







CULTURAL & CIVIC SPACE PROJECT Concept Designs

Review of Community Consultation and Stakeholder Engagement 2018









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1.0 EXECUTIVE SUMMARY

Extensive and broad community and stakeholder consultation took place between January to April 2018. This consultation adds to the 2016 community conversations and engagement undertaken for the input to the development of both the original Library and Gallery project design brief and Creative Coffs – Cultural Strategic Plan 2017-2022.

Multiple opportunities were provided for the community and stakeholders to give feedback on the project and the three concept designs through surveys and focus groups.

During the consultation period two other separate but relevant community consultations were also undertaken by Council being the City Centre Masterplan: Achieving the Objectives and the Library and Gallery Strategic Planning Online Surveys. This feedback and data obtained from the relevant questions in these surveys has also been referenced in this report.

KEY FINDINGS: An environmentally sustainable and efficient design | Library, Gallery & Museum if possible on ground floor | Accessible & weather protected | A building that is a statement but that 'suits' Coffs Harbour | Adequate parking options | Aboriginal cultural elements and involvement in design | Covered outdoor public and event spaces | Practical and safe design for people movement & facility operations | Open, airy & welcoming | Light & Spacious | Improved urban design and streetscapes adjoining development | Affordable and easy to maintain

WHO did we consult?

A broad range of individuals across many sectors had the opportunity to input to the process.

Representation included:

- Broad community & community groups
- Library, Museum & Gallery users, supporters, staff and volunteers
- Aboriginal Elders & organisations
- Advisory Committees including Access,
 Cultural Reference & Multicultural
- Business, Tourism & Chambers of Commerce
- Year 11/12 School Students
- Teachers & Education Providers
- Creative industries sector multiple art forms and disciplines
- Council Volunteers & Staff

HOW we connected?

The project and the opportunity to give feedback was promoted and captured via:

- Project information brochure
- Council newsletter articles
- Mayoral column
- Social media channels
- Magazine & newspaper editorials
- Display posters and digital screens
- Radio broadcasts
- Display stands
- Project videos
- Have Your Say project webpage
- Focus groups
- Information sessions & briefings
- Surveys both hardcopy and online

CONCEPT 1 – Positive design elements



- Library & Café on ground floor
- Some liked the building sculptural form (iconic)
- Pedestrian access connecting CBD/Riding Lane
- Basement car park
- Appeal of shared use meeting rooms

What were the concerns? The iconic style may 'date'; not sure how welcoming or friendly it is; doesn't suit Coffs Harbour; gallery on top floor is not practical for access or movement.

CONCEPT 2 – Positive design elements



- Use of natural materials
- Contemporary building
- Aboriginal cultural references
- Library, gallery & museum on ground floor
- Looks welcoming & attractive & well designed use of space

What were the concerns? The design appears too tall; too corporate and looks like a mall; the 24-hour walkway could be a safety concern.

CONCEPT 3 – Positive design elements

- Library, Gallery access on ground floor
- Pedestrian air bridge to Castle St car park
- Potential to add extra level
- Attractive design with building materials endorsed
- Sustainable design with practical layout and
- undercover outdoor events space



What were the concerns? Lacked 'wow' factor of library/office area (boxy); use of rammed earth and timber is positive but ensure maintenance is addressed. Internal areas appear small; exhibition space and staffing should be on same floor.

How many people participated in the consultation processes?

- 223 attended 23 separate focus groups and stakeholder meetings
- 236 completed the concept design survey
- 2900 instances of online engagements via the Have Your Say project portal
- 475 completed the library and gallery strategic planning surveys
- 831 survey comments/feedback received
- 1421 key phrases of feedback from focus groups and written feedback analysed

2.0 INTRODUCTION

This report outlines the approach taken and key findings relating to the community consultation and stakeholder engagement in relation to the Cultural & Civic Space project and associated concept designs (formerly Library and Gallery project).

2.1 Cultural & Civic Space Project Overview

The Cultural & Civic Space project includes a Regional Gallery, Central Library, Regional Museum, multipurpose meeting rooms (including use as Council Chambers), co-working space, shop, café, function space, customer service area, Council staff office accommodation and car parking. The cultural and community aspects of the new facility will require some increases in level of service.

