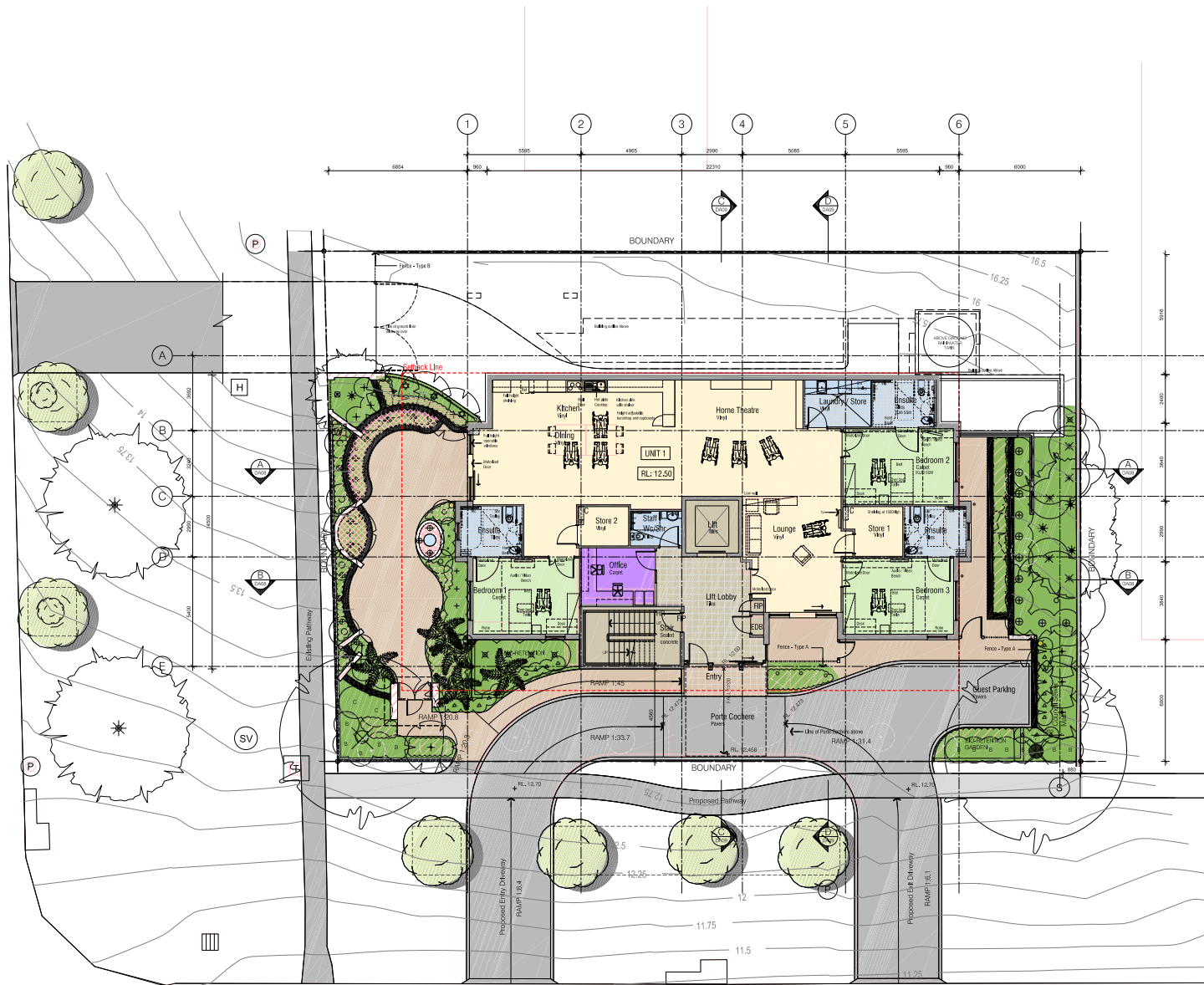
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Project:  
LIFETIME CARE  
325 HARBOUR DRIVE, COFFS HARBOUR  
Drawing:  
LOCATION AND SITE ANALYSIS PLAN



DATE: 13/06/2013	2000 No. 1 Drawing
SCALE: 1:200 (S.A.)	
PROJECT: 1008/DA01	
DATE: 13/06/2013	
SCALE: 1:200	
PROJECT: 1008/DA01	
DATE: 13/06/2013	
SCALE: 1:200	
PROJECT: 1008/DA01	





**LEGEND:**

[Green Box]	Bedroom
[Blue Box]	Bathroom
[Yellow Box]	Common Area
[Light Yellow Box]	General Living Area
[Purple Box]	Service Area
[Grey Box]	Proposed path/ driveway
[Dashed Line]	Contours
[HP]	Water PUB
[P]	Power PUB
[S]	Sewer Manhole
[SV]	Stop Valve
[H]	Hydrant
[S+H]	Stormwater PUB
[T]	Telstra Pit
[W]	Water
[Thick Dashed Line]	Fence - Type A
[Thin Dashed Line]	Fence - Type B

Site Area	550.00 sqm
Lower Ground Floor Area	329.25 sqm
Ground Floor Area	380.28 sqm
First Floor Area	360.00 sqm
Second Floor Area	290.25 sqm
Gross Floor Area	1311.83 sqm
Floor Space Ratio	1.41

**NOTE:**  
 See Landscape Drawings for Height of Planting Wall.  
 See Landscape plan for types of Proposed Plants and trees.  
 See Site Plan for Existing trees and trees to be removed.  
 Clipping to be finished prior to U14517.  
 Ceiling installation on floor to be R50.

3	Window added to West Elevation	28/05/13
2	Revised to Council	04/06/13
1	Issue for CA	05/06/12
0	Amendment	13/06/12

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Project:  
**LIFETIME CARE**  
 325 HARBOUR DRIVE, COFFS HARBOUR  
 Drawing:  
**LOWER GROUND FLOOR PLAN**



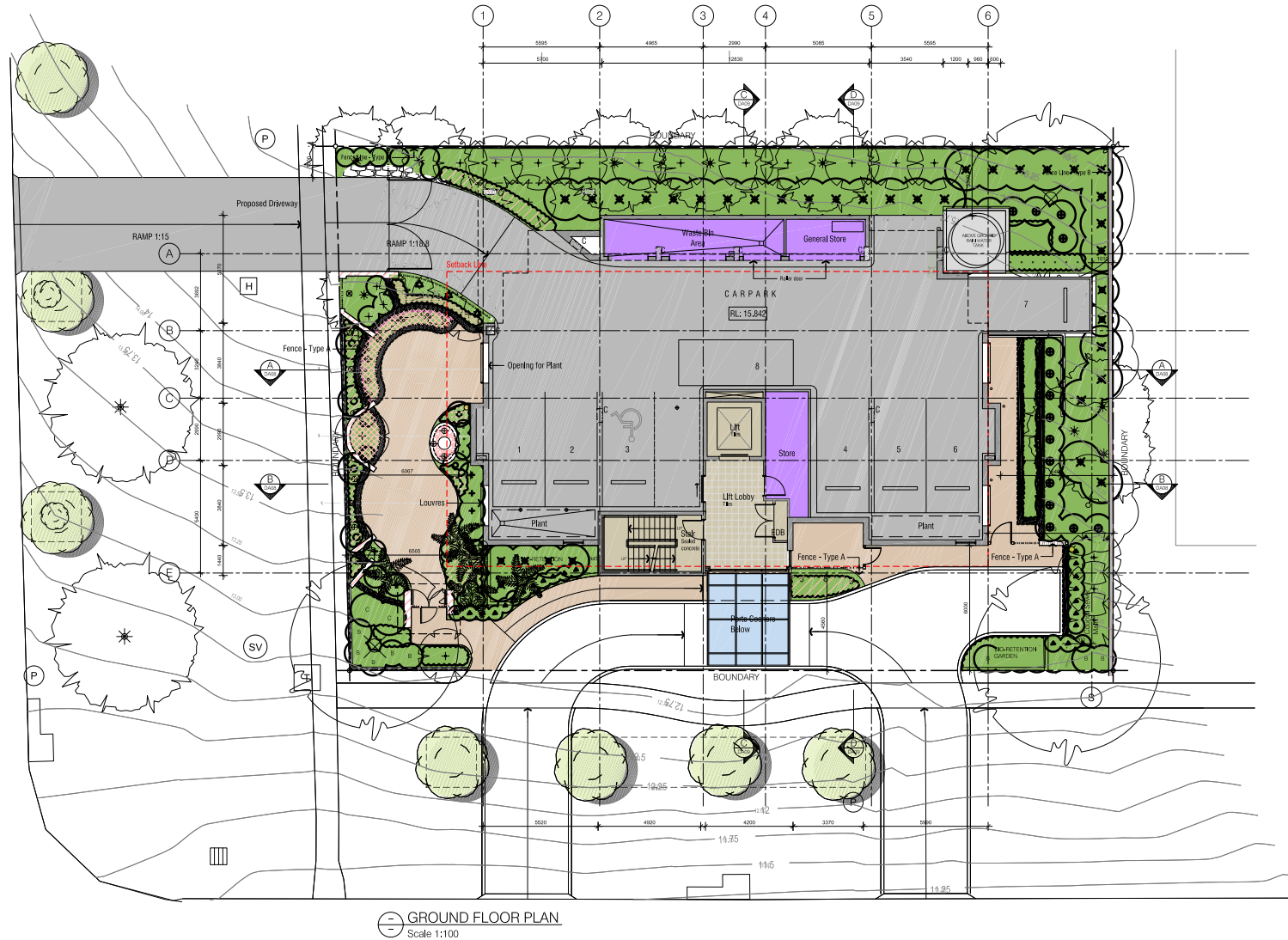
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 Email: info@brgroup.com.au

DATE	12/06/2012	2013 No. 1 Drawing
SCALE	1:100 (2:1)	1008 / DA02
FORM	04	
REVISION	3	



LOWER GROUND FLOOR PLAN  
 Scale 1:100





**LEGEND:**

[Green Box]	Bedroom
[Blue Box]	Bathroom
[Brown Box]	Common Area
[Yellow Box]	General Living Area
[Purple Box]	Service Area
[Grey Box]	Proposed path/footway
[Dashed Line]	Contours
[Symbol]	Key: K&K/P
[Symbol]	Power Pole
[Symbol]	Sewer Manhole
[Symbol]	Stop Valve
[Symbol]	Hydrant
[Symbol]	Stormwater K&K/P
[Symbol]	Toilet Pit
[Symbol]	Water
[Symbol]	Fence - Type A
[Symbol]	Fence - Type B

Site Area	250.00 sqm
Lower Ground Floor Area	225.25 sqm
Ground Floor Area	346.78 sqm
First Floor Area	242.00 sqm
Second Floor Area	252.70 sqm
Gross Floor Area	1311.60 sqm
Floor Space Ratio	1:41

**NOTE:**  
 See Landscape Drawings for Height of Retaining Walls  
 See Landscape Plan for types of Proposed Plants and Trees  
 See Site Plan for Existing trees and Trees to be removed  
 Cladding to be finished clear UCL/CL  
 Cladding Installation on top floor to be FLO

3	Window added to West Elevation	25/05/13
2	Revised to Council	04/04/13
1	Issue for I&L	25/03/12
0	Amendment	13/03/12

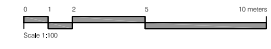
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Project:  
**LIFETIME CARE**  
 325 HARBOUR DRIVE, COFFS HARBOUR  
 Drawing:  
**GROUND FLOOR PLAN**



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 architecture, health and aged care planning, project management  
 Suite 7, Level 1, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27, 28, 29, 30, 31, 32, 33, 34, 35, 36, 37, 38, 39, 40, 41, 42, 43, 44, 45, 46, 47, 48, 49, 50, 51, 52, 53, 54, 55, 56, 57, 58, 59, 60, 61, 62, 63, 64, 65, 66, 67, 68, 69, 70, 71, 72, 73, 74, 75, 76, 77, 78, 79, 80, 81, 82, 83, 84, 85, 86, 87, 88, 89, 90, 91, 92, 93, 94, 95, 96, 97, 98, 99, 100  
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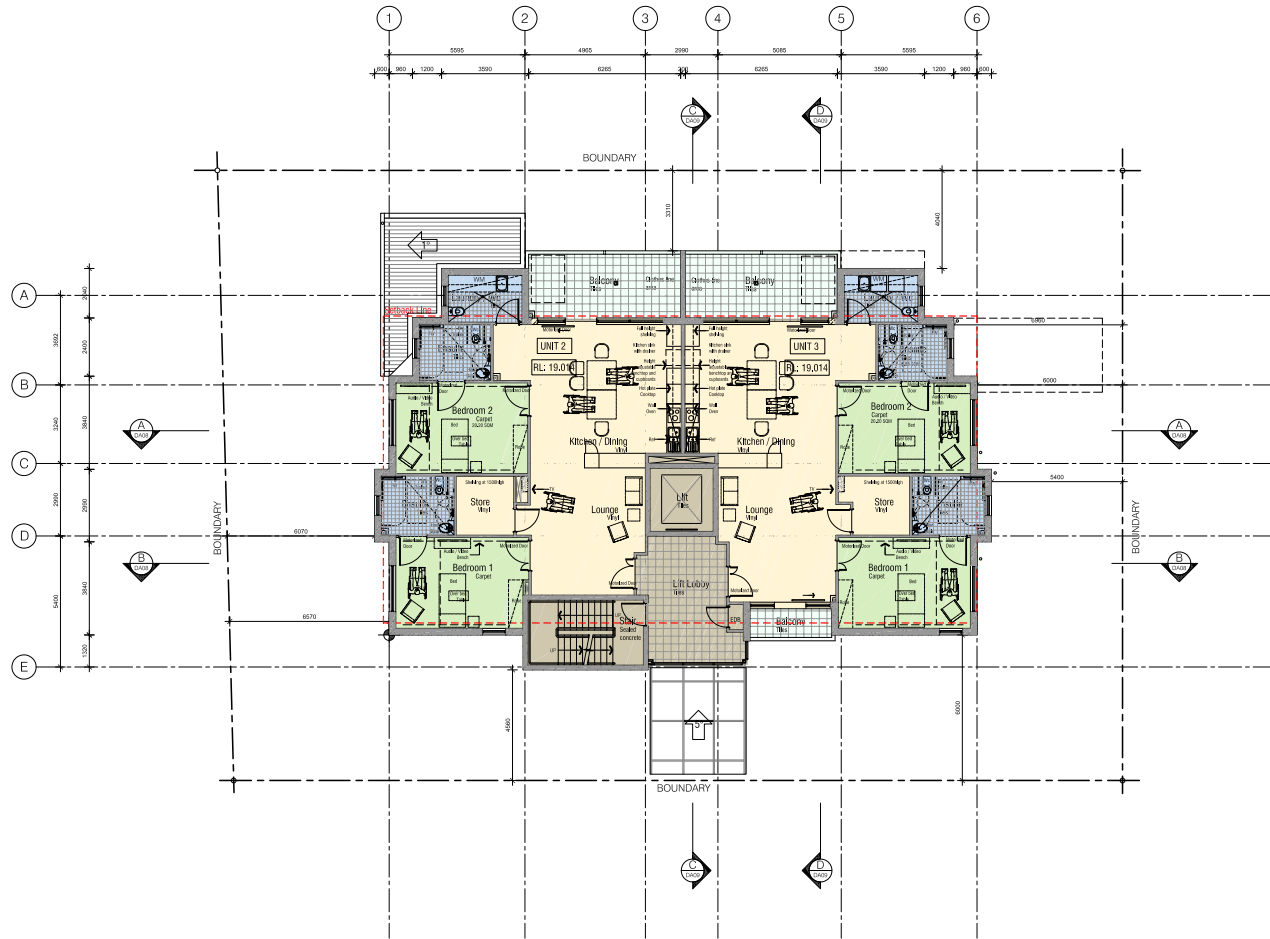
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SCALE	1:100 (G.F.)	1008 / DA03
PROJECT	LC	
REVISION	3	



LEGEND:

	Bedroom
	Bathroom
	Common Area
	General Living Area
	Stair Area
	Proposed path/entrance
	Balcony

Site Area	500,00 sqm
Lower Ground Floor Area	326,25 sqm
Ground Floor Area	386,76 sqm
First Floor Area	345,00 sqm
Second Floor Area	255,70 sqm
Gross Floor Area	1311,68 sqm
Floor Space Ratio	1,41



FIRST FLOOR PLAN  
Scale 1:100

2	Windows Added to West Elevation	28/05/13
1	Issue for CA	05/06/12
N/A	Amendment	1/06/12

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Project:  
LIFETIME CARE  
325 HARBOUR DRIVE, COFFS HARBOUR

Drawing:  
FIRST FLOOR PLAN



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**br**  
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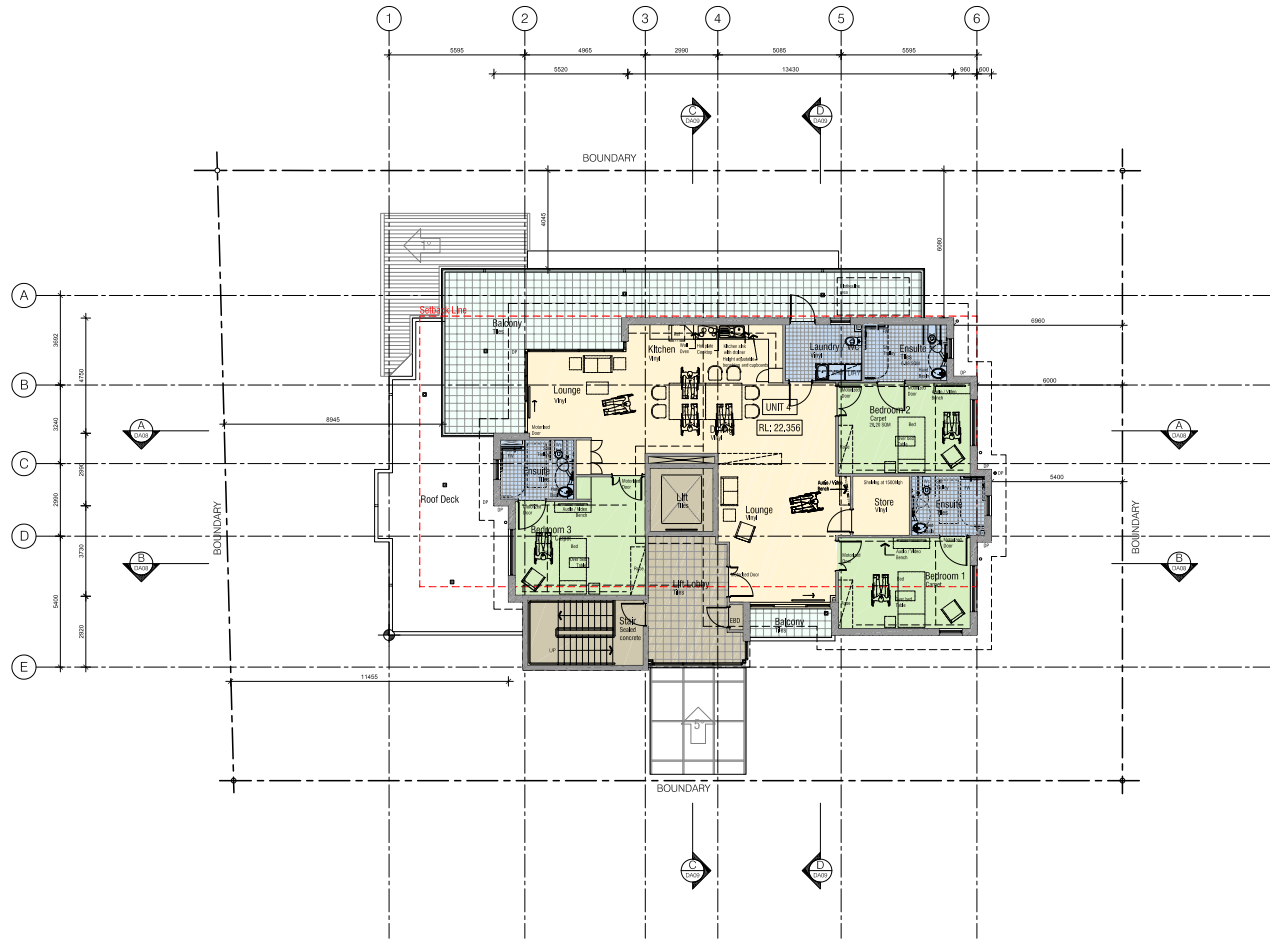
DATE: 05/06/2012	2013 FILE: 1 - DRAWING
SCALE: 1:100 (2/1)	1008 / DA04
FORM: 04	REVISION: 2



LEGEND:

	Bedroom
	Bathroom
	Common Area
	General Living Area
	Service Area
	Proposed path/walkway
	Balcony

Site Area	82020 sqm
Lower Ground Floor Area	22025 sqm
Ground Floor Area	22025 sqm
First Floor Area	22025 sqm
Second Floor Area	22025 sqm
Gross Floor Area	131165 sqm
Floor Space Ratio	1.41



SECOND FLOOR PLAN  
Scale 1:100

2	Windows added to West Elevation	28.05.13
1	Issue for CA	28.05.12
1	2 Amendment	13.05.12

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Project:  
LIFETIME CARE  
325 HARBOUR DRIVE, COFFS HARBOUR  
Drawing:  
SECOND FLOOR PLAN

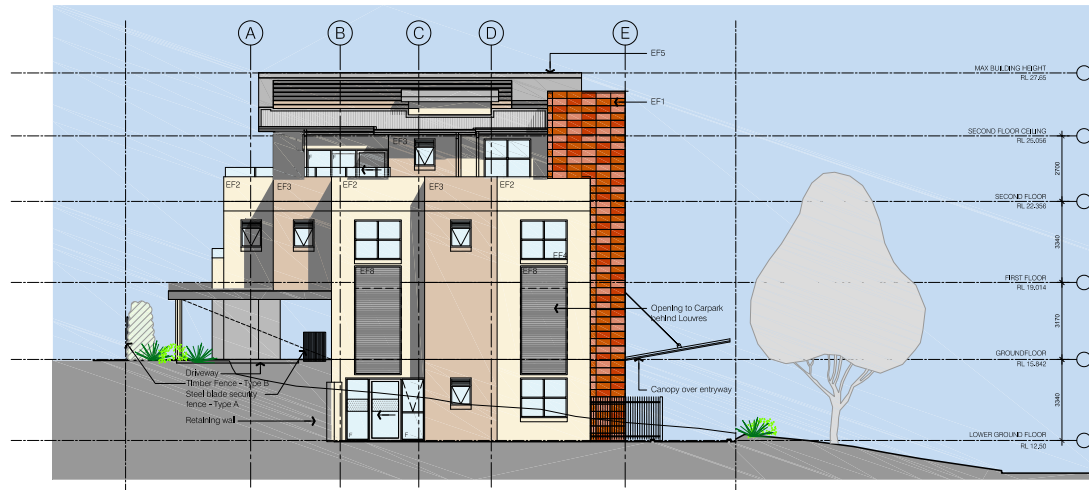


**boffa robertson group**  
architecture, health and aged care planning, project management  
ALCOHOL & DRUGS  
Scale: 1:1000  
File: 100-8408-1000  
Title: 100-8408-1000  
Date: 28/05/2013  
Project: 100-8408-1000



DATE: 28/05/2013	100% FILE: 100-8408-1000
SCALE: 1:1000 (2:1)	1008 / DA05
PROJECT: 100-8408-1000	
REVISION: 2	

LEGEND:	
EF1	Timber cladding with louvring
EF2	Rendered and Painted - Colour 1
EF3	Rendered and Painted - Colour 2
EF4	Aluminium framed window
EF5	Culboud end roof sheeting
EF6	Profiled metal fascia and gutter
EF7	JH Ultra weatherboard with cladding
EF8	Steel Mesh Steel Louvre System



**NORTH ELEVATION**  
Scale 1:100



**SOUTH ELEVATION**  
Scale 1:100

2	Windows added to West Elevation	28.05.13
1	Issue for CA	28.05.12
N/A	Amendment	1/08/12

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Project: LIFETIME CARE, 326 HARBOUR DRIVE, COFFS HARBOUR

Drawing: ELEVATIONS Sheet 2 of 2

Client: LIFETIME CARE, 326 HARBOUR DRIVE, COFFS HARBOUR

Drawing: ELEVATIONS Sheet 2 of 2

Client: LIFETIME CARE, 326 HARBOUR DRIVE, COFFS HARBOUR

Drawing: ELEVATIONS Sheet 2 of 2

Client: LIFETIME CARE, 326 HARBOUR DRIVE, COFFS HARBOUR

Drawing: ELEVATIONS Sheet 2 of 2

Client: LIFETIME CARE, 326 HARBOUR DRIVE, COFFS HARBOUR

Drawing: ELEVATIONS Sheet 2 of 2

Client: LIFETIME CARE, 326 HARBOUR DRIVE, COFFS HARBOUR

Drawing: ELEVATIONS Sheet 2 of 2

Client: LIFETIME CARE, 326 HARBOUR DRIVE, COFFS HARBOUR

Drawing: ELEVATIONS Sheet 2 of 2

Client: LIFETIME CARE, 326 HARBOUR DRIVE, COFFS HARBOUR

Drawing: ELEVATIONS Sheet 2 of 2

Client: LIFETIME CARE, 326 HARBOUR DRIVE, COFFS HARBOUR

Drawing: ELEVATIONS Sheet 2 of 2

Client: LIFETIME CARE, 326 HARBOUR DRIVE, COFFS HARBOUR

Drawing: ELEVATIONS Sheet 2 of 2

Client: LIFETIME CARE, 326 HARBOUR DRIVE, COFFS HARBOUR

Drawing: ELEVATIONS Sheet 2 of 2

Client: LIFETIME CARE, 326 HARBOUR DRIVE, COFFS HARBOUR

Drawing: ELEVATIONS Sheet 2 of 2

Client: LIFETIME CARE, 326 HARBOUR DRIVE, COFFS HARBOUR

Drawing: ELEVATIONS Sheet 2 of 2

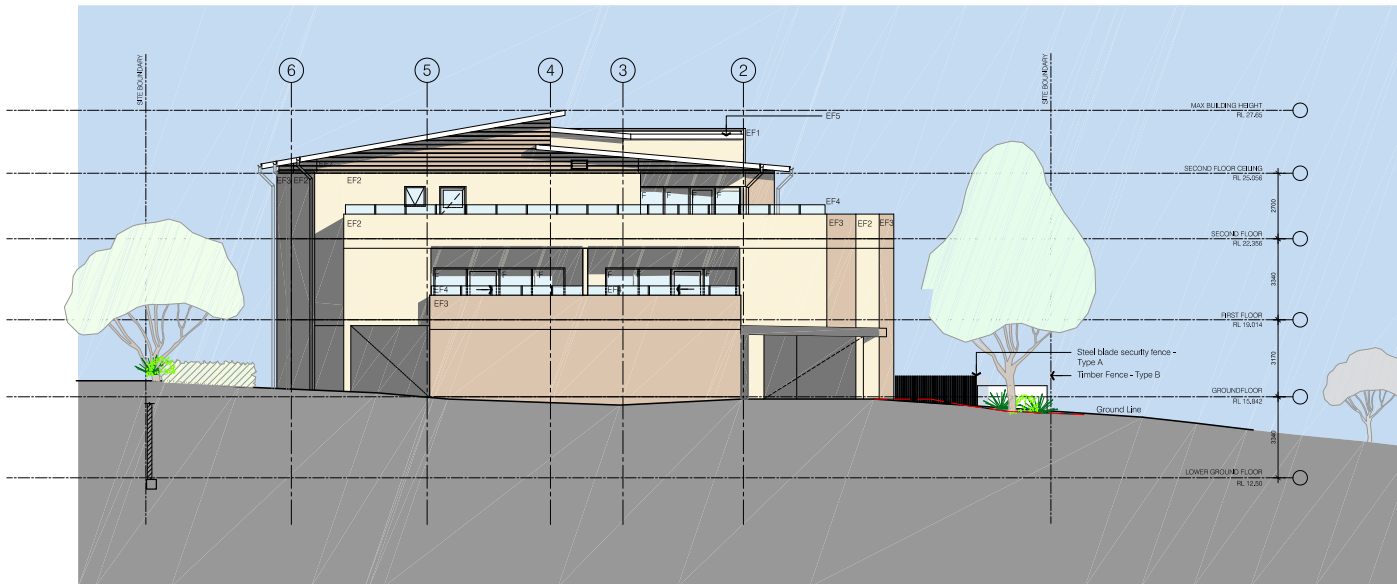


Client	LIFETIME CARE	326 HARBOUR DRIVE, COFFS HARBOUR
Scale	1:100 (2/ A1)	1008 / DA07
Drawn	BH	
Approved		

LEGEND:	
EF1	Timber cladding with cladding
EF2	Rendered and Painted - Colour 1
EF3	Rendered and Painted - Colour 2
EF4	Aluminium framed window
EF5	Corkboard end roof sheeting
EF6	Profiled metal fascia and gutter
EF7	JH Ultra weatherboard with cladding
EF8	Stainless Steel Louvre System



WEST ELEVATION  
Scale 1:100



EAST ELEVATION  
Scale 1:100

2	Windows added to West Elevation	28.05.13
1	Issue for DA	28.05.12
N/A	Amendment	1/06/12

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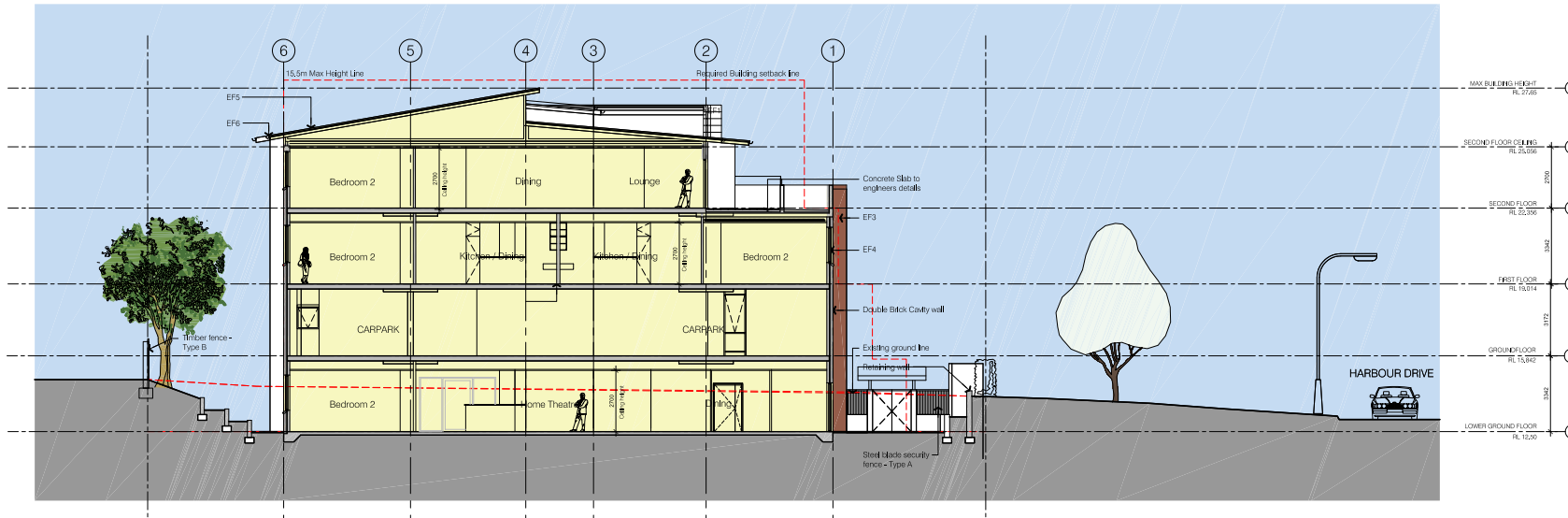
Project:  
**LIFETIME CARE**  
 326 HARBOUR DRIVE, COFFS HARBOUR  
 Drawing:  
 ELEVATIONS Sheet 1 of 2



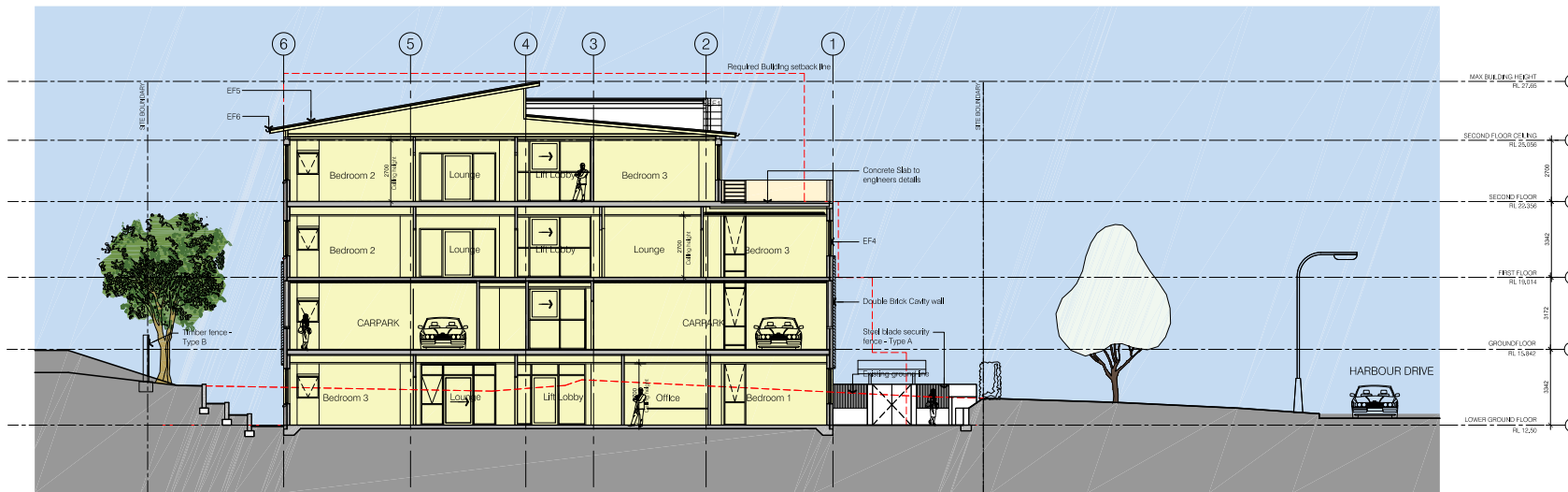
Issue:	14/06/2012	200/No. 1 Drawing
Scale:	1:100 @ A1	1008 / DA06
Drawn:	BH	Amendment: 2



LEGEND:	
EF1	Timber cladding wall cladding
EF2	Rendered and Painted - Colour 1
EF3	Rendered and Painted - Colour 2
EF4	Aluminium framed window
EF5	Culboud roof sheeting
EF6	Pre-finished metal fascia and gutter
EF7	JH Lines weatherboard wall cladding
EF8	Steel Mesh Steel Louvre System



Section A-A  
Scale 1:100



Section B-B  
Scale 1:100

2	Windows added to West Elevation	28.05.13
1	Issue for DA	09.08.12
N/A	Amendment	1 Date

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Project:  
**LIFETIME CARE**  
325 HARBOUR DRIVE, COFFS HARBOUR

Drawing:  
**SECTIONS**  
Sheet 1 of 2

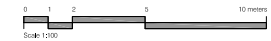


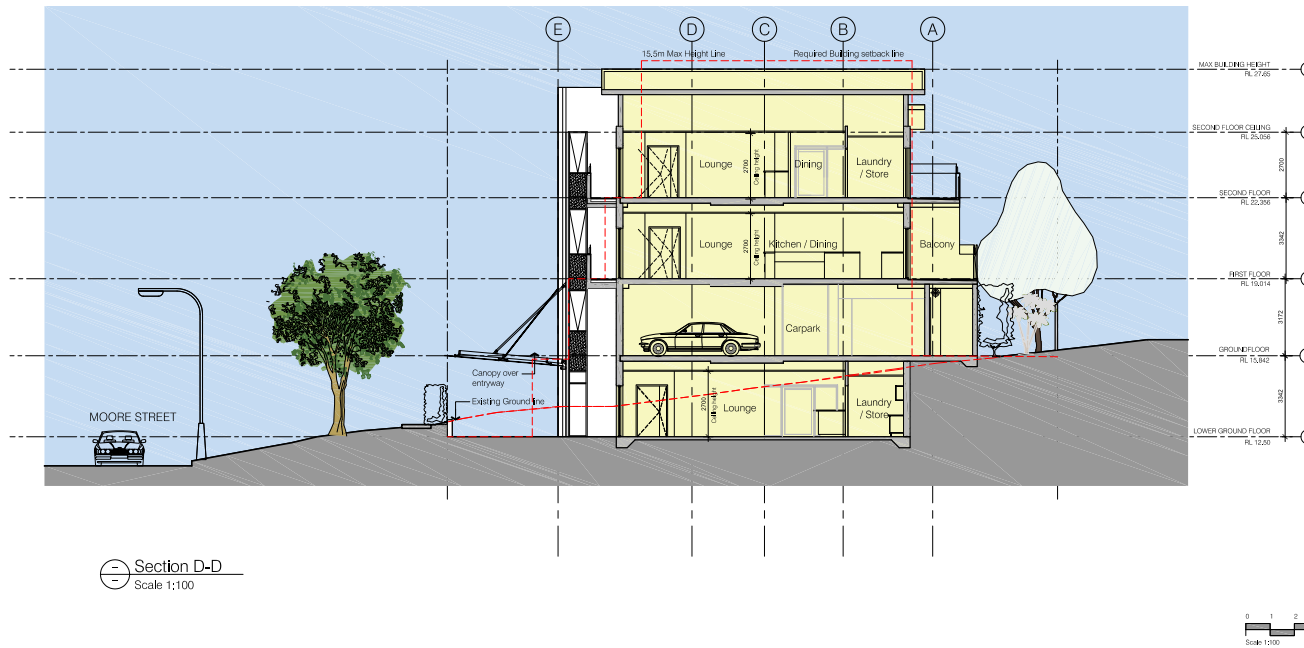
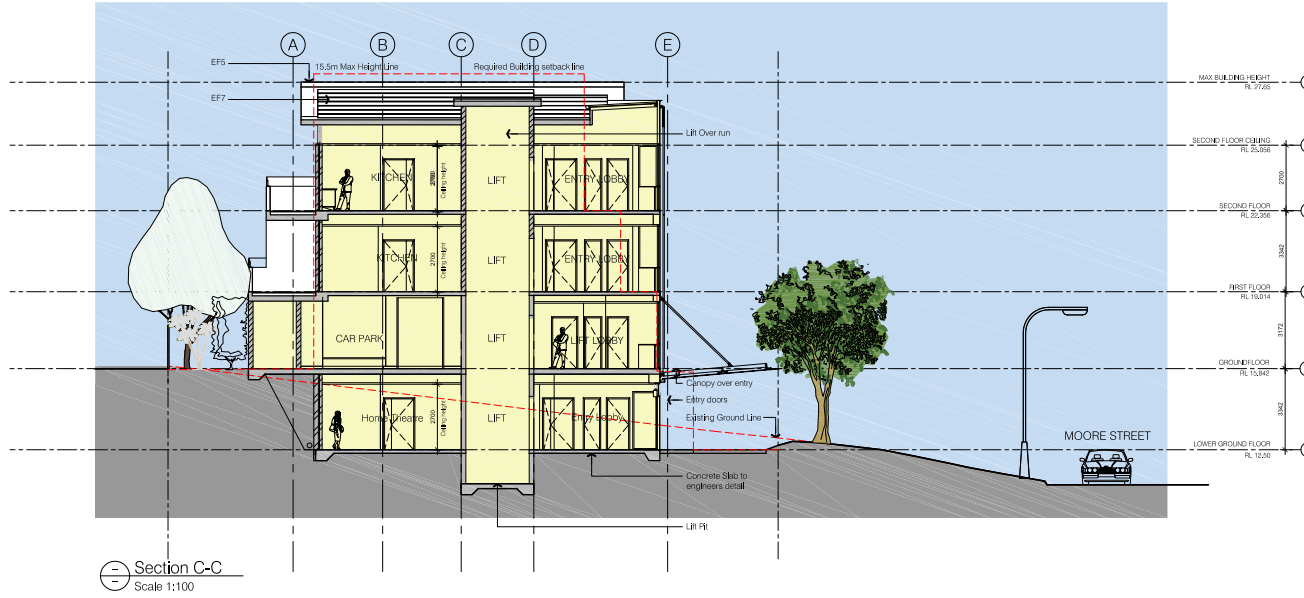
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**rg**

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Fax: (02) 9439 1999  
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DATE	28.05.13	2013 No. 1 Drawing
SCALE	AS SHOWN	1008 / DA08
PROJECT	325 HARBOUR DRIVE	REVISION - 2





LEGEND:	
EF1	Timber wall cladding
EF2	Rendered and Painted - Colour 1
EF3	Rendered and Painted - Colour 2
EF4	Aluminium framed window
EF5	Colourbond steel roof sheeting
EF6	Pre-painted metal fascia and gutter
EF7	JH Ultra weatherboard wall cladding
EF8	Steel Mesh Louvre System

2	Windows added to West Elevation	28.05.13
1	Issue for CA	08.06.12
0	Amendment	1.06.12

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 Project: LIFETIME CARE, 326 HARBOUR DRIVE, COFFS HARBOUR  
 Drawing: SECTIONS, Sheet 2 of 2



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DATE	28.05.13	2013 No. 1 Drawing
SCALE	AS SHOWN	1008 / DA09
WORK	CA	REVISION - 2



**Attachment 2**

-  Property House Numbers
-  Land Parcels
-  Road Names
-  Roads
-  Creeks
-  Bedrock Extent
-  State Forest
-  National Parks
- 2009 50cm



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Created = 30/05/2013 3:11 PM

User = ctscath

Scale = 1:2,529



Projected Coordinate System- GDA 1994, MGA Zone 56





**Development Application No. 393/13****Schedule of Draft Conditions****ADMINISTRATIVE CONDITIONS****Development Description:**

1. Development consent is granted only to carrying out the development described in detail below:
  - ***Demolition and Residential Flat Building***

**Prescribed Conditions:**

2. The proponent shall comply with the prescribed conditions of development approval under Clauses 97A, 98, 98A - of Environmental Planning and Assessment Regulation 2000 as are of relevance to this development.

**Development is to be in accordance with approved plans:**

3. The development is to be implemented in accordance with the plans set out in the following table except where modified by any conditions of this consent (Development Consent No. 393/13).

<b>Plan No. / Supporting Document(s)</b>	<b>Dated</b>
DA01; DA02; DA03, prepared by Boffa Robertson Group	28 May 2013
DA04; DA05; DA06; DA07; DA08; DA09, prepared by Boffa Robertson Group	9 August 2012
11-014-01E, prepared by James Pfeiffer Landscape Architects	31 January 2013
C02 and C03, prepared by de Groot & Benson	July 2012

In the event of any inconsistency between conditions of this development consent and the plans referred to above, the conditions of this development consent prevail.

The approved plans and supporting documents endorsed with the Council stamp and authorised signature must be kept on site at all times while work is being undertaken.

**PRIOR TO COMMENCEMENT OF BUILDING WORKS****Building Works Certification:**

4. No building work is to commence on site unless the work is certified by or on behalf of the Crown to comply with the technical provisions of the State's building laws; as required by Section 109R of the Environmental Planning & Assessment Act 1979.

**Development Application No. 393/13**

**Schedule of Draft Conditions**

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**Road Design and Services (Building):**

5. The following works:

- Removal of existing footpaths and construction of replacement footpaths to both the Harbour Drive and Moore Street frontages to align with existing footpaths fronting adjoining properties.

shall be provided to serve the development with the works conforming with the standards and requirements set out in Council's Development Design and Construction specifications and relevant policies (Water Sensitive Urban Design).

Plans and specifications are to be submitted and approved by Council **prior to the commencement of building works**. Plan submissions are to be accompanied by payment of prescribed fee.

Plans and specifications submitted later than six (6) months from the date of development consent shall comply with Council's current specifications at a date six (6) months prior to submission.

All work is to be at the developer's cost.

**Water Management Act 2000:**

6. **Construction works not being commenced** until a Certificate of Compliance pursuant to Division 5 of Part 2 of Chapter 6 of the Water Management Act 2000 evidencing that adequate arrangements have been made for the provision of water and sewerage services to and within the development is produced to Council.

The current contribution rate is:

	<b>Amount/unit</b>	<b>Total</b>
	<b>\$</b>	<b>\$</b>
Works to satisfy increased demand within the area for 3.5 ET's (10 beds)		
Water	3,334.72	33,347.20
Sewer	3,188.93	31,889.30
Sub total		65,236.50
Less credit for 1 lot		18,639.02
<b>TOTAL AMOUNT PAYABLE</b>		<b>46,597.48</b>

**Development Application No. 393/13**

**Schedule of Draft Conditions**

---

**Stormwater and Drainage Works Design:**

7. Stormwater being drained to Council's kerb inlet pit in Moore Street adjacent to the property via detention system. Design details of the system being approved by Council **prior to commencement of building works.**

The stormwater disposal details are to be designed by an appropriately qualified hydraulic engineer, demonstrating that all stormwater from hard stand areas and roof areas can be disposed on site in such a way that the estimated peak flow rate from the site for the average recurrence interval (ARI) of the receiving system is no greater than that which would be expected from existing site conditions.

Calculations showing the effect of the proposed development on design stormwater runoff rates and the efficiency of proposed measures to limit the flows set out in this condition are to be submitted with the design details.

The design is to achieve where applicable, compliance with the Coffs Harbour City Council Water Sensitive Urban Design Policy Targets.

**Site Notice:**

8. Prior to commencement of works a site notice(s) shall be prominently displayed at the boundaries of the site for the purposes of informing the public of the development details including but not limited to:
  - (1) Details of the Principal Contractor and Principal Certifying Authority for all stages of the development;
  - (2) The approved hours of work;
  - (3) The name of the site/project manager, the responsible managing company (if any), its address and 24 hour contact phone number for any inquiries, including construction noise complaints are to be displayed on the site notice; and
  - (4) To state that unauthorised entry to the site is not permitted.

**Demolition Works:**

9. All works including (where relevant) the handling and disposal of materials containing asbestos, are to be undertaken in accordance with the relevant requirements of WorkCover NSW, the Occupational Health and Safety Act and Australian Standard AS 2601-2001 "The Demolition of Structures".

Prior to demolition all services are to be disconnected and capped off. Disconnection of any sewer drainage lines shall be sealed to prevent ingress of water and debris into the sewerage system.

Where water and sewerage services are no longer required the required fee for disconnection being paid to Coffs Harbour Water prior to the commencement of any demolition work.

**Development Application No. 393/13**

**Schedule of Draft Conditions**

---

**Sanitary Plumbing and Draining:**

10. A separate application is to be made to Council by the licensed plumber and drainer prior to the commencement of any sanitary plumbing and drainage work on site.

**Construction Waste Management Plan:**

11. **Prior to the commencement of building works**, the proponent shall submit to the satisfaction of Council a Waste Management Plan prepared by a suitably qualified person in accordance with Council's relevant waste policy.

The Plan shall include the following provisions: all waste building materials shall be recycled or disposed of to an approved waste disposal depot; no burning of materials is permitted on site.

**Design Verification Statement – Residential Flat Buildings:**

12. **Prior to the commencement of building works**, the proponent shall submit to the certifying authority a Design Verification Statement from a qualified designer, verifying that the plans and specifications for the development achieve or improve the design quality of the development, having regard to the design quality Principals set out in Part 2 of *State Environmental Planning Policy No. 65 – Design Quality of Residential Flat Development*.

Note: as a BASIX certificate applies to the proposal the design quality Principals need not be verified to the extent which they aim:

- a) to reduce consumption of mains – supplied potable water, or reduce emissions of greenhouse gases, in the use of the building or in the use of the land on which the building is situated; or
- b) to improve the thermal performance of the building.

**Removal of Hazardous Materials:**

13. All hazardous materials shall be removed from the site and shall be disposed of at an approved waste disposal facility in accordance with the requirements of the relevant legislation, codes, standards and guidelines, prior to the commencement of any building works. Details demonstrating compliance with the relevant legislative requirements, particularly the method of containment and control of emission of fibres to the air, are to be submitted to the satisfaction of the Principal Certifying Authority prior to the removal of any hazardous materials.

**Asbestos removal**

- (a) Work involving bonded asbestos removal work (of an area of more than 10 square metres) or friable asbestos removal work must be undertaken by a person who carries on a business of such removal work in accordance with a licence under clause 318 of the *Occupational Health and Safety Regulation 2001*.

**Development Application No. 393/13**

**Schedule of Draft Conditions**

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- (b) The person having the benefit of the development consent must provide the Principal Certifying Authority with a copy of a signed contract with such a person **prior to the commencement of the proposed works.**
- (c) Any such contract must indicate whether any bonded asbestos material or friable asbestos material will be removed, and if so, must specify the landfill site (that may lawfully receive asbestos) to which the bonded asbestos material or friable asbestos material is to be delivered.

**DURING CONSTRUCTION**

**Approved Plans to be On-Site:**

- 14. A copy of the approved and certified plans, specifications and documents incorporating the conditions of approval and certification shall be kept on the site at all times and shall be readily available for perusal by any officer of Council or the Principal Certifying Authority.

**Erosion and Sediment Control:**

- 15. All erosion and sediment control measures, as designed in accordance with the approved plans are to be effectively implemented and maintained at or above design capacity for the duration of the construction works for each stage of the project, and until such time as all ground disturbance by the works has been stabilised and rehabilitated so that it no longer acts as a source of sediment.

**Hours of Work:**

- 16. Demolition and Construction works are to be limited to the following hours:

Monday to Friday      7.00 a.m. - 6.00 p.m.  
Saturday                7.00 a.m. - 1.00 p.m. if inaudible from adjoining residential properties, otherwise 8.00 a.m. - 1.00 p.m.

No construction work is to take place on Sundays and Public Holidays.

**Protection of Trees - Street Trees:**

- 17. Existing street trees at the sites frontages shall be protected at all times during construction. Any street trees which are damaged or removed during construction, shall be replaced, to the satisfaction of Council prior to the development being occupied.

**Waste Storage:**

- 18. The waste storage area being constructed in accordance with the approved plans (Plan No. DA03) and is to accommodate a minimum of eight (8) 240 litre bins including at least one (1) organics bin.

**Development Application No. 393/13**

**Schedule of Draft Conditions**

---

**Excavated Material:**

19. Where excavated material is to leave the site it is to be disposed of at an approved landfill facility.

Alternatively, where it is proposed to dispose of the excavated material at another location no material is to leave the site until:

- Council has been advised in writing of the destination site(s); and
- Council has been advised of the quantity and makeup of the material; and
- Council has issued written approval for disposal to the alternate location(s).

Note: The exportation of fill or soil from the site must be in accordance with the provisions of the Protection of the Environment Operations Act (POEO) 1997 and the Office of Environment and Heritage "*Waste Classification Guidelines*" and shall comply with the terms of any approval issued by Council.

**Construction Waste Management:**

20. Compliance with the terms of approved construction waste management plan.

**Cultural Heritage:**

21. In the event that future works during any stage of the development disturb Aboriginal Cultural materials, works at or adjacent to the material must stop immediately. Temporary fencing must be erected around the area and the material must be identified by an independent and appropriately qualified archaeological consultant. The Office of Environment and Heritage (OEH), Northern Aboriginal Heritage Unit and the Aboriginal Stakeholder groups must be informed. These groups are to advise on the most appropriate course of action to follow. Works must not resume at the location without the prior written consent of the OEH and Northern Aboriginal Heritage Unit and the Aboriginal Stakeholder groups.

**Height of Development:**

22. The height of the development is not to exceed the design height as specified in the approved plans (*Dwg No. DA06 & DA07*).

Written certification from a registered surveyor is to be submitted to the Principal Certifying Authority at the following stages:

- a) upon completion of basement slab formwork, prior to placement of concrete;
- b) upon completion of the building and **prior to occupation of the development.**

The certification is to address the height and location of the formwork to achieve the approved design height. Construction work is not to proceed beyond these stages until authorised to do so by the Principal Certifying Authority.

**Development Application No. 393/13**

**Schedule of Draft Conditions**

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**PRIOR TO OCCUPATION OF THE DEVELOPMENT**

**Access Works:**

23. Sealed driveways being constructed over the footpath at right angles to the road in accordance with Council's standard drawings. Any existing driveways which are not required for the development are to be removed and the footpath reinstated. All such work is subject to a separate driveway application, fees and approval by Council.

These works are to be completed **prior to occupation of the development**.

**Car Parking Spaces:**

24. All car parking and manoeuvring areas being constructed in accordance with the provisions of Australian Standard AS 2890.1 "Parking Facilities: Off-Street Car Parking" and the provisions of AS/NZS 2890.6:2009 "Parking Facilities: Part 6: Off-Street parking for people with disabilities".

**Stormwater Management Certification:**

25. **Prior to occupation of the development** the consultant design engineer shall issue a certificate to the Principal Certifying Authority to the effect that the stormwater treatment system has been installed and complies with the approved design.

**Design Verification Statement – Residential Flat Buildings:**

26. **Prior to occupation of the development**, the proponent shall submit to the Principal Certifying Authority a Design Verification Statement from a qualified designer, verifying that the residential development achieves the design quality of the development as shown in the plans and specifications in respect of which the Construction Certificate was issued, having regard to the design quality Principles set out in Par 2 of *State Environmental Planning Policy No. 65 – Design Quality of Residential Flat Development*.

Note: as a BASIX certificate applies to the proposal the statement need not be verified to the extent which they aim:

- a) To reduce consumption of mains – supplied potable water, or reduce emissions of greenhouse gases, in the use of the building or in the use of the land on which the building is situated; or
- b) To improve the thermal performance of the building.

**Development Application No. 393/13**

**Schedule of Draft Conditions**

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**Street Numbering:**

27. The street number allocated to your premises is to be clearly displayed **prior to occupation of the development.**

Proposed secondary address numbering (*i.e. unit numbering*) being undertaken in accordance with the Australian and New Zealand address standard AS/NZ 4819:2003 and approval from Australia Post being obtained with a copy of the approval to be submitted to the Principal Certifying Authority **prior to Occupation.**

**Survey Report:**

28. Submission of a survey report describing the completed development prepared by a registered surveyor to the Principal Certifying Authority **prior to occupation of the development.**

**Rainwater Tanks:**

29. A separate application being submitted to Coffs Harbour Water for approval of the rain water tank(s) prior to installation and any associated plumbing works. Evidence confirming such approval being submitted to the Principal Certifying Authority **prior to occupation of the development.**

Note: an application form may be downloaded from Council's web site [www.coffsharbour.nsw.gov.au](http://www.coffsharbour.nsw.gov.au)

**Individual Water Meters:**

30. Individual water meters are to be provided to all units and common areas **prior to occupation of the development.**

**Road Design and Services:**

31. The following works:

- Removal of existing footpaths and construction of replacement footpaths to both frontages of the site, to align with existing footpaths;

being provided to serve the development with the works conforming with the standards and requirements set out in Council's Development Design and Construction specifications and relevant policies (WSUD).

These works are to be completed **prior to occupation of the development.**

All work is to be at the developer's cost.

**BASIX:**

32. All of the commitments listed in the BASIX Certificate for the development being fulfilled **prior to occupation of the development.**



**Development Application No. 393/13**

**Schedule of Draft Conditions**

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**Landscaping Works:**

33. **Prior to the issue of an Occupation Certificate** a works as executed plan from the landscape consultant is to be submitted to the Principal Certifying Authority certifying that all landscape works have been carried out in accordance with the approved plan.

**OPERATIONAL MATTERS**

**Noise:**

34. Noise emanating from the premises shall at all times be in accordance with the provisions of the *Protection of the Environment (Operations) Act 1997*.

**Use:**

35. The office being used only in association with the occupation and management of the residential flat building approved under this consent.

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## COFFS HARBOUR ENVIRONMENTAL SUSTAINABILITY STRATEGY - PROJECT PLAN

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### **Purpose:**

To inform Council of the Project Plan for the development of the Coffs Harbour Environmental Sustainability Strategy.

### **Description of Item:**

The project plan sets out the actions, timeframe and stakeholder consultation process for the development of the Coffs Harbour Environmental Sustainability Strategy.

Council does not currently have an integrated Environmental Sustainability Strategy, which pulls together the key environmental sustainability issues that the local government area (LGA) faces. There is no overriding document that sets out targets or that has a rigorous measurement and reporting framework for environmental sustainability. The impact of this is that different areas of Council involved in environmental sustainability often work in isolation from each other and some areas of Council may be unaware of what other areas of Council are doing. Effectively it is “unjoined-up” working. This Strategy will enable Council to deliver environmental sustainability outcomes in a more focused, targeted and systemic or “joined-up” way.

The need for such a plan was initially identified in the review of the Environmental Levy reported to Council on 23 February 2012. The review acknowledged that in order to better facilitate allocation of the Environment Levy funds, an LGA wide Environmental Strategy was required.

Initial research shows that many other Councils across Australia have good examples of Environmental Sustainability Strategies, as well as clear targets and regular sustainability reporting (e.g. sustainability scorecards). The best of these documents will be used to assist in the development of the Coffs Harbour strategy.

This Strategy will replace the previous Environmental Awareness Strategy adopted in 2002 which was a 5 year rolling plan and is now out of date.

### **Sustainability Assessment:**

- **Environment**

There are no direct environmental impacts associated with this Project Plan. The Environmental Sustainability Strategy itself, once developed, will drive improved environmental sustainability outcomes both for the organisation and across the LGA, by setting clear targets and actions alongside a measurement and reporting framework for environmental sustainability.

- **Social**

There are no direct social impacts associated with this Project Plan or the development of the Strategy. The planned stakeholder consultation process is outlined in Attachment 1 of the Project Plan. The Strategy will outline programs to involve and engage both Council staff and the community in understanding the environmental impacts of their decisions and in reducing those impacts.

- **Civic Leadership**

By developing this Strategy, Council is showing leadership in the area of environmental sustainability. The Strategy will clearly outline Council's organisational targets for environmental sustainability as well as broader community environmental sustainability.

- **Economic**

**Broader Economic Implications**

There is no significant economic implication associated with this Project Plan.

**Delivery Program/Operational Plan Implications**

There is no significant delivery or operational impact associated with this Project Plan. The Strategy, once developed, will allow for improved budgeting and planning for environmental sustainability programs within Council's Integrated Planning and Reporting Framework. The action plan within the Strategy will be aligned with the 4 year Delivery Program and annual Operational Plan and budgeting round. The Strategy will also facilitate allocation of the Environmental Levy in a more targeted way, as per Council's adopted recommendation.

**Consultation:**

The Project Plan has been prepared by the Sustainability Coordinator in consultation with relevant staff in Environmental Services.

**Related Policy and / or Precedents:**

At its meeting of 23 May 2013, Council adopted an updated Environmental Levy Policy and associated assessment criteria and committee procedures. The development of an overall Local Government Area Environmental Strategy will support and assist the improved allocation of Environmental Levy funds.

**Statutory Requirements:**

Under the *NSW Local Government Act*, Councils are required to consider Ecological Sustainable Development. Section 7e "purposes of the Act" requires "Councils, Councillors and Council employees to have regard to ESD principles in carrying out all of their responsibilities".

Section 8 of the *Local Government Act 1993* (as amended 1997) sets out the charter of a local Council in NSW and includes the requirement for a Council to "properly manage, develop, protect, restore, enhance and conserve the environment of the area for which it is responsible in a manner which is consistent with and promotes the principles of Ecological Sustainable Development and "have regard to the long term and cumulative effect of its decisions".

Section 89 of the Act provides that councils must have regard to the principles of ESD when determining applications for approval; and Section 403(2), which specifies that in preparing its draft management plan (delivery plan) the council must consider "activities to properly manage, protect, restore, enhance and conserve the environment in a manner that is consistent with and promotes the principles of ESD".

**Issues:**

There are no issues of relevance associated with noting of this report.

**Implementation Date / Priority:**

The Project Plan will be implemented upon noting of Council.

**Recommendation:**

**That Council endorses the attached Project Plan for the development of a Coffs Harbour City Council Environmental Sustainability Strategy.**

# Coffs Harbour Environmental Sustainability Strategy 2014 – 2018 Project Plan



Version: 2nd Draft  
14th May 2013



THIS IS A LOOKING AFTER OUR ENVIRONMENT PROJECT  
*Helping to achieve the 2030 Community Vision*

## The Need

Council does not currently have an integrated Environmental Sustainability Strategy, which pulls together the key environmental sustainability issues that the local government area faces. There is no overriding document that sets out targets or has a rigorous measurement and reporting framework for environmental sustainability. The impact of this is that the different areas of Council involved in environmental sustainability often work in isolation from each other and some areas of Council may be unaware of what other areas of Council are doing. Effectively it is “unjoined- up” working. This Strategy will enable Council to deliver environmental sustainability outcomes in a more focussed, targeted and systemic or “joined-up” way.

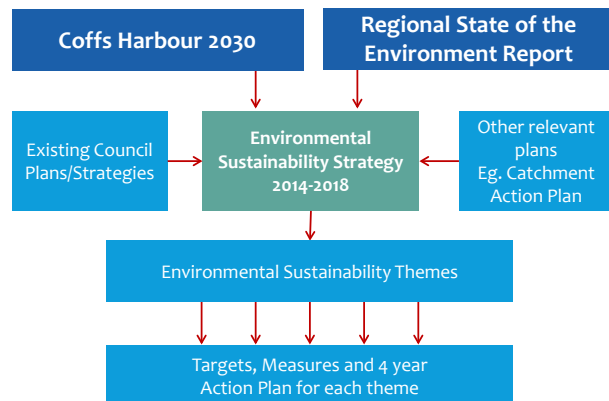
The need for such a plan was also identified in the review of the Environmental Levy in February 2012. The final recommendations, which were adopted by Council, acknowledged that in order to better facilitate allocation of the Environment Levy funds, an LGA wide Environmental Strategy was required.

Initial research shows that many other Councils across Australia have good examples of Environmental Sustainability Strategies, as well as clear targets and regular sustainability reporting (e.g. sustainability scorecards). The best of these documents will be used to assist in the development of the Coffs Harbour strategy.

## Objectives

1. To develop one Council document that integrates and connects key environmental sustainability issues across the LGA.
2. To connect the Coffs Harbour 2030 to existing strategies and action plans across Council that relate to the 2030 “Looking after our Environment” theme and hence better facilitate implementation of the 2030 Plan.
3. To align the Strategy with the Integrated Planning and Reporting Framework, allowing actions and budgeting across the 4 year cycle.
4. To align the Strategy with the 4 yearly Regional State of the Environment Reporting Framework.
5. To identify clear targets and an appropriate measurement and reporting framework for environmental sustainability across the LGA.
6. To develop an Environmental Sustainability Strategy that will support and assist the improved allocation of Environmental Levy funds.

## Strategy Structure



The Strategy will include a number of key environmental sustainability themes with targets, measures and a 4 year action plan for each theme.

In some cases, the action plan may refer its reader to the already existing relevant strategy/action plan e.g. Biodiversity Action Strategy for the Biodiversity theme.

Currently the likely themes for the Environmental Sustainability Strategy are:

1. Resource use/emissions reduction (including transport, energy, local food, procurement)
2. Water
3. Waste
4. Biodiversity
5. Sustainability Education and Engagement

Each theme will have targets and actions for both organisational (Council) sustainability and community sustainability, where applicable. These themes may be changed/adapted as the project proceeds.



## Project Timeframe

Action	Date	Who	Status
Research other best practice examples of Environmental Sustainability Strategies	April 2013	Sustainability Coordinator	Completed
Develop project plan	May 2013	Sustainability Coordinator	Completed
Report to Council for information	June 2013	Sustainability Coordinator	Commenced
Gather together all relevant state, local and CHCC strategies, policies, action plans	May - June 2013	Sustainability Coordinator	Commenced
Identify internal group with relevant stakeholders	June 2013	Sustainability Coordinator	Commenced
Consult with all relevant council staff to develop targets, measures and action plan for each theme (see attachment A)	June – July 2013	Sustainability Coordinator	Not yet commenced
Draft document and graphic design work	July 2013	Sustainability Coordinator, Sustainability Admin Assistant	Not yet commenced
First Draft of Environmental Sustainability Strategy and circulate to internal group for comment	5 Aug 2013	Sustainability Coordinator/ Internal group	Not yet commenced
First draft	28 Aug 2013	Sustainability Coordinator, Executive Team	Not yet commenced
Final draft	18 Sept 2013	Sustainability Coordinator, Executive Team	Not yet commenced
Endorsement by Council for public exhibition	26 Sept 2013	Council	Not yet commenced
Public exhibition and community consultation (see Attachment A)	30 Sept – 10 Nov 2013	Sustainability Coordinator, Media Unit	Not yet commenced
Final Strategy to Council for adoption	28 Nov 2013	Council	Not yet commenced
Integration of ES Strategy into 4 year Delivery Plan, 2014/15 operational plan and budget and relevant staff work plans	Early 2014	Sustainability Coordinator, Corporate Planner, Finance section, relevant stakeholders identified in action plans	Not yet commenced

## Risk Assessment

Identified Risk	Consequence	Impact	Likelihood	Rating	Control	Responsibility
Difficulty accessing relevant information/ feedback from key stakeholders in a timely manner	Project timeframe adversely affected	Moderate	Likely	Medium	Set clear expectations (deadlines) and reasonable timeframes for feedback	Sustainability Coordinator
Internal stakeholders unable to agree on actions or targets	Unable to deliver Strategy with a set of agreed targets and actions	Major	Possible	Medium	<ol style="list-style-type: none"> <li>1. Ensure clear and demonstrated Executive and Council support for the development of the Strategy</li> <li>2. Ensure all stakeholders are consulted throughout</li> </ol>	Sustainability Coordinator, Executive Team, Council
Lack of understanding by other sections of role of Sustainability Coordinator in development of the strategy – perceived interference in the work of other sections	Lack of timely participation/input from relevant sections. Refusal to participate. Lack of ownership of the strategy across council	Moderate	Likely	High	<ol style="list-style-type: none"> <li>1. Ensure clear and demonstrated Executive and Council support for the development of the Strategy and the role of the Sustainability Coordinator</li> <li>2. Ensure collaborative approach throughout</li> <li>3. Regular updates to Executive on project process</li> </ol>	Sustainability Coordinator, Executive Team, Council
Adverse community reaction to Draft Strategy	Timeframe adversely affected, additional community consultation and/or significant changes to document required	Moderate	Unlikely	Low	Ensure Council is kept informed of project development so that they can gauge community support	Sustainability Coordinator, Council
Budget limitations for facilitation of stakeholder engagement	Community engagement/ community consultation limited to public exhibition of draft strategy	Moderate	Likely	Medium	Councillors to promote the public exhibition to the community and encourage feedback. Use social media and existing networks to send out information	Council, Sustainability Coordinator
Staff resourcing limitations means deadline for project delivery cannot be met	Timeframe adversely affected	Moderate	Possible	Medium	Ensure project plan has an achievable timeframe within existing resources. Review regularly	Strategy & Sustainability Manager and Sustainability Coordinator



# ATTACHMENT A: STAKEHOLDER ENGAGEMENT PLAN

## Engagement objectives

The objectives of this stakeholder engagement plan are to:

1. Ensure relevant staff and managers are consulted during the development of the Draft Environmental Sustainability Strategy including staff whose key responsibilities relate to the strategic themes.
2. Ensure all relevant stakeholders receive an electronic copy of the Draft Environmental Sustainability Strategy.
3. Ensure the public exhibition period encourages feedback by stakeholders, by where possible;
  - a. Offering longer than the standard 28 day period, to allow for timings associated with community group meetings;
  - b. Not holding it over December-February or during the school holidays.
4. Maximise community feedback to the draft Strategy by using a range of community engagement techniques, within budget limitations.
5. Provide feedback to the community on how their submissions influenced the final Environmental Sustainability Strategy.
6. Ensure the Environmental Sustainability Strategy that is adopted by Council meets the concerns and aspirations of our community.

Note: The depth and extent of the stakeholder engagement outlined in this Plan will depend on the finalised budget allocation for the Environmental Sustainability Strategy.

## Engagement Plan outline

To achieve the objectives of this community engagement plan, we will:

- **Collaborate** with Council staff and Council on the engagement plan to gain their perspective and adapt the plan to incorporate their advice and recommendations.
- **Consult** with stakeholders to ensure the strategy meets the concerns and aspirations of our community.
- **Inform** the general community of the draft strategy and the public exhibition period.

*The overarching level of Community Engagement selected for this project is Consult.*

### Level of Community Engagement selected Consult

**Community Engagement Goal**  
*To obtain public feedback on analysis, alternatives and/or decisions.*

**Our promise to the community**  
*We will keep you informed, listen to and acknowledge your concerns and aspirations, and provide feedback on how input influenced the decision.*

This selection is based on:

1. A medium degree of complexity: there are more than one or two problems that can be resolved.
2. A medium degree of potential community impact and/or outrage: the project will fix a problem that will benefit communities and the change will cause minor inconvenience.
3. A low level of political sensitivity: the project has acceptance throughout communities.
4. Council budgetary and resourcing limitations.



## Stakeholder List

This list will be added to and updated as the project progresses.

Stakeholders	Key Stakeholders
Councillors	All
Council Executive Team	All
Council Leadership Team	Managers whose key responsibilities relate to the strategy themes
Council staff	<ul style="list-style-type: none"> <li>- Council staff whose key responsibilities relate to the strategy themes</li> <li>- S-Team - Council's Sustainability Staff Network</li> </ul>
Partners/neighbouring Councils	<ul style="list-style-type: none"> <li>- Bellingen</li> <li>- Nambucca</li> <li>- Clarence Valley</li> </ul>
Contract service providers	<ul style="list-style-type: none"> <li>- Waste contractors</li> <li>- NRM contractors</li> <li>- Coffs Harbour Water</li> </ul>
Community groups	<ul style="list-style-type: none"> <li>- Coffs Harbour Regional Landcare Network</li> <li>- Orara Rivercare Management Committee</li> <li>- Jaliigirr Alliance Inc.</li> <li>- Coffs Regional Community Gardens Association</li> <li>- Mid North Coast Greens</li> <li>- Local Lock the Gate group</li> <li>- Coffs Harbour Farmers Association</li> <li>- Ulitarra Society</li> <li>- WIRES</li> <li>- Garlambirla Guyuu Girrwa Coffs Elders Group</li> <li>- Coffs Coast Tourism Association</li> <li>- National Parks Association</li> </ul>
Specific interest groups/ Individuals	<ul style="list-style-type: none"> <li>- Coffs Ambassador Volunteer Tour Guides</li> <li>- Recipients of Council's Environmental Levy Funds, including schools who have received Council's Green Schools Sustainability Fund</li> <li>- Our Living Coast participants</li> <li>- Environmental/ sustainability related businesses</li> </ul>
Government Agencies	<ul style="list-style-type: none"> <li>- CH Aboriginal Land Council</li> <li>- National Parks and Wildlife Service</li> <li>- Solitary Islands Marine Park</li> <li>- Forests NSW</li> <li>- Office of Environment and Heritage</li> <li>- Northern Rivers Catchment Management Authority - soon to be renamed Local Land Services</li> <li>- Health Mid North Coast</li> </ul>
Non-government agencies	<ul style="list-style-type: none"> <li>- Nature Conservation Council</li> <li>- Southern Cross University (SCU):                             <ul style="list-style-type: none"> <li>- National Marine Science Centre</li> <li>- Sustainability Facilitator, Office of Community Engagement</li> </ul> </li> <li>- North Coast TAFE- Acting Program Manager Ecological Sustainability Initiatives</li> </ul>
Media	<ul style="list-style-type: none"> <li>- Print - The Advocate, Woolgoolga Advertiser, Coffs Coast Alternative, Focus Magazine</li> <li>- Radio - Southern Cross Aus Stereo - 2CS FM and Star FM, ABC Radio Mid North Coast, 2HC Community Radio, 2CHY FM Youth Radio</li> <li>- TV - Coffs Coast Media Centre, NBN, Prime</li> </ul>

## Community Engagement Actions

Project Phase & Action	Level	Community Engagement Techniques	Who	When
<b>Planning</b> - Inform Council and staff about the project plan.	Inform	<ul style="list-style-type: none"> <li>- Project Plan to Executive and Council for information</li> <li>- Contact staff whose key responsibilities relate to the strategy themes</li> </ul>	Strategy & Sustainability	June 2013
<b>Implementation</b> - Collaborate with staff to develop the strategy and ensure it correctly reflects their plans and targets related to environmental sustainability.	Collaborate	<ul style="list-style-type: none"> <li>- Meet with staff whose key responsibilities relate to the strategy themes</li> <li>- Meet with the S-Team sustainability collaborative staff network</li> <li>- Presentation to the Leadership Team</li> <li>- Form internal group – key stakeholders, to review draft strategy</li> </ul>	Strategy & Sustainability	June - Aug 2013
<b>Implementation</b> - Collaborate with Council to ensure the strategy meets the needs and aspirations of our community	Collaborate	<ul style="list-style-type: none"> <li>- Councilor briefing on the draft Strategy and report to Council endorsing public exhibition</li> </ul>	LUHD Director and Sustainability Coordinator	Sept 2013
<b>Implementation</b> - Consult with all stakeholders to ensure the strategy meets the concerns and aspirations of our community.	Consult	<ul style="list-style-type: none"> <li>- Key stakeholders to be personally emailed an invitation to submit their comments on the draft strategy, using Council's website and electronic form</li> </ul>	Strategy & Sustainability Staff who are primary contacts	Oct 2013
<b>Implementation</b> - Inform the general community of the draft strategy	Inform	<ul style="list-style-type: none"> <li>- Media release at start of exhibition period and two weeks from end.</li> <li>- Article in Council page of Advocate</li> <li>- Stall at Sustainable Living Festival and Growers Markets (dependant on resource limitations)</li> <li>- Social media</li> <li>- Existing networks</li> </ul>	Strategy & Sustainability, Media Officer	Oct – Nov 2013
<b>Implementation</b> - Inform all stakeholders of how their input influenced any changes to the draft strategy	Inform	<ul style="list-style-type: none"> <li>- Key stakeholders to be emailed a link to the website, which will contain information on the public submissions that were made and how this input influenced any changes to the draft strategy</li> <li>- Key stakeholders emailed to notify them once the Strategy has been adopted by Council</li> </ul>	Strategy & Sustainability	Nov 2013



COFFS HARBOUR CITY COUNCIL  
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## WOOLGOOLGA TOWN CENTRE STUDY REVIEW - PROJECT PLAN AND CONSULTANT BRIEF

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### **Purpose:**

The purpose of this report is to seek Council's endorsement of a Project Plan to allow the Woolgoolga Town Centre Study 1996 to be reviewed and updated in the form of a Masterplan. This report also seeks Council's endorsement of a Request for Quotation Consultant Brief to allow for engagement of an appropriately qualified consultant advisor to assist over the life of the project.

### **Description of Item:**

The Woolgoolga Town Centre Study was prepared by Council in conjunction with consultants during 1995 and 1996. It was adopted by Council in July 1996 and has been the driving strategic document for the development of Woolgoolga over the period. It contains recommendations in relation to the urban framework, including economic vitality and streetscaping works. This document covered the Woolgoolga Town Centre and environs, which it defined as the three business and enterprise localities of Beach Street, River Street and the Pacific Highway lands and their surrounds.

In light of the age of the current document (prepared in 1996), the forthcoming bypass of Woolgoolga by the Pacific Highway upgrade and the soon to be made Coffs Harbour Local Environmental Plan (LEP) 2013, it is considered timely to undertake a review and update of the Woolgoolga Town Centre Study.

Council's Business Centres Hierarchy Review Final Report 2012 identified the importance of assisting the Woolgoolga Town Centre to improve its attractiveness as a tourist destination and with an improved relationship with the beach and coastal area (which is a significant asset of the Centre). It also identified the need for a comprehensive Business Retention and Expansion (BRE) Survey to supplement the results of the Woolgoolga Township Marketing Action Plan (R & S Muller Enterprises Pty Ltd, 2011) and findings of previous economic studies including the Woolgoolga Business Lands Review (Hill PDA, 2006) and the Employment Lands Strategy (SGS, 2009); as well as to assess potential land use changes as a result of the new LEP.

The recent development of the Woolgoolga Township Marketing Action Plan has established from community consultation that the vision for the Woolgoolga Town Centre is to grow Woolgoolga in a way that does not affect its unspoilt and unhurried beachside character, but that is proactive in supporting business growth. It will be important to further test and discuss this vision with the community to ensure that the land use strategies reflect this vision.

The Project Plan for the updated Woolgoolga Town Centre Study proposes to review these previous studies and to undertake the recommended analysis, in conjunction with consultation with the business and wider community. The end result will be a revised and updated Woolgoolga Town Centre Study, taking the form of a comprehensive masterplan and implementation program which will assist to drive the development of Woolgoolga to 2030.

Council and the Woolgoolga and Northern Beaches Chamber of Commerce have been writing to the State Government for funds towards a Social and Economic Impact Assessment since 2011, which is designed to assist with the development of a Socio-Economic Bypass Action Strategy. No response is yet forthcoming from Roads and Maritime Services and the current project seeks to continue to lobby for funds towards such an Action Strategy.

Project objectives are listed in the Project Plan as being to:

- update the existing Woolgoolga Town Centre Study in the form of a Masterplan which balances development and which is achievable;
- address measures to stimulate economic, social and cultural development on the completion of the Pacific Highway bypass;
- recommend controls and actions to strengthen the Beach Street business precinct and to facilitate a distinctive town centre character;
- address measures to improve connectivity between the three existing commercial areas in the study area;
- provide guidelines towards urban built form, such as urban design, streetscaping and connectivity networks, to ensure that Woolgoolga Town Centre is an attractive place to live, work, visit and shop; and
- achieve broad community and business acceptance.

The study area for the project is outlined in Map 1, and is unchanged from the study area of the original Woolgoolga Town Centre Study document, except for the addition of a single parcel of land in River Street (Lot 274, DP704267) zoned for business purposes that was previously zoned but inadvertently omitted from the study area. This is still considered to be the appropriate study area for this revised and updated project.

It is proposed that the project will be carried out predominantly by Council staff utilising a collaborative, multi-disciplinary approach. It is proposed to use some of the \$50,000 funds allocated in the 2012/13 Operational Plan for this project toward funding a consultant advisor with expertise in economic development, strategic planning and built form.

**Map 1: Study Area**



**Sustainability Assessment:**

- **Environment**

Environmental factors will be considered in the development of the revised and updated Woolgoolga Town Centre Study.

- **Social**

The development of a viable Woolgoolga Town Centre will assist in the development of a stronger social fabric and a vibrant community. The project will involve ongoing consultation with the community as to their vision for the Town Centre.

- **Civic Leadership**

Council will work closely with representatives of the Woolgoolga and Northern Beaches Chamber of Commerce and the Woolgoolga Retail Group and the broader community in the development of this Town Centre Study (taking the form of a Masterplan for the area).

- **Economic**

**Broader Economic Implications**

The project involves analysis of economic implications for businesses in the defined Woolgoolga Town Centre study area. The intent of the revised Woolgoolga Town Centre Study is to create a document in the form of a Masterplan to guide the viable and vibrant development of Woolgoolga in the long term.

### **Delivery Program/Operational Plan Implications**

The costs associated with the revision and updating of the Woolgoolga Town Centre Study are already allocated within Council's adopted Delivery Program and 2012/13 Operational Plan.

### **Consultation:**

The project scope includes the completion of a Business Retention and Expansion (BRE) Survey, which involves consultation with businesses within the study area.

In addition to the BRE Survey, it is proposed to undertake extensive community engagement for the project. This is provided in more detail in the Project Plan, however is summarised as:

- Stage 1 – Publicise project, identify and contact key stakeholders, create a Community Reference Group and undertake a Community Vision workshop; and
- Stage 2 – Undertake a Concept Options workshop to explore development concept options, and exhibit the updated Study. This exhibition will include online information, library and Administration Building foyer displays, and an open shop-front display.

### **Strategic Alignment:**

This project aligns with Council's 2030 Plan in relation to the provision of a vibrant Woolgoolga Town Centre and also in relation to Council undertaking consultation with the community.

### **Related Policy and / or Precedents:**

Coffs Harbour City Council is committed to the ongoing development and revitalisation of the entire city. Woolgoolga was defined by the Department of Planning in the Mid North Coast Regional Strategy 2009 as a major town. Woolgoolga Town Centre forms part of a network of regional centres and major towns servicing the region. Council sees the Woolgoolga Town Centre playing a pivotal role in the ongoing growth and development of the Woolgoolga and Northern Beaches locality, through the creation of economic, social and cultural opportunities. This project will involve the review and updating of the Woolgoolga Town Centre Study 1996.

Draft Coffs Harbour LEP 2013, being a City-wide Standard Instrument LEP for the whole of the Local Government Area, is soon to be made. This will apply new planning controls to the Woolgoolga Town Centre study area. Updated Development Control Plan (DCP) controls will also come into force when the LEP is made. In 2012, land on the corner of Pullen Street and the Pacific Highway was rezoned to allow for its development as a supermarket. A Development Application (DA 527/13) is currently lodged for this site and is being assessed by Council staff.