The project delivers substantial benefits. An independent economic assessment identified a host of benefits including a benefit cost ratio (BCR) of 1.04, a variety of financial benefits over a 30-year period totaling \$57m, 31 on-going jobs and an extra \$2m per annum Gross Regional Product. The assessment also highlights the economic benefits of the investment in cultural facilities and precincts to drive a dynamic and renewed city centre and to creative industries, retail, service and cultural tourism sectors. The timing of this project also supports a destination attractor for visitors to the city centre in the context of the Pacific Highway bypass development.

A range of community and cultural benefits will flow from the development including a vibrant cultural hub, improved literacy, educational and lifelong learning, improved social and wellbeing outcomes, increased exhibition spaces and programs, increased visitor numbers and a variety of cultural facilities and spaces that don't exist today.

Civic benefits include improvements to customer services, customer convenience, staff coherence and Council's ability to attract and retain staff. The sale of existing Council administration sites will facilitate site redevelopment to support strategic plans for Coffs Harbour and the new facility will send a strong message to the business community that this is a strong and developing regional City.

The project enables development of 2 Castle St and Duke St (Rigby House) sites in line with the City Centre Master Plan (including residential/mixed use). The project maximises site utilisation of the key 23-31 Gordon Street site, improves pedestrian connectivity as outlined in the Council adopted Precinct Analysis and supports the City Centre Masterplan 2031 vision and objectives.

In 2016, the project team and the Library Gallery Project Advisory Group (LGPAG) undertook an assessment of sites in the CBD of Coffs Harbour. At its meeting on 23rd June 2016 Council endorsed 23-31 Gordon Street as the site for a new central library and the new regional gallery and resolved to also undertake a precinct analysis and to investigate mixed and civic use of the site in addition to the library and gallery in order to maximise urban renewal and activation outcomes consistent with the City Centre Master Plan.

The proposed development aligns with the objectives and desired outcomes of Council's adopted MyCoffs Community Strategic Plan, Delivery Program, City Centre Master Plan 2031, Creative Coffs – Cultural Strategic Plan 2017 – 2022, Economic Development Strategy 2017-2022, Coffs Coast Tourism Strategic Plan 2020 and the Coffs Harbour City Library Strategic Plan 2012 – 2016.

The 11 May 2017 Council meeting adopted the Library/Gallery Precinct Analysis presented and associated updates to the City Centre Master Plan. Council accepted the recommendation to include a customer service area, Council Chambers and Council staff office accommodation with the library and gallery as well as an option for the museum.

In consultation with the community before and since May 2017, Council has progressed ideas and concepts to build a new regional gallery, library and museum. All 3 of the existing facilities are far too small to provide an acceptable level of service to our community and visitors, despite the excellence of the staff who operate them.

The Cultural & Civic Space is an innovative project that will provide many benefits to the local community. Along with a new, fresh and modern building, some of the broader benefits will include:

- access to cultural opportunities and facilities that are not currently available,
- cultural precinct and cultural tourism activation opportunity,
- lifelong learning, educational opportunities and improved literacy,
- social wellbeing and access to information and connection
- economic benefit to artists, retail and service sector
- vibrant and active City Centre



3.0 CONSULTATION APPROACH

3.1 Consultation Methodology

The community consultation and engagement process around the project and concept designs was divided into two phases being information sharing and community consultation and engagement. During the key concept design consultation period in February - March 2018 the process included:

- **1. Information Sharing** to introduce the revised concept of a new library, gallery and civic space and explain key points about each component;
- 2. Consultation and Engagement to seek feedback from key sector, advisory and community stakeholders, individual community members and the broader public on the elements of the concept designs and the project overall.

The consultation and engagement was designed to ascertain the following from the community:

- 1. If the concept designs met the 2016 community consultation and engagement findings and aspirations.
- 2. What elements from the concept designs were desirable or undesirable or needed changing?
- 3. If any additional design or functionality requirements that needed consideration
- 4. If any further functions or uses that could be incorporated into the building with minor adjustments to the brief or designs
- 5. General feedback around the project for Council's consideration

The three successful concept design plans developed in late 2017 and early 2018 were shared broadly with the community. The community and stakeholders were invited to give feedback on the elements of each concept design; liked, disliked and the design values important to them.