Council's Business Centres Hierarchy Review Final Report 2012 identified the importance of assisting the Woolgoolga Town Centre to improve its attractiveness as a tourist destination and with an improved relationship with the beach and coastal area (which is a significant asset of the Centre). It also identified the need for a comprehensive Business Retention and Expansion (BRE) Survey to supplement the results of the Woolgoolga Township Marketing Action Plan 2011 and findings of the previous economic studies including the Woolgoolga Business Lands Review (Hill PDA, 2006) and the Employment Lands Strategy (SGS, 2009); as well as to assess potential land use changes as a result of the new LEP.



Other recent related projects include the Woolgoolga Township Marketing Action Plan and the draft Woolgoolga Beach Reserve Trust Plan of Management, both of which are relevant to be considered in the revised study.

**Statutory Requirements:**

There are no statutory requirements in relation to preparing the revised Woolgoolga Town Centre Study. Once completed, recommendations of the final adopted study may be used to inform amendments to draft Coffs Harbour LEP 2013 and associated DCP.

**Issues:**

The major issue in relation to this report is the importance to revise this document which is now over 15 years old, into the form of a comprehensive Masterplan which will assist to drive the development of Woolgoolga to 2030. This review will ensure that all recent studies undertaken for the town are taken into account. The Project Plan (Attachment 1) outlines the scope of the project.

Much of the work is able to be undertaken by staff in-house, utilising skills held by current staff members. It is proposed that a BRE Survey and economic analysis be undertaken by Council staff in conjunction with a consultant advisor, to provide strategies for economic development within the study area. It will be necessary to seek a Request for Quotation from consultants to provide this advisory work to Council. The selected consultant advisor should have strategic planning, economic development and built form experience. It is considered important to engage a consultant advisor to provide independent economic and built form advice. The Request for Quotation Consultant Brief (Attachment 2) outlines the scope of the consultancy.

Case studies elsewhere identify that local towns and communities experience significant socio-economic impacts when a town is bypassed by a major highway. Since 2011, Council and the Woolgoolga and Northern Beaches Chamber of Commerce have been writing to the State Government for funds towards a Social and Economic Impact Assessment, to assist with the development of a Socio-Economic Bypass Action Strategy. No response is yet forthcoming from Roads and Maritime Services. It is important that the current project seeks to continue to lobby for funds towards such an Action Strategy. The commencement of this project has been delayed to date pending a positive response from the State Government. Notwithstanding, it is important to now commence this body of work and if funds are forthcoming, this body of work could then also be built into the final Woolgoolga Town Centre Study.

**Implementation Date / Priority:**

Project funds are already allocated within the 2012/13 Operational Plan. Endorsement by Council of the Project Plan will allow for the timely commencement of the project. Endorsement by Council of the Consultant Brief will allow for timely engagement of a consultant advisor to assist staff.

**Recommendation:**

- 1. That Coffs Harbour City Council endorse the attached Woolgoolga Town Centre Study Review Project Plan.**
- 2. That Coffs Harbour City Council engage an appropriately qualified consultant to provide economic, strategic planning, and built form advisory services to Council for the project.**
- 3. That Coffs Harbour City Council endorse the attached Consultant Brief Request for Quotation for the Woolgoolga Town Centre Study Review Consultant Advisor.**
- 4. That Council continues to lobby NSW Roads and Maritime Services and the Minister for Roads for funds towards development of a Socio-Economic Bypass Action Strategy, to further inform the Woolgoolga Town Centre Study Review.**



PROJECT PLAN	
<b>Project:</b>	Woolgoolga Town Centre Study Review
<b>Relevant land:</b>	Woolgoolga Town Centre area as mapped
<b>Date:</b>	June 2013
<b>Author:</b>	Sharon Smith
<b>Owner:</b>	Coffs Harbour City Council
<b>Client:</b>	Coffs Harbour City Council
<b>Document Ref:</b>	3421849
<b>Version No:</b>	V1



**Woolgoolga Town Centre Study Review – Project Plan****1 Project Plan History****1.1 Document Location**

The document will be available electronically and a hard copy will be kept in the Land Use Planning library.

**1.2 Revision History**

Revision date	Previous revision date	Summary of Changes	Changes marked
		First issue	

**1.3 Approvals**

This document requires the following approvals.

Name	Signature	Title	Date of Issue	Version
Sharon Smith		Acting Manager – Land Use Planning		
Chris Chapman		Director – Land Use, Health & Development		
Council (for final report)		To be tabled at an ordinary meeting of Council		

**1.4 Distribution**

This document is yet to be distributed. Working drafts of the document will be distributed appropriately within Council. Any affected landowners will be consulted throughout the process. The process will be the subject of extensive public exhibition, and will be presented to Council for endorsement.

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**Woolgoolga Town Centre Study Review – Project Plan**


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## 2 Table of Contents

<b>1</b>	<b>Project Plan History</b>	<b>2</b>
1.1	Document Location	2
1.2	Revision History	2
1.3	Approvals	2
1.4	Distribution	2
<b>2</b>	<b>Table of Contents</b>	<b>3</b>
<b>3</b>	<b>Project Definition</b>	<b>4</b>
3.1	Background	4
3.2	Project Objectives and Desired Outcomes	5
3.3	Project Scope and Exclusions	5
3.4	Subject Land	6
3.5	Resources	7
3.5.1	Who will do the project?	7
3.5.2	How long is expected to take?	7
3.5.3	How much is it going to cost?	7
3.6	Constraints and Assumptions	8
3.6.1	Project constraints	8
3.6.2	Project assumptions	8
<b>4</b>	<b>Project Methodology and Timetable</b>	<b>9</b>
<b>5</b>	<b>Business Case</b>	<b>10</b>
<b>6</b>	<b>Project Management Team Structure</b>	<b>10</b>
<b>7</b>	<b>Quality Management Strategy</b>	<b>12</b>
<b>8</b>	<b>Risk Management Strategy</b>	<b>13</b>
<b>9</b>	<b>Community Impact and Participation</b>	<b>14</b>
9.1	Social Impact Assessment	14
9.2	Community Participation Plan overview	14
9.3	Community Participation Actions	15
<b>10</b>	<b>Closure</b>	<b>16</b>
<b>11</b>	<b>Monitoring and Review</b>	<b>17</b>

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**Woolgoolga Town Centre Study Review – Project Plan**

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**3 Project Definition****3.1 Background**

Coffs Harbour City Council is committed to the ongoing development and revitalisation of the entire city. Woolgoolga was defined by the Department of Planning in the Mid North Coast Regional Strategy 2009 as a major town. Woolgoolga Town Centre forms part of a network of regional centres and major towns servicing the region. Council sees the Woolgoolga Town Centre playing a pivotal role in the ongoing growth and development of the Woolgoolga and Northern Beaches locality, through the creation of economic, social and cultural opportunities.

This project will involve the review and updating of the Woolgoolga Town Centre Study, which was prepared by Council (in conjunction with consultants) and adopted in 1996. This document covered the Woolgoolga Town Centre and environs, which it defined as the three business and enterprise localities of Beach Street, River Street and the Pacific Highway lands and their surrounds.

In light of the forthcoming bypass of Woolgoolga by the Pacific Highway upgrade, it is considered timely to undertake a review and update of the study. Case studies elsewhere identify that local towns and communities experience significant socio-economic impacts when a town is bypassed by a major highway. Negative impacts include loss of trade for highway dependent businesses and lost visitation opportunities.

Actions to mitigate negative bypass impacts could include positive placemaking opportunities to stimulate economic activity over time. This could include town centre improvements, ongoing streetscape revitalisation and beautification works and gateway entry statements, as well as revised and updated urban design and land use strategies, connectivity, parking and access strategies, marketing strategies and place-based promotions.

Council and the Woolgoolga Chamber of Commerce first asked the State government for funds towards a Social and Economic Impact Assessment in 2011, and have continued to do so over two years. No response is yet forthcoming from Roads and Maritime Services and the current project should continue to lobby for funds towards this project, to assist with the development of a Socio-Economic Bypass Action Strategy.

Draft Coffs Harbour Local Environmental Plan (LEP) 2013, being a City-wide Standard Instrument LEP for the whole of the Local Government Area, is soon to be made. This will apply new planning controls to the Woolgoolga Town Centre study area. Updated Development Control Plan (DCP) controls will also come into force when the LEP is made. In 2012, land on the corner of Pullen Street and the Pacific Highway was rezoned to allow for its development of a supermarket. A Development Application (DA 527/13) has been lodged for this site and is currently being assessed by Council staff.

Council's Business Centres Hierarchy Review Final Document 2012 identified the importance of assisting the Woolgoolga Town Centre to improve its attractiveness as a tourist destination and with an improved relationship with the beach and coastal area (which is a significant asset of the Centre). It also identified the need for a comprehensive Business Retention and Expansion (BRE) Survey to supplement the results of the Enhance and Grow Woolgoolga: A Blue Print (Woolgoolga and Northern Beaches Chamber of Commerce 2010), which was later converted to the Woolgoolga Township Marketing Action Plan 2011; and findings of the previous economic studies including the Woolgoolga Business Lands Review (Hill PDA, 2006) and the Employment Lands Strategy (SGS, 2009); as well as to assess potential land use changes as a result of the new LEP.

### Woolgoolga Town Centre Study Review – Project Plan

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These recommendations have been built into the project plan for the updated Woolgoolga Town Centre Study, in conjunction with consultation with the business and wider community. The end result should be a revised and updated Woolgoolga Town Centre Study, taking the form of a comprehensive Masterplan and implementation program which will assist to drive the development of Woolgoolga to 2030.

The recent development of the Woolgoolga Township Marketing Action Plan has established from community consultation that the vision for the Woolgoolga Town Centre is to grow Woolgoolga in a way that does not affect its unspoilt and unhurried beachside character, but that is proactive in supporting business growth. It will be important to further test and discuss this vision with the community to ensure that the land use strategies reflect this vision.

Council staff are currently working on the draft Woolgoolga Beach Reserve Trust Plan of Management. It will also be important to include outcomes from this body of work into the review of the Town Centre Study, to assist with connectivity and amenity of the area.

#### 3.2 Project Objectives and Desired Outcomes

Objectives and desired outcomes of the project are as follows:

- update the existing Woolgoolga Town Centre Study in the form of a Masterplan which balances development and which is achievable;
- address measures to stimulate economic, social and cultural development on the completion of the Pacific Highway bypass;
- recommend controls and actions to strengthen the Beach Street business precinct and to facilitate a distinctive town centre character;
- address measures to improve connectivity between the three existing commercial areas in the study area;
- provide guidelines towards urban built form, such as urban design, streetscaping and connectivity networks, to ensure that Woolgoolga Town Centre is an attractive place to live, work, visit and shop; and
- achieve broad community and business acceptance.

#### 3.3 Project Scope and Exclusions

The project is to:

- review and update the existing 1996 Woolgoolga Town Centre Study in the form of a Masterplan;
- establish baseline data including site analysis and context; master planning objectives and principles; land use provisions (including heights and density); opportunities and constraints for building form and urban character; design aspects including civic improvements, design amenity, streetscaping, signage and place branding; and parking and connectivity for vehicles, cyclists and pedestrians;
- engage consultants to undertake a Business Retention and Expansion (BRE) Survey to underpin strategies for economic development within the study area;
- continue to seek financial assistance from the State government to fund an Economic and Social Impact Assessment, to mitigate the economic effects of the completed bypass on the community, in the form of a Socio-Economic Bypass Action Strategy;

**Woolgoolga Town Centre Study Review – Project Plan**

- provide drawings and documentation for discussion and consultation regarding options for inclusion in the revised updated draft study;
- consult with the community during the study process and seek feedback on concept options and issues papers as the project progresses; and
- provide an implementation and funding action plan to allow for delivery of outcomes proposed in the revised Study.

The project will not consider:

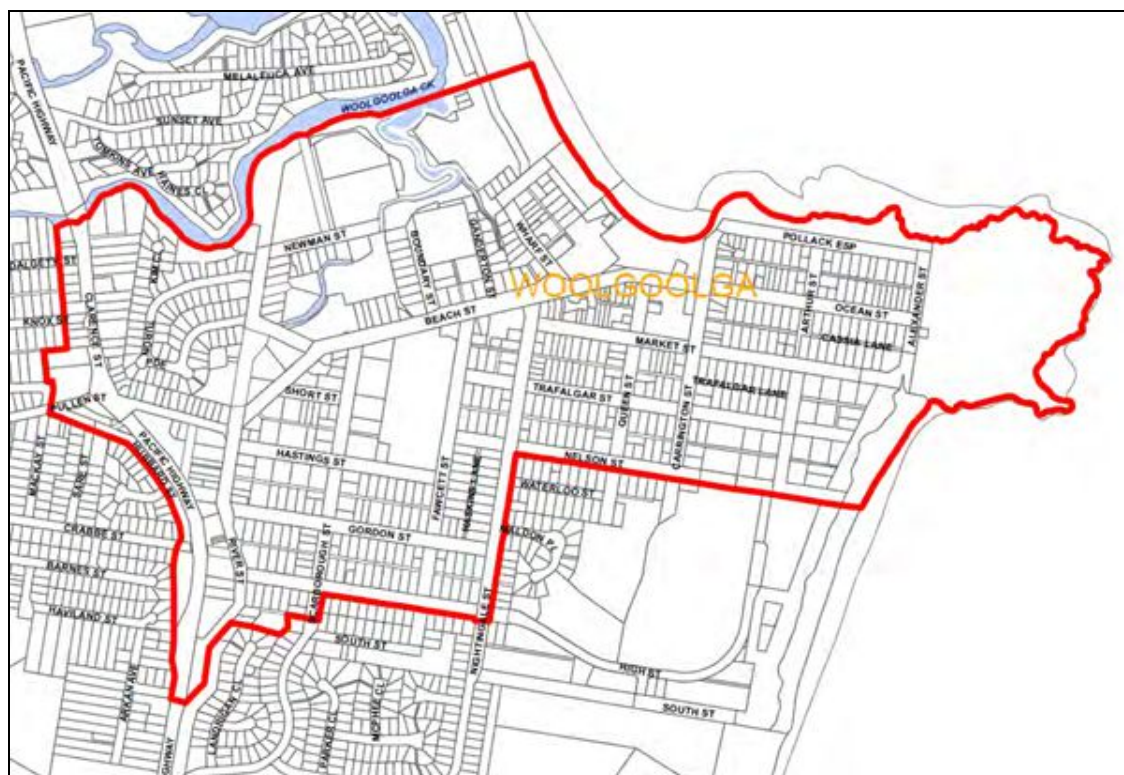
- the Planning Process involved with any recommended changes to urban form or land use.

**3.4 Study Area**

The study area for this project is as shown in Map 1. It is essentially unchanged from the study area of the Woolgoolga Town Centre Study 1996 document. This is still considered to be the appropriate study area for this revised and updated project.

The study area stretches from the Pacific Ocean in the east, north to Woolgoolga Creek, west to the western boundaries of properties fronting the western side of the Pacific Highway, and south to lands bound by River, Scarborough, High and Nelson Streets. It includes the three business lands areas of the town, being Beach Street; River Street and the Pacific Highway lands.

**MAP 1- Study Area**





## Woolgoolga Town Centre Study Review – Project Plan

### 3.5 Resources

#### 3.5.1 Who will do the project?

The project will be carried out predominantly by Council staff with a collaborative, multi-disciplinary approach, with Project Management from Council's Land Use Planning Branch.

Preparation of baseline data assessment and concept plans will be undertaken by Council staff as follows:

- site analysis and context;
- master planning objectives and principles;
- land use provisions;
- opportunities and constraints for building form and urban character;
- design aspects including civic improvements, design amenity, streetscaping, signage and place branding;
- traffic, access, parking and connectivity for vehicles, cyclists and pedestrians; and
- flooding analysis.

It is proposed that a Business Retention and Expansion Survey, and economic analysis be prepared and distributed by Council staff under instruction from a Consultant Advisor, who will then analyse and report the results and make economic recommendations to assist with mitigating economic impacts. This will provide strategies for economic development within the study area. It will be necessary to seek a Request for Quotation to undertake this advisory work with Council. The selected consultant advisor should have strategic planning, economic development, community engagement and built form experience.

It is further proposed that Council continue to seek funds from the State government towards a Social and Economic Impact Assessment, to assist with the development of a Socio-Economic Bypass Action Strategy. Once funds are secured, this analysis and strategy would be undertaken by consultants. A project brief for this work will be provided to Council for separate approval.

#### 3.5.2 How long is expected to take?

The project is scheduled to run from June 2013 to July 2014 – refer Part 4.

#### 3.5.3 How much is it going to cost?

Council has allocated project funds of \$50,000.00 for this project within the Council's adopted Delivery Program and the 2012/13 Operational Plan. Much of the project will be undertaken in-house, using staff resources and with wages covered by staff on-costs. This includes work by two Strategic Planning staff members from the Land Use Planning Branch; one staff member from the Economic Development Unit; one Landscape Architect, one Design Drafter and one Project Engineer from the City Services Design Branch; and other staff on an advisory basis via an Internal Working Group.

It will be necessary to allocate some of the budget towards parking and connectivity analysis. Similarly, it is proposed to supplement the streetscape work by use of Council's Graduate Landscape Architect, whose wages are allocated from project budgets. Internal costs include \$17,200.00 as outlined in the following.

### Woolgoolga Town Centre Study Review – Project Plan

Additionally, it is proposed to seek the services of a consultant to act as an advisor to Council staff to undertake the BRE Survey and to provide independent economic, strategic planning and built form advice. This has been assessed at \$32,800.00.

Item	Item Cost	Totals
<b>Internal costs:</b>		
Staff time – 1 Graduate Landscape Architect contract wages	5,000.00	5,000.00
Staff time – parking analysis	5,000.00	5,000.00
Printing – print draft copies of plans, concepts and report	5,000.00	5,000.00
Advertising – up to 5 newspaper advertisements	600.00	2,000.00
Meeting facilities – to be undertaken in Council owned facilities	200.00	200.00
<b>Subtotal</b>		<b>\$ 17,200.00</b>
<b>External costs:</b>		
Consultant advisor hourly rate \$160/hr @ 180 hours	28,800.00	28,800.00
Disbursements (travel, accommodation)	4,000.00	4,000.00
<b>Subtotal</b>		<b>\$ 32,800.00</b>
<b>Total</b>		<b>\$ 50,000.00</b>

Note that the project budget does not cover the Social and Economic Impact Assessment, to assist with the development of a Socio-Economic Bypass Action Strategy. This is a separate project which will be dependent on funds being sourced from the NSW Department of Roads and Maritime Services. If no funds are forthcoming, this analysis will not be completed.

### 3.6 Constraints and Assumptions

#### 3.6.1 Project constraints

The project is constrained by budget. As much of the work as possible will be undertaken using in-house staff resources and use of a multi-disciplinary team, which will be project managed by Council's Land Use Planning branch. A consultant adviser will be appointed to work with Council staff, allowing much of the day-to-day work to be undertaken by Council staff, therefore reducing costs.

#### 3.6.2 Project assumptions

It is assumed that Council staff will undertake as much of the work as possible, with use of a consultant adviser to ensure that peer review processes are being followed. It is assumed the project will be able to be completed within the \$50,000.00 budget allocation.

Woolgoolga Town Centre Study Review – Project Plan

**4 Project Methodology and Timetable**

It is envisaged that the project will involve these steps:

Activity / Task	June 2013	July	August	September	October	November	December	January 2014	February	March	April	May	June	July
<b>1 Initial steps</b>														
.1 Review Town Centre Study 1996	xxxx													
.2 Identify key stakeholders	xx													
.3 Advertise for consultant advisor	xxxx													
.4 Report to Council & engage consultant advisor		xx	xxxx											
.5 Establish Internal Working Group			xx											
<b>2 Community engagement Stage 1</b>														
.1 Letters to key stakeholders		xxxx												
.2 Advertisement regarding project		xxxx												
.3 Information on Council's website		xxxx												
.4 Workshop 1 Community Vision				xx										
<b>3 Baseline data</b>														
.1 Site analysis and context		xxxx	xxxx	xxxx	xxxx									
.2 Identify master planning objectives				xxxx	x									
.3 Review existing documents		xxxx	xxxx	xxxx	xxxx									
.4 Overview of constraints and opportunities		xxxx	xxxx	xxxx	xxxx									
.5 Identify internal study work required			xxxx											
<b>4 BRE Survey</b>														
.1 Meet with business groups				xxxx										
.2 Create BRE Survey				xx										
.3 Publicise project				xx										
.4 Distribute survey					xx									
.5 Collect survey and analyse results					xx	xx								
.6 Prepare report and recommended actions						xx	xxxx							
<b>5 Development concept options</b>														
.1 Undertake parking analysis			xxxx	xxxx	xxxx									
.2 Completion of identification of constraints & opportunities			xxxx	xxxx	xxxx	xxxx	xxxx							
.3 Preliminary drafting of concepts				xxxx	xxxx	xxxx								
.4 In-house evaluation (incl implementation issues, eg infrastructure)				xxxx	xxxx	xxxx								
.5 Selection of option/s for further work						xxxx	xxxx							
.6 Finalisation of strategies for exhibition						xxxx	xxxx							
<b>6 Final draft town centre study</b>														
.1 Completion of any further work required							xxxx	xxxx	xxxx	xxxx				
.2 Selection of preferred option							xxxx	xxxx	xxxx					
.2 Preparation of draft study based on preferred option					xxxx	xxxx	xxxx	xxxx						
.2 Finalisation of concept plans								xxxx						
.3 Finalisation of documentation								xxxx						
<b>7 Community engagement Stage 2</b>														
.1 Workshop 2 Concept Options						xxxx								
.2 Notification of exhibition								xx						
.3 Exhibition of draft final study								xx	xx					
.4 Open house display									xx					
.5 Assessment of submissions									xx	xx				
<b>8 Decision</b>														
.1 Reports to Council prepared									x				x	
.2 Amend documents in response to submissions												xxxx	xxxx	
.3 Council meetings											x			x
<b>9 Implementation</b>														
.1 Notification of decision														xxxx
.2 Project & implementation review														xxxx

**Woolgoolga Town Centre Study Review – Project Plan**

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**5 Business Case**

The justification for this project is based on the need to review and update a strategic planning document that is 16 years old and that should address recent outcomes in Woolgoolga, including the Pacific Highway bypass, economic climate, and new Standard Instrument LEP zones. Council's obligations under the *Environmental Planning and Assessment Act 1979* are such that a clear and concise, up to date Town Centre Study will encourage land use strategies that reflect the community vision for Woolgoolga's future.

## Woolgoolga Town Centre Study Review – Project Plan

## 6 Project Management Team Structure

The following personnel will be involved in the project:

### Project Team

Name	Title	Role Description
Sharon Smith	Acting Manager – Land Use Planning	Project Manager (Report to Director of Land Use, Health and Development) Provide expertise in precinct planning, urban design and community engagement.
Marten Bouma	Strategic Planner	Project Officer Provide expertise in precinct planning, land use provisions and community engagement.
Marcelle Mills	Statutory Planner	Provide expertise in built form controls.
George Stulle	Executive Manager Design	Provide expertise in traffic, parking and pedestrian connectivity issues.
Cherelle Brooke	Landscape Architect	Provide expertise in streetscaping and urban design, amenity and signage.
Sarah Parberry	Graduate Landscape Architect	Assistance with streetscape and design concepts and artwork.
Courtney Tune	Economic Development Officer	Provide expertise in economic development.
Consultant advisor	Subject to engagement	Act as an advisor to Council staff to assist to design and undertake the BRE Survey, and independent economic, strategic planning and built form advice.

Internal liaison will also involve:

- City Services staff in relation to water, sewer, drainage and flooding.
- Executive, in relation to communication support for the public consultation.
- Internal Working Group, comprising a multi-disciplinary team of Council staff, including Director Land Use, Health and Development; Manager Land Use Planning; Manager Economic Development Unit; Manager Coffs Coast Marketing; Manager Coffs Coast Holiday Parks; Manager Design Branch; and Media Officer.

Section 1.3 lists the approvals required.

**Woolgoolga Town Centre Study Review – Project Plan**

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## **7 Quality Management Strategy**

Strategies to achieve quality outcomes include:

- the day to day management of the Project Team will be undertaken by the Project Manager;
- involvement of a multi-disciplinary Project Team, and well as an Internal Working Group, bringing different perspectives and skills to the project;
- early involvement of the community and business owners, so that their concerns and expectations are understood and addressed;
- Project Manager Report to Director of Land Use, Health and Development monthly; and
- project signed off by Director LUHD.

Woolgoolga Town Centre Study Review – Project Plan

## 8 Risk Management Strategy

The following table describes the specific risk management techniques and standards to be applied, and the responsibilities for achieving an effective risk management procedure:

Risk Description	Severity / Likelihood	Risk Rating	Risk Response	Post Response Severity / Likelihood	Residual Risk Rating
Changes to State Government planning framework during project	Marginal / Likely	Moderate	May only affect implementation actions. Virtually impossible to pre-emptively address.	Marginal / Likely	Moderate
Poor quality work outputs	Marginal / Unlikely	Low priority	Have internal reviews of draft reports	Nuisance / Unlikely	Low
Bias within working group	Marginal / Unlikely	Low priority	Internal review outside group; consultant advisor; public exhibition	Nuisance / Unlikely	Low
Probity issues relating to Council land and finances	Marginal / Unlikely	Low priority	Openness about impact on Council assets.	Nuisance / Unlikely	Low
Time delays due to project conflicts	Marginal / Very likely	Substantial	Work tasks reallocated by Project Manager	Nuisance / Likely	Moderate
Opposition to change	Marginal / Likely	Moderate	Future public information/-meetings addressing issue	Nuisance / Unlikely	Low
Failure to generate finances for implementation	Marginal / Likely	Moderate	Evaluate comparative cost/benefits to justify Council resources or external funding	Nuisance / Unlikely	Low

### Risk Rating Key

Use this matrix to assign risk ratings in above Table.

SEVERITY		LIKELIHOOD			
Description	Outcomes	Imminent	Very Likely	Likely	Unlikely
<b>Catastrophic</b>	Death or disabling injury or illness, huge financial loss or irreparable damage to organisation	Very high	Very high	High	Substantial
<b>Critical</b>	Lot-time injuries, major financial loss, major disruption to business activities	Very high	High	Substantial	Moderate
<b>Marginal</b>	Medical treatment or first-aid treatment required, moderate financial loss, disruption to a job	High	Substantial	Moderate	Low priority
<b>Nuisance</b>	No injury, illness or property damage, nuisance interruption, low financial loss, minor breakdown that can be fixed immediately	Substantial	Moderate	Low priority	Low





**Woolgoolga Town Centre Study Review – Project Plan**

Assessment	Response
Level/s of Community Participation	Involve and Consult
Participation Techniques	Included below at relevant stages

**9.3 Community Participation Actions**

Project Decision Stages & Tasks	Level	Participation & Communication Techniques	Who	When
Initiation <ul style="list-style-type: none"> <li>Public inception</li> <li>Govt liaison</li> <li>Community Reference Group</li> </ul>	Inform	Media release Written meeting invitations Website information	Project Manager Project Officer	June 2013
<ul style="list-style-type: none"> <li>Community Vision Workshop</li> </ul>	Consult	Workshop invitations Media release Workshop	Project Manager Project Team	August 2013
<ul style="list-style-type: none"> <li>BRE Survey</li> </ul>	Consult	Media release Written survey invitations	Project Manager Project Officer Consultant advisor	August - December 2013
<ul style="list-style-type: none"> <li>Concept Options Workshop</li> </ul>	Involve/ Consult	Media release Written meeting invitations Workshop	Project Manager Project Team Consultant advisor	October 2013 – May 2014
<ul style="list-style-type: none"> <li>Exhibition</li> <li>Shop front</li> </ul>	Consult	Exhibition/Display Open house shopfront display	Project Manager Project Team	June 2014
<ul style="list-style-type: none"> <li>Decision on final plan adoption</li> </ul>	Inform / consult	Media release Council meeting notifications Post meeting media	Councillors	July 2014

**Woolgoolga Town Centre Study Review – Project Plan**

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## **10 Closure**

Finalisation of the project is anticipated to involve:

- Adoption of the updated and revised Woolgoolga Town Centre Study, taking the form of a Masterplan and implementation strategy.
- Updating of relevant forward project plans across Council in relation to implementation of the precinct plan.

*Woolgoolga Town Centre Study Review – Project Plan*

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## **11 Monitoring and Review**

It is proposed that the final stages of the project will involve reviews of:

- the project, to learn from project stages where this project plan could have anticipated and addressed issues that arose;
- the actions to commence implementation of the outcomes of the Woolgoolga Town Centre Study;
- what improvements could be made in the future in relation to project outcome implementation recommendations; and
- any additional supporting information that comes to light following completion of the project.



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# **CONSULTANT BRIEF REQUEST FOR QUOTATION**

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## **WOOLGOOLGA TOWN CENTRE STUDY REVIEW CONSULTANT ADVISOR**

**JUNE 2013**

**INDEX**

A. APPRECIATION OF THE BRIEF .....1

    1. Overview.....1

    2. Objectives .....1

    3. History.....1

    4. Scope of Work .....3

    5. Proposed Methodology .....4

B. FEE PROPOSAL – INFORMATION REQUIREMENTS .....4

    6. Consultant Advisor Capabilities and Experience .....4

    7. Proposed Scope of Work and Methodology .....5

    8. Project Schedule.....5

    9. Costing .....5

    10. Payments .....5

    11. Termination .....5

C. FEE PROPOSAL - EVALUATION.....6

    12. Evaluation Criteria .....6

D. CONDITIONS OF REQUEST FOR FEE PROPOSAL.....6

    13. Contractual Obligation.....6

    14. Copyright and Confidentiality.....6

    15. Conflict of Interest .....6

    16. Insurances and Licenses.....7

E. CONTACT OFFICER DETAILS .....7

    17. Primary Contact - Project Manager – Coffs Harbour City Council.....7

    18. Secondary Contact – Manager Land Use Planning – Coffs Harbour City Council.....7

F. LODGEMENT OF FEE PROPOSAL .....7

*Woolgoolga Town Centre Study Review –Request for Quotation - Consultant Advisor***A. APPRECIATION OF THE BRIEF****1. Overview**

Funds were allocated in the Coffs Harbour City Council (CHCC) 2012/13 Operational Plan to commence a review of the Woolgoolga Town Centre Study 1996. Council resolved at its Ordinary Meeting of 13 June 2013 to endorse a Project Plan for the study review, which included a recommendation to engage a consultant to act as an advisor to Council staff.

The consultant advisor will assist Council staff to prepare and analyse results of a Business Retention and Expansion (BRE) Survey, and also to provide independent economic, strategic planning and built form advice to assist in the updated outcomes for the revised Woolgoolga Town Centre Study.

**2. Objectives**

Project objectives are listed in the Project Plan as being to:

- update the existing Woolgoolga Town Centre Study in the form of a Masterplan which balances development and which is achievable;
- address measures to stimulate economic, social and cultural development on the completion of the Pacific Highway bypass;
- recommend controls and actions to strengthen the Beach Street business precinct and to facilitate a distinctive town centre character;
- address measures to improve connectivity between the three existing commercial uses in the study area;
- provide guidelines towards urban built form, such as urban design, streetscaping and connectivity networks, to ensure that Woolgoolga Town Centre is an attractive place to live, work, visit and shop; and
- achieve broad community and business acceptance.

**3. History**

The Woolgoolga Town Centre Study was prepared by Council in conjunction with consultants during 1995 and 1996. It was adopted by Council in July 1996 and has been the driving strategic document for the development of Woolgoolga over the period. It contains recommendations in relation to the urban framework, including economic vitality and streetscaping works. This document covered the Woolgoolga Town Centre and environs, which it defined as the three business and enterprise localities of Beach Street, River Street and the Pacific Highway lands and their surrounds.

In light of the forthcoming bypass of Woolgoolga by the Pacific Highway upgrade and the soon to be made Coffs Harbour Local Environmental Plan (LEP) 2013, it is considered timely to undertake a review and update of the Woolgoolga Town Centre Study.

*Woolgoolga Town Centre Study Review –Request for Quotation - Consultant Advisor*

Council's Business Centres Hierarchy Review Final Document 2012 identified the importance of assisting the Woolgoolga Town Centre to improve its attractiveness as a tourist destination and with an improved relationship with the beach and coastal area (which is a significant asset of the Centre). It also identified the need for a comprehensive Business Retention and Expansion (BRE) Survey to supplement the results of the Enhance and Grow Woolgoolga: A Blue Print (Woolgoolga and Northern Beaches Chamber of Commerce, 2010) and the Woolgoolga Township Marketing Action Plan (R & S Muller Enterprises Pty Ltd, 2011); along with findings of the previous economic studies including the Woolgoolga Business Lands Review (Hill PDA, 2006) and the Employment Lands Strategy (SGS, 2009); as well as to assess potential land use changes as a result of the new LEP.

The recent development of the Woolgoolga Township Marketing Action Plan has established from community consultation that the vision for the Woolgoolga Town Centre is to grow Woolgoolga in a way that does not affect its unspoilt and unhurried beachside character, but that is proactive in supporting business growth. It will be important to further test and discuss this vision with the community to ensure that the land use strategies reflect this vision.

The Project Plan for the updated Woolgoolga Town Centre Study proposes to review these previous studies and undertake the recommended BRE Survey analysis, in conjunction with consultation with the business and wider community. The end result will be a revised and updated Woolgoolga Town Centre Study, taking the form of a comprehensive Masterplan and implementation program which will assist to drive the development of Woolgoolga to 2030.

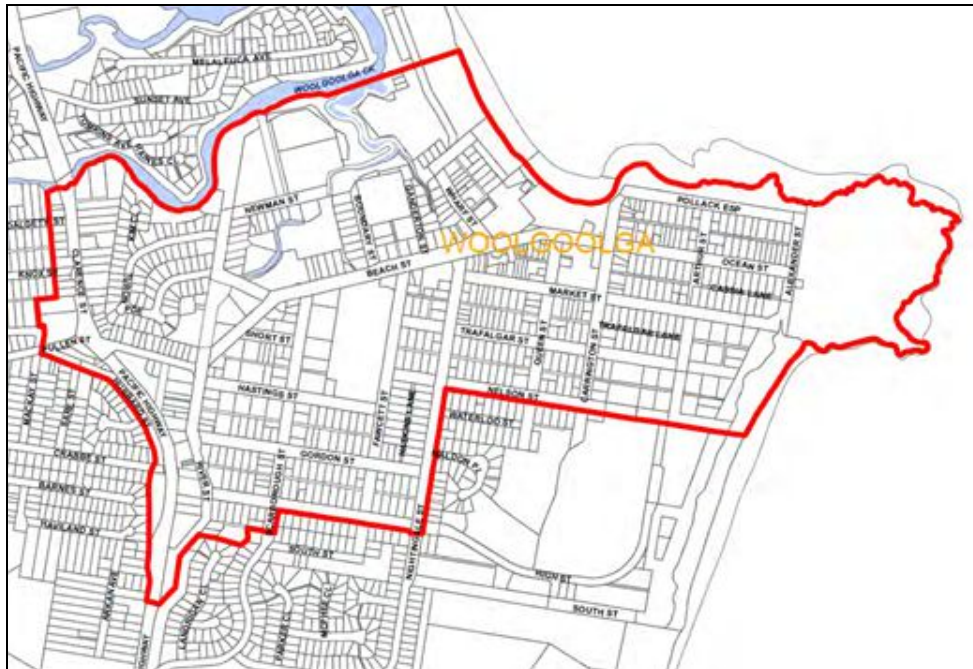
Council and the Woolgoolga and Northern Beaches Chamber of Commerce have been writing to the State government for funds towards a Social and Economic Impact Assessment since 2011, to assist with the development of a Socio-Economic Bypass Action Strategy. No response is yet forthcoming from Roads and Maritime Services and the current project seeks to continue to lobby for funds towards such an Action Strategy. This Action Strategy is not currently part of the overall project.

The study area for the project is outlined in Map 1, and is essentially unchanged from the study area of the original Woolgoolga Town Centre Study document. This is still considered to be the appropriate study area for this revised and updated project.

It is proposed that the project will be carried out predominantly by Council staff utilising a collaborative, multi-disciplinary approach, with Project Management vested in Council's Land Use Planning branch. It is proposed to use some of the funds allocated in the 2012/13 Operational Plan for this project toward funding a consultant advisor with expertise in economic development, strategic planning and built form.

Woolgoolga Town Centre Study Review –Request for Quotation - Consultant Advisor

Map 1: Study Area



4. Scope of Work

In order to achieve the consultancy objectives, it is anticipated that the scope of work will include the following:

- work with the Council staff Project Team to prepare a BRE Survey (simplified version appropriate to the Woolgoolga Town Centre locality);
- analyse results of the BRE Survey and assist the Project Team to report the results for inclusion in the Woolgoolga Town Centre Study Review;
- work with the Project Team to write up the economics section of the Woolgoolga Town Centre Study Review, including recommendations that may relate to amendments to land use zonings, permissibilities, points of difference between business zones, long-term viability, actions to achieve the community’s vision and place activation;
- provide specialist advice to the Project Team to assist with an urban design analysis of the study area, including analysis of character areas, connectivity, critical views, gateways, Town Centre access and activity; and
- provide specialist advice to the Project Team to contribute to strategic recommendations including Town Centre amenity, character and built form, development opportunities, Masterplan principles and recommendations for future amendments to draft LEP 2013 and associated draft Development Control Plan (DCP) 2013.



Woolgoolga Town Centre Study Review –Request for Quotation - Consultant Advisor

**5. Proposed Methodology**

Whilst it is anticipated that the proposed methodology will include the following, Council requires feedback from the consultant advisor as to what is included (and specifically what is not included) in their Fee Proposal:

- one day visit to Council including inception meeting, provision of background documents, and a visit to Woolgoolga;
- desk top review of previous studies, the Woolgoolga Township Marketing Action Plan 2011; existing Business Centres Hierarchy Final Report (Strategy Hunter 2011); Woolgoolga Business Lands Review (Hill PDA, 2006) and Employment Lands Strategy (SGS, 2009), and the latest draft versions of Coffs Harbour LEP 2013 and the comprehensive DCP;
- assist to prepare draft BRE Survey and provide advice as to distribution, stakeholders and analysis;
- analyse results of the BRE Survey and assist the Project Team to report the results for inclusion in the Woolgoolga Town Centre Study Review; and
- provide specialist advice in terms of economic development, strategic planning and built form as the project progresses, including overview of recommendations relating to submissions post-exhibition.

It is proposed product delivery will need to achieve the following milestones.

<b>BRE Survey</b>	Undertake survey September 2013 Final recommendations December 2013
<b>Baseline Data Analysis</b>	August – November 2013
<b>Develop Concept Options</b>	October – February 2014
<b>Report Draft Woolgoolga Town Centre Study (WTCS) to Council</b>	March 2014
<b>Exhibit Draft Study</b>	March – April 2014
<b>Final Report to Council for Adoption</b>	July 2014

**B. FEE PROPOSAL – INFORMATION REQUIREMENTS**

**6. Consultant Advisor Capabilities and Experience**

The consultant must provide relevant details of their capabilities and experience to satisfy the project objectives including professional capabilities. The consultant must also provide the following:

- examples of previous projects and relevant references;
- a description of skills and qualifications of the recommended consultant advisor; and
- details of any quality assurance certification held or quality capabilities statements.

Woolgoolga Town Centre Study Review –Request for Quotation - Consultant Advisor

**7. Proposed Scope of Work and Methodology**

The consultant must submit their recommended proposed scope of works and methodology to achieve the project objectives. While Council has anticipated an indicative scope of works, this is not absolute and the successful consultant may have alternative solutions to reach the desired outcomes. It should be noted that it is Council’s preference that a single person, rather than a consulting firm, take the role of consultant advisor.

**8. Project Schedule**

The consultant must provide a project schedule to deliver their proposed scope of work and methodology, including task elements where appropriate, assuming project inception 30 days from submission of the Request for Quotation.

Consultants should indicate their availability to commence work on the project to achieve product delivery milestones as outlined in Item 5 of this Consultant Brief.

**9. Costing**

The consultant is required to provide a lump sum consulting fee or an hourly rate to a maximum of \$32,800, inclusive of disbursements (such as travel, accommodation). The Fee Proposal must exclude GST.

**10. Payments**

Council will make payments for the project of the final agreed cost in the following manner:

Task	Anticipated Payment	Fee Payment
Project engagement	September 2013	10%
Completion of BRE Analysis	December 2013	40%
On exhibition of draft WTCS	April 2014	40%
On final report to Council	July 2014	10%

Payment will be made when work is completed to the satisfaction of Council. Council must agree to any claims for variations before undertaking the additional work.