It is important to note that the concept design and feedback process was not to select a concept design in its entirety, but to identify individual components that could form the context for a schematic design brief planned in the next stages of project delivery. The process was not a design competition. Various engagement methods were used including focus groups, Have Your Say surveys (both online and in hard copy) and written feedback from both internal and external stakeholders.

The Have Your Say survey format for the Concept Designs was both a digital and physical survey, identical in requirements and format. The survey consisted of:

- 1. Collection of demographic details (not published)
- 2. A list of 4 characteristics were important to respondents in any building; they could select none, some or all of these
- 3. A list of 15 design characteristics for each design. Some were common across designs; others were specific to the individual concept. Participants were asked to note 3 things that they liked and 3 things they disliked from the list
- 4. An area for general comments

The focus groups consisted of a presentation, with a consistent approach that was held over differing time periods from 60 minutes to 120 minutes, dependent on the group presented to and the detail which they were seeking. The focus group approach was planned as follows:

- 1. Introduction to the project and site
- 2. Description of the process so far
- 3. Setting out the aims and terms of the consultation
- 4. A summary of the 2016 consultation
- 5. Description of each concept design, pausing for feedback on each design
- 6. A general discussion about the project
- Question about whether the designs had fulfilled the original community consultation feedback
- 8. A feedback process asking for 3 things that the participants liked or believed were important, and 3 things they were concerned about

Participants from the community conversations and focus groups in 2016 were also invited to the 2018 consultations.

Extensive feedback from Council staff was also collected. The questions targeted feedback on each design and in particular how each one would work in an operational sense. This process gauged feedback from internal expert staff to comment on the practical and logistical requirements of the proposed facility against the elements of each of the designs.

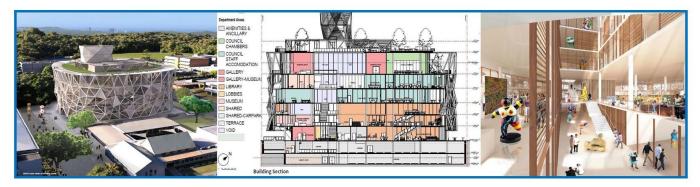
Both quantitative and qualitative data was analysed from two parallel online surveys and focus group processes undertaken by Council during the same consultation period (the City Centre Masterplan 2031: Achieving the Objectives and the Library and Gallery Strategic Planning surveys).

"We need something that stands out and creates a cultural identity for Coffs Harbour."

Survey Comment

3.2 Concept Designs

The following three concept designs both hardcopy, via presentations and videos to enable community members and stakeholders to comment on their preferred elements of each one.



CONCEPT 1 – Lacoste Stevenson (1. Elevated perspective 2. Building Section 3. Interior Perspective)



CONCEPT 2- Frances-Jones Morehen Thorpe (1. Elevated perspective 2. Interior perspective 3. Building section)



CONCEPT 3 – Dominic Finlay Jones (1. Building section 2. Elevated perspective 3. Interior perspective)

3.3 Communications Schedule

The following is a summary of all media and promotional activities that comprised the community stakeholder consultation strategy for 2018:

PLATFORM	DATE	DESCRIPTION
Project Information Flyer	Launched 19 Dec 2017	Introduced the concept of a proposed new library, gallery and civic space with community project advocates, project key messages and consultation call to action – went live online 19 Dec - 4000 copies distributed across the Coffs Harbour LGA early Jan 2018 by mail and hand delivered.
Council eNewsletter Articles	Jan – April 2018	Inclusion of project updates and link to more information through Community & Cultural Services Group newsletters: What's On Art & Culture, Coffs Harbour Libraries, Coffs Harbour Regional Gallery and Museum.
Mayoral Column		Updates on the project have been featured in a series of regular Mayoral Columns since March 2017. These appeared in the Coffs Coast Advocate on: • 4 March 2017 • 27 May 2017 • 2 September 2017 • 9 September 2017 • 23 December 2017 • 17 March 2018 • 23 March 2018
Information Mail out	Jan 2018	A postal mail out to provide information to 200 CBD businesses regarding the project
Adverts on Council page in Coffs Coast Advocate	7 Jan – 25 Mar 2018	Weekly advert featuring community advocates, project key messages and asking the broad community to register to have their say in 6 weeks preceding community consultation launch.
Social Media Engagement	5 – 25 Mar 2018	A series of posts with community project advocates, key messages and call to action. Targeted posts shared with the following pages and groups:

		concepts. A series of posts featuring examples of similar projects from around Australia and national and international articles on related topics and themes.
Focus Magazine Advertorial	Feb 2018	Full page advertorial – February 2018 edition Featuring community advocates, project key messages and consultation call to action.
Project Poster	Feb 2018	50 posters distributed across Coffs Harbour LGA from Feb 2018, featuring community advocates, project key messages and consultation call to action.
Community Newsletter Articles	Feb/Mar 2018	 Articles included in: Arts Mid North Coast newsletter and on website Chamber of Commerce newsletters City Centre Buzz newsletters Coffs Central newsletters Coffs Coast Tourism Industry newsletter
Community Network Communications	Feb – Mar 2018	Flyer distribution at Business Women's Network breakfast and Coffs Chamber of Commerce breakfast.
Digital Screens	1 Mar – 1 Apr 2018	A series of digital screens on display in Coffs Central Shopping Centre, Jetty Memorial Theatre foyer and Coffs Harbour City Council admin building. Screen displays featured both animated screens and video, with community advocates, project key messages/information and consultation call to action.
Media Launch of concept designs	5 Mar 2018	Media briefing to launch the community consultation – attended by: • ABC Coffs Coast Radio • NBN Television • Prime Television • Coffs Coast Advocate Also featured in news bulletins on Triple M/105.5FM.
Mayor's Regular Radio broadcasts		The project is regularly featured by the Mayor in her weekly radio show slots with Triple M radio and 2 HC community radio. In addition it has been included in interview opportunities with 2AirFM community radio, most recently 14 December 2017.
Display Stands	5 Mar – 25 Mar 2018	Concept designs and project information displayed along with feedback forms and collection boxes in Coffs Harbour City Council administration building and three libraries – central, Woolgoolga and Toormina.
Project Overview Video	Launched on 5 Mar 2018	Introduced the concept of a proposed new library, gallery and civic space with community project

		advocates, project key messages and consultation call to action.
Short Video content on Concepts 1-3	Launched on 5 Mar 2018	Created as visual demonstration of design concept ideas for consultation phase.
Pull Up Banners and Branded Flyer Stands	5 Mar – 25 Mar 2018	Pull Up Banner, branded flyer stands, flyers and posters displayed in key Council public and staff areas attracting attention to the consultation phase – featuring community advocates, project key messages and call to action.
Have Your Say Project Webpage	5 – 25 Mar 2018	Online survey and information on the 3 concept designs including media content.
Concept Board for Concepts 1-3	5 – 25 Mar 2018	Downloadable graphic summary in PDF form of designs with key information – available online on the Have Your Say project web page.
Frequently Asked Questions	5 – 25 March 2018	Information answering common questions including relevant adopted Council strategies – available online on the Have Your Say project web page.
Focus Groups	Feb-March 2018	Focus groups conducted across a large range of external stakeholders – full list in 4.2 engagement schedule
Staff Information Sessions	March 2018	Presentation of key project areas and designs to Council staff to brief staff on concepts and functionality including preliminary feedback



Precinct Information Signage

'The Civic & Cultural Space needs a sense of everyone coming together, and meeting together' participant response

3.4 Sample of Promotions

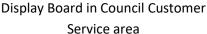


Front Side Flyer - Civic & Cultural Centre



Reverse Side Flyer - Civic & Cultural Centre







Advertorial in Focus Magazine

3.5 Response & Participation

The community engagement and consultation as a collective feedback process included:

CONCEPT DESIGN CONSULTATIONS:

- Community members and key stakeholders were invited to the 23 Focus Groups and briefing sessions 223 attended the sessions.
- 182 online surveys were submitted through Councils Have Your Say platform.
- **54 Hardcopy Surveys** were submitted at 4 display stands (Toormina, Woolgoolga and Central Libraries, and Council's Administrative Customer Service area).
- Approximately 1,400 qualitative phrases recorded from data collected were paraphrased, grouped into 254 individual themes, and then analysed for frequency to identify commonality.
- Briefing and feedback sessions staff information sessions and Councillor briefings were held to gain Council and service feedback.
- Additional written feedback collected via email from participants the project team, Council staff and Advisory committees.