**11. Termination**

The consultant’s commission may be terminated due to non-performance or inability to meet set target dates. The Consultant will be informed in writing of such termination, which will not be subject to further correspondence.

## **C. FEE PROPOSAL - EVALUATION**

### **12. Evaluation Criteria**

Proposals will be evaluated against the Evaluation Criteria set out below, which appear in no special order of priority and may not be given equal weighting:

- understanding of the Project Brief and Project Objectives;
- capability and experience of the consultant advisor;
- proposed scope of works and methodology;
- ability to meet the proposed project timeframe; and
- value for money.

## **D. CONDITIONS OF REQUEST FOR FEE PROPOSAL**

### **13. Contractual Obligation**

Council reserves the right to accept or not accept any or all Fee Proposals. No contractual relationships will be created by the lodgement of a Fee Proposal.

### **14. Copyright and Confidentiality**

Copyright and intellectual property ownership of all work undertaken as part of any contract awarded shall be vested in Council from the date of the contract agreement. Council will require that the successful consultant may publish or use material gained in undertaking the contract only after written approval has been obtained from the General Manager.

### **15. Conflict of Interest**

The consultant warrants that in submitting their Fee Proposal that there is no actual or potential conflict of interest which exists or is likely to arise if they were to be awarded a contract.

The consultant undertakes to advise the Contact Officer as soon as possible of any actual or potential conflict of interest that exists or becomes evident during the period of the contract.

*Woolgoolga Town Centre Study Review –Request for Quotation - Consultant Advisor*

**16. Insurances and Licenses**

Consultants must specify that they have the following insurances and be able to produce certificates of currency upon request.

- Professional Indemnity Insurance - \$10 million;
- Public Liability Insurance - \$10 million;
- Workers Compensation Insurance; and
- Motor Vehicle Insurance – vehicles registered and comprehensively insured, with the owner/driver responsible for all costs in relation to the vehicle’s use/insurance/claims/maintenance.

**E. CONTACT OFFICER DETAILS**

**17. Primary Contact – Strategic Planner – Coffs Harbour City Council**

Mr Marten Bouma  
P (02) 6648 4657  
E marten.bouma@chcc.nsw.gov.au

**18. Secondary Contact – Acting Manager Land Use Planning – Coffs Harbour City Council**

Ms Sharon Smith  
P (02) 6648 4660  
E sharon.smith@chcc.nsw.gov.au

**F. LODGEMENT OF FEE PROPOSAL**

Fee proposal submissions must be lodged before 4.30pm on the **Closing Date of Friday, 14 July 2013.**

Each submission must be enclosed in a sealed envelope or packaging and prominently marked with the following details:

Strictly Private and Confidential  
Fee Proposal Submission  
Coffs Harbour City Council  
Locked Bag 155  
Coffs Harbour NSW 2450

Please provide two (2) copies of the Fee Proposal, in addition an electronic copy of the Proposal (lodged on disk, submitted in PDF format).

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## **BANK BALANCES AND INVESTMENT FOR APRIL 2013**

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### **Purpose:**

To list Council's Bank Balances and Investments as at 30 April 2013.

### **Description of Item:**

A copy of the state of Bank Balances and Investments as at 30 April 2013 is attached.

It should be noted that Council is required to account for investments in accordance with the Australian International Financial Reporting Standards. As such the ledger balances at the end of each month reflect market value movements which would be inclusive of accrued interest.

Interest when paid, say quarterly, would result in reductions in the market value of the investments.

The Investment Report reflects the above requirements and reflects the interest earned (or accrued) on each investment, based on the acquisition price.

Reports written by CPG Research & Advisory Pty Ltd (Council's investment portfolio advisors) which examine economic and financial markets data for April 2013 and review the performance of Council's investment portfolio for the quarter ended 31 March 2013 and month ended 30 April 2013 are available in the Councillors' Resource Centre.

### **Sustainability Assessment:**

- **Environment**

There are no perceived current or future environmental impacts.

- **Social**

There are no perceived current or future social impacts.

- **Civic Leadership**

Council invests surplus funds to maximise investment income and preserve capital to assist with funding requirements for projects listed under the Coffs Harbour 2030 Community Strategic Plan.

- **Economic**

#### **Broader Economic Implications**

Council's investments are held according to the requirements stated within Council's investments policy and the returns are acceptable in relation thereto. In the long term earnings from investments can vary due to economic conditions and financial markets. Council constructs its investment portfolio with consideration of current conditions and to comply with the DLG investment policy guidelines.

### **Delivery Program/Operational Plan Implications**

For April 2013 it is noted that after deducting, from the total bank and investment balances of \$168,116,569 the estimated restricted General, Trust, Water and Sewerage cash and investments (\$166,151,975), the Unrestricted Cash is \$1,964,594.

Further details are provided as a note on the attachment.

#### **Recommendation:**

- 1. That the bank balances and investments totaling (from loans, Section 94 and other avenues that form the restricted accounts and are committed for future works) one hundred and sixty eight million, one hundred and sixteen thousand, five hundred and eighty nine dollars (\$168,116,569) as at 30 April 2013 be noted.**
- 2. That the general fund unrestricted cash and investments totaling one million, nine hundred and sixty four thousand, five hundred and ninety four dollars (\$1,964,594) as at 30 April 2013 be noted.**


**BANK BALANCES AND INVESTMENTS AS AT 30 APRIL 2013**

Attachment

	Credit Rating at 30/4/13	Legal Maturity	Acquisition Price \$	Market Value as at 1/4/13 \$	Market Value as at 30/4/13 \$	Income Earned (net of fees) Financial Yr to Date \$	Monthly Return (Managed Funds) / Current	Risk of capital not being returned
<b>OVERNIGHT FUNDS:</b>								
<b>Cash - Fair Value movements through profit &amp; loss</b>								
NAB - Bank Accounts	AA-			3,322,041	1,193,694	97,356	2.77	Low
UBS Cash Management Trust	AAA			268,628	146,120	(7,542)	2.14	Low
Members Equity Bank - Business Investment Account	BBB			24,279	24,354	707	3.75	Low
NAB Professional Funds Account	AA-			14,091,804	4,158,331	224,105	3.40	Low
Delphi Bank - Cash M'ment Acc't	A-			207,136	215,032	3,182	2.50	Low
Rabodirect - Savings Account	AA			366,766	162	398	3.45	Low
Suncorp Business Saver	A-			320	320	6	3.25	Low
CUA Prime Access	NR			81	81	993	0.01	Low
Total				18,271,045	5,738,093	319,204		
<b>BENCHMARK RATE - 11 AM INDICATIVE CASH RATE</b>							3.00	
<b>BENCHMARK RATE - UBS BANK BILL INDEX</b>							3.23	
<b>Term Deposits - Fair Value movements through profit &amp; loss</b>								
Investec 17/11/14	BBB-	17/11/2014	8,000,000	8,519,879	8,569,392	501,725	7.53	Low
Investec 29/6/16	BBB-	29/06/2016	1,000,000	1,056,485	1,062,625	62,216	7.47	Low
Investec 8/7/15	BBB-	8/07/2015	1,000,000	1,058,668	1,064,594	66,174	7.21	Low
Investec 8/8/16	BBB-	8/08/2016	2,500,000	2,607,682	2,621,428	45,364	6.69	Low
Investec 6/6/17	BBB-	6/06/2017	2,000,000	2,089,425	2,098,367	90,617	5.44	Low
Investec 14/8/15	BBB-	14/08/2015	1,800,000	1,872,298	1,881,811	81,811	6.43	Low
AMP 24/5/16	A	24/05/2016	5,000,000	5,313,130	5,343,336	306,906	7.35	Low
AMP 10/3/14	A	10/03/2014	2,000,000	2,005,005	2,012,156	12,156	4.35	Low
Arab Bank* 13/5/13	A-	13/05/2013	2,100,000	2,168,868	2,177,930	77,930	5.25	Low
Arab Bank* 31/5/13	A-	31/05/2013	1,500,000	1,545,092	1,551,565	51,565	5.25	Low
Westpac	AA-	27/06/2014	1,000,000	1,038,288	1,043,630	53,959	6.50	Low
NAB 9/3/15	AA-	9/03/2015	2,000,000	2,005,633	2,012,981	12,981	4.47	Low
NAB 12/3/15	AA-	12/03/2015	2,500,000	2,505,869	2,515,136	15,136	4.51	Low
NAB 15/7/13 (Regional Parks Trust)	AA-	15/07/2013	1,300,000	-	1,302,303	2,303	4.31	Low
Delphi Bank 29/1/15*	A-	29/01/2015	2,000,000	2,007,457	2,014,673	97,248	4.39	Low
Delphi Bank 14/2/14*	A-	14/02/2014	5,000,000	5,037,664	5,066,637	198,589	7.05	Low
Delphi Bank 5/8/15*	A-	5/08/2015	2,000,000	2,221,742	2,232,756	80,249	6.70	Low
Delphi Bank 7/3/14*	A-	7/03/2014	1,500,000	1,506,953	1,515,645	90,005	7.05	Low
Credit Union Australia 11/4/14	BBB+	11/04/2014	1,000,000	1,066,145	1,003,363	54,186	6.82	Low
Credit Union Australia 12/5/14	BBB+	12/05/2014	2,000,000	2,120,013	2,131,125	112,605	6.76	Low
Credit Union Australia 9/5/14	BBB+	9/05/2014	500,000	526,653	529,098	24,860	5.95	Low
Bankwest	AA	27/08/2013	2,000,000	2,072,197	2,082,225	101,611	6.10	Low
Quay Credit Union 9/8/13	NR	9/08/2013	1,000,000	1,106,671	1,112,014	54,137	6.50	Low
Quay Credit Union 23/5/13	NR	23/05/2013	1,500,000	1,570,521	1,577,301	68,712	5.50	Low
Suncorp 11/8/14	A-	11/08/2014	3,000,000	3,119,614	3,135,148	140,326	6.30	Low
Suncorp 23/12/13	A-	23/12/2013	1,000,000	1,038,249	1,042,391	41,977	5.04	Low
Suncorp 2/5/13	A-	2/05/2013	2,500,000	-	2,517,100	17,100	4.38	Low
Bank of Queensland 3/9/17	BBB	3/09/2017	2,000,000	2,064,704	2,073,992	73,992	5.65	Low
Bank of Queensland 4/2/18	BBB	4/02/2018	3,000,000	3,023,281	3,035,979	35,979	5.15	Low
Bank of Queensland 5/3/18	BBB	5/03/2018	2,000,000	5,007,266	5,015,649	15,649	5.10	Low
Rabo Direct 24/3/16	AA	24/03/2016	5,000,000	5,005,877	5,035,260	304,739	7.15	Low
Rabo Direct 10/8/15	AA	10/08/2015	1,000,000	1,042,953	1,048,460	55,802	6.70	Low
Rabo Direct 13/4/15	AA	13/04/2015	1,000,000	-	1,002,219	2,219	4.50	Low
ING 21/5/13	A	21/05/2013	1,000,000	1,124,068	1,129,525	55,303	6.64	Low
ING 17/8/17	A	17/08/2017	2,000,000	2,083,646	2,093,525	93,525	6.01	Low
ING 6/9/17	A	6/09/2017	2,000,000	2,063,211	2,072,416	72,416	5.60	Low
Wide Bay 29/7/16	BBB	29/07/2016	1,000,000	1,011,866	1,017,701	58,393	7.10	Low
Wide Bay 8/8/16	BBB	8/08/2016	1,000,000	1,009,921	1,015,756	59,523	7.10	Low
ME Bank 20/5/13	BBB	20/05/2013	1,000,000	1,009,885	1,013,501	13,501	4.40	Low
Police Credit Union	NR	26/02/2015	1,000,000	1,004,186	1,007,992	7,992	4.63	Low
Beirut Hellenic Bank 2/5/13	NR	2/05/2013	2,500,000	2,518,870	2,528,630	28,630	4.75	Low
Beirut Hellenic Bank 21/5/13	NR	21/05/2013	1,000,000	1,007,119	1,010,801	10,801	4.48	Low
Beirut Hellenic Bank 9/7/13	NR	9/07/2013	3,100,000	-	3,107,644	7,644	4.50	Low
Bendigo & Adelaide Bank	A-	16/04/2014	2,800,000	-	2,804,618	4,618	4.30	Low
CBA	AA	29/10/2017	5,001,064	3,037,579	2,779,070	116,078	3.03	Low
Total			96,101,064	89,194,634	100,009,473	3,479,257		

							Attachment	
Credit Rating at 30/4/13	Legal Maturity	Acquisition Price \$	Market Value as at 1/4/13 \$	Market Value as at 30/4/13 \$	Income Earned (net of fees) Financial Yr to Date \$	Annualised Monthly Return (Managed Funds) / Current Coupon	Risk of capital not being returned	
<b>Floating Rate Notes:</b>								
<b>Available for Sale Accounting - movements through equity.</b>								
Queenslanders CU 3/6/13	NR	3/06/2013	503,170	499,432	499,975	41,077	4.08	Low
Sub Total			503,170	499,432	499,975	41,077		
<b>Fair Value through Profit &amp; Loss Accounting - movements through profits &amp; loss.</b>								
NAB	AA-	15/02/2017	4,030,700	4,188,000	4,217,560	318,556	4.77	Low
Credit Suisse	A+	18/03/2014	501,745	502,335	504,665	25,524	4.23	Low
Bank of Queensland	BBB	7/12/2015	8,034,450	3,013,680	8,087,120	87,499	4.58	Low
CBA	AA	24/12/2015	13,060,663	13,084,452	13,280,400	858,196	4.09	Low
Macquarie Bank 9/3/17	A	9/03/2017	5,000,000	5,305,990	5,302,295	537,529	5.95	Low
Macquarie Bank 24/2/14	A	24/02/2014	1,001,180	1,010,230	1,014,420	49,433	4.86	Low
Arab	A-	12/12/2014	5,000,000	5,016,330	5,020,050	76,886	4.58	Low
Suncorp	A-	11/04/2016	2,250,000	-	2,262,870	12,870	4.07	Low
Royal Bank of Scotland 17/2/12 <sup>A</sup>	BBB-	17/02/2017	2,501,100	2,197,225	2,204,950	374,518	3.20	Low
Sub Total			41,379,838	34,318,242	41,894,330	2,341,009		
Total			41,883,008	34,817,674	42,394,305	2,382,086		
<b>CPPI Notes (Constant Portfolio Protection Insurance)</b>								
<b>Available for Sale Accounting - movements through equity.</b>								
Averon # (now ZCB)	AA+	20/06/2013	1,500,000	1,487,400	1,487,400	45,300	0.00	Low
Keolis # (now ZCB)	BBB-	24/08/2013	1,000,000	987,300	991,000	26,700	0.00	Low
Sub Total			2,500,000	2,474,700	2,478,400	72,000		
<b>Fair Value through Profit &amp; Loss Accounting - movements through profits &amp; loss.</b>								
Lehman #	D	15/06/2009	300,000	6,805	6,805	-	0.00	High
Lehman # <sup>A</sup>	D	15/06/2009	500,000	34,223	34,903	-	0.00	High
Sub Total			800,000	41,028	41,708	-		
Total			3,300,000	2,515,728	2,520,108	72,000		



Attachment							
Credit Rating at 30/4/13	Legal Maturity	Acquisition Price \$	Market Value as at 1/4/13 \$	Market Value as at 30/4/13 \$	Income Earned (net of fees) Financial Yr to Date \$	Annualised Monthly Return (Managed Funds) / Current Coupon	Risk of capital not being returned
<b>Floating Rate Term Deposits:</b>							
Westpac	AA-	9/09/2013	2,000,000	2,023,382	2,011,065	68,519	3.81 Low
Bank of Queensland	BBB	26/02/2016	1,500,000	1,506,073	1,511,595	11,595	4.48 Low
ING	A	27/02/2015	2,000,000	2,007,423	2,014,607	14,607	4.37 Low
NAB Flexi Deposit	AA	16/08/2013	2,000,000	2,008,777	2,015,199	72,468	3.91 Low
Total			7,500,000	7,545,655	7,552,464	167,188	
<b>Fixed Coupon Bonds</b>							
Heritage Bank	BBB+	20/06/2017	6,718,110	6,857,500	6,873,750	305,779	7.25 Low
RBS	A+	27/08/2013	1,004,200	1,020,879	1,024,665	51,405	7.25 Low
Total			7,722,310	7,878,379	7,898,415	357,184	
<b>Floating Rate Transferrable Certificate of Deposit</b>							
Greater Building Society	BBB+	15/04/2016	2,000,249	-	2,003,709	3,460	4.54 Low
Total			2,000,249	-	2,003,709	3,460	
<b>Other:</b>							
Southern Phone Company Shares	N/A	N/A	2	2	2	48,930	N/A Low
			2	2	2	48,930	
<b>Securities No Longer Held (excluding Managed Funds).</b>							
Accumulated at March 2013							
AMP TD	A	29/04/2013	500,000	523,411	-	5,110,639	4.40 Low
ING TD	A	11/04/2013	2,000,000	2,265,907	-	104,886	6.74 Low
Royal Bank of Scotland FRN	A+	10/03/2014	5,000,000	5,060,850	-	330,311	5.00 Low
ME Bank TD	BBB	11/04/2013	1,000,000	1,010,559	-	11,975	4.70 Low
Heritage Bank TD	BBB+	4/04/2013	2,000,000	2,005,699	-	6,575	4.00 Low
Westpac FRN	AA-	20/02/2017	5,000,000	5,199,700	-	347,386	4.59 Low
ING TD (Regional Park Trust)	A	15/04/2013	1,338,893	1,341,018	-	25,188	3.62 Low
Total			16,838,893	17,407,143	-	5,957,704	
<b>GRAND TOTAL (before fees)</b>				<b>177,630,260</b>	<b>168,116,569</b>	<b>12,787,012</b>	
<b>Less Portfolio Fees (Advice &amp; Salary)</b>						<b>(135,560)</b>	
<b>GRAND TOTAL</b>				<b>177,630,260</b>	<b>168,116,569</b>	<b>12,651,452</b>	
# Capital Guaranteed at maturity							
^ Ex Infrastructure IMP							
* Rated by Fitch							
The dates quoted alongside the name of the product for FRN's, CDO's and Fixed Bonds are first call dates.							
First call dates for FRN's & fixed bonds are the likely date of maturity because the investment issuer is severely penalised if monies are not redeemed by that date, via damage in the market to their reputation, increased coupon rates and additional capital requirements by APRA.							
Term deposits of \$250,000 or less per financial institution are covered under the Commonwealth Government Deposit Guarantee Scheme & therefore by default have the same credit rating as the Commonwealth Government i.e. AAA.							
<b>Less Unrealised Capital Gains/(Loss) for Available For Sale Investments</b>						<b>\$ 130,370</b>	
<b>Income to Profit &amp; Loss</b>						<b>\$ 12,521,082</b>	
<b>TOTAL CASH &amp; INVESTMENTS AS AT 30 APRIL 2013</b>						<b>\$ 168,116,569</b>	
<b>LESS ESTIMATED RESTRICTED EQUITY FOR WATER &amp; SEWER FUNDS</b>							
Water Fund					\$ 33,794,545		
Sewer Fund					<u>\$ 48,463,060</u>	\$ 82,257,605	
<b>GENERAL FUND CASH &amp; INVESTMENTS</b>						<b>\$ 85,858,964</b>	
<b>LESS TRUST FUND BALANCES AS AT 30 APRIL 2013</b>						<b>\$ 1,575,143</b>	
<b>LESS ESTIMATED RESTRICTED EQUITY FOR GENERAL FUND (developer contributions, grants, reserves etc).</b>						<b>\$ 82,319,227</b>	
<b>ESTIMATED GENERAL FUND UNRESTRICTED CASH &amp; INVESTMENTS AS AT 30 APRIL 2013</b>							
<b>Add:</b>							
Unrestricted Cash & Investments as at 30 June 2012						<b>\$ 2,169,818</b>	
2012/13 Budget Deficit (Budget Review - 31/3/13 - for adoption 23/5/13)						<b>\$ (205,224)</b>	
Estimated Unrestricted Cash as at 30 June 2013						<b>\$ 1,964,594</b>	
I hereby certify that Council's investments have been made in accordance with the Local Government Act 1993, Regulations and Council's Investment Policy.							
							
Responsible Accounting Officer.							

---

**MONTHLY BUDGET REVIEW FOR APRIL 2013**

---

**Purpose:**

To report on the estimated budget position as at 30 April 2013.

**Description of Item:**

Estimated Budget Position as at 30 April 2013:

	<b>General Account \$</b>	<b>Water Account \$</b>	<b>Sewer Account \$</b>
Original Budget adopted 24 May 2012	308,365 (D)	4,397,830 (D)	3,542,337 (D)
Approved Variations to 31 March 2013	(103,141) (S)	(554,150) (S)	(686,556) (S)
Recommended variations for April 2013	(180,244) (S)	Nil	Nil
Estimated result as at 30 April 2013	<u>24,980 (D)</u>	<u>3,843,680 (D)</u>	<u>2,855,781 (D)</u>

**General Account**

**Deficit/(Surplus)**

Coffs Harbour boat ramp improvement for breakwater and basin extension (partly grant funded)	53,000 (D)
Better boating program grant for boat ramp improvements	(40,000) (S)
Councils contribution towards boat ramp works funded by councils annual allocation towards boat ramp repairs and maintenance	(13,000) (S)
Capital gains in relation to investment portfolio	(180,000) (S)
Council voluntary contributions to local State Emergency Services no longer required as part of restructure of state government funding	(28,300) (S)
Grant funded line marking reseal works not done within approved scope. All grant funds, including those spent to be returned to funding body. *	10,537 (D)
Grant funded black spot works money spending outside approved timeframe and to be returned to funding body. *	7,519 (D)
Grant funded black spot monies spending over revised scope of works funding limits. *	20,000 (D)
Pool access hoist funded by public donation	40,000 (D)
Public donation towards pool access hoist	(40,000) (S)
Nightrider service northern beaches (per Ordinary Meeting 11/4/13-CS13/20)	(10,000) (S)
<b>Total</b>	<b>(180,244) (S)</b>

\* For 2012/13 projects Roads and Maritime Services (RMS) has strictly enforced the funding conditions and allowed no further negotiations on project outcomes, requiring return of funds spent outside the conditions. Management of 2013/14 projects will need to take into account this change in RMS protocols.

**Water Account**

**Total** **Nil**

**Sewer Account**

**Total** **Nil**

**Sustainability Assessment:**

- **Environment**

There are no perceived short or long-term environmental impacts.

- **Social**

There are no perceived short or long term social impacts.

- **Civic Leadership**

Council strives to reach a balanced budget position by June 30 each year in conjunction with meeting its short term priorities.

- **Economic**

**Broader Economic Implications**

When dealing with increased community demands Council has to focus on the balance of providing services with the limited funds available. Council must also ensure that a healthy financial position is maintained to ensure ongoing viability of the organisation.

**Delivery Program/Operational Plan Implications**

The Original budget for the General Account adopted on the 24 May 2012 provided for a deficit of \$308,365.

For substantial budget adjustments the associated council reports have addressed the triple bottom line factors independently in 2012/13.

**Consultation:**

Managers and their relevant staff have been provided with electronic budget reports for each program on a monthly basis. Requested variations and variations adopted by Council have been included in the report.

**Related Policy and / or Precedents:**

The Director of Corporate Business has provided guidelines to staff regarding their responsibilities relating to effective and transparent budget review and assessment processes. This framework provides guidance in achieving the objective of a year end balanced budget in the General Fund.

**Statutory Requirements:**

Under local government regulations Council is required to submit a quarterly budget review to Council. Therefore Council is under no obligation to provide monthly reviews but has recommended they be completed as part of prudent financial management.

The Responsible Accounting Officer believes this report indicates the financial position of the Council is satisfactory, having regard to the original estimate of Income and Expenditure.

**Issues:**

Currently any major budget issues are collated and addressed on a monthly basis via a separate report to the Corporate Development Team.

**Implementation Date / Priority:**

Management will continue to monitor the organisation's performance with a view to improving service delivery.

**Recommendation:**

**That the budget adjustments be approved and the current budget position be noted.**

**Estimated Budget Position as at 30 April 2013:**

	<b>General Account \$</b>	<b>Water Account \$</b>	<b>Sewer Account \$</b>
<b>Original Budget adopted 24 May 2012</b>	<b>308,365 (D)</b>	<b>4,397,830 (D)</b>	<b>3,542,337 (D)</b>
<b>Approved Variations to 31 March 2013</b>	<b>(103,141) (S)</b>	<b>(554,150) (S)</b>	<b>(686,556) (S)</b>
<b>Recommended variations for April 2013</b>	<b>(180,244) (S)</b>	<b>Nil</b>	<b>Nil</b>
<b>Estimated result as at 30 April 2013</b>	<b><u>24,980 (D)</u></b>	<b><u>3,843,680 (D)</u></b>	<b><u>2,855,781 (D)</u></b>

---

## RENEWAL OF LEASE OF 23 GORDON STREET, COFFS HARBOUR TO GEOLINK CONSULTING PTY LIMITED

---

### **Purpose:**

Seeking Council authority to execute a further one year lease of 23 Gordon Street, Coffs Harbour with the present Lessee, GeoLINK Consulting Pty Limited.

### **Description of Item:**

Council is the owner of office premises located at 23 Gordon Street, Coffs Harbour.

The property is currently leased to local consultancy firm GeoLINK under a lease which expires on 30 June 2013.

GeoLINK Consulting Pty Limited have requested a renewal of the lease for a further period of one year.

GeoLINK Consulting Pty Limited have been a good tenant with all rents paid on time and the property being adequately maintained. Accordingly, there is no objection to extending the lease term.

It is proposed that a new one year Lease Agreement on largely the same terms as the current lease be pursued.

### **Sustainability Assessment:**

- **Environment**

This lease proposal relates to an existing cottage which has been occupied and used for office purposes for many years. This leasing proposal will continue this use of the premises for office purposes. As such there will be no change to the environmental situation.

- **Social**

This lease proposal will continue an existing use of the subject premises and as such there is no perceived change in regard to social sustainability and impact. Having the building occupied and used as an office facility creates a positive image and is far better than leaving the building empty and unproductive.

- **Civic Leadership**

The Coffs Harbour 2011-2015 Delivery Program objective is to (OC1.1.6.2) pursue corporate business opportunities to generate income to support Council programs. The proposed lease is consistent with this objective.

- **Economic**

**Broader Economic Implications**

Leasing the premises to GeoLINK will enable this firm to continue to consolidate its operations in Coffs Harbour in the short term.

**Delivery Program/Operational Plan Implications**

Leasing the premises to GeoLINK at a current market rental will provide additional income for Council. If the building is to become vacant then there are still holding costs for Council (rates, insurance, security services, maintenance and repair, etc). The grant of this lease will provide a gross income of approximately \$43,123 per annum, plus the payment of the rates by the tenant.

**Consultation:**

Executive Manager Business Units, Corporate Business.

**Related Policy and / or Precedents:**

The recommendations are in line with general leasing practices.

Where excess Council property is not currently required for Council purposes, then numerous precedents have been set for leasing such properties in order to obtain additional income and help cover holding costs.

**Statutory Requirements:**

The subject property is classified as Operational Land in accordance with provisions of the Local Government Act 1993. Therefore, there are no impediments to pursuing this lease arrangement in accordance with normal leasing procedures and practices under the NSW Real Property Act 1900 and the Conveyancing Act 1919.

Regulations 400(2) Local Government (General) regulation 2005 applies with respect to execution of the lease documentation under Council seal.

**Issues:**

The property forms part of Council's larger commercial property holdings in Gordon Street, Coffs Harbour. Council is currently making further investigation into the longer term proposals for this area in accordance with the adopted CBD Masterplan. However, as this process will take additional time before final decisions are made, it is appropriate to continue temporary occupation arrangements in the meantime.

In view of this situation, the lease proposal pursued with GeoLINK has been on the basis of a further one year lease pending final decisions by Council concerning the future of these Gordon Street commercial property holdings.

**Implementation Date / Priority:**

The lease document will be executed under seal following completion of drafting by Council's solicitor and subject to authority being granted by Council.

**Recommendation:**

1. That Council as the registered proprietor of 23 Gordon Street, Coffs Harbour being Lot 20 Section 6 DP 758258 authorise the lease of the premises to GeoLINK Consulting Pty Limited for a further term of 1 (one) year.
2. That any necessary documents associated with the lease of 23 Gordon Street, Coffs Harbour being Lot 20 Section 6 DP 758258 to GeoLINK Consulting Pty Limited be executed under the Common Seal of Council.

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## WOOLGOOLGA LAKESIDE DRAFT PLAN OF MANAGEMENT

---

### **Purpose:**

To report on the outcomes of the Community Consultation process and recommend referral to the Minister responsible for administering the Crown Lands Act 1989 requesting adoption of the Draft Plan of Management for Woolgoolga Lakeside.

### **Description of Item:**

On 25 October 2012, Council, as Corporate Manager of the Woolgoolga Beach Reserve Trust, resolved to request Crown Lands that the Draft Plan of Management for Part of Reserve 63076 for Public Recreation and Resting Place and Reserve 72664 for Public Recreation (northern section of Woolgoolga Beach Reserve) be placed on Public Exhibition.

The Draft Plan of Management (POM) for the area commonly known as Woolgoolga Lakeside was approved by Crown Lands to be placed on Public Exhibition from 22 March 2013 to 19 April 2013. The Draft Plan exhibition was advertised extensively by both the Woolgoolga Beach Reserve Trust and Crown Lands.

No comments were received from the public during the public consultation phase and as a result, no changes to the original draft will be required prior to referring the Draft POM to the Minister for Lands for formal adoption.

### **Sustainability Assessment:**

- **Environment**

The adoption of the Plan of Management will have significant positive environmental impacts as the strategies and actions contained within the plan will assist the Trust in protecting and enhancing the environmental values of the Reserves.

- **Social**

The improvements to the reserve will create a stronger community connection with the reserve. Providing open space for the public, along with improved recreational infrastructure, is predicted to have positive social outcomes for the Woolgoolga community.

- **Civic Leadership**

The Woolgoolga Beach Reserve Trust works towards achieving the outcomes set down in the Coffs Harbour 2030 Community Strategic Plan, and are consistent with the following strategies:

- LP1.1 - Our businesses and industries are future-driven, smart, innovative and green.
- LP1.2 - Our economy is strong and diverse providing a wide range of rewarding employment opportunities which are available to all.
- MA2.1 - We have effective plans and policies for a network of integrated cycle ways, footpaths and walking tracks.
- MA2.3 - We actively promote cycling and walking.
- LE1.2 - Our Aboriginal culture and its links to the land is valued and understood.



- LE1.3 – We have many opportunities for nature experiences and learning through improved access to natural areas.
- LE2.1 – Our forests, beaches, headlands, ocean, rivers, forested mountain backdrop, plants and animals are conserved for future generations.
- LE2.2 - We have active programs to restore and improve our environment.
- LE3.1 - We are responsible in the use and management of our natural resources and work to reduce our ecological footprint.

- **Economic**

**Broader Economic Implications**

The improvement to the caravan park is predicted and intended to have positive impacts upon revenue generation and cost efficiency. The improvements to the caravan park will result in increased funds being made available to reinvest in the reserve system and implement further recommendations and strategies contained within the plan.

**Delivery Program/Operational Plan Implications**

There are no Delivery Program/Operational Plan implications. All works will be funded through Trust revenue and Public Reserves Management Fund loans.

**Consultation:**

The Draft POM has been developed in close consultation with the Department of Trade and Investment (DTI), Crown Lands and various Council departments.

External consultants, Integrated Site Design (ISD), were engaged to prepare the Draft POM. ISD have a strong track record in developing Plans of Management for Crown Lands under corporate management.

The Draft Plan of Management was on public exhibition for the statutory 28 days.

**Related Policy and / or Precedents:**

Council, as Corporate Manager of Reserve Trusts, is required to refer Draft POM's to the DTI Crown Lands, after Public Exhibition and resultant changes, requesting formal adoption of the plan by the Minister responsible for administering the Crown Lands Act 1989.

**Statutory Requirements:**

Coffs Harbour City Council is Corporate Manager of the Woolgoolga Beach Reserve Trust under the Crown Lands Act (the Act). The POM has been prepared in accordance with the Act.

**Issues:**

The Draft POM was on Public Exhibition for 28 days and despite extensive advertising and document availability, there were no comments received from the community. The Reserve Trust will be responsible for the implementation of the Plan.

**Implementation Date / Priority:**

The Draft POM will be forwarded to Crown Lands immediately after adoption by the Woolgoolga Beach Reserve Trust.

**Recommendation:**

**That Council, as Corporate Manager of the Woolgoolga Beach Reserve Trust, adopt the Draft Plan of Management for Part of Reserve 63076 for Public Recreation and Resting Place and Reserve 72664 for Public Recreation (northern section of Woolgoolga Beach Reserve) and refer the Draft Plan to the Minister responsible for administering the Crown Lands Act 1989, requesting formal adoption of the Plan.**

As reported to Council 13 June 2013

Attachment

## **DRAFT PLAN OF MANAGEMENT**

for

**Part of RESERVE 63076 for PUBLIC RECREATION and RESTING PLACE and RESERVE 72664 for PUBLIC RECREATION (northern section of Woolgoolga Beach Reserve)**



for the  
**WOOLGOOLGA BEACH RESERVE TRUST**  
and



**Trade &  
Investment**  
Crown Lands

March 2013

**DRAFT PLAN OF MANAGEMENT**

**for**

**Part of RESERVE 63076 for PUBLIC RECREATION  
and RESTING PLACE and RESERVE 72664 for  
PUBLIC RECREATION**

**for the**

**WOOLGOOLGA BEACH RESERVE TRUST**

**prepared by**

**Integrated Site Design Pty Ltd**

Suite 701 247 Coward Street

**Mascot NSW 2020**

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**ALEXANDRIA NSW 2015**

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**March 2013**

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**Disclaimer:**

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**CONTENTS**

<b>1</b>	<b>PREAMBLE.....</b>	<b>6</b>
1.1	INTRODUCTION .....	6
1.2	BACKGROUND TO THIS PLAN OF MANAGEMENT.....	6
1.3	PURPOSE OF THIS DRAFT PLAN OF MANAGEMENT .....	6
1.4	BASIS FOR MANAGEMENT .....	7
1.5	OBJECTIVES FOR THIS PLAN OF MANAGEMENT .....	7
<b>2</b>	<b>DESCRIPTION OF THE RESERVE .....</b>	<b>9</b>
2.1	LOCATION AND CONTEXT – refer to Drawing WLPM 01 .....	9
2.2	LAND STATUS – see Drawing WLPM 01 .....	9
2.3	LOCAL HISTORY .....	10
<b>3</b>	<b>STATUTORY FRAMEWORK .....</b>	<b>12</b>
3.1	INTRODUCTION .....	12
3.2	CROWN LANDS ACT 1989.....	12
3.2.1	Crown Lands (General Reserves) By-law 2006 .....	13
3.3	ENVIRONMENTAL PLANNING AND ASSESSMENT ACT 1979.....	13
3.4	RELEVANT ENVIRONMENTAL PLANNING INSTRUMENTS .....	14
3.4.1	NSW Coastal Policy 1997 .....	14
3.4.2	State Environmental Planning Policy No. 21 – Caravan Parks.....	14
3.4.3	State Environmental Planning Policy No 44 .....	15
3.4.4	State Environmental Planning Policy No .71 .....	15
3.4.5	State Environmental Planning Policy – Major Development and State Environmental Planning Policy (State and Regional Development) 2011 .....	16
3.4.6	State Environmental Planning Policy (Infrastructure) 2007 .....	17
3.5	COFFS HARBOUR LOCAL ENVIRONMENTAL PLANS .....	18
3.6	LOCAL GOVERNMENT ACT 1993 .....	18
3.7	RURAL FIRES ACT 1997 – refer to Drawing WLPM 02.....	19
3.8	RESIDENTIAL PARKS ACT 1998 .....	19
3.9	THREATENED SPECIES CONSERVATION ACT 1995 .....	19
3.10	POLICIES AND GUIDELINES.....	19
3.10.1	Sea Level Rise.....	20
3.10.2	Crown Lands Caravan Park Policy.....	20
3.11	LOCAL PLANS, POLICIES AND STRATEGIES .....	21
3.11.1	Coffs Harbour 2030 Plan, 2009.....	21
3.11.2	Coffs Harbour City Council Open Space Strategy 2010 – “Connecting Parks and People” .....	22
3.11.3	Coffs Harbour Coastal Processes and Hazards Definition Study .....	24
3.11.4	Class 5 Vegetation Mapping, 2012 .....	24
3.11.5	Coffs Harbour Coastal Reserves Plan of Management 2000.....	25
3.11.6	Koala Plan of Management 1999 .....	25
3.12	OTHER STATUTORY AND POLICY DOCUMENTS .....	25
3.13	SUMMARY .....	25
<b>4</b>	<b>EXISTING SITUATION, DEVELOPMENT AND FACILITIES .....</b>	<b>27</b>
4.1	ENVIRONMENTAL CONTEXT AND CONSIDERATIONS .....	27

4.1.1	Coastline Management .....	27
4.1.2	Coastal Zone Management Plan.....	27
4.1.3	Woolgoolga Lake .....	27
4.1.4	Vegetation .....	28
4.1.5	Grey Headed Flying Fox Habitat .....	30
4.2	EXISTING DEVELOPMENT AND FACILITIES .....	31
4.2.1	Woolgoolga Lakeside Caravan Park – refer to Drawing WLPM 03.....	31
4.2.2	Lakeside Public Reserve Precinct.....	32
4.3	TOURISM CONTEXT .....	33
4.3.1	State and Regional Tourism.....	34
4.3.2	Mid North Coast Tourism .....	34
4.3.3	Caravan Parks on Crown Land .....	35
4.4	SUMMARY .....	36
<b>5</b>	<b>VALUES AND MANAGEMENT UNITS .....</b>	<b>38</b>
5.1	VALUES.....	38
5.2	MANAGEMENT UNITS – refer to Drawing WLPM 04.....	38
<b>6</b>	<b>MANAGEMENT OVERVIEW .....</b>	<b>41</b>
6.1	INTRODUCTION .....	41
6.2	VISION STATEMENT.....	41
6.3	MANAGEMENT PRINCIPLES – refer to Drawing WLPM 05 .....	41
6.4	MANAGEMENT ISSUES.....	42
6.4.1	Woolgoolga Lakeside Caravan Park.....	42
6.4.2	Lakeside Recreation Area .....	43
6.4.3	Dune System.....	43
6.4.4	Woolgoolga Lake and Creek Foreshore Conservation Area .....	43
6.4.5	Coffs Coast State Park.....	44
6.5	PROPOSED IMPROVEMENT PROGRAM .....	44
6.5.1	Woolgoolga Lakeside Public Reserves and Open Space – refer to Drawing WLPM 05.....	44
6.5.2	Woolgoolga Lakeside Caravan Park – refer to Drawings WLPM 06 and 07 .....	45
6.6	ASSESSING PROPOSED IMPROVEMENTS .....	48
6.7	AUTHORISED ACTIVITIES AND WORKS.....	49
6.8	FINANCING IMPROVEMENTS .....	50
<b>7</b>	<b>MANAGEMENT ACTIONS AND PROPOSED IMPROVEMENTS.....</b>	<b>51</b>
7.1	NATURAL ENVIRONMENT .....	51
7.1.1	Vegetation and Habitat Management.....	51
7.1.2	Catchment Management.....	52
7.1.3	Fire Management .....	52
7.1.4	Coastal Processes .....	52
7.1.5	Seaweed Removal .....	53
7.1.6	Coastal Views and Visual Amenity.....	53
7.2	CULTURAL VALUES .....	54
7.3	RECREATION.....	54
7.3.1	Recreation Facilities.....	54
7.3.2	Litter and Beach Cleaning.....	55

**Attachment**

7.3.3	Pedestrian and Cycle Access.....	55
7.3.4	Access for Boats, Vehicles, Horses and Dogs.....	56
7.4	LAKESIDE CARAVAN PARK.....	56
7.5	UTILITY SERVICES .....	57
7.6	PUBLIC SAFETY .....	58
7.6.1	Safety and Risk Management.....	58
7.6.2	Regulation of Activities.....	58
7.7	RESERVE INFORMATION .....	59
7.8	INTEGRATED MANAGEMENT.....	59
7.8.1	Co-ordination.....	59
7.8.2	Commercial Activities.....	60
7.8.3	Adjoining Development.....	61
7.8.4	Funding.....	61
7.8.5	Project Planning and Implementation of Other Plans.....	61
7.8.6	Leases and Licenses.....	62
<b>8</b>	<b>IMPLEMENTATION AND REVIEW .....</b>	<b>63</b>

**References**

**Drawings** (at relevant positions in the document)

Drawing No WLPM - 01	Context and Land Status
Drawing No WLPM - 02	Land Zoning and Bushfire Prone Land
Drawing No WLPM - 03	Woolgoolga Lakeside Caravan Park – Existing Site Plan
Drawing No WLPM - 04	Management Units
Drawing No WLPM - 05	Proposed Management and Improvements.
Drawing No WLPM - 06	Woolgoolga Lakeside Caravan Park – Proposed Site Plan
Drawing No WLPM - 07	Woolgoolga Lakeside Caravan Park – Proposed Improvements, Northern Precinct

**1 PREAMBLE****1.1 INTRODUCTION**

This Draft Plan of Management has been prepared in accordance with the relevant provisions of the *Crown Lands Act 1989* to provide a framework for the future management, use and development of the northern part of the reserved Crown Land known as the Woolgoolga Beach Reserve and includes the Woolgoolga Lakeside Caravan Park. The Crown land which is the subject of this Draft Plan is part of Reserve 63076 for Public Recreation and Resting Place notified on 27<sup>th</sup> November 1931 and Reserve 72664 notified on 2<sup>nd</sup> April 1948 for the purpose of Public Recreation. The land is identified in Drawing WLPM 01.

This Crown land comprises a resource in a unique coastal and lakeside setting and provides community facilities, holiday accommodation and recreation opportunities for the enjoyment of the community.

**1.2 BACKGROUND TO THIS PLAN OF MANAGEMENT**

Coffs Harbour City Council was appointed the corporate trust manager of the Woolgoolga Beach Reserve on 19th July 2002. This reserve includes the Woolgoolga Beach Caravan Park and Woolgoolga Lakeside Caravan Park as well as other substantial areas of coastal reserved lands that were formerly managed by a community trust.

To ensure these valuable assets are managed in a manner that will result in the optimum benefit to the community the Trust resolved to undertake a review of the caravan park business. The purpose was to establish appropriate strategies to guide future improvement and development of the Woolgoolga Lakeside Caravan Park in the context of the on-going management and improvement of the foreshore Crown lands at Woolgoolga. The resulting Sustainable Improvement Strategy recommended to the Trust a range of actions that are required for the caravan park to operate efficiently and address environmental as well as commercial considerations. A key aim of this Plan is to integrate the management of the caravan park with the wider land management responsibilities of the Trust.

**1.3 PURPOSE OF THIS DRAFT PLAN OF MANAGEMENT**

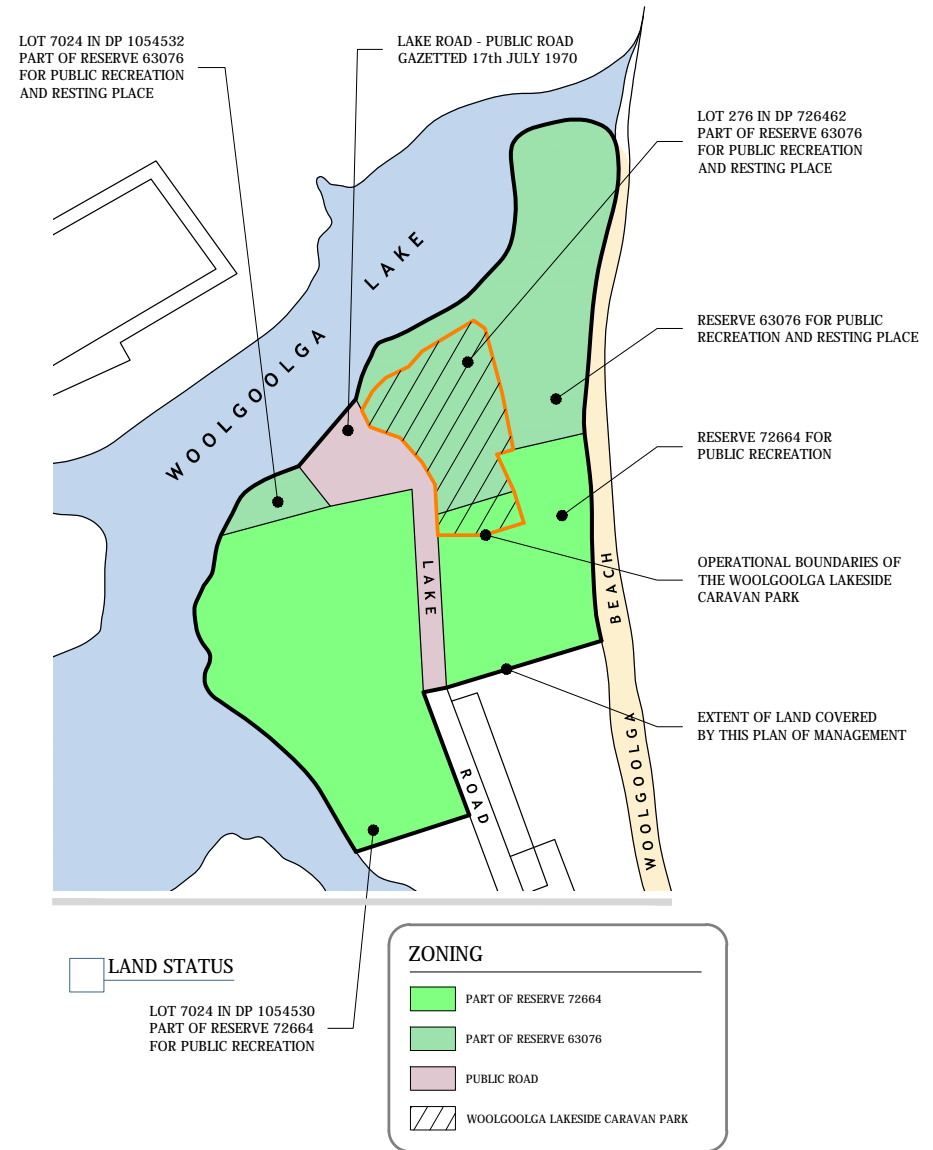
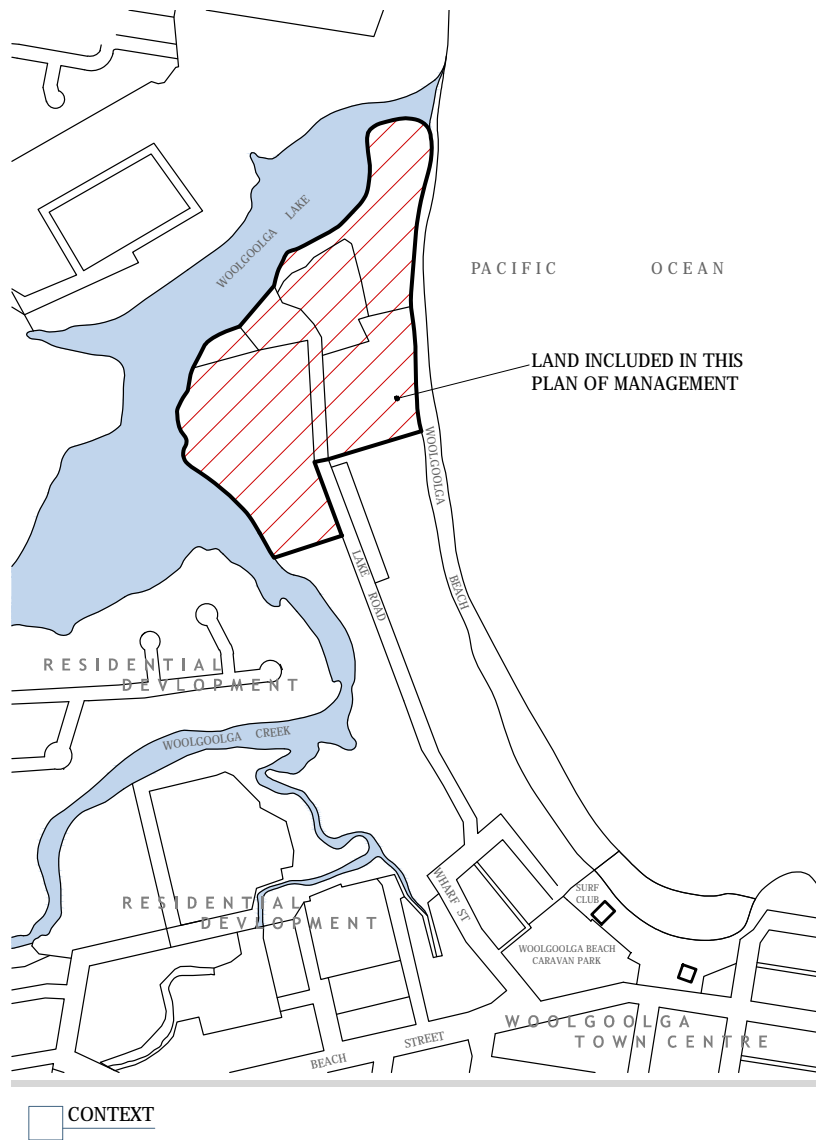
The purpose of this Draft Plan of Management is to establish objectives, environmental and management strategies and actions and identify the means the Trust will employ in the management of the Reserve. The Plan of Management outlines a management direction for the next 8-10 years for the part of Woolgoolga Beach Reserve shown in WLPM 01 in accordance with the requirements of the *Crown Lands Act 1989*.

Implementation of the Plan will lead to:

- Improved and sustainable resource management;
- Protection of the resources of the Reserve;
- Respect for and conservation of the cultural and historic heritage of the site and the land;
- Enhanced environmental and social outcomes;
- Meeting the needs of residents and visitors through the provision of additional and improved



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facilities;

- Better capacity to address changing community and environmental requirements;
- Maintaining and improving the financial performance of the Caravan Park by expanding the range of accommodation provided and exploring market opportunities in the shoulder and low seasons;
- Increased local economic activity as a consequence of increased visitation; and
- Maintenance of the essential character and long term viability of the Reserve including the Woolgoolga Lakeside Caravan Park.

#### **1.4 BASIS FOR MANAGEMENT**

The management of the Woolgoolga Beach Reserve is to be in accordance with the objects and principles of Crown land management described in Sections 10 and 11 of the Crown Lands Act 1989 and the land management provisions of Part 5 of the Act. The land will therefore be used and managed in accordance with the following:

- The Plan of Management applying to the land;
- Crown Lands Act 1989;
- Crown Lands Caravan Parks Policy and Policy Guidelines;
- Environmental Planning and Assessment Act 1979 and any planning instrument permitting the use of the land for a specified purpose or otherwise regulating the use of the land;
- Threatened Species Conservation Act 1995;
- Environmental Protection and Biodiversity Conservation Act 1999;
- Local Government Act 1993;
- Residential Parks Act 1998;
- The provisions of the Local Government (Manufactured Home Estates, Caravan Park, Camping Grounds and Moveable Dwellings) Regulation 2005; and
- other applicable statutory controls.

#### **1.5 OBJECTIVES FOR THIS PLAN OF MANAGEMENT**

The objectives for this Plan of Management are to:

- Identify the resources and values of the Reserve;
- Recognise the role of the Reserve in providing for the recreational and open space requirements of the community;
- Establish a vision and strategic direction for the future management and improvement of the Reserve;
- Propose initiatives that address the legal and policy parameters relevant to the management of the Reserve;
- Develop an approach to the ongoing management of the Reserve that is integrated with the requirements of the Coffs Harbour Coastal Reserves Plan of Management and the Coffs Harbour City Council Open Space Strategy 2010;
- Provide for management actions that will protect, conserve and enhance the natural, cultural, scenic, social, recreational and economic values of the Reserve;

- Preserve the financial contribution the Woolgoolga Lakeside Caravan Park makes to the management of the Reserve and to the local community; and
- Allow for a staged improvement process that is achievable in terms of planning and financial constraints.

At a fundamental level the Strategy will address the following key issues in relation to all aspects of the proposed initiatives and actions:

**Social equity** – decision making that leads to greater access to and delivery of services and facilities;

**Environmental sustainability** – using only the resources that are required to deliver facilities and services and improving overall physical amenity while reducing detrimental impacts on natural assets;

**Economic prosperity** - promoting the development of jobs, business improvement and market growth in a sustainable manner; and

**Corporate governance** – managing assets and resources in a way that is accountable, transparent, responsive, efficient, equitable and addresses relevant regulatory and statutory requirements.

**2 DESCRIPTION OF THE RESERVE**

**2.1 LOCATION AND CONTEXT – refer to Drawing WLPM 01**

Woolgoolga is situated on the Mid North Coast of NSW, approximately 25 km north of Coffs Harbour and 55km south of Grafton and around 3 km east of the Pacific Highway.

With a population around 5,000 people Woolgoolga has long been enjoyed for its relaxed seaside ambiance and moderate climate and is a popular holiday destination. Development of community and urban services has been in part enabled by the contribution of tourist activity. Direct expenditure on the town’s tourism products including accommodation stimulates and supports other services that provide for a strong and balanced local economy.



The Reserved land to which this Plan of Management applies is to the north of the Woolgoolga Town Centre. The land is used for a variety of recreational, day use and commercial purposes and is a valuable social, recreational and economic resource for the Woolgoolga community and the local government area. The land addressed in the Draft Plan is at the northern end of a relatively narrow peninsula with Woolgoolga Lake and Creek on its western side and Woolgoolga Beach on the east. The peninsula supports valuable flora and fauna communities as well facilities for passive and active recreation.

**2.2 LAND STATUS – see Drawing WLPM 01**

The section of the Woolgoolga Beach Reserve addressed by this Draft Plan of Management has a total area

of approximately 12 hectares with the following Reserves and land descriptions relevant to the land area:

- **Part of Reserve 63076** for Public Recreation and Resting Place gazetted on 27th November 1931. This reserve extends south to the Woolgoolga Headland.
- **Reserve 72664** for Public Recreation gazetted on 2nd April 1948 which makes up a large proportion of the northern sector of the Reserve behind the beach. Aerial photographs dating back to 1943 show clearings behind the beach for camping and day visitation. (Reference: NSW Public Works Department);
- **Lot 276 in DP 726462** which is part of Reserve 63076 for Public Recreation and Resting Place and comprises a majority of the land occupied by the Woolgoolga Lakeside Caravan Park;
- **Lot 7021 in DP 1054530** on the western side of Lakes Road and extending to the edge of Woolgoolga Lake and Woolgoolga Creek. Lot 7021 is part of Reserve 72664 for Public Recreation.
- **Lot 7024 in DP 1054532** on the southern foreshore of Woolgoolga Lake. Lot 7024 is part of Reserve 63076 for Public Recreation and Resting Place; and
- **Part of the public road reservation** gazetted on 17<sup>th</sup> July 1970 for Lake Road.

It is noted that the day-use facilities provided in the Lakeside Reserve Recreation Area are partly within the Lake Road public road reservation and partly within Reserve 63076 for Public Recreation and Resting Place.

### 2.3 LOCAL HISTORY

Prior to European settlement the area in and around Woolgoolga was occupied for thousands of years by the Gumbaynggirr people. They were one of the largest coastal Aboriginal nations and inhabited land from the Nambucca River in the south through to the Clarence River in the north and west to the Northern Tablelands. They camped, hunted and foraged on the land in areas that were largely defined by their natural features and resources. A midden at Woolgoolga Lake suggests there was significant Aboriginal occupation of the area with the headlands, beaches, estuary and creeks providing an abundant source of food. The name Woolgoolga is derived from the Gumbaynggirr word for the Lilly Pilly. The commencement of European settlement in the area in the 1840's brought significant change with the farming, fencing and subdivision of the land. Today the Garby elders are entrusted with the task of maintaining and passing on traditional knowledge to future generations.<sup>1</sup>

It was not until the 1870's that there were substantial impacts from European settlement. Access was opened up from the north via the Clarence River Valley and proclamation of Woolgoolga as a town appeared in the NSW Government Gazette in 1888. The earliest interest in the area had been for grazing but a focus on timber getting in the valuable north coast hardwood forests in the late 1800's and early 1900's resulted in the establishment of sawmilling operations at Woolgoolga Beach.

The isolation of the settlement created a heavy reliance on shipping for transport and led to the successive construction of three jetties to facilitate the transport of timber and agricultural produce. The largest of these jetties, which was built with government funding, had its land base at the present site of the surf club and was around 450 metres in length. This gave Woolgoolga the status of a port with a

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<sup>1</sup> Fact Sheet 1, Gumbaynggirr Nation, Arrawarra Sharing Culture

capacity to service the requirements of the timber, sugar and banana industries. For a period of 50 years this was the stimulus for the growth and development of the town, however, improvements to the port facilities at Coffs Harbour eventually made the jetty redundant and lead to its demolition in the 1950's. Prior to the reservation and gazettal of the land for the purposes of public recreation and resting place in 1931 much of the main beach park and adjacent areas close to the jetty were used for industrial and commercial purposes. Timber getting activities and tram and railway lines and then roads linked this area to the Woolgoolga village and the hinterland. Old plans of the reserve show a tram line leading from the Esplanade (now Hoffmeier Close) north to a storage depot. This area is now dissected by Lake Road and on the north eastern side supports regenerating dunal vegetation.

The removal of the jetty had a substantial impact on the town's economy and in the following years tourism was more actively promoted. The key attraction was the safe beach and the area that was formerly the head of the jetty became the site for the Surf Club which traces its beginnings back to 1932. A camping reserve was also established on the site and proved to be very popular. The commercial and industrial activities continued alongside the use of the beachfront areas for recreational pursuits.

In the late 1960's the development of the caravan park at Woolgoolga Beach was formalised with the addition of improved facilities and the area was set aside more specifically for campers and caravanners. The development of facilities in the Woolgoolga Lakeside Caravan Park occurred in the late 1950's.

Thus Woolgoolga Beach Reserve comprises a number of public reserves that were gazetted at different times and for a variety of public purposes. This occurred as land use requirements and the public interest changed over time. The creation of the Reserve demonstrates the foresight of early planners, officers of the Crown, interested community members and visitors in ensuring the Woolgoolga peninsular area was held in trust for the community as public land.

### 3 STATUTORY FRAMEWORK

#### 3.1 INTRODUCTION

This Draft Plan of Management has been prepared in accordance with the *Crown Lands Act 1989*, to provide a framework for the future management, use and development of the Woolgoolga Beach Reserve. Other legislation including environmental planning policies as well as guidelines and strategies also require consideration especially where any new development proposals are contemplated.

#### 3.2 CROWN LANDS ACT 1989

The objectives and principles of Crown land management are listed in Sections 10 and 11 of the *Crown Lands Act, 1989* and form the starting point for the preparation of Draft Plans of Management. The principles of Crown land management are that:

- Environmental protection principles be observed in relation to the management and administration of Crown land;
- The natural resources of Crown land (including water, soil, flora, fauna and scenic quality) be conserved wherever possible;
- Public use and enjoyment of appropriate Crown land be encouraged;
- Where appropriate, multiple use of Crown land be encouraged;
- Where appropriate, Crown land should be used and managed in such a way that both the land and its resources are sustained in perpetuity; and
- Crown land be occupied, used, sold, leased, licensed or otherwise dealt with in the best interests of the State consistent with the above principles.

The *Crown Lands Act 1989* and existing policy for the management of Crown land encourages the appropriate commercial use of Reserved Crown land. Appropriate commercial activity can not only meet the needs of public users of a reserve but also generate the financial means required to manage and improve the Crown Reserve system generally. It should be noted that it is a specific requirement of the Act that the proceeds of commercial undertakings on reserved Crown land be spent on the management of reserved Crown land.

Part V of the Act provides that a Council may be appointed as a corporation to manage a Crown reserve. Some of the main provisions of Part V of the Act as they relate to a Council's on-going management are:

- With the Minister's consent, Council as trustee may sell, lease, license or grant an easement or license etc. over part or the whole of a reserve;
- The Act does not prescribe the length of leases or licenses of reserved land;
- The Minister may direct how the proceeds of sale, lease or license is applied;
- If a reserve trust is acting in good faith in its management of the affairs of the reserve trust the liability of its members is safeguarded; and
- The Minister responsible for the Crown Lands Act or the reserve trust (with the agreement of the Minister) may prepare a Plan of Management for the reserve.

Reserve trusts have a statutory responsibility to manage land in the public interest and to achieve the Principles and Objects of Crown Land Management as defined by the Act. The focus of a reserve trust's activities in relation to land under its control is generally defined by the public purpose(s) of the reservation. Where a Plan of Management has been adopted by the Minister for Lands the trust is required to implement the actions described in the Plan. In the absence of a Plan of Management the detail of how a reserve is developed and used is a matter for the trust provided always its actions are consistent with the purpose of the reservation and in conformity with the relevant requirements of the Act. Money generated from commercial activities on the reserve must be spent on the management or development of the reserve although the Minister may direct that money is applied for the improvement of other reserves.

### 3.2.1 Crown Lands (General Reserves) By-law 2006

The By-law provides a regulatory framework for the general conduct of the affairs of Reserve Trusts including meeting procedures, maintenance of records and accounts and general provisions in relation to the use of the reserve. Division 1 of the By-law has provisions with respect to public access, fees and charges, permitted and prohibited conduct and penalties that may be applied in the event of a breach. Schedule 1 of the By-law lists the reserves to which the By-law applies and Woolgoolga Beach Reserve is included in the schedule.

### 3.3 ENVIRONMENTAL PLANNING AND ASSESSMENT ACT 1979

The *Environmental Planning and Assessment Act 1979* (EP&A Act) provides the statutory basis for the development consent process in New South Wales. Section 79C of Part 4 of the *EP&A Act* outlines the factors that a Council must consider when assessing a Development Application. These include:

- any environmental planning instrument;
- any draft environmental planning instrument that has been placed on public exhibition and details of which have been notified to the consent authority.
- any development control plan;
- the Regulations;
- the likely impacts of the development, including environmental impacts on both the natural and built environment, and social and economic impacts on the locality;
- The suitability of the site for the development;
- any submissions made in accordance with the Act or the Regulations; and
- the public interest.

The Act has a range of other provisions that may take effect depending upon the nature of a development proposal and the issues that may be encountered. In recent times the Act has also been amended by the introduction of a new Part known as Part 3A (this is discussed further below) as well as new provisions dealing with methods of assessment and consent authorities.



### 3.4 RELEVANT ENVIRONMENTAL PLANNING INSTRUMENTS

#### 3.4.1 NSW Coastal Policy 1997

The *NSW Coastal Policy 1997* was released by the New South Wales Government to replace the 1990 Coastal Policy. The stated purpose of the Policy is:

*The main challenge for the Government and the community in the coastal zone is to provide for population growth and economic development without putting the natural, cultural and heritage values of the coastal environment at risk. In recognition of this challenge, the Coastal Policy incorporates the principles of ecologically sustainable development (ESD) into coastal planning. ESD aims to ensure that development occurs in such a way that the ecological processes on which life depends are maintained.*

The definition of the coastal zone takes in areas within one kilometre of the ocean, as well as an area of one kilometre around coastal lakes, lagoons, islands, estuaries and rivers. The Policy addresses a number of key coastal themes including:

- population growth in terms of physical locations and absolute limits;
- coastal water quality issues, especially in estuaries;
- disturbance of acid sulfate soils;
- establishing an adequate, comprehensive and representative system of reserves;
- better integration of the range of government agencies and community organisations involved in coastal planning and management;
- indigenous and European cultural heritage; and
- integration of the principles of ESD into coastal zone management and decision making.

The Policy sets out a hierarchy of goals, objectives and strategic actions which include an emphasis on improving water quality and maintaining public access to the coastline.

The Coastal Policy proposes a range of management planning approaches including catchment management plans be implemented in consultation with relevant agencies to ensure sustainable development and use of natural resources occurs in harmony with the protection of the environment. A Plan of Management under the *Crown Lands Act 1989* is one of the most valuable management tools available to implement the Policy.

#### 3.4.2 State Environmental Planning Policy No. 21 – Caravan Parks

In 1986 the Government made changes to the prevailing legislation to allow both short-term and long-term accommodation to occur in caravan parks by way of moveable dwellings. This brought about a wider definition for caravan parks.

*State Environmental Planning Policy No. 21 – Caravan Parks (SEPP 21)* was prepared in order to ensure that this wider meaning applied to all relevant planning instruments whether existing or proposed. In essence the SEPP stated that where caravan parks are a permissible land use they will take on this wider meaning.

In addition, the Policy makes development consent mandatory for all new caravan park proposals regardless of local instruments. Council's are also required to have regard to the impact of new long and/or short-term dwelling sites on residential and tourism land uses and operations in their local area.

A key element of the Policy is found in Clause 8, sub-clause (4A). The clause removes the effect of any other environmental planning instrument and the need for a development application with respect to the installation of moveable dwellings on land approved for use as a caravan park.

### 3.4.3 State Environmental Planning Policy No 44

*State Environmental Planning Policy No 44 – Koala Habitat Protection* seeks to protect koala habitat by requiring a plan of management for all developments in core koala habitat and by encouraging core koala habitat to be included in environment protection zones in LEPs. The adoption of a Comprehensive Koala Plan of Management that covers the entire Coffs Harbour Local Government Area implements a consistent approach and replaces the requirement under SEPP 44 for proposed developments in the LGA to address koala issues in individual plans.

### 3.4.4 State Environmental Planning Policy No .71

*State Environmental Planning Policy No 71 – Coastal Protection (SEPP 71)* was introduced in October 2002 as part of the NSW Government's Coastal Protection Package. SEPP 71 applies to the coastal zone of the State as defined in the Coastal Protection Act 1979. The Policy gives statutory force to some of the elements of the *NSW Coastal Policy 1997* and makes the Minister for Planning the consent authority for certain developments. The Policy also defines a category of sensitive coastal locations. Finally, the Policy identifies master plan requirements for certain developments in the coastal zone.

While the policy primarily comes into consideration when a development application is submitted for determination the objectives and general principles established in the SEPP should be recognised as relevant to any coastal planning exercise. The objectives of SEPP 71 are:

- a) *to protect and manage the natural, cultural, recreational and economic attributes of the New South Wales Coast, and*
- b) *to protect and improve existing public access to and along coastal foreshores to the extent that this is compatible with the natural attributes of the coastal foreshore, and*
- c) *to ensure that new opportunities for public access to and along coastal foreshores are identified and realised to the extent that this is compatible with the natural attributes of the coastal foreshore, and*
- d) *to protect and preserve Aboriginal cultural heritage and Aboriginal places, values, customs, beliefs and traditional knowledge, and*
- e) *to ensure that the visual amenity of the coast is protected, and*
- f) *to protect and preserve beach environments and beach amenity, and*
- g) *to protect and preserve native coastal vegetation, and*
- h) *to protect and preserve the marine environments of New South Wales, and*
- i) *to protect and preserve rock platforms, and*
- j) *to manage the coastal zone in accordance with the principles of ecologically sustainable*

*development (within the meaning of section 6(2) of the Protection of the Environment Administration Act 1991), and*

- k) to ensure that the type, bulk, scale and size of development is appropriate for the location and protects and improves the natural scenic qualities of the surrounding area, and*
- l) to encourage a strategic approach to coastal management.*

Clause 8 of the Policy establishes a list of the matters that a consent authority must take into consideration in assessing developments in the coastal zone.

### **3.4.5 State Environmental Planning Policy – Major Development and State Environmental Planning Policy (State and Regional Development) 2011**

*State Environmental Planning Policy (Major Development) 2005* commenced on 29<sup>th</sup> July 2005 and underwent a substantial revision which came into effect on 1<sup>st</sup> July 2009. Further amendments were made in 2011. The purpose of the Policy was to identify projects to which the development assessment requirements under Part 3A of the Act should apply and to set out the functions of Regional Planning Panels in determining specified development applications.

The changes which occurred in 2011 relate to the removal of Part 3A from the *EP&A Act* and consequently the SEPP now only contains some basic transitional provisions related to that previous regime. *State Environmental Planning Policy State and Regional Development (SRD) 2011* commenced when Part 3A of the Act was repealed.

Among other things this Policy establishes what types of development constitute State Significant Development (SSD), State Significant Infrastructure (SSI) as well as Regional Development (in conjunction with Schedule 4A of the *EP&A Act*).

A review of the Policy highlights that for tourist caravan park development to be classified as State Significant Development the site has to be classified as a sensitive coastal location, the capital investment value (CIV) of the work must be \$10 million or more and the facility must be considered to be a tourist related facility which is other than a 'commercial premises'.

The capital investment value for a project is determined to be the cost of establishment of the facility. In the case of a caravan park this value excludes components such as cabins. The facility comprises the creation of the infrastructure which includes the short term dwelling sites and all services but cabin accommodation is viewed as 'discretionary spending' as the sites can be utilised with or without cabins.

It is also possible that the proposed development work could constitute Regional Development. This occurs by way of Schedule 4A of the *EP&A Act* coupled with the provisions of the SEPP. The Schedule indicates that development with a capital investment value of more than \$20 million is classified as Regional Development and is determined by a Joint Regional Planning Panel. Similarly, a Crown Development (a particular type of development) having a capital investment value of more than \$5 million is classified as Regional Development and is determined by a Joint Regional Planning Panel.

The development program proposed as part of this Plan of Management for the Woolgoolga Lakeside

Caravan Park does not fall within the various provisions of the State and Regional Development SEPP outlined above.

### 3.4.6 State Environmental Planning Policy (Infrastructure) 2007

*State Environmental Planning Policy (Infrastructure) 2007* provides that certain types of works do not require development consent under Part 4 of the *EP&A Act*. However, it does not prevail over *SEPP 14 – Coastal Wetlands*, *SEPP 26 – Littoral Rainforests* or *SEPP State and Regional Development* where there are inconsistencies. Further, the *SEPP (Infrastructure)* does not remove the requirement to obtain consent from the Minister in relation to State Significant Development.

Clause 20 of *SEPP (Infrastructure)* provides that a range of works are “exempt development” when carried out on behalf of a public authority. These works are itemised in Schedule 1 of the SEPP and include paths and ramps for disabled access, fencing, small decks, prefabricated sheds of up to 30 m<sup>2</sup> in area, retaining walls up to 2m in height, landscaping including paving and access tracks, minor external and internal alterations to buildings, open car parks (size is not specified) and demolition of buildings covering an area of up to 100m<sup>2</sup>.

Clause 65 (2)(d) of the Policy provides that in respect of land reserved within the meaning of the *Crown Lands Act 1989*, development can be carried out without consent by or on behalf of the Director-General of the Land and Property Management Authority, a trustee of the reserve or the Ministerial Land Corporation, or an administrator of the reserve if the development is for purposes of implementing a plan of management adopted for the land. It should be noted that where this occurs, a review of environmental factors (REF) under Part 5 of the Act is usually undertaken.

Clause 65 (3) of the Policy provides that development for any of the following purposes may be carried out by or on behalf of a council without consent on a public reserve under the care and control or vested in Council;

- (a) roads, cycleways, single storey car parks, ticketing facilities and viewing platforms;
- (b) outdoor recreational facilities, including playing fields, but not including grandstands;
- (c) information facilities such as visitors’ centres and information boards;
- (d) lighting, if light spill and artificial sky glow is minimized in accordance with *AS/NZS 1158: 2007 Lighting for Roads and Public Spaces*;
- (e) landscaping, including irrigation schemes (whether they use recycled or other water)
- (f) amenity facilities;
- (g) maintenance depots;
- (h) environmental management works.

Pursuant to the provisions of Clause 66(2) a number of additional works may be able to be undertaken as exempt development on a Crown reserve where a plan of management has been adopted.

Clearly the provisions of this SEPP are relevant to the future implementation of this Plan of Management as well as to the Trust’s ongoing management of the Reserve lands.

### 3.5 COFFS HARBOUR LOCAL ENVIRONMENTAL PLANS

The *Coffs Harbour Local Environmental Plan 2000* (LEP) provides the primary planning framework for the Reserve. The general aims of the LEP in relation to statutory land-use planning for Coffs Harbour are:

- (a) to provide a single local environmental plan for the City of Coffs Harbour, and
- (b) to encourage economic growth and development within the City, and
- (c) to provide for development within the City in an ecologically sustainable manner, and
- (d) to improve the well-being of people within the City.

The objectives of the Plan are:

- (a) to provide a policy framework for the preparation of more detailed development control plans, and
- (b) to identify areas for compatible development opportunities, and
- (c) to protect environmentally sensitive areas and the City's heritage, and
- (d) to allow for the equitable provision of social services and facilities for the community.

The land covered by this plan of management is zoned 6A Open Space Public Recreation. The range of land-use permitted in the 6A zone is limited by the objectives of the zone and the content of Plans of Management is a critical part of the development control process. Any development, apart from a brothel, that is authorised by an adopted Plan of Management is permissible without the consent of Council. *SEPP (Infrastructure)* also provides for "development without consent" on the basis of the provisions of an adopted Plan of Management. See Drawing WLPM 02 for land-use zones.

The *Draft Coffs Harbour LEP 2013* was adopted by Council on 13 December 2012 and forwarded to the Department of Planning for gazettal under Section 68 of the *Environmental Planning & Assessment Act, 1979*. The Draft Plan has been prepared and exhibited pursuant to the State Government's intention to establish new Standard Local Environmental Plans throughout the State. In the Draft Plan, the reserve is Zone RE1 Public Recreation which allows "caravan park" as a land-use that is permissible with consent.

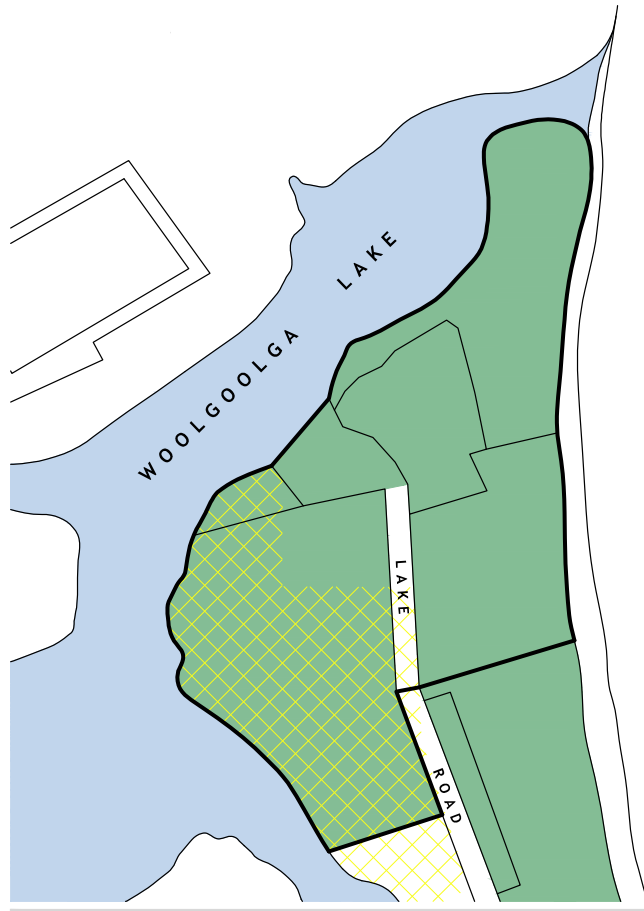
### 3.6 LOCAL GOVERNMENT ACT 1993

While the *Local Government Act 1993* contains a range of provisions that have relevance to the management and improvement of the Reserve an aspect of particular importance is the approval requirements for the operation of caravan parks that flow from Section 68 of the Act.

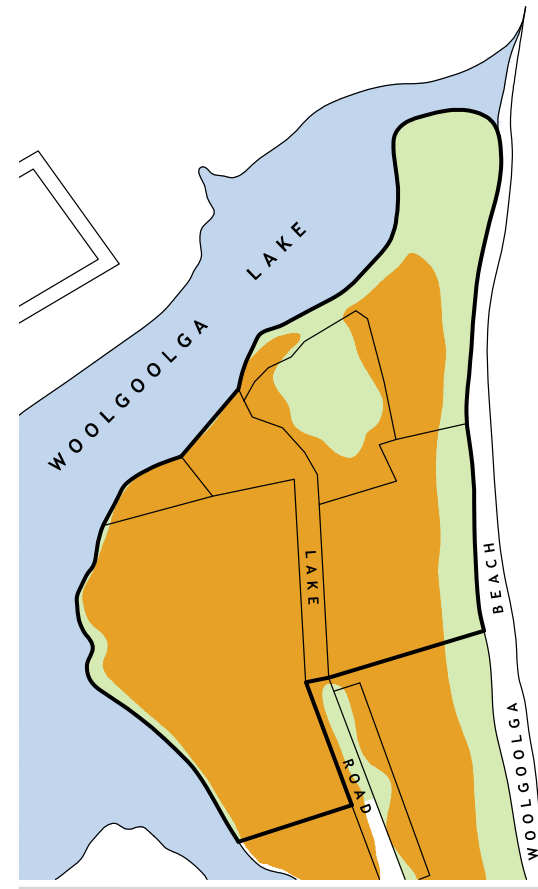
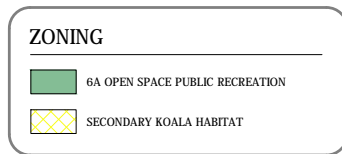
Section 68 of the Act requires the owner or manager of a caravan park to seek an approval from Council to operate a caravan park and, in certain circumstances, the prior approval for the installation of moveable dwellings. Council can impose conditions on the operation and structure of a caravan park. The standards for caravan parks are defined in the *Local Government (Manufactured Homes, Caravan Park and Moveable Dwellings) Regulation 2005*. The standards address such planning standards as site types, setbacks, size, and site coverage; road dimensions, amenities and the like.

Clause 74 of this Regulation provides that the prior approval of a council is not required for the installation

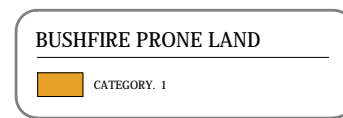
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LAND USE ZONING - COFFS HARBOUR LEP 2000



BUSHFIRE PRONE LAND



of a relocatable home or an associated structure on a dwelling site within a caravan park so long as it is designed and constructed in accordance with the requirements of the regulations. This exemption is modified by sub clauses 6 and 7 which deal with installation on flood-labile land and moveable dwellings of more than one storey.

### **3.7 RURAL FIRES ACT 1997 – refer to Drawing WLPM 02.**

Amendments to the *Rural Fires Act* have led to the mapping of bush fire prone lands and a requirement for development proposals to respond to the requirements of the “*Planning for Bushfire Protection 2006*” Guidelines. In addition the Act now defines a number of different land uses including tourist accommodation within the category of “special fire protection purpose”. Development proposals coming within this category need to respond to a more restrictive set of requirements in the guidelines.

Bushfire Prone Land mapping found on the Coffs Harbour City Council web site indicates that the vegetated area running north-south along the Lake Road peninsula and portions of the Lakeside Caravan Park is designated as fire prone land. Where this designation occurs and a proposed development is for a special fire protection purpose, a bushfire safety authority must be obtained from the Rural Fire Service. This is achieved by way of a report prepared by a bushfire specialist that usually accompanies and is assessed as part of the development application.

### **3.8 RESIDENTIAL PARKS ACT 1998**

This legislation was developed by the Government to ensure that the rights of permanent park residents and owners were clearly defined and that appropriate processes and procedures were established in this regard. The Act has greatest significance in caravan parks which are given over wholly to permanent residents or in parks with large numbers of residents. In 2006 the Act was reviewed, revised and amended.

### **3.9 THREATENED SPECIES CONSERVATION ACT 1995**

The *Threatened Species Conservation Act 1995* is the main legislation protecting threatened species of fauna and flora in NSW. The Act and the *Threatened Species Conservation Regulation 2002* contain a comprehensive framework for listing threatened species. Individual species, populations and ecological communities may be listed under the legislation once a point is reached where there is an identifiable level of endangerment including “vulnerable”, “endangered” and “critically endangered”. The legislation also has a role in improving the identification, conservation and recovery of threatened species and reducing the threats faced by those species. The land that is the subject of this Draft Plan of Management supports examples of threatened species of both flora and fauna and therefore the management actions adopted by the Plan must provide for relevant measures for protection and conservation.

### **3.10 POLICIES AND GUIDELINES**

The following non-statutory policies and guidelines are relevant to the implementation of this Plan of Management. It is expected that the management of the Reserve will review policies and guidelines as they are updated or changed and will modify operational and development activities accordingly.

### 3.10.1 Sea Level Rise

In September 2012 the NSW Government made a number of significant changes to way in which the planning and development on the coast is managed. As part of the reform package the 2009 NSW Sea Level Rise Policy Statement was withdrawn with a view to providing greater flexibility in considering local conditions in the determination of future hazards and preparing coastal management plans. The key components of the first stage of the NSW Government's coastal reforms have;

- Removed the recommendations in regard to statewide sea level rise benchmarks;
- Given support local councils in the determination and adoption of projections with specific relevance to the local conditions;
- Provided clarity with respect to the preparation and issue of Section 149 planning certificates; and
- Made it more straightforward for landholders to install temporary works to reduce the impacts of erosion.