DATA ANALYSED FROM PARALLEL CONSULTATIONS

- Over 500 responses to the Library and Gallery Strategic Plan Online Survey with a specific qualitative question regarding the project
- **63** responses to the City Centre Masterplan 2031: Achieving the Objectives online survey that included questions regarding the objective and importance to deliver a new cultural, entertainment and civic building as close as possible to the City Square.



Access Committee - Focus Group in Council Chambers

Over 1,000 individuals were invited by email, in person and by phone to:

16 focus groups & 7 Stakeholder meetings

Date	Focus Groups and Stakeholder Meetings	# Consulted
1/02/18	Family History Community Group	4
5/02/18	Muurrbay Aboriginal Language and Culture Cooperative	2
9/02/18	Bularri Muurlay Nyanggan Aboriginal Corporation	1
19/02/18	Volunteers – Gallery	5
19/02/18	Volunteers – Museum	5
20/02/18	Cultural and Creative Sector/Cultural Reference Group / LGPAG	9
21/02/18	Gallery Users & Artists & Friends of the Regional Gallery	6
21/02/18	Library Users (including volunteers)	5
22/02/18	Aboriginal community members	2
23/02/18	Elders Group (awaiting confirmation of numbers attended)	-
2/03/18	Disability Inclusion Access Advisory Group	6

5/03/2018	Media Launch of Concept Designs @ Council Chambers	
6/03/2018	CHCC Staff Information Session - Session 1	50
6/03/2018	CHCC Staff Information Session - Session 2	30
6/03/2018	Multicultural Reference Group	7
8/03/2018	Artist / Gallery Volunteers / Friends Of Gallery / Frequent Gallery Users	11
12/03/2018	Friends of City Hill, Cultural & Creative Sector, Bunker Cartoon Gallery Inc.	8
12/03/2018	Teachers and Educational Representatives	6
12/03/2018	Community Theatre Groups, Arts & Creative Sector	11
13/03/2018	Museum & Library Volunteers / Book clubs / Writers	10
13/03/2018	Senior College Youth Representatives - Years 11 & 12	21
13/03/2018	Museum & Library Volunteers / Library Frequent Users / Book Clubs / Writers	8
14/03/2018	Business & Tourism - Session 1	8
14/03/2018	Business & Tourism - Session 2	8
Total		223

"I'm really excited about a big new modern space for our Library & Gallery. I'm a teacher on the adult migrant English program and we would LOVE a space where we could come with the students to learn, use, borrow books and be a part of a community space.

It's so important to build a sense of being part of a community."

Survey comment

3.6 Data sources

The data obtained around the feedback from the concept designs was analysed with a process that identifies key words or phrases that were used repeatedly and key points made by participants. The key data used for this analysis included:

- Notes from the focus group discussions taken by facilitators and observers
- Focus group written submissions
- Concept design survey general comments
- Written submissions and correspondence received.

a. Qualitative Data

The analysis of the data resulted in 1421 phrases or concepts that can be attributed as feedback. These phrases were then paraphrased and grouped into 257 individual ideas, which were then analysed for how many times each idea occurred across the group. A minimum frequency of 7 times was calculated across this group of individual ideas which resulted in 71% of the responses to be included in the findings. These responses were then analysed into 64 sub categories which enabled further grouping into categories and areas using a similar technique to the previous consultations and analysis undertaken in 2016.

There were a further 480 phrases that were questions rather than comments and could not be interpreted as feedback. These questions were predominantly tabled at focus groups or briefing sessions and answers provided at the time.

b. Have Your Say Concept Design Quantitative Data

The Have Your Say survey quantitative data analysis includes the top number of answers identified collectively and also by submission type. This in particular relates to the top five answers collectively, and within each group of data and the top five answers for what participants liked and did not like about each concept design.

c. City Centre Masterplan Online Survey Data

During February and March 2018, Council ran an online survey on the public 'Have Your Say' forum to gauge on how we were tracking in delivering on the Masterplan objectives and whether these objectives are still relevant 5 years on since plan was adopted. A question included in relation to the delivery of a new cultural, entertainment and civic building as close as possible to the City Square (CBD). Community members shared their feedback on how well Council had met this delivery item and the results to this question are listed in the Findings Section 4.4 of this report.

d. Library & Gallery Strategic Planning Online Survey Data

During the period February to April 2018, the Library and gallery service conducted an open community survey in relation to future Library and Gallery Strategic Planning. The survey asked for input to the needs and long term vision for future developments in the library and gallery services. There was a question (listed below) relating to a new cultural & civic space in both surveys to gain aspirational ideas of what the community would be looking for in the creation of this new space. The number of respondents is listed in the table below.