Coffs Harbour City Council has developed a range of policies and programs that allow for ecologically sustainable growth in coastal areas while addressing the risk to life and property from coastal hazards and flooding. This Plan of Management will provide a planning framework for the next five to ten years for Woolgoolga Beach Reserve and it is anticipated that as the accuracy of sea level rise projections improve over time the Plan may need to be reviewed. Most of the existing infrastructure of the Reserve and the Caravan Park has a short to medium term design life or remaining life. New development will be engineered to meet the requirements of the Council's planning and regulatory controls with respect to coastal development.

### 3.10.2 Crown Lands Caravan Park Policy

The Crown Lands Caravan Parks Policy was issued in 1990 by the former Department of Lands. The primary impetus for the creation of the Policy was to address issues of long-term residency, the numbers of holiday vans and to improve the appearance and management of caravan parks. The Policy establishes policies, objectives and strategies relevant to the future management and development of caravan parks on Crown land in NSW.

The objectives of the Crown Lands Caravan Parks Policy are:

- a. *to develop a caravan park and camping ground system on Crown land which meets the needs of the community and provides a range of facilities for short-term use, long term use and camping.*
- b. *to manage caravan parks on Crown land in an environmentally acceptable manner, to provide for the protection of important scenic, natural and cultural resources consistent with the objects and principles of the Crown Lands Act, 1989.*
- c. *to ensure that caravan parks and camping grounds on Crown land are managed in a way that provides appropriately for the recreational and social needs of the community.*
- d. *to encourage the entrepreneurial management of caravan parks on Crown lands in order to provide the community with an appropriate standard of facility and the government with an optimum financial return for the land it provides.*



It is clear, particularly from objective (d) above, that the intent of the Crown Land Caravan Parks Policy is that there will be a commercial orientation in the management of Crown caravan parks. However, this objective is one of a set of objectives of equal weight and therefore matters of environmental and community need must be addressed alongside financial considerations.

### 3.11 LOCAL PLANS, POLICIES AND STRATEGIES

Coffs Harbour City Council has a range of other controls, policies, guidelines and strategies in place. These take the form of development control plans (DCPs), development guidelines and the like. Depending upon the proposed activities, works or development proposals that emerge in the Reserve over time a number of the following documents are among those that may require consideration;

- Coffs Harbour 2030 Plan is a strategic plan for the entire local government area which has an emphasis on sustainability and the value of the area's natural environment and its significance to the community;
- Council's Delivery Program and Operational Plan, which sets overall objectives and performance targets for activities, budgets and other issues relating to open space and recreation management;
- Coffs Harbour Coastal Reserves Plan of Management (2000)
- Coffs Harbour Recreation and Open Space Strategy;
- Coffs Harbour Regional Vegetation Management Plan and the Coffs Harbour Vegetation Study 1996;
- Class 5 Vegetation Mapping, 2012;
- Coffs Harbour Koala Plan of Management 1999;
- Coffs Harbour Waterways Catchment Management Committee Strategic Plan 1997;
- Coffs Harbour Biodiversity Action Strategy 2012- 2030;
- Bushfire Management Plans;
- Council policies (facilities for people with disabilities, dogs, horses, vehicles on beaches, etc.); and
- Social and cultural plans.

The following sub sections provide a brief outline of some key documents that have specific relevance.

#### 3.11.1 Coffs Harbour 2030 Plan, 2009

Coffs Harbour 2030 Plan is a strategic plan for the community of Coffs Harbour. It establishes the Vision for Coffs Harbour and sets out to identify the goals and strategies to achieve the Vision. The Vision is stated as:

*"Coffs Harbour is a model of sustainable living. We value, respect and protect our natural environment and acknowledge that it sustains us and future generations. We work together to live sustainably. We have respect for, and learn from, our diverse communities of many ages and cultures. We are healthy, caring and actively engaged in our communities. We move around safely, easily and sustainably. Our economy is strong and diverse and our businesses are leaders in*

*innovation and sustainability. We value all people and use the goodwill in our community to build a better future for our children. We think globally and act locally.”*

The 2030 Plan is modelled around five key themes, three of which have relevance to Woolgoolga and therefore this Plan of Management. The relevant themes are: Learning and Prospering; Places for Living; and Looking after our Environment.

In summary, **sustainable tourism** is identified in the Plan as a key market with capacity to supply rewarding employment opportunities that will underpin a strong and diverse local economy through sustainable business models and practices. Innovative and sustainable building design is seen as central to a built environment tailored for sustainable living. It is envisaged that the creation of urban spaces and the development of inviting harbour and foreshores will result in a strong sense of community, identity and place and as well as being a focal point for the city and people. The plan aims to protect and expand public spaces and facilities that are accessible, safe and child friendly. The reduction of the city’s ecological footprint and responsible management of the natural assets will be achieved through the implementation of land use policies and practices that endeavour to conserve and restore the region’s unique environment and biodiversity values.

### **3.11.2 Coffs Harbour City Council Open Space Strategy 2010 – “Connecting Parks and People”**

With over 250 public reserves managed by Council, the Open Space Strategy aims to guide the planning, development and management of the public open spaces and detail Council’s intent in relation to the protection, development and management of its open space network.

It is considered that the extensive and diverse array of open space is an asset of the Coffs Harbour community that enhances the lives of all residents but is also seen as valuable to the wider community of NSW. As stated in the City’s 2030 plan, it is the vision of the City that the creation of open spaces and the development of inviting harbour and foreshores will result in a strong sense of community, identity and place and as well as being a focal point for the city and people.

The plan proposes the introduction of a *Capital Works Prioritisation Framework* that will assist the Council to assess, evaluate and prioritise nominated open space improvement projects against a set of weighted recreation needs and benefits criteria as well as its ‘readiness to proceed’.

The Strategy endeavours to respond to the impact of high visitation to foreshore areas and an increasing community expectation on the quality and design of public areas, changes in population distribution and the resulting changes in the use of open spaces and influence of environmental changes which have or will impact on the natural environments.

The Open Space Strategy aims to achieve the following outcomes;

- Keep pace with the open space demands of a growing city;
- Improve community health & wellbeing;
- Provide for social and family recreation;
- Provide a diverse, equitable and accessible network of open space and opportunities;

- Protect biodiversity and key habitats;
- Respond to forecast climate change;
- Provide sustainable and cost effective management;
- Promote partnerships and community engagement; and
- Optimise sporting opportunities.

In relation to Woolgoolga (identified as Precinct 2), the following actions are identified;

- Investigate a new location for an upgraded Skate Park in Woolgoolga.
- Improve swimming and non-motorised water craft opportunities at Woolgoolga Lake.
- Provide for events including theatre, music and arts in public open space at appropriate times.
- Create a connected open space network that can fulfil a range of functions including social and family recreation.
- Pursue, where practical, the dedication of key lands as public open space performing habitat and/or corridor functions, that will add value to existing open space, in conjunction with any residential development of lands identified in Council's current urban growth strategies.
- Consult with LPMA/Reserve Trust regarding consideration of the addition of Woolgoolga Beach Reserve to the Coffs Coast State Park.
- Develop a Master Plan for the Woolgoolga Beach Reserve and embellish to a **District Social Family Space** through redesign and provision of facilities for wider age ranges, paths, picnic facilities, car parking & amenities.
- Work with relevant agencies to effect road closure at Lakeside reserve and reclassification to Public Reserve. Upgrade to a **local Social Family Recreation (SFR) space**, with improved play space, picnic facilities and landscaping. Investigate options for redressing erosion problems. Rationalise and improve car parking.
- Formalise walkway around Woolgoolga Headland, as part of Solitary Islands Coastal Walkway.

The attributes of a **District Social Family Space** are:

- Meeting place; shade and shelter, seating and drinking water, access to nature, all accessible to people with a disability.
- Some areas to have picnic/BBQ, toilets, additional facilities might include skate facilities, free access tennis & basketball courts etc.
- Some to have irrigated green lawns, formed path (not necessarily sealed) and lights and rubbish collection system.
- Mix of 4 or more recreation activity areas catering for broad cross sections of the community;
- Incorporation of natural features for play.
- Inclusive of people with disabilities;
- Car parking provided in addition to on road parking;
- "Play" provisions also apply;
- Preferably minimum size 2 hectares. Provision of toilets;
- Integration with existing walkways/cycleways and link to off road trail networks.

The attributes of **Local Social/Family Recreation Space** are:

- Includes areas for co-operative play and games, a range of surfaces, kick about space, loose materials/contact with nature, equipment for exercise, areas with places to hide and retreats from activity, screed from boisterous play.
- Incorporation of natural features for play.
- Mix of 2 or 3 recreation activity areas.
- Shade (either mature trees/or structure), seating, paths. Caters to a range of age groups. At least families, children and older adults.
- No BBQ or toilets.
- Generally no lighting or water points.
- Car parking on road.
- Integration with existing walkways/cycleways and links to off road trail networks.

### **3.11.3 Coffs Harbour Coastal Processes and Hazards Definition Study**

The study represents the initial stage in developing a Coastal Zone Management Plan to address such risks in the Coffs Harbour local government area. The Study includes a technical assessment of the possible threats posed by climate change, extreme weather and sea level rise. The study uses the NSW Government's scientific guidelines and forecast sea level rise and investigates the coastal processes occurring along the Coffs Harbour LGA coastline and the extent of the coastal hazards that are likely to arise from these processes.

The Study looks at the likelihood of either coastal erosion or coastal inundation during extreme weather at three different timescales. These are 'Immediate', in the year '2050' and in the year '2100'. At each of these timescales, maps and hazard lines have been developed for the LGA that show erosion or inundation on the basis of 'almost certain', 'unlikely' and 'rare'.

The purpose of the Study is simply to identify those potential coastal hazards. Subsequently the Coastal Zone Management Plan will put in place the strategies needed to mitigate the impacts of identified potential hazards. The second stage of the process which identifies and evaluates management options is currently in progress.

### **3.11.4 Class 5 Vegetation Mapping, 2012**

In December 2012 Council adopted the Class 5 Vegetation mapping layer (Version 1.1 2012) and associated documents which detail and illustrate the vegetation communities of the Coffs Harbour local government area. For the first time, all Coffs Harbour vegetation communities have been consistently classified and mapped across the entire local government area. This will provide information on the type and extent of vegetation communities in the in the Council area and enable the identification of threatened ecological and vegetation communities that are under-represented in the reserve system. It will also facilitate comparisons of vegetation community distribution and extent across the local government area.

The development of the 'Class 5' vegetation map is a multi-agency initiative supported by Coffs Harbour City Council, the Office of Environment Heritage and the Northern Rivers Catchment Management Authority. It is anticipated the fine-scale vegetation map will be adopted by a range of end-users and natural resource managers and be considered the 'benchmark' for vegetation assessment in Coffs Harbour.

Large areas of rainforest and wet sclerophyll forest are mapped in the west and south of the local government area across the fertile areas of the eastern Dorrigo Plateau, escarpment ranges and the upper reaches of the Orara and Bucca valleys. In contrast, much of the sandstone and coastal landscapes in the north support large stands of dry sclerophyll forest, heathlands and forested wetlands. Overall, the variety of soil moisture gradients, geologies and altitudes support a diverse array of vegetation communities. The coastal areas have the most complex vegetation patterns with this being reflected in the number of communities mapped in those areas.

### **3.11.5 Coffs Harbour Coastal Reserves Plan of Management 2000**

This Plan was prepared to guide the future management, use and development of coastal Crown reserves for which Coffs Harbour City Council is the appointed Corporate Manager of the Reserve trust. The Plan incorporates and supplements the existing Plan of Management for the Woolgoolga Lake Reserve and provides guidance with respect to the management of the estuary, dune system and headland. The Plan specifically excludes Woolgoolga Beach Reserve because it was managed by a Community Trust at the time the Plan was prepared. However, many of the proposed strategies and management actions included in the Plan are relevant with some having a direct impact on land that is covered by this Plan.

### **3.11.6 Koala Plan of Management 1999**

The Koala Plan of Management was adopted in 1999 and aims to provide a consistent approach to koala management and planning throughout the Coffs Harbour City local government area. The Plan is a Comprehensive Koala Plan of Management pursuant to the provisions of SEPP 44. The Plan reduces the requirements in relation to assessments of koala habitat for new development proposals. Koala habitat has been defined and mapped in the Plan and specific management and planning guidelines established. Land within the Reserve on the western side of Lake Road has been identified and mapped as secondary koala habitat and development and management activities within the reserve must recognise the provisions and guidelines established in the Plan. Refer to Drawing WLPM 02 for area of secondary koala habitat.

## **3.12 OTHER STATUTORY AND POLICY DOCUMENTS**

There are a number of other documents that are relevant to the ongoing management of the reserve or that have been considered in the preparation of this Plan including;

- *Native Vegetation Conservation Act 1999;*
- *SEPP No.14 – Coastal Wetlands;*
- *Environmental Conservation and Biodiversity Protection Act 1999;*
- *Due Diligence Code of Practice for the Protection of Aboriginal Objects in New South Wales;* and
- *Disability (Access to Premises - Buildings) Standards 2010, Disability Discrimination Act 1992.*

## **3.13 SUMMARY**

The management, operation and development of the Woolgoolga Lakeside Reserve is subject to a number of statutory controls. It is a fundamental requirement of this Plan of Management that the Reserve Trust

Manager will comply with the requirements of applicable legislation and regulations and seek to implement approvals and consents.

Government Departments and agencies also maintain policy and guideline material that may be relevant.

## **4 EXISTING SITUATION, DEVELOPMENT AND FACILITIES**

### **4.1 ENVIRONMENTAL CONTEXT AND CONSIDERATIONS**

The natural environmental context and landscape presents a number of challenges to be addressed in the day to day management of the Reserve.

#### **4.1.1 Coastline Management**

In recent years Woolgoolga Beach has experienced some coastal recession as a result of current wave climate conditions and storm events. The rate of recession increases in a northerly direction along the beach. The impact has been a scarping of the fore dune face and part of the beach. It is possible that a change in wave climate conditions to a more easterly orientation will lessen the extent of recession, however, a more eroded beach position is likely into the future if current wave climate conditions persist.

Recent modeling suggests that this could continue at the rate of up to 0.5 m/yr around the lake's entrance.<sup>2</sup> The report concludes that overall the beach is stable. However, during times of intense wave climate conditions the impact of wave action may require direct access to Woolgoolga Beach from the caravan park and the Lake Road recreation areas to be closed.

#### **4.1.2 Coastal Zone Management Plan**

Council has completed Stage 1 of the coastal zone planning process via the Coffs Harbour Coastal Processes and Hazard Definition Study. The Study identified the likelihood of hazards occurring such as beach erosion, coastal inundation and the impacts of sea level rise on these hazards by 2100. Council is now progressing through Stages 2 and 3 which involve investigating all potential options for managing coastal hazards. Consultation was undertaken with the community during March 2012, including at Woolgoolga, to present the benefits and trade-offs that are relevant to the planning options and to establish an understanding of the community's preferences for the options.

The Preliminary Draft Report from Stage 2 which contains the results of the risk assessment exercise and the proposed management options was prepared by BMT WBM Pty Ltd. The mapping for Woolgoolga suggests a low risk of inundation as a result of sea level rise for part of the land occupied by the Lakeside Recreation Area and part of the Caravan Park but with no risk of inundation predicted for a majority of the Caravan Park.

#### **4.1.3 Woolgoolga Lake**

The Woolgoolga Lake and entrance is a natural resource of significant recreational value to Woolgoolga. The Lake is an intermittently closed and open lake and lagoon (ICOLL) with mangroves being the dominant vegetative type. During periods of high rainfall the Lake is predominantly open. On a number of occasions

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<sup>2</sup> Coffs Harbour Coastal Processes and Hazards Definition Study, Chapter 4: Coffs Region Beach Assessment, BMT WBM Pty Ltd, February 2011

over recent years Council has initiated the opening of the Lake as a flood mitigation strategy. When the Lake is closed the maximum water level is generally in the range of 1.1m to 1.5m AHD. Water depth is largely dependent upon the build up and movement of sediment. The Caravan Park and adjoining public recreation area is the main focus of recreational activity although lakeside walking, particularly on the southern foreshore, is also enjoyed by the local community.

Although in general bank erosion is not a significant issue for the Lake the banks that adjoin the Caravan Park and Lakeside Recreation Area have been identified as being subject to riparian vegetation loss and bank erosion. The study recommends modification of some current management practices to encourage native riparian vegetation to regenerate with a view to improving estuarine habitat and the natural amenity for the lake for recreational purposes. Part of the proposed solution includes the development of a properly defined public walkway on the northern side of the caravan park to provide a link from the recreation area to the Lake entrance.

Water quality is largely affected by activity within the catchment area including residential, forestry and horticultural land uses. Although it is generally accepted that ICOLs experience highly variable water quality, Geolink's Estuary Management Study, concludes that, *"when assessed against the ANZECC (2000) guidelines the water of Woolgoolga Lake is generally acceptable for the protection of aquatic ecosystems... [with the exception of TN concentration and] the waters of the Woolgoolga Lake in the area around the caravan park have been shown to be suitable for primary contact recreation such as swimming for 9 of the 13 months that sampling was undertaken."*<sup>3</sup>

The report also notes any flooding and inundation event would adversely affect the water quality of the Lake due to the decreased ability of the local storm water treatment facility to manage such an occurrence. Although the report concludes that assessment of water quality data has not uncovered major issues with respect to quality it does suggest that some actions could be taken. These relate to reducing nutrient and sediment inputs from the catchment, reducing the risk of sewerage entering the waterway as a result of flooding of sewerage infrastructure and the establishment of a water quality monitoring program that meets the NSW government reporting obligations.

#### **4.1.4 Vegetation**

Although the area of the reserve is relatively small it supports a range of significant vegetation. In December 2012 Council adopted the Class 5 Vegetation mapping layer and associated documents<sup>4</sup> which detail the vegetation communities of the Coffs Harbour local government area. The mapping together with a comprehensive report provides information on the extent and the types of vegetation communities found in the local government area. The ongoing management of the reserve must address the preservation and maintenance of these vegetation communities with particular regard to the conservation of the area that provides habitat for the grey headed flying fox. In addition a substantial proportion of the vegetation on the western side of Lake Road is identified as containing secondary koala habitat.

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<sup>3</sup> Woolgoolga Lake Estuary Management Study, Geolink, December 2011

<sup>4</sup> Fine-scale Vegetation Map for the Coffs Harbour Local Government Area, VOLUME 2: VEGETATION COMMUNITY PROFILES, September 2012



Figure 01 on the following page shows the general location of the vegetation communities found in the Reserve. The following provides a general description of each of those communities.

- **Coast Banksia Shrubland on Holocene Dunes** - this plant community dominates the Dune System on the eastern side of Lake Road. It is an open to closed forest which is found along Holocene fore-dunes. Relatively undisturbed areas of this community have an over-storey characterised by Coast Banksia, Tuckeroo, and Brush Cherry. Coast Wattle and Beach Acronychia may occur in the middle strata. Lawyer Vine is common growing as tangles in the various strata. The ground cover is comprised of *Dianella congesta*, Blady Grass, Native violet, Bracken Fern, Prickly Couch and Creeping Beard Grass;<sup>5</sup>
- **Lowlands Swamp Box - Paperbark - Red Gum Dry Forest** - a small section of this vegetation community is found in and adjoining the northernmost recreation area on Lake Road. A dry open forest which has a varied dominance in the canopy usually of Swamp Box, Broad-leaved Paperbark, Pink Bloodwood, Red Mahogany, Willow Bottlebrush and Forest Red Gum. The ground layer is distinctive and consists of Kangaroo Grass, Wiry Panic, Mat- Rushes, Guinea Flower, Blue Flax-lily, White Root and Bracken Fern;<sup>6</sup>
- **Coastal Paperbark – Swamp Oak Floodplain Forest** – A small area of this vegetation type is located on the western side of Lake Road and supports part of the Flying Fox colony. A forested wetland in which Broad-leaved Paperbark (*Melaleuca quinquenervia*) dominates and occurs with Swamp Oak and Willow Bottlebrush. A mid layer of Prickly Paperbark is sometimes present. The lower layer is variable comprising of Saw Sedge, *Ottlochloa gracillima*, Floyd’s Grass, Native Violet and *Leptinella longipes*. In inundated sites *Azolla filiculoides* forms floating mats. This community occurs on floodplains, levees and backswamps of near coastal creeks and rivers in slightly elevated areas inundated less regularly by flood events and tides than similar communities found elsewhere in the region. The community can grade into Pleistocene sand barriers and tidally influenced estuarine channels and is located north from Bundageree Creek in Bongil Bongil National Park;<sup>7</sup> and
- **Coastal Paperbark – Swamp Box Littoral Forest** occurs on the north-west of the Lakeside Recreation Reserve and along the foreshore of Woolgoolga Lake. It is a forested wetland that occurs in poorly drained sheltered areas of coastal Holocene and Pleistocene dunes, swales, backbarrier flats and sometimes on the floodplains of coastal creeks. It is often located in sheltered sites at the base of an elevated hind dune. Found in near coastal areas behind the hind dune along the coast from Sawtell to Yuraygir National Park. Broad-leaved Paperbark (*Melaleuca quinquenervia*), Swamp Oak and Swamp Box dominate the overstorey. There are littoral rainforest and coastal species in the often dense mid layer including Blueberry Ash, Sandpaper Fig, Guioa and Three-veined Cryptocarya. The lower layer, sometimes dense and often weedy, contains mainly Rough Saw-sedge, Tall Saw-sedge, Spiny-headed Mat-rush and Scrambling Lily. The herbaceous ground layer is dominated by Wild Violet, *Ottlochloa gracillima* and Creeping Beard Grass<sup>8</sup>.

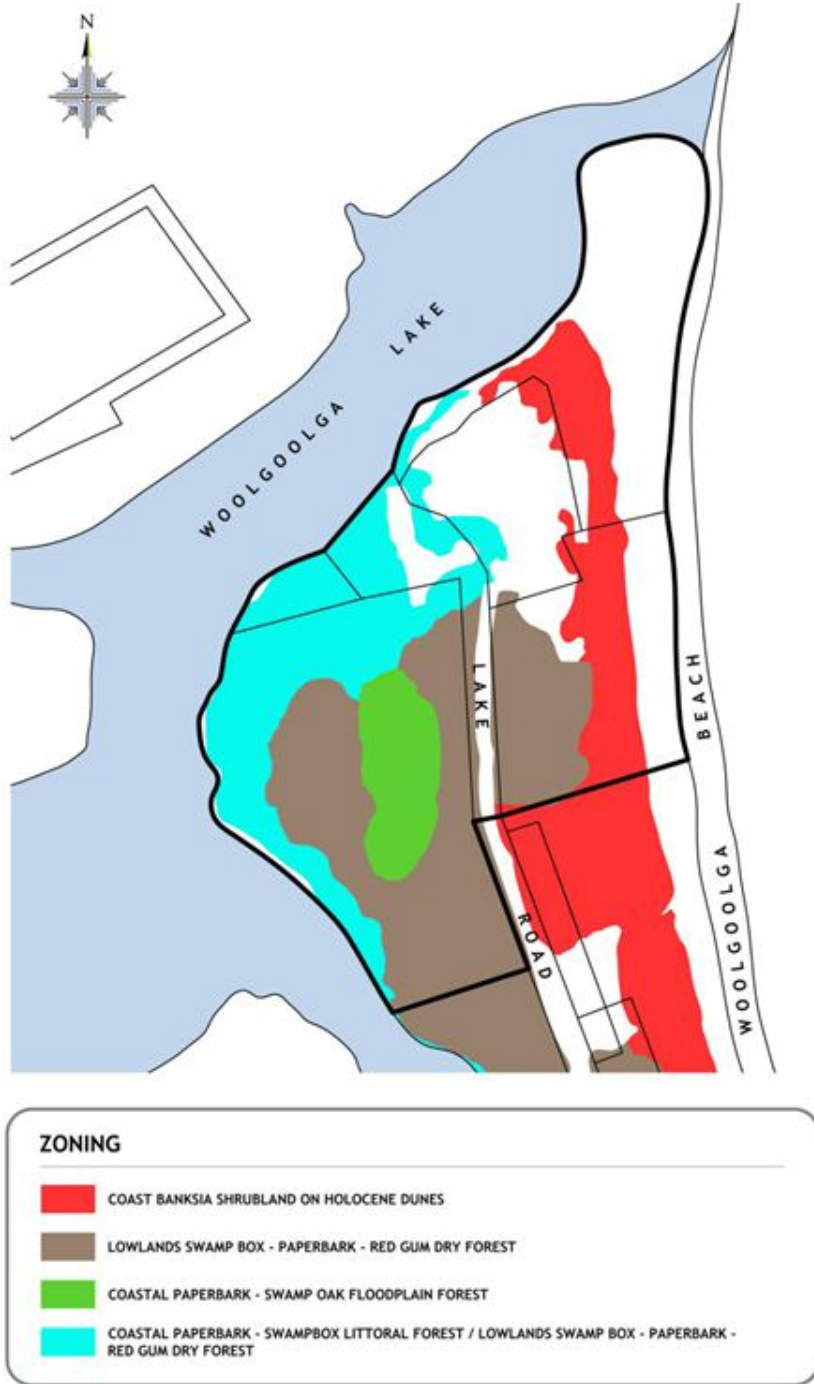
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<sup>5</sup> Fine-scale Vegetation Map for the Coffs Harbour Local Government Area, VEGETATION COMMUNITY PROFILES, September 2012, p 246

<sup>6</sup> Fine-scale Vegetation Map for the Coffs Harbour Local Government Area, VEGETATION COMMUNITY PROFILES, September 2012, p 216

<sup>7</sup> Fine-scale Vegetation Map for the Coffs Harbour Local Government Area, VEGETATION COMMUNITY PROFILES, September 2012, p 332

<sup>8</sup> Fine-scale Vegetation Map for the Coffs Harbour Local Government Area, VEGETATION COMMUNITY PROFILES, September 2012, p 351



**Figure 01 – Vegetation Communities.** *Source: Class 5 Vegetation Online Mapping Tool.*

**4.1.5 Grey Headed Flying Fox Habitat**

The Woolgoolga Lake Grey Headed Flying Fox maternity camp is located on the eastern banks of the Woolgoolga Lake a few hundred metres from the Caravan Park. The Grey Headed Flying Fox is considered a vulnerable species. Flying Fox camps in the Coffs Harbour City LGA are currently managed by way of the Our Living Coast Regional Flying Fox Program<sup>9</sup> which aims to achieve an equitable balance between

<sup>9</sup> Our Living Coast Regional Flying Fox Program, September 2010

conservation and the social, cultural and environmental values shared by the community.

The future management strategy for the camp will be addressed by Council in a specific Flying Fox Management Strategy with the aim of maintaining the camp over the long term while ameliorating concerns within the community. The objectives for the camp are:

- To restore the Endangered Ecological Community components.
- To restore the area’s value as Secondary Koala Habitat as mapped under the Coffs Harbour Koala Management Plan 1999.
- To increase the area’s value as a Wildlife Corridor and link to the Regional Park
- To protect and enhance the Woolgoolga Lake riparian and coastal values.
- To provide for the community’s needs in terms of recreation, education and interpretation of these values to ensure the long-term management of the camp.
- To identify the management issues and works required with regard to the camp’s coastal position and actions to address them; and
- To incorporate all of Council’s legal, community and cultural protection responsibilities.

The Plan will include weed control, re-vegetation of riparian areas to promote bank stability around the edge of the Lake, ongoing maintenance, protective fencing and interpretive signage.

**4.2 EXISTING DEVELOPMENT AND FACILITIES**

There is a range of improvements located throughout the Reserve which have a significant capital value and contribute positively to the community’s use and enjoyment of the Reserve. The following provides a summary of the nature and purpose of those improvements.

**4.2.1 Woolgoolga Lakeside Caravan Park – refer to Drawing WLPM 03**

The Woolgoolga Lakeside Caravan Park occupies an area of 1.264 hectares within Reserve 63076. The Park is located at the ocean inlet to Woolgoolga Lake with frontage to the lake and excellent access to the beach. The boundaries have been established for operational purposes(S 68 approval) and to define the limits of the Park within the larger Reserve. The Park has a long history of recreational use and camping and for a time leading up to the 1990’s it was leased from the reserve trust to a private operator. The amenities block and manager’s residence were constructed in the late 1950’s. There are 9 cabins that provide self-contained tourist accommodation. The Park does not have a AAA Tourism rating.

The current Section 68 Approval provides for the following sites;

Long Term	Short Term	Campsites	Total
3	54	10	<b>67</b>

The Park is entered from Lake Road. The Park Reception Office and Managers residence is located on the lakeside just past a lakeside grouping of 6 cabins. The cabins and office building are on slightly elevated

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JOB NAME: WOOLGOOLGA LAKESIDE PLAN OF MANAGEMENT FOR RESERVE 72664 FOR PUBLIC RECREATION AND PART OF RESERVE 63076 FOR PUBLIC RECREATION AND RESTING PLACE

DRG TITLE: WOOLGOOLGA LAKESIDE CARAVAN PARK - EXISTING SITE PLAN

CLIENT: WOOLGOOLGA BEACH RESERVE TRUST

JOB No: 28.24

DATE: AUGUST 2012

A2 SCALE: 1:500

		DRG No:
		WLP-03
Integrated Site Design <small>Planning Design and Management</small>		

land, sloping toward the lake. The two storey manager's residence dominates this part of the Park and overshadows the smaller Park reception building and the cabins. The residence is not commensurate with the size and scale of the Park but is occupied by a staff member and this use is contingent upon their employment at the Park. The siting of the residence is oriented to take advantage of the lakeside and ocean views rather than providing adequate and efficient management of guest services and other Park operational functions. The residence/office would likely achieve better outcomes for guests and visitors if it were located at the entrance to the Park. For example, travellers with a casual enquiry currently drive into the Park as access is not controlled at the entrance. To exit the Park a vehicle could u-turn at the office although generally this is difficult for large RVs and vehicles towing a caravan. The alternative is a loop through the Park which creates unnecessary vehicular traffic within the Park. This is particularly problematic during busy periods.

The Park offers nine units of cabin accommodation. Six cabins are sited near the entrance - four have an outlook to the lake and two have frontage to the Park entry road. Another three cabins are located on the southern side of the entrance with no access to either lakeside or ocean views. With the exception of the 'Banksia' cabins, these products are representative of an out dated approach to cabin design and do not adequately meet the requirements of today's travellers.

The ocean side of the park comprises powered and unpowered sites, the only shower, toilet & laundry amenities, two beach access points, a long term residential site and a small covered BBQ. The central amenity building is in very poor condition and is not compliant with current regulatory requirements with respect to the numbers of facilities or provision of accessible facilities. The amenities block and manager's residence were constructed about 50 years ago.

Other guest recreational facilities comprise another two covered BBQ and picnic areas, one located on the southern boundary and the other located on the lakeside. The Park does not provide a children's playground for exclusive use of its guests, however, a playground is located in Lakeside Reserve on the western side of Lake Road adjacent to the Park.

The remaining long term residents are located in the Southern end of the Park, along with more powered and unpowered sites.

For many years the day to day operations of the Park were managed by way of a Management Contract however this arrangement ceased in 2007/08. Since then the day to day management and operation of the Park has been undertaken directly by the Trust.

#### **4.2.2 Lakeside Public Reserve Precinct**

The Lakeside Public Reserve provides access to Woolgoolga Lake and the beach as well as low key facilities for day-use including;

- Public toilets;
- Children's playground;
- Electric barbecues;

- Picnic shelters and picnic tables;
- Solid fuel barbecue surrounds; and
- Informal car parking.

It is noted that a proportion of the above facilities are located within the Lakes Road road reservation. In order to establish an integrated management framework for this area it would be logical for part of the road reserve to be closed and the land added to Reserve 63076 for Public Recreation and Resting Place.

#### 4.3 TOURISM CONTEXT

The government's NSW Plan 2021 is focussed around rebuilding the State's economy – *"The Government's number one priority is to restore economic growth and establish NSW as the first place in Australia to do business."* Growth in the economy will not only generate more jobs but produce more revenue to improve services, reduce taxes, build more infrastructure and tackle the cost of living. The Plan is a "whole of state" initiative and identifies a number of high potential growth industries including tourism. A key goal of the Plan is to double tourism expenditure in NSW with the *Visitor Economy Taskforce* and *Destination NSW* being established to provide strategic direction and funding support to regional tourism organisations.

The Industry Action Plan for the Visitor Economy will outline a vision and a ten year development strategy. A key aim will be to identify drivers for, and barriers to growth and innovation including those caused by government practices. The Action Plan will also deliver a program and mechanisms for government and industry to encourage sector growth, competitiveness and innovation with performance indicators to monitor progress. The *Visitor Economy Taskforce* will undertake work that is aligned with the NSW Industry Action Plan framework to;

- deliver a strategy to double tourism measured by overnight visitor expenditure by 2020;
- formulate a comprehensive strategy which will include measures to influence people to travel to NSW including for events and to regional NSW; and
- foster a sustainable tourism industry and help increase economic benefits for NSW from tourism.

A number of functions to be specifically addressed by the Taskforce are integral to the ongoing role of Crown land and the contribution it makes to the growth of the visitor economy including:

- Crown land tourism development schemes;
- strategies and programs to develop regional tourism and events; and
- establishing destination development strategies.

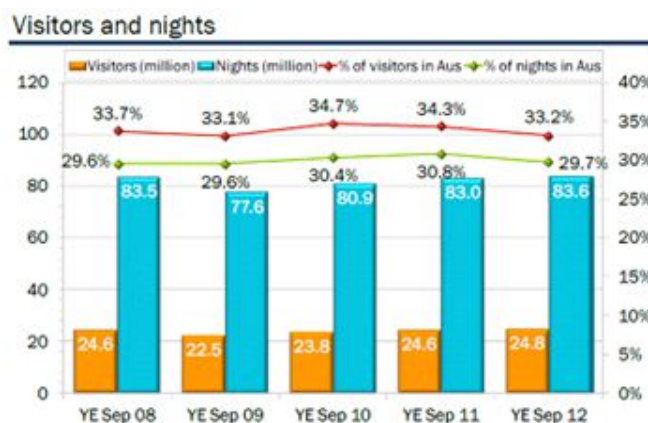
Caravan parks such as Woolgoolga Lakeside have a key role in achieving the government's objectives of growth in overnight visitation.

**4.3.1 State and Regional Tourism**

Australians spend \$25.3 billion dollars on domestic overnight holidays each year. In the year ended 31 March 2012 Tourism Research Australia reported a 10.7% increase in the total economic value of domestic tourism which has now reached \$77.8 billion dollars.<sup>10</sup>

The total expenditure of overnight visitors in NSW to the year ended 30 September 2012 was \$14 billion. The visitor economy supply chain generates added economic multipliers which mean every dollar spent on tourism generates an additional 92 cents in other parts of the economy. At 1.92 the tourism multiplier is greater than mining(1.66) and retail trade(1.81).

Of all Australian states, NSW continues to attract the highest number of domestic overnight visitors maintaining 33% of market share and receiving 24.8 million domestic overnight visitors per annum who spend 83.6 million nights in the state. This was an increase of 0.8% and 0.7% respectively compared to the year ended September 2011. The following figure illustrates the trends in overnight domestic visitation to New South Wales for the five years to September 2012.



*Visitor and Nights – Domestic Overnight Travel to New South Wales to year ended September 2012*

Regional NSW received 83.8% of holiday visitors and 85.8% of holiday nights in NSW in the period to September 2012. Importantly 16% of travellers to Regional areas of NSW choose to stay in a caravan park or commercial camping ground.

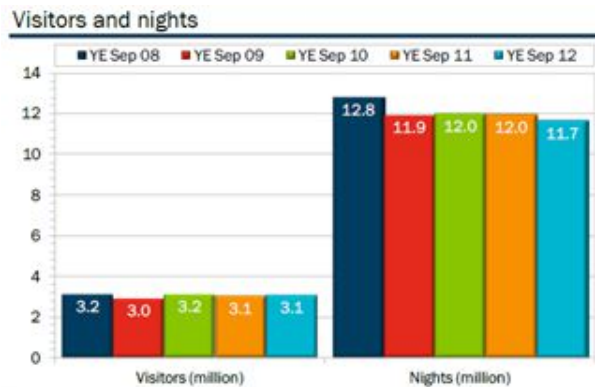
**4.3.2 Mid North Coast Tourism**

The Mid NSW North Coast is among the Top 20 tourist regions of Australia in regard to the attraction of Tourism Expenditure, ranking 8th in the twelve months to 30 September 2012 and claiming a \$1.7 billion slice of the national financial yield.

The Mid North Coast received 3.1 million visitors to the region in the twelve months to September 2012, up by 1.6%. Over the last five years the overall numbers of domestic visitors to the region have remained relatively stable despite effects of global economic uncertainty, a high Australian dollar and a number of

<sup>10</sup> Tourism Research Australia, National Visitor Survey, March 2012

flood events that have created a challenging domestic tourism environment.



*DestinationNSW, Travel to Mid  
North Coast, Year ended  
September 2012*

The Mid North Coast has a number of regional centres with a long history of providing holiday accommodation and experiences including Port Stephens, Great Lakes, Port Macquarie Hastings and Coffs Harbour. Therefore it is not surprising the vast majority of visitors to the Mid North Coast travel for holiday or leisure purposes with 22.2% of domestic visitors choosing caravan and camping grounds as their overnight accommodation option. This is higher than both the state and regional average. The Mid North Coast region is well located to attract travelers from Sydney and large regional centres and is well recognised as a convenient stopover for visitors travelling between Sydney and Brisbane.

Some key facts about visitors to Coffs Harbour local government area are<sup>11</sup>:

- The City attracts on average 680,000 domestic overnight visitors, 72,000 international visitors and 641,000 domestic day visitors each year;
- Domestic overnight visitors contribute \$292 million to the Coffs Harbour local economy spending on average \$430 per visitor;
- 16.9% of Domestic overnight visitors chose to stay in caravan and camping accommodation;
- The vast majority of visitors to the area travel by private car;
- 34% of domestic overnight visitors travelling to Coffs Harbour are aged between 25-44 years and 36.1% are aged between 45-64 years; and
- The key lifecycle group is families with young children comprising approximately 33.4% of domestic overnight visitors.

#### 4.3.3 Caravan Parks on Crown Land

In New South Wales there are approximately 900 caravan parks, camping grounds and primitive camping grounds of which about 30% are on Crown land managed by the Department of Trade and Investment. Caravan parks on Crown land supply a disproportionately large component of the available sites for tourists in New South Wales and occupy some of the State's premium tourist accommodation locations. Over the past 20 years the number of caravan parks in New South Wales has declined by about 10%. In the coastal zone there is often development pressure on existing caravan parks. In many instances the strategic value

<sup>11</sup> DestinationNSW, Travel to Coffs Harbour Local Government Area, Four year average annual to September 2011.



of the land has increased resulting in re-zoning and re-development for residential or other forms of commercial and tourist land-use.

The number of tourist sites in the remaining caravan parks is also decreasing. Most parks were originally developed in the 1960's and 1970's. The design parameters from that time are no longer appropriate for many contemporary vans, 5<sup>th</sup> wheelers, motor-homes, cabins or even large tents. As a consequence the redesign and improvement of caravan parks to meet current and future consumer expectation can result in reductions in the total number of sites in any given park. At the same time there has been significant growth in the caravan, camper trailer, campervan and motor-home marketplaces. In this context the managers of caravan parks on Crown reserves have a responsibility to conserve the supply of sites and the range of available site types for tourists.

#### **4.4 SUMMARY**

The northern part of the Woolgoolga Beach Reserve is focused around the foreshores of Woolgoolga Lake with access to Woolgoolga Beach provided via a number of access points from the Reserve and the Lakeside Caravan Park. The Lakeside Recreation Area provides facilities for public use which include picnic and BBQ facilities, a playground, parking and public toilets. These facilities complement the recreational use of the Beach and Lake and are an important resource for tourism and the adjoining neighbourhood. Parts of the reserve have significant environmental values and a high priority must be given to management, protection and preservation of those features. Importantly the Reserve has a commercially viable tourist facility with a capacity to contribute to a consistent and effective management regime.

Woolgoolga Lakeside Caravan Park has long been recognised as a valuable coastal caravan park which is located in proximity to a town that offers a good range of urban services and facilities. As such the Trust must consider options to keep in step with evolving market trends and changing consumer expectations to ensure the Park improves its position in the marketplace. The existing commercial performance of the Park has improved over recent years and will enable the Park to take the necessary steps toward building a reputation as a facility that offers a quality holiday experience.

The present requirement is to consolidate the loyalty of the Caravan Park's existing traditional clients and at the same time grow the capacity of the Park to attract new clients. In both cases there is a requirement to improve and expand the provision of facilities for guests. At the same time older accommodation product needs to be replaced and new products introduced with specific market targets in view. This approach has the potential to create enhanced financial returns in the context of an appropriate, environmentally responsible improvement program. Therefore the future improvement and management of the Caravan Park needs to focus on;

- Consolidating and expanding the level of well-presented and functional ancillary facilities for guests;
- Placement of administrative and control buildings in a location that will improve efficiency of these functions and release lakeside land for the placement of high yield cabins;
- Improving the relationship between the adjoining Reserve and the Park;
- Upgrading the servicing and presentation of existing sites;

**Attachment**  
Woolgoolga Beach Reserve  
Draft Plan of Management

- Providing products that meet the specific needs of people with a disability and mobility restrictions; and
- Creating more opportunities for clients to engage in environmentally sustainable tourism through the provision of accommodation and facilities that embrace ecologically sound design principles and product.

The successful commercial operation of the caravan park will be an important factor in funding the overall management and improvement of the Reserve over the long term. Visitation to the caravan park also provides a significant financial input to the local economy.

## 5 VALUES AND MANAGEMENT UNITS

### 5.1 VALUES

The Reserves at Woolgoolga Lakeside has a range of significant values inherent in the natural and historic characteristics of the land and the recreational opportunities it provides. The Woolgoolga coastline has particular significance in the NSW North Coast Region with its long beach, estuary and prominent headland. These factors combine to create a resource of high scenic, conservation and recreational value. These values are outlined below.

#### **Natural and Conservation Values**

Woolgoolga Beach Reserve comprises a natural system of beach, sand dunes, headland and creek and estuary foreshore. These areas support a range of vegetation types including communities of local and regional significance which provide significant fauna habitats. The reserve adjoins the special conservation area of the Solitary Islands Marine Park.

#### **Recreation and Tourism Values**

The Woolgoolga Beach Reserve provides a range of bush land, park, beach and water based recreational opportunities. These areas provide a major focus for the recreation activities of local residents and tourists. Important facilities include recreation areas, walkways and caravan parks.

#### **Social and Economic Values**

The Woolgoolga Beach Reserve forms an important part of the community life of Woolgoolga and Coffs Harbour City. The use of this natural and historic setting for exercise, relaxation, holidays and social gatherings contributes to the identity and well being of the community. The reserve is a major resource for tourism that makes a significant financial contribution to the local economy.

### 5.2 MANAGEMENT UNITS – refer to Drawing WLPM 04.

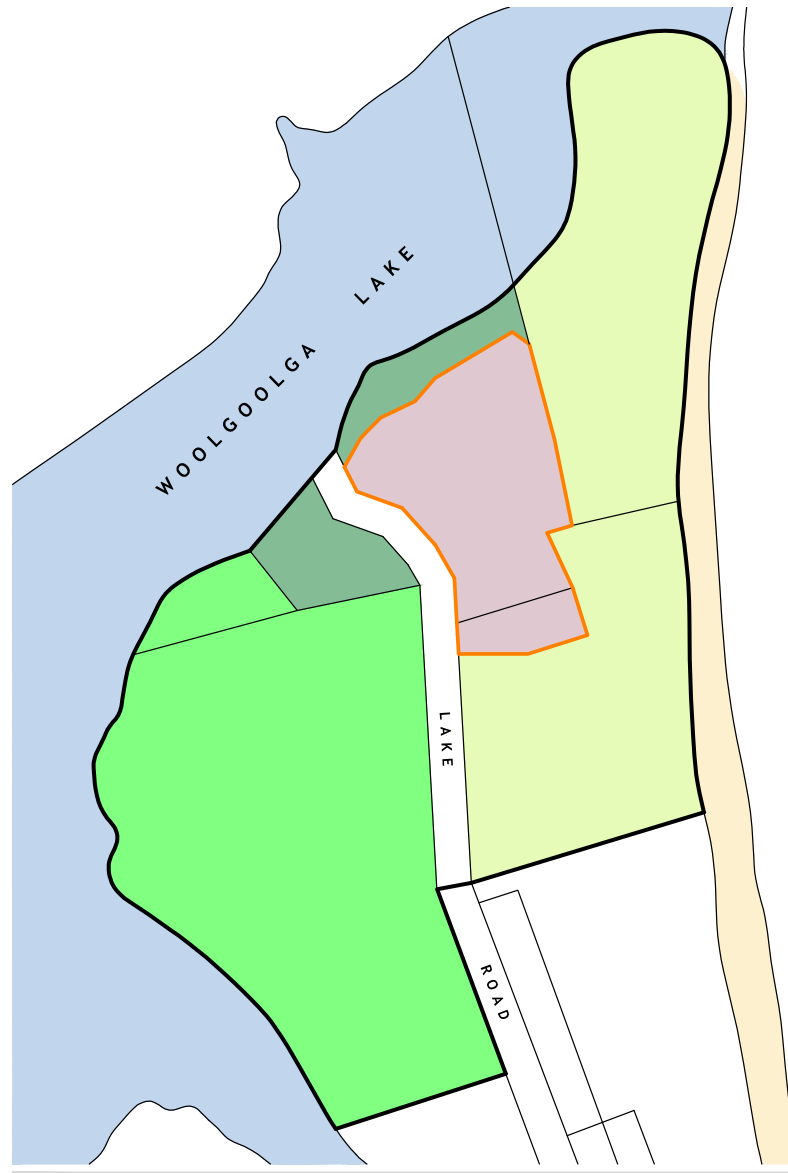
#### **Dune System**

The coastal dune barrier system is formed from mobile marine sands and creates a barrier protecting inland vegetation and land uses from salt spray, storms, wind and wave action. Dunal vegetation stabilises dunal sands and forms specialised plant communities. These communities include the frontal dune complex and hind dune woodlands.

Management issues relating to the dunal system include the impact of erosion and accretion, weed control (in particular, Bitou Bush, Lantana, Glory Lily and Asparagus Fern), fire management, pedestrian and vehicle access, rubbish dumping, vegetation clearing and access to coastal views.

#### **Woolgoolga Lake and Creek Foreshore Conservation Area**

The Lake is a rich habitat for a diversity of birds and fish and is a popular recreation venue for boating, fishing and informal recreation. Vegetation in the precinct is identified as secondary koala habitat and a grey-headed flying fox maternity camp occupies an area within the precinct. Estuary management issues



MANAGEMENT UNITS

**DUNE SYSTEM**

THE COASTAL DUNE SYSTEM IS FORMED FROM MOBILE MARINE SANDS AND CREATES A BARRIER PROTECTING INLAND VEGETATION AND LAND USES FROM SALT SPRAY, STORMS, WIND AND WAVE ACTION. DUNAL VEGETATION STABILISES DUNAL SANDS AND FORMS SPECIALISED PLANT COMMUNITIES. THESE COMMUNITIES INCLUDE THE FRONTAL DUNE COMPLEX AND HIND DUNE WOODLANDS.

**WOOLGOOLGA LAKE AND CREEK FORESHORE CONSERVATION AREA**

THE LAKE IS A RICH HABITAT FOR A DIVERSITY OF BIRDS AND FISH AND IS A POPULAR RECREATION VENUE FOR BOATING, FISHING AND INFORMAL RECREATION. VEGETATION IN THE PRECINCT IS IDENTIFIED AS SECONDARY KOALA HABITAT AND A GREY-HEADED FLYING FOX MATERNITY CAMP OCCUPIES AN AREA WITHIN THE PRECINCT. MANAGEMENT ISSUES INCLUDE STORM-WATER, ENTRANCE OPENING STRATEGIES, BANK STABILITY, BOAT LAUNCHING, PEDESTRIAN ACCESS, DREDGING AND VEGETATION MANAGEMENT.

**RECREATION AREA**

THE LAKESIDE RECREATION AREA PROVIDES PICNIC AND BBQ FACILITIES, PLAYGROUND, WALKING TRACKS, PARKING AND PUBLIC TOILETS. THESE FACILITIES COMPLEMENT THE RECREATIONAL USE OF THE BEACH AND LAKE. THE AREA IS AN IMPORTANT RESOURCE FOR TOURISM AND SERVES THE ADJOINING NEIGHBOURHOOD AS WELL AS OTHER RESIDENTS OF THE COFFS HARBOUR CITY LOCAL GOVERNMENT AREA AND VISITORS.

**CARAVAN PARK**

THE WOOLGOOLGA LAKESIDE CARAVAN PARK IS MANAGED BY COUNCIL AS THE APPOINTED TRUST MANAGER FOR THE RESERVE AND IS LOCATED ON THE SOUTH SIDE OF THE WOOLGOOLGA LAKE ESTUARY. THE PARK PROVIDES SITES FOR SHORT-TERM AND LONG-TERM ACCOMMODATION AS WELL AS CAMPSITES AND PUBLIC RECREATION FACILITIES AND MAKES A SIGNIFICANT CONTRIBUTION TO THE LOCAL ECONOMY.

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include storm-water management, entrance opening strategies, bank stability, boat launching, pedestrian access, dredging and vegetation management.

A detailed Plan of Management has been adopted for Woolgoolga Lake and provides specific strategies for dredging and artificial opening of the Lake. The Woolgoolga Lake and Estuary Management Study identifies strategies for the management of the Lake and parts of the Reserve. The Woolgoolga Lake, Willis Creek and Darkum Creek Estuary Processes Study, Management Study and Management Plan is currently being finalised and will provide an updated framework and action plan for the continuing management of the Lake and the foreshores with specific reference to the environmental significance of the Lake..

### **Recreation Areas**

Recreation areas with picnic and BBQ facilities, playground, parking and public toilets. These facilities complement the recreational use of the Beach and Lake. They are an important resource for tourism and serve the adjoining neighbourhood as well as other residents of the Coffs Harbour City local government area.

Management issues associated with recreation areas include construction and maintenance of facilities, litter, access, parking, vandalism and public safety.

### **Caravan Park**

The Woolgoolga Lakeside Caravan Park is managed by Council as Trustees of the Reserve and is located on the south side of the Woolgoolga Lake estuary. The park provides sites for short-term and long-term accommodation as well as campsites and public recreation facilities and makes a significant contribution to the local economy. The Woolgoolga Beach Reserve Trust is also responsible for the Woolgoolga Beach Caravan Park which adjoins the Town Centre. As a consequence the character and facilities for the Lakeside Caravan Park will be designed to complement the Beach Caravan Park and thereby enable the Trust to satisfy a wider range of client requirements by offering alternative camping and accommodation options. The Lakeside Park offers a different environmental context and will focus on presenting an ecologically sustainable holiday experience that recognises the unique features of the location.

Management of the Caravan Park should demonstrate an effective role in:

- Providing tourist accommodation sites and facilities;
- The generation of business income to support ongoing land management initiatives;
- Ongoing management of environmentally sensitive lands; and
- Improving public access along this part of the NSW coast.

Sustainable development and management of the Reserve is essential to maintaining the tourism use which contributes to the local economy, while protecting the natural resources on which continued tourism depends and for which the local area is recognised. In the case of the Woolgoolga Lakeside Caravan Park these outcomes will be achieved through the implementation of the following Vision Statement that has been adopted by the Trust for the Park;

**To provide our guests with an enjoyable, safe and memorable experience by presenting them with high quality facilities and exceptional customer service, in a caring and professional manner that respects and preserves our unique natural environment.**

This Vision is supported a number of key management objectives which aim to;

- manage the Reserve and the environment in a way that conforms to the objects and principles of Crown land management;
- achieve an appropriate balance between responsible land management and achieving profit outcomes from a business enterprise on public land;
- continue to provide a holiday destination that takes advantage of the Park's impressive location and preserves environmental values and existing positive characteristics;
- ensure the operation of Woolgoolga Lakeside Caravan Park makes a positive contribution to the community and to the ongoing financial sustainability of the management of Reserved Crown land;
- consolidate the quality and range of cabin accommodation in the Park;
- expand the range of accommodation products to provide more effectively for people with disabilities;
- provide facilities and products capable of attracting and retaining new clients as well as satisfy the requirements of the Park's existing clientele;
- allow for a staged development process that is achievable in terms of planning and financial constraints; and
- support these actions with a marketing and promotional program that is specific to this Park.

## 6 MANAGEMENT OVERVIEW

### 6.1 INTRODUCTION

This Draft Plan of Management is based on a 'Vision Statement' that is intended to guide the Reserve Trust in its decision making processes. It is then supported by management principles which in turn generate specific management objectives and strategies and implementation plans. A number of the detailed concept and implementation plans are part of this Draft Plan. In some areas final outcomes will be subject to further detailed consideration. This will allow the Reserve Trust to be responsive to economic factors, new information, and social and technological change.

### 6.2 VISION STATEMENT

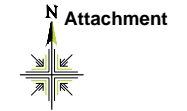
The Vision of the Reserve Trust in managing Woolgoolga Lakeside is:

**To conserve and maintain the natural and scenic environment of the Woolgoolga Beach Reserve while providing a range of recreation and accommodation facilities and opportunities for local residents and visitors.**

### 6.3 MANAGEMENT PRINCIPLES – refer to Drawing WLPM 05

The Vision for the Woolgoolga Lakeside Caravan Park will be implemented in conformity with the following specific management principles:

<b>Natural Environment</b>	To recognise, protect, and enhance the environmental values and resources and scenic quality of the Reserve.
<b>Cultural Values</b>	To recognise, interpret, and promote valuable indigenous and European cultural heritage relating to the Reserve and the local area including the continuation of traditional holidaying activities.
<b>Recreation</b>	To provide for a range of recreational and holiday activities based on the natural and cultural features of the Reserve.
<b>Caravan Park</b>	To optimise the contribution of the caravan park to the Reserve by providing a variety of tourism accommodation options with an emphasis on family and ecologically sustainable holiday opportunities. In addition the accommodation and social needs of existing caravan park long-term residents must be considered to ensure their rights are respected as well as their financial contribution to the management and improvement of the reserve.
<b>Utility Services</b>	To provide necessary services such as reticulated water, power,



MANAGEMENT PRINCIPLES	
NATURAL ENVIRONMENT	TO RECOGNISE, PROTECT, AND ENHANCE THE ENVIRONMENTAL VALUES AND RESOURCES AND SCENIC QUALITY OF THE RESERVE.
CULTURAL VALUES	TO RECOGNISE, INTERPRET, AND PROMOTE VALUABLE INDIGENOUS AND EUROPEAN CULTURAL HERITAGE RELATING TO THE RESERVE AND THE LOCAL AREA INCLUDING THE CONTINUATION OF TRADITIONAL HOLIDAYING ACTIVITIES.
RECREATION	TO PROVIDE FOR A RANGE OF RECREATIONAL AND HOLIDAY ACTIVITIES BASED ON THE NATURAL AND CULTURAL FEATURES OF THE RESERVE.
CARAVAN PARK	TO OPTIMISE THE CONTRIBUTION OF THE CARAVAN PARK TO THE RESERVE BY PROVIDING A VARIETY OF TOURISM ACCOMMODATION OPTIONS WITH AN EMPHASIS ON FAMILY AND ECOLOGICALLY SUSTAINABLE HOLIDAY OPPORTUNITIES. IN ADDITION THE ACCOMMODATION AND SOCIAL NEEDS OF EXISTING CARAVAN PARK LONG-TERM RESIDENTS MUST BE CONSIDERED TO ENSURE THEIR RIGHTS ARE RESPECTED AS WELL AS THEIR FINANCIAL CONTRIBUTION TO THE MANAGEMENT AND IMPROVEMENT OF THE RESERVE.
UTILITY SERVICES	TO PROVIDE NECESSARY SERVICES SUCH AS RETICULATED WATER, POWER, SEWERAGE DISPOSAL AND DRAINAGE IN AN EFFICIENT AND ENVIRONMENTALLY ACCEPTABLE MANNER.
SAFETY AND PUBLIC HEALTH	TO PROVIDE AND MAINTAIN FACILITIES, IN A MANNER THAT MINIMISES RISK TO RESERVE USERS AND PROMOTES A HEALTHY LIFESTYLE.
RESERVE INFORMATION	TO EFFECTIVELY INFORM PEOPLE OF THE FACILITIES AS WELL AS APPROPRIATE WAYS TO USE AND CARE FOR THE RESOURCES OF THE RESERVE.
INTEGRATED COASTAL MANAGEMENT	TO PROMOTE AND ASSIST INTEGRATED COASTAL LAND MANAGEMENT ASSOCIATED WITH THE USE OF THE RESERVE AND IN PARTICULAR THE WOOLGOOLGA LAKESIDE CARAVAN PARK.

**RECREATION AREA**

CLOSE PART OF LAKE ROAD AND ADD THE LAND TO RESERVE 63076 FOR PUBLIC RECREATION AND RESTING PLACE

MAINTAIN AND IMPROVE THE EXISTING PUBLIC AMENITIES AND PICNIC FACILITIES

IMPROVE PARKING FOR DAY USE VISITORS

UPGRADE PEDESTRIAN ACCESS TO THE FORESHORE IN LINE WITH THE RECOMMENDATIONS OF THE WOOLGOOLGA LAKE ESTUARY MANAGEMENT STUDY

IMPLEMENT A PLANTING PROGRAM USING RIPARIAN PLANT SPECIES TO RESTORE AND STABILISE BANK EROSION

**WOOLGOOLGA LAKE AND CREEK FORESHORE CONSERVATION AREA**

PRESERVE AND PROTECT THE FLYING FOX CONSERVATION AREA IMPLEMENTING THE MANAGEMENT ACTIONS PROPOSED IN THE LIVING COAST REGIONAL FLYING FOX PROGRAM

PROVIDE FOR APPROPRIATE PEDESTRIAN ACCESS ALONG THE LAKE AND CREEK FORESHORE

RESTORE SECONDARY KOALA HABITAT VEGETATION

**DUNE SYSTEM**

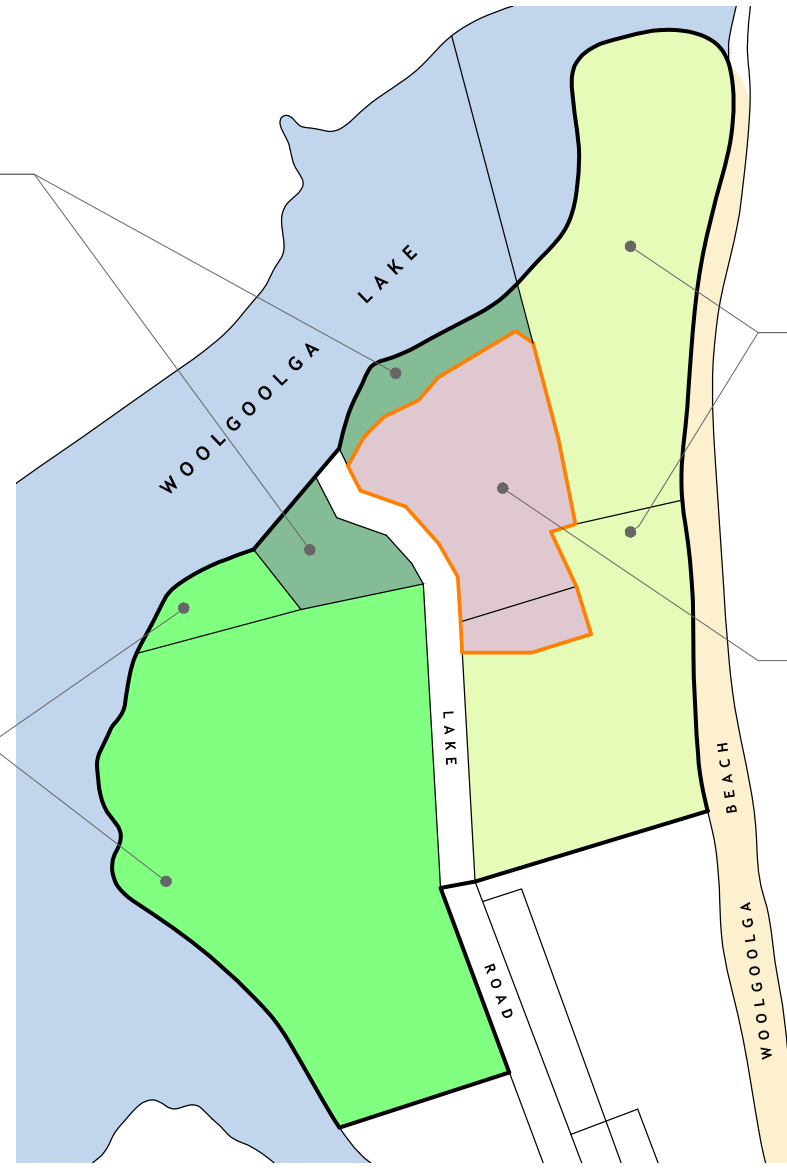
IMPLEMENT VEGETATION MANAGEMENT STRATEGIES

UPGRADE THE HIND DUNE PEDESTRIAN PATHWAY

MANAGE BEACH ACCESS POINT TO PROTECT VEGETATION AND MANAGE IMPACT OF STORM ACTIVITY

**WOOLGOOLGA LAKESIDE CARAVAN PARK**

PROGRESSIVELY IMPROVE SITE ACCOMMODATIONS, FACILITIES AND MANAGEMENT AS DETAILED ON DRAWINGS WLPM03, WLPM06 AND WLPM07



PROPOSED MANAGEMENT

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	sewerage disposal and drainage in an efficient and environmentally acceptable manner.
<b>Safety and Public Health</b>	To provide and maintain facilities, in a manner that minimises risk to Reserve users and promotes a healthy lifestyle.
<b>Reserve Information</b>	To effectively inform people of the Reserve’s attributes, activities and facilities as well as appropriate ways to use and care for the resources of the Reserve.
<b>Integrated Coastal Management</b>	To promote and assist integrated coastal land management associated with the use of the Reserve and in particular the Woolgoolga Lakeside Caravan Park.

In the development, improvement and management of the Woolgoolga Lakeside Caravan Park the Reserve Trust will adopt sustainability principles and recognise the need for:

- a) conservation of energy and reduction in carbon dioxide emissions,
- b) building materials and building processes that involve low embodied energy;
- c) building design and orientation that uses passive solar design, day lighting and natural ventilation;
- d) energy efficiency and conservation;
- e) water conservation and water reuse;
- f) waste minimisation and recycling;
- g) the use of landscaping to provide shade, shelter and screening; and
- h) potential for adaptive reuse of structures and materials.

#### 6.4 MANAGEMENT ISSUES

The management units within the reserve have been inspected and assessed to develop an understanding of the matters that need to be addressed in the management strategies and actions that are detailed in the Plan of Management and implemented by the Trust. The following sections provide a summary of key issues for each management unit.

##### 6.4.1 Woolgoolga Lakeside Caravan Park

- The Park has an excellent location with Lake frontage and direct access to the beach with the Woolgoolga town centre within walking distance;
- The setting is quiet and relatively secluded with no passing traffic;
- While the Park offers a variety of site types (both unpowered and powered) it does not have a AAA Tourism rating;
- The cabin accommodation and some facilities are outdated and in need of replacement;
- The roads are generally unsurfaced;

- The Park entrance, sign posting and office is inadequate for a tourist destination and security for guests and management is poor;
- The existing 2 storey manager's residence is inappropriate in terms of its design, scale and location; and
- Incursion of exotic species from private gardens into coastal vegetation communities is a management issue.

#### **6.4.2 Lakeside Recreation Area**

- The location of the area provides public access to important recreational resources – the Lake and the Beach;
- The relative remoteness of the area can result in some instances of anti-social behaviour;
- Sections of the road and the parking areas are not surfaced;
- Some existing facilities including the toilet block and gas barbecue shelter are relatively new and in good condition;
- Solid fuel barbecues are unsuitable in a sensitive environmental location and need to be progressively removed and additional gas barbecues installed;
- Some of the picnic tables and park benches are in poor condition and should be replaced as funding allows; and
- The alignment and surfacing of the road and parking areas require upgrading.

#### **6.4.3 Dune System**

- Maintenance of a healthy dune system is critical to the environmental qualities of the Woolgoolga Lakeside precinct;
- The dune system is vulnerable to erosion during significant storm events; and
- Sections of the dunal vegetation have been degraded by the incursion of exotic garden species and other non-endemic species including bitou bush.

#### **6.4.4 Woolgoolga Lake and Creek Foreshore Conservation Area**

- Species that are representative of four Endangered Ecological Communities under the Threatened Species Conservation Act 1995 have been identified within this part of the reserve. Subtropical coastal floodplain forest of the NSW North Coast bioregion, swamp oak floodplain forest of the NSW North Coast, swamp sclerophyll forest on coastal floodplains of the NSW North Coast and littoral rainforest and vine thickets of the NSW Coast;
- Management, preservation and maintenance of the vegetation communities with particular regard to the conservation of the area that provides habitat for the grey headed flying fox which is a protected species and classified as vulnerable. The camp is managed by way of the Our Living Coast Regional Flying Fox Program which aims to achieve an equitable balance between conservation and the social, cultural and environmental values shared by the community. A majority of the vegetation within the management unit is also identified as containing secondary koala habitat;

- Maintenance and improvement of the existing foreshore pedestrian pathway; and
- Foreshore and creek bank stability.

**6.4.5 Coffs Coast State Park**

It is relevant to note that Coffs Harbour City Council is the appointed Trust manager of the Coffs Coast State Park. The State Park includes reserved lands stretching from Sawtell in the south through to the northern end of Park Beach and extending west along Coffs Creek and into the Coffs Harbour City Centre. Significant recreational and tourist facilities including the Park Beach and Sawtell Beach Caravan Parks are within the State Park. The administrative and management resources employed in the operation of those Parks also take responsibility for the day to day operation of the Woolgoolga Caravan Parks.

There would be some operational efficiency if all four Caravan Parks were part of the same administrative structure. In this regard consideration could be given to adding the Woolgoolga Beach Reserve to the Coffs Coast State Park. Aside from any efficiency that may be achieved, the character of the Woolgoolga Beach Reserve is compatible with the reserved lands that are currently part of the State Park.

**6.5 PROPOSED IMPROVEMENT PROGRAM**

The proposed improvements to the Reserve will be focused on the development of appropriate and sensitive design elements that recognise the inherent values of the Reserve, contribute to the scenic quality of the location and protect and enhance environmental resources.

**6.5.1 Woolgoolga Lakeside Public Reserves and Open Space – refer to Drawing WLPM 05**

These parts of the Reserve are used by the community and visitors to the area on a daily basis and provide generally accessible active and passive recreation facilities. The Trust has an ongoing commitment to fund the maintenance and improvement of these facilities. Generally the improvements and development in these areas will be of a low-key nature with design and construction recognising and complementing the quality and character of the environment. Improvements such as lake edge pathways will be designed and aligned to protect the integrity of the lake edge and the adjoining vegetation communities while providing a safe route for pedestrian movement. Drawing WLPM 05 indicates where particular improvements will be developed and the table below provides an indication of the program schedule.

Item	Stage 1	Stage 2	Stage 3	Stage 4	Stage 5
Lakeside Reserve Facilities					
Road Upgrade					
Park Furniture					
Pedestrian Pathways					
Environmental Management					
Beach Access and Fencing					
Signposting					

**6.5.2 Woolgoolga Lakeside Caravan Park – refer to Drawings WLPM 06 and 07**

With the advantage of both a lakeside and beachside location Woolgoolga Lakeside Caravan Park provides a unique context for the provision of caravan park sites and accommodation. The land area of the Park is small but this enhances the feeling of seclusion and peacefulness within the natural environmental setting. It is essential the future improvement of the Park preserves these features.

The proposed improvement to the caravan park will concentrate on the provision of sites and accommodation for families, couples, senior travellers and groups. The design approach will be formulated to appeal to;

- People seeking a contemporary caravan park or accommodation in a relaxed bush setting, close to a smaller urban centre, close to the ocean and with an adequate range of ancillary facilities – families, individuals and groups;
- Travellers seeking an overnight or short stay in an easily accessed caravan park on the coast that is close to all urban services; and
- People seeking a caravan park or accommodation option that takes up the challenges of implementing an environmentally sustainable approach to the provision of tourist accommodation.

Drawings WLPM 06 and 07 illustrate a Concept for the implementation of the Improvement Program and the table below provides an indication of the program schedule.

Item	Stage 1	Stage 2	Stage 3	Stage 4	Stage 5
Central Amenities					
Camp Kitchen					
Special Access Cabin					
Buy cabins from Coffs Coast State Park Trust(2-2-2)					
Power to all Campsites					
Demolish Residence					
Managers Residence and Office					
Entry and Road Alterations					
Barbecue Shelter					

**Communal Amenities and Facilities and other structures:**

A significant difficulty for the Park has been the age and condition of the main ablution facilities building. The provision of new facilities is now a matter of some urgency as the existing building does not supply an acceptable level of service and is no longer economic to maintain. Coupled with this is the location of various older buildings and structures related to maintenance and services which need to be rationalised.

Agenda - Ordinary Meeting 13 June 2013 - CORPORATE BUSINESS DEPARTMENT REPORTS

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- Attachment:** ST/FG/68/79
- 1 FMAC/19/SL/4/HR: 726/6G/5B8 AND OFFICE/RECEPTION AREA MAKE MINOR MODIFICATIONS TO IMPROVE THE FUNCTIONALITY OF THE PARK ENTRANCE AND FORECOURT INCLUDING SIGNAGE, ARRANGEMENT OF PARKING AND LANDSCAPING.
  - 2 INSTALL NEW CABINS WITH OUTLOOK ACROSS THE RESERVE TO WOOLGOOLGA LAKE.
  - 3 SOAC/06/14/9/SL/4/HR: A/SBS: 8F/ST/FG/68/79/5B8.C.: 70/5B8 ESTABLISH THREE SHORT TERM POWERED SITES FOR THE INSTALLATION OF CABINS INCLUDING ONE CABIN DESIGNED TO CATER FOR PEOPLE WITH DISABILITIES.
  - 4 PROVIDE POWER TO EXISTING APPROVED CAMPSITES.
  - 5 DEMOLISH EXISTING STORAGE SHED AND ESTABLISH A SHORT TERM POWERED SITE.
  - 6 DEMOLISH THE EXISTING CENTRAL AMENITY BUILDING AND RELOCATE THE WASTE WATER COLLECTION WELL. REHABILITATE THE VACATED AND ESTABLISH SHORT TERM SITES.
  - 7 DEMOLISH EXISTING STORAGE SHED.
  - 8 UPGRADE EXISTING BBQ SHELTER.
  - 9 PROVIDE POWER TO EXISTING APPROVED CAMPSITES.
  - 10 RECONFIGURE EXISTING SHORT TERM SITES.
  - 11 INSTALL NEW CENTRAL AMENITIES AND DRYING AREA WITH ASSOCIATED RAMP ACCESS, PATHWAYS, DRYING AREAS AND LANDSCAPING.
  - 12 DUMP POINT FOR FULLY SELF-CONTAINED RECREATIONAL VEHICLES - MOTORHOMES ETC.
  - 13 REMOVE STUDIO CABINS AND REHABILITATE THE SITES.
  - 14 RELOCATE EXISTING ROAD.

**PARK RESOURCES**

<span style="display: inline-block; width: 15px; height: 15px; background-color: #e91e63; border: 1px solid black;"></span> BUILDINGS	<span style="display: inline-block; width: 15px; height: 15px; background-color: #fff9c4; border: 1px solid black;"></span> 60 SHORT-TERM SITES
<span style="display: inline-block; width: 15px; height: 15px; background-color: #c8e6c9; border: 1px solid black;"></span> PUBLIC OPEN SPACE	<span style="display: inline-block; width: 15px; height: 15px; background-color: #e0e0e0; border: 1px solid black;"></span> 3 LONG-TERM SITES
<span style="display: inline-block; width: 15px; height: 15px; background-color: #bdbdbd; border: 1px solid black;"></span> ACCESSWAY	<span style="display: inline-block; width: 15px; height: 15px; background-color: #e1bee7; border: 1px solid black;"></span> 11 CABIN SITES
<span style="display: inline-block; width: 15px; height: 15px; background-color: #ffe0b2; border: 1px solid black;"></span> 14 CAMP SITES	<span style="display: inline-block; width: 15px; height: 15px; background-color: #e0e0e0; border: 1px solid black;"></span> 88 TOTAL SITES

A new relocatable amenities structure has been installed to the south and west of the existing building. This facility is appropriately sized to service the dwelling and camp sites in the Park that rely upon it and thereby address Special Condition 2 in the Park’s Section 68 Approval (refer to Section 2.3). In addition to addressing regulatory compliance the provision of new facilities will enable the Park to obtain a AAA Tourism rating. The proposed amenity provides the following facilities:

Section	Showers	WC’s	Hand-basins	Urinals
<b>Female</b>	4	7	6	n/a
<b>Male</b>	4	4	6	3
<b>Accessible</b>	1	1	1	

Importantly there is an accessible bathroom for people with disabilities, a well equipped laundry and associated drying area and storage space for servicing, chemical storage and cleaning functions. Waste will be reticulated to a new holding tank which will be located within Reserve but on the western side of Lake Road prior to discharge to the sewer. The new amenity has been designed to be energy and water efficient with features including;

- Rainwater harvesting with collected water used to flush toilets;
- Solar hot-water with gas boost;
- Solar power generation and energy efficient lighting; and
- Natural ventilation systems.

The alteration in the position of the central amenity has resulted in some rationalisation of dwelling sites. The dwelling sites which were where the new relocatable amenities structure is installed will be moved to the area currently occupied by the former amenities, shed and wastewater tank. Dwelling sites in the vicinity of the new amenities will also be reorganised to provide a better layout and appropriate setbacks. This will necessitate the removal of a BBQ which will be relocated and installed in the existing shelter found a little further to the south.

Another structure to be removed is a maintenance shed located in the northern portion of the Park across the road from the Manager’s residence and Office. The site of the building will be made good and area used for the creation of short-term dwelling sites. An adjoining small masonry building housing electrical services equipment will be retained.

An older duplex cabin is currently located in the western portion of the Park. However, this structure does not comply with Regulatory requirements. Consequently this will be removed and the dwelling sites utilised as drive-on tourist sites.

**Managers Residence and Office and Park Entry**

The existing manager’s residence and adjacent office are old and poorly located relative to the Park entrance. In addition they occupy a part of the Park that is highly attractive for dwelling sites and accommodation and the residence is visually dominant given its two storey form. Neither of these

buildings is in especially good condition and both are to be demolished. They will be replaced by a more modest office/residence facility located closer to the Park entry. This will be achieved through the removal of two cabins currently found in that location. The office will be sited to allow for continued use of the existing road lay-by area found close to the Park entry.

### **Cabin Accommodation**

With the removal of the existing residence and office, the northern edge of the Park which enjoys views towards the Lake entrance will be available for the siting of additional cabin stock. Five cabins are to be purchased from the Coffs Coast State Park Trust. These are currently in use in Park Beach and Sawtell Beach but will gradually become surplus to needs as a result of planned changes to those parks over the next few years.

Special Access Cabin - In May 2011 new Federal legislation commenced that requires tourist accommodation establishments to make specific provision for people with disabilities when new construction is undertaken. In addition the Woolgoolga Beach Reserve Trust is subject to a policy adopted by Council in 2005 that commits the Trust to establishing a capability "of accommodating people with disabilities at the ratio specified in the Building Code of Australia".

It is therefore proposed that a new special access cabin be installed. Typically cabins in caravan parks advertised as offering disabled facilities are a standard cabin with a ramp and a disabled access bathroom. The cabin proposed for Woolgoolga will go well beyond that approach by meeting wheelchair access parameters for two bedrooms, having a kitchen designed to meet relevant requirements of AS 1428 and the Adaptable Housing Code with pc items, fittings and furnishings all designed for people with limited mobility. At the completion of the improvement program, the Park will support 11 cabins.

### **Roadwork**

To assist the resolution of the proposed entry and exit arrangements, some alterations are proposed to roads near the Park entry. A southern loop road which currently runs adjacent to the Lake Road skirts behind a cabin and joins with the Park entry road. This produces an awkward junction with the Park entry road and a poor arrangement of spaces. The northern portion of this road is to be relocated to the south of the existing cabin.

Similarly, another Park road which loops to the south also intersects with the main Park entry road in an inappropriate location. A small part of this road will be closed. These modifications will result in all traffic entering and leaving the Park passing in front of the office and residence which in turn will provide better management, security and control.

### **BBQ Facilities**

Currently the Park provides limited BBQ and shelter areas with some seating and tables. Most of the spaces are fairly small. The planned improvements will result in 3 facilities – one near the entrance, one on

the northern foreshore and one in the south of the Park. All are to be upgraded to expand the provision of communal undercover spaces to include sheltered sitting areas as well as bench, sink and refrigeration facilities where possible.

**Number of Approved Sites**

As noted above, a number of dwelling sites will be reorganised within the Park. At the same time a total number of dwelling sites that is appropriate to the capacity of the land and the facilities will be progressively established and all camp sites will be provided with power.

For various reasons, the number of active dwelling and camp sites has grown beyond the number noted on the Park’s current operational approval although earlier S 68 Approvals did nominate a greater number of sites. The planned mix of sites at the completion of the proposed improvement program will be as follows:

Long term sites:	3
Short term sites:	60
Short term sites supporting cabins:	11
<u>Camp Sites:</u>	<u>14</u>
<b>TOTAL:</b>	<b>88</b>

**6.6 ASSESSING PROPOSED IMPROVEMENTS**

It will be noted that this Draft Plan of Management proposes that a number of development projects should be brought forward by the Reserve Trust over the next 5 years. While there has been wide ranging analysis and consideration of these proposals during the preparation of the Draft Plan the following are some of the key issues that should still be considered by the Reserve Trust when deciding whether a particular land use or development is to proceed within the Lakeside Precinct of the Reserve;

- The compatibility of the proposal with the notified purpose of the reserve;
- The compatibility with the Vision Statement and Management Principles for the Reserve;
- The provisions of relevant planning instruments including the Coffs Harbour Local Environmental Plan;
- The need for the proposal, it will promote and be ancillary to the use and enjoyment of the reserve as distinct from satisfying a requirement generated by an adjoining property or by an unassociated community need;
- Design and aesthetic integrity – is the detailed design appropriate to the character of the Town and the Reserve and does it contribute to an integrated approach to the design of improvements to the Reserve?
- The benefit the improvement would bring to the normal reserve user;
- The impact on the existing use of the reserve; and
- The Management responsibility and public availability of the improvement or facility to reserve users.



**6.7 AUTHORISED ACTIVITIES AND WORKS**

A range of measures have been identified as required to implement this Plan of Management to ensure the Woolgoolga Beach Reserve and the Woolgoolga Lakeside Caravan Park is improved and managed in accordance with the Principles of Crown Land Management. These improvements and actions are identified and described in Sections 5 and 6 of this Plan of Management and in the Drawings. The improvements and works are itemised below under each of the relevant Management Precincts, are authorised pursuant to Clause 65(2) of SEPP Infrastructure 2007. Refer to Drawings WLPM 04 to WLPM 07.

<b>Management Precinct</b>	<b>Authorised Activities and Improvements</b>
<b>Woolgoolga Lakeside Caravan Park</b>	
<b>Entrance</b>	Alterations, additions and renovation of the existing manager’s residence, park office and reception area; demolition; installation of new relocatable central communal amenity building; construction and amplification of underground utility service infrastructure; road works; storm water drainage; fencing, vegetation management; and landscaping.
<b>Northern</b>	Demolition; road works; reconfiguration of site layout and site boundaries; storm water drainage; underground utility service installation; establishment of sites and installation of relocatable homes(cabins) in accordance with the caravan park regulations; construction of retaining walls and stairways; fencing; construction of pathways; vegetation management and landscaping.
<b>Central</b>	Vegetation management; demolition; road works; storm water drainage; reconfiguration of site layout and site boundaries; underground utility service installation; alterations and additions to the existing barbecue shelters; construction of stairways; establishment of sites and installation of moveable dwellings including relocatable homes(cabins and eco-tents) in accordance with the caravan park regulations; and landscaping.
<b>Southern</b>	Vegetation management; demolition; road works; storm water drainage; reconfiguration of site layout and site boundaries; underground utility service installation; establishment of sites and installation of moveable dwellings including relocatable homes(cabins) in accordance with the caravan park regulations; and landscaping.
<b>Lakeside Public Recreation Area</b>	Alterations, additions and renovation to existing public amenities and shelters; road works and car park construction; storm water drainage; construction of pedestrian pathways; construction and amplification of underground utility service infrastructure; fencing, vegetation management; and landscaping.



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JOB NAME: WOOLGOOLGA LAKESIDE PLAN OF MANAGEMENT FOR RESERVE 72664 FOR PUBLIC RECREATION AND PART OF RESERVE 63076 FOR PUBLIC RECREATION AND RESTING PLACE

DRG TITLE: WOOLGOOLGA LAKESIDE CARAVAN PARK - PROPOSED IMPROVEMENTS - NORTHERN PRECINCT

CLIENT: WOOLGOOLGA BEACH RESERVE TRUST

JOB No: 28.24

DATE: AUGUST 2012

A2 SCALE: 1:200

**isd**  
Integrated Site Design

DRG No:

WLPm-07

## **6.8 FINANCING IMPROVEMENTS**

The Woolgoolga Beach Reserve and the Woolgoolga Lakeside Caravan Park generate income primarily from rental of tourist sites for holiday accommodation. The Caravan Park is trading profitably and each year contributes a levy equal to 5% of Gross Revenue to the Public Reserves Management Fund (PRMF). Funding for new initiatives can therefore be made from two sources: net profit (gross profit less operational expenses, PRMF contributions and depreciation) and loans. The only area where additional financial assistance may be considered relates to the application for grant funding to undertake environmental works and to contribute towards the cost of public facilities.

**7 MANAGEMENT ACTIONS AND PROPOSED IMPROVEMENTS**

The following tables detail the Management Objectives and Management Actions to be implemented by the Reserve Trust. In the first instance the Objectives and Actions are designed to achieve the Vision for the Reserve and address the Management Principles outlined in Sections 6.2 and 6.3.

The implementation of the identified Actions will address the Management Issues identified in Section 6.4. Where Actions involve physical improvements to the Reserve and reserve facilities those actions will be in accordance with the plans and drawings that form part of this Plan of Management. Where further documentation is required the planning and design process will be guided by and comply with the Vision, Principles and Objectives established by this Plan.

**7.1 NATURAL ENVIRONMENT**

**7.1.1 Vegetation and Habitat Management**

Objectives	Actions
To minimise disturbance to native vegetation	<ul style="list-style-type: none"> <li>• Use appropriate siting for recreation facilities and walkways;</li> <li>• Manage pedestrian, horse and vehicle access;</li> <li>• Implement fire management Actions;</li> <li>• Address un-authorized damage to vegetation and refuse dumping;</li> <li>• Implement public education programs;</li> <li>• Define residential buffer areas and protect vegetation through mulching, edge planting and/or fencing as appropriate;</li> <li>• Implement appropriate management strategies to preserve and protect areas identified as part of the Flying Fox maternity camp and areas identified as secondary koala habitat;</li> </ul>
To restore natural vegetation and enhance the recreational and visual amenity of the Reserve	<ul style="list-style-type: none"> <li>• Continue to implement and review Vegetation Management Plans;</li> <li>• Protect areas that support endangered ecological communities;</li> <li>• Implement and continue weed control, planting and natural regeneration programs:                             <ul style="list-style-type: none"> <li>- Community Care group projects;</li> <li>- Bitou Bush Control program;</li> <li>- Headland vegetation and restoration;</li> </ul> </li> <li>• Provide support to the local Dunecare group;</li> <li>• Actively manage bush land adjoining recreation areas, viewing locations and other high use locations;</li> <li>• Restore natural vegetation as resources allow;</li> <li>• Provide for improved feeding, habitat and movement of koalas through planting endemic species appropriate to Secondary Koala Habitat;</li> <li>• Introduce native riparian species to foreshore areas in accordance with recommendations of the Woolgoolga Lake Estuary Management study.</li> </ul>

Objectives	Actions
To preserve and protect the habitat of the grey-headed flying fox	<ul style="list-style-type: none"> <li>• Be involved as required in the implementation of the strategies for the camp identified in the Our Living Coast Regional Flying Fox Program;</li> <li>• Develop appropriate and practical management initiatives with respect to the establishment of exclusion zones or other measures required to protect the colony and the habitat;</li> <li>• Manage access to and through the area occupied by the flying fox camp.</li> </ul>

**7.1.2 Catchment Management**

Objectives	Actions
To implement effective catchment management within the reserve and minimise impacts on coastal water quality	<ul style="list-style-type: none"> <li>• Implement erosion control measures, litter and silt traps and wetland filters where required to control storm water;</li> <li>• Use chemicals in accordance with approved Council guidelines;</li> <li>• Promote catchment management principles where appropriate.</li> </ul>

**7.1.3 Fire Management**

Objectives	Actions
To minimise fire hazard to private property and appropriately manage natural coastal vegetation	<ul style="list-style-type: none"> <li>• Provide and maintain adequate fire control access;</li> <li>• Provide and maintain fuel free and fuel reduced zones where necessary. Minimise disturbance to natural vegetation;</li> <li>• Exclude fuel reduction burning except in special circumstances (eg flora management);</li> <li>• Maintain a record of fire history;</li> <li>• Refer to Guidelines for Fire Management in Council Controlled Reserves for further details.</li> </ul>

**7.1.4 Coastal Processes**

Objectives	Actions
To manage coastal processes and climate change while allowing for natural occurrences	<ul style="list-style-type: none"> <li>• Protect and maintain dunal vegetation;</li> <li>• Adapt beach accessways to allow for storm erosion where possible;</li> <li>• Close access and repair damage as necessary after storm events;</li> <li>• Adopt the relevant policies of the NSW government and Council in relation to responsible management with respect to climate change and sea level rise;</li> <li>• Develop specific climate change adaptation plans as part of an integrated approach across the local government area.</li> </ul>

Objectives	Actions
	<ul style="list-style-type: none"> <li>• Reconfigure infrastructure, sites and accommodation within the Caravan Park operational boundaries as required to address long term impacts of coastal recession and sea level rise. Sacrifice land to retain a sandy beach through a process of planned natural retreat. In association with this, sacrifice sewer assets if and when the Caravan Park must be abandoned (beyond 2050) as a consequence of these impacts.</li> </ul>

**7.1.5 Seaweed Removal**

Objectives	Actions
To maintain the role of seaweed in the marine ecology while providing for the recreational amenity of high use areas of the beach	<ul style="list-style-type: none"> <li>• Leave seaweed to normal tidal movements where ever possible;</li> <li>• Move seaweed away from high use areas of the beach as follows:                             <ul style="list-style-type: none"> <li>- move seaweed from beach to base of dunal system,</li> <li>- in exceptional circumstances, where seaweed quantities are too large to dispose on site, stockpile seaweed for removal by contractor licensed by NSW Fisheries;</li> </ul> </li> <li>• All works in the inter-tidal zone are to be carried out under a letter of authority from NSW Fisheries.</li> </ul>

**7.1.6 Coastal Views and Visual Amenity**

Objectives	Actions
To protect and enhance the visual amenity of the Lakeside precinct of the Reserve	<ul style="list-style-type: none"> <li>• Select materials and designs for buildings, furnishings, signs and pathways which are compatible with the natural environment, create a unified theme for the Reserve and reinforce local character and design themes;</li> <li>• Locate facilities, accessways and signs to minimise impact on visual amenity while being clearly visible.</li> </ul>
To enhance opportunities to enjoy coastal views from designated recreation and public viewing areas	<ul style="list-style-type: none"> <li>• Provide viewing platforms and well located paths and seats to allow enjoyment of views while protecting the natural environment;</li> <li>• Carry out limited selective plantings which comprise endemic coastal species only. Unauthorised vegetation pruning, poisoning or removal on the reserve is prohibited.</li> </ul>

**7.2 CULTURAL VALUES**

Objectives	Actions
To protect and enhance Aboriginal cultural values in the Reserve	<ul style="list-style-type: none"> <li>• Comply with the requirements of the Due Diligence code of Practice for the Protections of Aboriginal Objects in NSW before proceeding with improvement works;</li> <li>• Identify and protect significant sites and consult with relevant groups and authorities prior to commencement of works on site;</li> <li>• Ensure access to significant sites for Aboriginal use;</li> <li>• Provide interpretation of significant sites where appropriate;</li> <li>• Maintain on-going consultation with Garby Elders, Council’s Aboriginal Consultative Committee and Department of Environment &amp; Conservation.</li> </ul>
To protect and enhance European cultural values and heritage sites in the Reserve	<ul style="list-style-type: none"> <li>• Identify and protect significant sites;</li> <li>• Provide appropriate interpretation of significant sites where desirable.</li> </ul>

**7.3 RECREATION**

**7.3.1 Recreation Facilities**

Objectives	Actions
To maintain and upgrade designated recreation areas to cater for a range of passive recreation activities	<ul style="list-style-type: none"> <li>• Provide recreation facilities within existing appropriate and designated locations. The recreation areas may provide over time:                         <ul style="list-style-type: none"> <li>- picnic tables, shelters and electric BBQs</li> <li>- public toilets and beach showers</li> <li>- playgrounds</li> <li>- garbage bins</li> <li>- lighting</li> <li>- shade tree planting (use mainly local native species)</li> <li>- pedestrian pathways and cycleways</li> <li>- off street parking</li> <li>- fencing to protect natural vegetation</li> <li>- directional and interpretive signs;</li> </ul> </li> <li>• Develop recreational facilities in accordance with the Coffs Harbour City Council Open Space Strategy 2010.</li> </ul>

**7.3.2 Litter and Beach Cleaning**

Objectives	Actions
To reduce the incidence of litter and improve recreational amenity	<ul style="list-style-type: none"> <li>• Install and maintain litter bins in convenient locations. Monitor bin use and modify servicing and bin provision as required. Encourage the community to provide information on litter collection requirements to assist Council;</li> <li>• Include litter reduction in public education programs.</li> </ul>

**7.3.3 Pedestrian and Cycle Access**

Objectives	Actions
To develop, maintain and rationalise existing pedestrian access to best suit current use and conditions and to ensure access safety, usability and protection of the natural environment	<ul style="list-style-type: none"> <li>• Provide facilities that comply with requirements with respect to accessibility;</li> <li>• Review existing track system (both constructed and informal access) taking into account:                             <ul style="list-style-type: none"> <li>- level of use</li> <li>- beach and surf conditions (consult SLSC)</li> <li>- vegetation</li> <li>- erosion</li> <li>- visibility and convenience</li> <li>- Solitary Islands Coastal Walk</li> </ul> </li> <li>• Close, relocate and/or upgrade tracks as required;</li> <li>• Adapt track design to local topography and conditions as appropriate eg. board and chain, stairs, timber beach ramps, gravel or sand tracks, bitumen sealed or paved paths, track definition by bollards or fencing;</li> <li>• Maintain access way structures and track side vegetation to encourage use, ensure safety and protect vegetation in riparian areas. Temporary track closure may be required after storm events.</li> </ul>
To implement the Solitary Islands 'Coastal Walk' project	<ul style="list-style-type: none"> <li>• Implement Coastal Walk Strategy Plan within the Reserve subject to community acceptance;</li> <li>• Prepare Site Plans prior to each stage of construction to show track location, vegetation restoration, facilities and signs;</li> <li>• Identify costs and seek funding in conjunction with Solitary Islands Coastal Walk Working Party.</li> </ul>
To provide cycle access within the reserves and to facilitate local links	<ul style="list-style-type: none"> <li>• Construct and/or maintain shared cycleway/walkway access in the dune area, creek foreshores and lake foreshores where appropriate.</li> </ul>



**7.3.4 Access for Boats, Vehicles, Horses and Dogs**

Objectives	Actions
To provide beach access for vehicles, dog exercising and horse riding while retaining amenity for others and protecting the environment	<ul style="list-style-type: none"> <li>• Implement Council policies for vehicles, dogs and horses on beaches;</li> <li>• Install dog waste disposal units on any part of the beach used for dog exercising (in accordance with the Companion Animals Act 1998).</li> </ul>
To provide adequate emergency access and manage existing vehicle access points to minimise environmental impacts and unauthorised access	<ul style="list-style-type: none"> <li>• Upgrade and maintain vehicle access as required;</li> <li>• Install emergency and maintenance vehicle access which prevents unauthorised access (eg locked slip rail or chain);</li> <li>• Provide and maintain fire control access.</li> </ul>
To improve parking especially in high use areas	<ul style="list-style-type: none"> <li>• Where appropriate remove parking areas that occupy prime foreshore or recreational locations;</li> </ul>
To ensure horse access to the beach minimises impact on the natural environment and recreational amenity	<ul style="list-style-type: none"> <li>• Investigate any beach access points used by horses.</li> <li>• Determine suitability of access and requirements for upgrading or restrictions to access.</li> </ul>

**7.4 LAKESIDE CARAVAN PARK**

Objectives	Actions
To enhance the financial contribution the caravan park makes to the local community and management of the adjoining Reserve	<ul style="list-style-type: none"> <li>• Improve the Caravan Park and develop facilities in accordance with Drawing No WLPM 06 and 07;</li> <li>• Undertake an investment program with the level and rate of expenditure determined by the internal financial capacity of the caravan park. Improvements are to include site works, modifications to existing accommodation, development of new facilities and infrastructure and the installation of new cabins;</li> <li>• Allow for a staged development process that is also achievable in terms of planning and environmental constraints.</li> </ul>
To improve the relationship between the Park and adjoining day-use areas and improve public access	<ul style="list-style-type: none"> <li>• Upgrade the entry to the caravan park to place reception and access control in a more strategically appropriate location. This will also assist in resolving conflicts between the day-use area, the boat ramp and foreshore pedestrian access and the caravan park entry.</li> </ul>
To improve security within	<ul style="list-style-type: none"> <li>• Consolidate park management, maintenance and storage facilities in a</li> </ul>

Objectives	Actions
the caravan park	single location in proximity to the new park office and manager's residence.
To improve environmental management and address coastal planning and management principles and policies	<ul style="list-style-type: none"> <li>• Review the operational boundaries of the caravan park in consultation with the Crown Lands Division. Some areas are not within the existing caravan park boundaries but have functioned as part of the caravan park for a considerable period and are critical to its financial viability (eg the campsites in the southern part of the park). Provide appropriate fencing to obviate the possibility of any further encroachment and clearly define the physical limits of responsibility for the caravan park manager.</li> </ul>
To create a holiday destination that takes advantage of the park's location but preserves its existing character, sense of place and provides value for money holiday opportunities	<ul style="list-style-type: none"> <li>• Develop new amenities sited further from mean high water mark to allow the creation of additional sites for tourist use;</li> <li>• Retain, relocate and improve existing cabins to provide affordable family holiday accommodation;</li> <li>• Demolish poorly sited and unserviceable buildings (e.g. house, office and sheds) so as prime locations are available for tourist accommodation and to enhance guest's appreciation of Woolgoolga Lake;</li> <li>• Install quality cabin accommodation on sites that take better advantage of the park's setting.</li> </ul>
To address projected impacts of climate change and sea level rise on the sites and facilities in the Park	<ul style="list-style-type: none"> <li>• Recognise and document the projected impacts on the Park's assets.</li> <li>• Use relocatable structures wherever appropriate.</li> <li>• Develop a strategy for the re-location and re-configuration of infrastructure, sites and accommodation within the Caravan Park operational boundaries that can be activate if and when required.</li> </ul>

**7.5 UTILITY SERVICES**

Objectives	Actions
To enable the maintenance and installation of public utilities and services within the Reserve	<ul style="list-style-type: none"> <li>• Right of entry and access for services and plant maintenance is to be provided;</li> <li>• Take care in maintenance activities to avoid disturbance to natural areas;</li> <li>• Avoid location of new services in or through natural areas;</li> <li>• If the installation of services is essential, it is to be carried out to an approved installation and rehabilitation strategy.</li> </ul>

**7.6 PUBLIC SAFETY**

**7.6.1 Safety and Risk Management**

Objectives	Actions
To provide health, safety and risk management for the general public and those involved in maintenance and management activities.	<ul style="list-style-type: none"> <li>• Carry out regular risk management inspections for accessways, fencing, structures and equipment and implement maintenance and repairs as required;</li> <li>• Maintain picnic areas and playgrounds in accordance with Council’s Playground and Picnic Area Plans of Management;</li> <li>• Carry out tree maintenance to remove hazards or obstructions;</li> <li>• All maintenance and capital improvement works to be carried out in accordance with Council’s Safe Working Code.</li> </ul>

**7.6.2 Regulation of Activities**

Objectives	Actions
To discourage inappropriate behaviour and activities and reduce the incidence of vandalism of facilities or vegetation	<ul style="list-style-type: none"> <li>• Exercise powers under Crown Lands Act, Crown(General Reserves) By-law and Local Government Act;</li> <li>• Issue on the spot fines or prosecute where appropriate;</li> <li>• Consult with and take advice from the NSW Police;</li> <li>• Implement public education program;</li> <li>• Select and install vandal resistance materials and design for facilities;</li> <li>• Determine and implement suitable measures to address problems specific to particular areas in consultation with relevant authorities including the NSW Police, eg:                         <ul style="list-style-type: none"> <li>○ alcohol restrictions</li> <li>○ lighting</li> <li>○ hours of use (picnic areas, facilities)</li> <li>○ location and design of facilities and landscaping</li> <li>○ modify activities which are prohibited or permissible;</li> </ul> </li> <li>• Ensure prohibited activities are adequately signposted;</li> <li>• Respond promptly to incidences of damage to native vegetation:                         <ul style="list-style-type: none"> <li>○ site inspection by Council staff and rangers (include Care group where incident occurs in group project areas)</li> <li>○ letter box drop and interview of adjoining residents seeking information</li> <li>○ determine appropriate action for each case eg. on the spot fine, prosecution, restoration agreement, restoration and protection of the area, publicity and education</li> <li>○ maintain record of incidences and action determined;</li> </ul> </li> <li>• Restore and protect damaged vegetation.</li> </ul>

**7.7 RESERVE INFORMATION**

Objectives	Actions
To provide signs to identify prohibited activities, safety warnings and reserve information.	<ul style="list-style-type: none"> <li>• Design signs in accordance with State Wide Best Practice Guidelines to convey appropriate information for each site (eg. Prohibited activities, advisory information, contact numbers for reporting problems);</li> <li>• Minimise number of signs used by combining information.</li> </ul>

**7.8 INTEGRATED MANAGEMENT**

**7.8.1 Co-ordination**

Objectives	Actions
To regularise the status of the lands under the care control and management of the Trust.	<ul style="list-style-type: none"> <li>• Initiate liaison with the Crown Lands Division of the Department of Trade and Investment to undertake a partial closure of the northern part of Lakes Road and add that land to Reserve 63076 for Public Recreation and Resting Place so as the public day-use facilities at the Lakeside Public Reserve are on land managed by the Woolgoolga Beach reserve Trust.</li> <li>• Consider adding Woolgoolga Beach Reserve to the Coffs Coast State Park.</li> </ul>
Implement the Plan of Management and relevant statutory requirements in an ongoing, co operative and timely manner within the available resources	<p>Refer inquiries and liaise as required with government agencies:</p> <ul style="list-style-type: none"> <li>• <u>National Parks and Wildlife Service (Dept of E &amp;CC)</u> Reserve and vegetation management on land adjoining National Parks and Coffs Coast State Park or involving threatened species, Aboriginal sites or Solitary Islands Coastal Walk.</li> <li>• <u>NSW Fisheries</u> Activities of recreational and professional fishers - a permit is required under Section 205 of the Act to harm or remove any marine vegetation, whether alive or dead, including seaweed, sea grass and mangroves. Bag limits for bait collection and seaweed removal;</li> <li>• <u>NSW Marine Park Authority (Solitary Islands Marine Park):</u> <ul style="list-style-type: none"> <li>○ Prior notification of seaweed removal and beach cleaning on intertidal areas within Marine Park;</li> <li>○ Promotional material and interpretive signs;</li> <li>○ Shared regulation of activities by Council Rangers and Marine Park Rangers (within Marine Park and adjoining areas);</li> <li>○ Implementation and development of SIMP Zoning and Operations Plans - consider in review of beach access policies for animals and vehicles and development of facilities near the SIMP eg. accessways and boat ramps;</li> </ul> </li> </ul>

Objectives	Actions
	<ul style="list-style-type: none"> <li>• <u>NSW Waterways:</u> <ul style="list-style-type: none"> <li>○ Regulations applying to jet skis and water craft;</li> <li>○ Provision and maintenance of boat access facilities;</li> </ul> </li> <li>• <u>Crown Lands Division, Department of Trade and Investment:</u> <ul style="list-style-type: none"> <li>○ Plan of Management adoption and revisions, Crown Lands leases</li> <li>○ Coastline hazard management;</li> <li>○ Funding grants;</li> <li>○ Soil erosion and acid sulfate soil (Community Advisory Services);</li> <li>○ Water quality (Resource, Access and Planning);</li> </ul> </li> <li>• <u>Department of Planning:</u> <ul style="list-style-type: none"> <li>○ Approvals for activities within areas covered by State</li> <li>○ Environment Planning Policies (eg. SEPP 71);</li> </ul> </li> <li>• <u>Fire Control Officer and Fire Control Management Committee:</u> Fire Control Management Plans and requirements;</li> <li>• <u>Coastcare:</u> Funding programs, education and public awareness activities;</li> <li>• <u>Coffs Harbour Waterways Catchment Management Authority:</u> <ul style="list-style-type: none"> <li>○ Funding programs;</li> <li>○ Catchment Management Committee Strategic Plan;</li> <li>○ Educational and public awareness activities.</li> </ul> </li> </ul>
<p>Maintain a co-ordinated approach to management of the range of environmental issues.</p>	<ul style="list-style-type: none"> <li>• Liaise with teams and professionals within Council and in other Authorities to ensure an integrated approach to implementing the requirements of the Estuary Management Plan, Vegetation Management Plans, Our Living Coast Regional Flying Fox Program, Coffs Harbour Biodiversity Action Strategy 2012- 2030 and Coastal Zone Management Strategies, etc.</li> </ul>

**7.8.2 Commercial Activities**

Objectives	Actions
<p>To allow for commercial activities that enhance recreational opportunity without adverse impacts on other recreational users, the natural environment or visual amenity of the reserve.</p>	<ul style="list-style-type: none"> <li>• Approve commercial activities that are compatible with the use of the reserve. Conditions of approval are to apply for insurance, lease or permit fees, minimising noise and other impacts on users and adjoining residents; environment or visual amenity as appropriate.</li> <li>• Fee structures will reflect the level of community benefit from the activity.</li> </ul>

**7.8.3 Adjoining Development**

Objectives	Actions
To minimise impacts on the Reserve from adjoining development	<ul style="list-style-type: none"> <li>• Consent requirements for developments adjoining and likely to impact on the Reserve should include appropriate conditions to minimize the impact of development on the amenity of the reserve and to protect its resources and values.</li> </ul>

**7.8.4 Funding**

Objectives	Actions
To maximise funding opportunities to enable implementation of the Plan of Management	<ul style="list-style-type: none"> <li>• Implement the improvements proposed for the caravan parks through funding from trading profits and borrowing from the Public Reserves Management Fund;</li> <li>• Ensure up to date information is available on relevant funding programs;</li> <li>• Apply for funding for suitable projects;</li> <li>• Co-ordinate and maximise funding opportunities eg. matching Council funding with government funding and by obtaining funding for community group projects.</li> </ul>

**7.8.5 Project Planning and Implementation of Other Plans**

Objectives	Actions
To prepare, revise and implement plans or actions for management areas or projects within the Reserve.	<ul style="list-style-type: none"> <li>• Picnic areas and playgrounds are to be installed and maintained in accordance with Council’s Picnic Areas and Playgrounds Plans of Management;</li> <li>• Implement Solitary Islands Coastal Walk Strategy Plan, subject to community acceptance and re-exhibition of Coastal Walk Strategy Plan.</li> </ul>
To complete site assessment, planning and design to assist in works programs and sourcing of funds	<ul style="list-style-type: none"> <li>• Prepare concept Plans for upgrading recreation areas;</li> <li>• Prepare and revise project Plans for community groups;</li> <li>• Prepare bush regeneration Plans for priority areas as required and in accord with Council’s Bush Regeneration Status Report;</li> <li>• Carry out environmental and user needs assessments at site planning and design stage as required for all improvements;</li> <li>• Liaise with stakeholders to ensure all issues are addressed through the site assessment project planning process.</li> </ul>

**7.8.6 Leases and Licenses**

Objectives	Actions
To enable leases and licenses for appropriate uses	<ul style="list-style-type: none"> <li>• Council may enter into a lease or license for whole or part of the lands to which this Plan applies provided that:</li> <li>• Management of the land is in accordance with this Plan of Management, relevant Crown and Council policies and guidelines;</li> <li>• The use of the land is in the public interest;</li> <li>• The granting of the lease, license or estate is in accordance with the relevant provisions of the Crown Lands Act 1989.</li> </ul>

## **8 IMPLEMENTATION AND REVIEW**

This Plan provides a long term strategy for the management of the northern part of the Woolgoolga Beach Reserve. It is anticipated that the majority of the works described will be implemented over a ten year period. Priorities for works and funding are to be addressed on an annual basis to meet community needs.

Progress in relation to the implementation of the Plan will be monitored by the Trust and the Trust will report on an annual basis to the Department of Trade and Investment, Crown Lands Division.

This Plan is to be reviewed approximately every five years or as required to ensure that it continues to be remains relevant with respect to government legislation and policy and community expectation.



REFERENCES

Document Name	Reference area/applicability/comment
<p>Coffs Harbour 2030 Plan A Strategic Plan for the Coffs Harbour Community, December 2009</p>	<p><b>Vision Statement</b> Coffs Harbour is a model of sustainable living. We value, respect and protect our natural environment and acknowledge that it sustains us and future generations. We work together to live sustainably. We have respect for, and learn from, our diverse communities of many ages and cultures. We are healthy, caring and actively engaged in our communities. We move around safely, easily and sustainably. Our economy is strong and diverse and our businesses are leaders in innovation and sustainability. We value all people and use the goodwill in our community to build a better future for our children. We think globally and act locally.</p> <p><b>Achieved through Five Themes</b> <b>Learning and Prospering (LP)</b> LP1: We are recognised as a model of sustainable business and industry with a strong and diverse local economy. LP1.1 Our businesses and industries are future-drive, smart, innovative and green. 1.1.1 Develop markets around renewable energy, <b>sustainable tourism...</b> LP1.2 Our economy is strong and diverse providing a wide range of rewarding employment opportunities which are available to all. LP1.2.1 Encourage and support the development of high value, sustainable new business and industry. LP1.2.3 Assist existing business operations to grow as sustainable enterprises.</p> <p><b>Places for Living (PL)</b> PL1: We have designed our built environment for sustainable living. PL1.1 We use best practice urban design and infrastructure development to promote sustainable living. PL1.1.1 Focus development on central medium density urban centres. PL1.1.2 Create balanced pedestrian friendly communities with a mix of residential, business and services. PL1.3 We live and work in buildings which are attractive and sustainable. PL1.3.2 Encourage innovative and sustainable building design.</p> <p>PL2: We have created through our urban spaces, a strong sense of community, identity and place. PL2.1 We have beautiful, liveable and accessible spaces for all our people to enjoy. PL2.1.1 Plan for, and commit to, developing the harbour and foreshores as an inviting, vibrant place that forms the focal point for our city and people. PL2.1.2 Protect and expand public spaces and facilities and ensure they are accessible and safe for all. PL2.1.3 Ensure urban areas have a focus as gathering places for</p>

Document Name	Reference area/applicability/comment
	<p>people rather than cars.</p> <p>PL2.3 We have urban spaces which are child friendly.</p> <p>PL2.3.2 Create safe connections to spaces and facilities used by children.</p> <p>PL3: We have vibrant rural communities</p> <p>PL3.1 Our villages are revitalized and maintain their unique identities.</p> <p>PL3.1.2 Provide each village with the services and facilities needed to maintain a sense of local community.</p> <p>PL3.1.4 Create a sense of place for all in each of our communities.</p> <p>PL3.2 Our villages support a strong tourism base around local produce, arts, culture and nature experiences.</p> <p><b>Moving Around (MA)</b></p> <p>MA2: Many of us walk and cycle from place to place.</p> <p>MA2.1 We have constructed an interconnected network of cycle ways, footpaths and walking tracks that connect our urban communities, hinterland and coastal villages.</p> <p><b>Looking after our Community (LC)</b></p> <p>LC3: We enjoy a comprehensive range of community, artistic and cultural opportunities.</p> <p>LC3.3 We enjoy life together through a range of community events and recreational opportunities.</p> <p>LC3.3.2 Create opportunities for enhancement of the community's sense of well being.</p> <p><b>Looking after our Environment (LE)</b></p> <p>LE2: We protect and restore our environment to conserve its unique biodiversity for future generations.</p> <p>LE2.1 Our forests, beaches, headlands, ocean, rivers, forested mountain backdrop, plants and animals are conserved for future generations.</p> <p>LE2.1.1 Ensure land use management policies and practices conserve the region's unique environmental and biodiversity values.</p> <p>LE3: We manager our resources and development sustainably.</p> <p>LE3.1 We are responsible in the use and management of our natural resources and work to reduce our ecological footprint.</p> <p>LE3.1.2 Use best practice to prevent pollution impacts on our environment.</p>
Local Environment Plan 2000	<p><a href="http://www.coffsharbour.nsw.gov.au/places-for-living/land-use/Documents/LEP%202000/Local%20Environmental%20Plan%202000.pdf">http://www.coffsharbour.nsw.gov.au/places-for-living/land-use/Documents/LEP%202000/Local%20Environmental%20Plan%202000.pdf</a></p>
Draft Coffs Harbour Local Environment Plan 2013	<p>Has been finalised by Council and submitted to the Department of Planning for gazettal. Will replace City LEP and LEP 2000.</p>
Our Living City Settlement Strategy	<p>Is a citywide strategy that aims to provide a blueprint for a smart city with accessible and reliable transport, a strong regional economy, a vibrant community and a healthy natural environment.</p> <p>The Strategy meets the requirements of the North Coast Regional Environment Plan (REP) 1988 and the Mid North Coast (MNC) Regional Strategy 2006.</p> <p>One of its main objectives is to provide mechanisms to ensure the growing city offers a range of quality styles of living, working and recreating.</p>

Document Name	Reference area/applicability/comment
	Under the Strategy Woolgoolga is regarded as a Coastal Town.
Coffs Harbour Open Space Strategy 2010	<a href="http://www.coffsharbour.nsw.gov.au/places-for-living/land-use/public-open-space/Documents/Open-Space-Strategy-Context-And-Key-Outcomes.pdf">http://www.coffsharbour.nsw.gov.au/places-for-living/land-use/public-open-space/Documents/Open-Space-Strategy-Context-And-Key-Outcomes.pdf</a>
Coffs Harbour Coastal Zone Management Plan, Draft Management Study, February 2012	This Report presents management options for treating risks from erosion and recession and from coastal inundation to assets and land within the Coffs Harbour LGA coastal zone. The report presents the risk assessment for coastal hazards, then risk treatment options to manage coastal hazards for each asset at intolerable risk by 2100.
Coffs Harbour Coastal Reserves Management Plan 2000	Prepared to guide management, use and development of Coastal Crown Reserves for which Coffs Harbour City Council is the appointed Corporate Manager of the Reserve Trust.
GeoLink, Woolgoolga Lake Estuary Management Study	Identifies potential management strategies for the Coastal Zone Management Plan (CZMP) for Woolgoolga Lake estuary.
Coffs Harbour City Council Development Control Plans	Coastal and Hinterland Rural Lands (DRAFT) DCP
North Coast Regional Environmental Plan	The REP is deemed to be a SEPP, but remains in force locally only until commencement of Council's LEP based on the Standard Instrument template. (December 2008) <ul style="list-style-type: none"> <li>• Division 1, Part 6: Tourism and Recreation</li> <li>• Division 2: Coastal Development</li> <li>• Division 2: Recreation</li> </ul> <a href="http://www.legislation.nsw.gov.au/viewtop/inforce/epi+51+1988+FIRST+0+N/">http://www.legislation.nsw.gov.au/viewtop/inforce/epi+51+1988+FIRST+0+N/</a>
Mid North Coast Regional Strategy 2006-2031 (March 2009)	<a href="http://www.planning.nsw.gov.au/plansforaction/pdf/midnorthcoast_regionals_strategy_final.pdf">http://www.planning.nsw.gov.au/plansforaction/pdf/midnorthcoast_regionals_strategy_final.pdf</a>
Northern Rivers Regional Biodiversity Management Plan	<a href="http://www.environment.gov.au/biodiversity/threatened/publications/recovery/pubs/northern-rivers.pdf">http://www.environment.gov.au/biodiversity/threatened/publications/recovery/pubs/northern-rivers.pdf</a>
Coffs Harbour Coastal Processes and Hazards Definition Study, May 2010	Includes information on Wave and Wind Climate conditions of the Coffs Coast region and assessment of Woolgoolga Beach.
North Coast Regional Tourism Plan	<a href="http://corporate.tourism.nsw.gov.au/Sites/SiteID6/objLib13/North_Coast_Regional_Tourism_Plan.pdf">http://corporate.tourism.nsw.gov.au/Sites/SiteID6/objLib13/North_Coast_Regional_Tourism_Plan.pdf</a>
Mid North Coast Tourism Strategic Business and Marketing Plan, Mid North Coast Tourism Inc	<a href="http://www.midnorthcoasttourism.com.au/system/files/2/Strategic%20Business%20and%20Marketing%20Plan.pdf">http://www.midnorthcoasttourism.com.au/system/files/2/Strategic%20Business%20and%20Marketing%20Plan.pdf</a> <p>The document states that:</p> <p>“The 2010-2012 periods will be one of realisation of new approaches and strategies for the RTO and Mid North Coast industry and stakeholders, and, a time of possible new direction and leadership for regional tourism in NSW.”</p> <p>Section 7.0 Short Term and Long Term objectives of the organization  Section 12 Marketing Plan  Section 17 Campaign Target Markets  Section 18 Target Tourism Areas – Food &amp; Wine, Nature &amp; Adventure.</p>

Document Name	Reference area/applicability/comment
Coffs Harbour City Council, <i>Koala Management Plan</i> , <u>1999</u>	
Coffs Harbour City Council, <i>Vegetation Strategy</i> , <u>September 2003</u> .	
Coffs Harbour City Council, <i>Woolgoolga Town Centre Study</i> , <u>1996</u>	
Department of Lands, <i>Crown Lands Caravan Parks Policy</i> , <u>April 1990</u>	
Geolink, Data Compilation and Estuary Processes Study, Darkum Creek, Woolgoolga Lake and Willis Creek, <u>September 2011</u>	
Our Living Coast Regional Flying Fox Program, September 2010.	
Parkland Environmental Planners, Guy Sturt and Associates, Pacific Coast Partners and Dr Rob Lander, <i>Park Beach Reserve Plan of Management</i> , <u>February 2009</u> .	
Sustainable Futures Planning and Design, <i>Plan of Management for Woolgoolga Beach Reserve</i> , <u>October 1990 but adopted 23 March 1992</u> .	
Destination NSW, <i>Travel to Mid North Coast Tourism Profile Year Ending September 2012</i> .	
Tourism New South Wales, <i>The Size and Shape of the New South Wales Tourism Industry</i> , <u>August 2009</u> .	

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## **TRAFFIC COMMITTEE REPORT NO. 2/2013**

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### **Purpose:**

To confirm the Minutes of the Traffic Committee Meeting held on Thursday, 23 May 2013.

### **Recommendation:**

#### **T.22 – Woolgoolga High School Centenary Drive, Woolgoolga – Removal of Limited Parking Zone (3412198[R.509540])**

That approval be given for the existing 'No Parking' zone in Centenary Drive in front of Woolgoolga High School be removed allowing an additional four parking spaces to be provided, as per plan T.22-2013.

#### **T.23 - Allied Funeral Home 124 West High Street Coffs Harbour - Traffic Issues (IR 3389986 [R. 509970 R. 505370])**

That approval be given for the existing 2 Hour Parking / 'No Stopping' sign be relocated to the eastern side of the driveway to 124 West High Street, Coffs Harbour, to remove 1 parking space, as per plan T.23-2013.

#### **T.24 - Bus Zone for Earl Street (eastern side) and Bonville Street Coffs Harbour (IR 3389196 [R. 503120 R. 503950])**

That approval be given to install a permanent bus zone on Earl Street (east) on the corner of Bonville Street (18.5 metres), Coffs Harbour, as per plan T.24-2013.

#### **T.25 – NAB Coffs Coast Cycle - Pine Creek Way Challenge 4 August 2013 [3336441]**

That Council's approval dated 11 April 2013 for the NAB Coffs Coast Cycle, as per T.10-2013 be amended to include the following :

7. Police and RMS approval for the use of the Pacific Highway between Archville Station Road and Mailman's Track Road.
8. That Archville Station Road - between Pine Creek Way and the south bound on ramp to the Pacific Highway be approved as the part of the course for 2013.

#### **T.26 - Park Avenue and Harbour Drive, Coffs Harbour - Traffic Issues (IR 3396328 [R.505670])**

That no further action be taken to install double barrier lines in Park Avenue and Harbour Drive, Coffs Harbour.

#### **T.27 - Harbour Drive (Coles) Coffs Harbour – Traffic Issues (IR 3375170)**

That approval be given for lane 1 at the Harbour Drive/ Earl Street roundabout (west) be restricted to left turn traffic only. The existing outside lane of the roundabout at its northern intersection be marked with chevron pavement markings, as per plan T.27-2013.

#### **T.28 - Marcia Street and Rose Avenue, Coffs Harbour– Signage (IR 3348331 [R505190])**

No action be taken to install 'No Parking' signs (7.00am – 4.00pm weekdays) in Marcia Street (north) 18.5 metres from intersection pending further information required.

**T.29 - Pitt Street, Coffs Harbour – Speed Issues (IR 3272644 [R.505750])**

That no action be taken to reduce the existing 50km speed zone or change the street to local traffic only in Pitt Street, Coffs Harbour.

**T.30 - Isles Drive/Pacific Highway Coffs Harbour – No Stopping Zone (IR 3389551 [R.509960])**

That approval be given for the existing 'No Stopping' zone on the north side of Isles Drive, west of the Pacific Highway, be extended 36 metres to the western edge of the driveway of No. 2 Isles Drive, to allow for a better flow of traffic, as per plan T.30-2013.

**T.31 - Howard Street, Coffs Harbour - Traffic Management Plan - Coffs Cup (R.503110 3394812)**

That:

The temporary road closure of Howard Street, Coffs Harbour, on Thursday, 1 August 2013, between 9.00am and 6.30pm for the purpose of holding the Coffs Harbour VB Gold Cup, be advertised and providing no substantive objections are received, the closure be approved, subject to the following:

- (a) A Traffic Management Plan (TMP) incorporating a Traffic Control Plan (TCP) be submitted. The plan shall be prepared by a person holding appropriate certification issued by Roads and Maritime Services (RMS) qualified in designing or modifying traffic control plans to an accepted standard. Plans should be dated and signed by the accredited designer and also include their certificate number and expiry date.
- (b) A copy of current Public Liability Insurance be submitted.
- (c) The organisers to liaise with affected traders and obtain traders approval.
- (d) The organisers be responsible for erection of traffic barriers and control of traffic using accredited traffic controllers and sign off on the Traffic Management Plan after the event.
- (e) The organisers be responsible for all costs associated with the temporary closure
- (f) The organiser submit adequate public transport plan to Council, prior to the event.

**T.32 - Sawtell Chilli Festival - Saturday 6 July 2013**

That:

The temporary road closure of First Avenue, Sawtell, between 50m north of Second Avenue and Boronia Street, and Second Avenue from 30m west and 35m east of First Avenue between the hours of 6.00am and 5.30pm on Saturday, 6 July 2013, for the purpose of holding the Sawtell Chilli Festival, be advertised, and providing no substantive objections are received, the closure be approved.

- (a) The organisers of the Chilli Festival liaise with affected traders and obtain traders approval.

- (b) The organisers be responsible for erection of traffic barriers and control of traffic using accredited traffic controllers.
- (c) The organisers be responsible for all costs associated with the temporary closure, including advertising.
- (d) Copy of current Public Liability Insurance be submitted.
- (e) Traffic Management Plan to be submitted for approval.
- (f) That organisers and officials liaise with the local bus company to obtain approval on routes used.

**T.33 – Boambee Public School Valley Challenge - Sunday 30 June 2013**

**That:**

**The Boambee Public School Valley Challenge be approved for Sunday 30 June 2013.**

- (a) The organisers and officials complying to conditions imposed by the Roads and Traffic Authority and take all reasonable measures to reduce obstruction to traffic during the course of the event.
- (b) The provisions of the Australian Road Rules and relevant legislation being observed.
- (c) Sufficient qualified marshals be made available to properly control the event.
- (d) Organisers submit a current certificate of currency for Public Liability Insurance.
- (e) That all residents and affected businesses be notified of the event.
- (f) That organisers and officials consult with the local bus company .