"We are in the early stages of planning the new Cultural & Civic Space, located in the CBD's Gordon Street, which will include a bigger Harry Bailey Memorial Library and Regional Gallery. In undertaking any major building project, there will be constraints and compromises along the way. But good design always starts with possibilities and open questions. So, if there were no limitations, what would a new library and art gallery look like to you? "

Survey	Question	Provided Comment	Total Respondents	Skipped Question or could not comment
Library	Question 11	319	500	181
Gallery	Question 9	156	190	34

It's important to be visually inviting, enticing and welcoming' participant response

"Building our future to make an impressive city centre with a practical approach" Focus group participant

4.0 KEY FINDINGS

4.1 Concept Design and Project Consultation Results

The key findings listed below are formed from a compilation of notes from the focus group discussions taken by facilitators, focus group and general written submissions and the concept design public survey comments.

The collective data comprising this analysis can be found in Part 2 Appendix.

a. Qualitative Results – Phrase Frequency Analysis

The following table is a list of the 64 main sub categories of feedback across the cross selection of data complied through the consultation process. The feedback listed here is a compilation of the most used words and phrases from the entire body of raw data collected from focus groups, surveys and written submissions from community members.

THEME	CATEGORY	COMMUNITY FEEDBACK
All Designs	Accessibility	Whole of building accessibility is important
	Aesthetics	Iconic Style is important
	Brief	Include a space for performance
		Youth Inclusion in the Cultural Facility is important
		Council Offices shouldn't be part of the facility
	Building Design	Breezeway is seen as a positive design aspect
		Breezeway should be closed at night
		Building should be designed to reduce flooding impacts
	Cultural Recognition	Gumbaynggirr language and culture should be integrated with involvement during the design process
	Financial	Financially sustainable and maintainable building is a priority
		Timber will lead to more maintenance requirements
	Open Space	Outdoor space on ground floor is a priority
	People Movement	Pedestrian security is important
		Covered set down area is important
	Sustainability	Environmental sustainability and efficiency is vitally important
	User Comfort	Facility should be welcoming for all ages
		Natural light is important
		Acoustic isolation of different areas is important
		24hr access to the site is undesirable and will result in vandalism
Art Gallery	Brief	Art Gallery should be larger
	Building Design	Art Gallery should be on the ground floor
		Art Gallery needs views in and out
Museum	Brief	Museum needs to be larger
Common	Café	Cafe is important on the ground floor and in the lane
Space	Community Use	Versatile workshop spaces that that the community can access are important
	Open Space	Outdoor spaces should be weather protected

		Roof Terraces and Gardens are important	
Concept 1	Aesthetics	Concept 1 Iconic Style is desirable	
		Concept 1 doesn't suit Coffs Harbour	
		Concept 1 looks unfinished / ugly / undesirable / like something else	
		Concept 1 Style may date	
		Concept 1 looks unwelcoming or unfriendly	
	Building Design	Concept 1 Round building shape wastes space	
	Financial	Concept 1 will be difficult to maintain	
Concept 2	Aesthetics	Concept 2 Design is attractive	
		Concept 2 Tree Metaphor is a positive aspect	
		Concept 2 looks unfriendly / unwelcoming / ugly / looks like something else	
		Concept 2 Tree not desirable	
		Concept 2 Looks like a mall	
		Concept 2 is too tall	
		Concept 2 looks too corporate	
		Concept 2 suits Coffs Harbour	
		Concept 2 Timber shutters visually too busy	
	Building Design	Concept 2 design is approved in general	
		Concept 2 is more welcoming	
Concept 3	Aesthetics	Concept 3 lacks wow factor	
		Concept 3 suits Coffs harbour	
		Concept 3 building materials endorsed	
		Concept 3 design is attractive	
	Building Design	Concept 3 design approved in general	
		Concept 3 has a practical layout	
	Financial	Concept 3 would be efficient to build	
Other	Other	Council is only doing this to get new offices	
		Council should be building an entertainment centre instead	
		General endorsement of the process	
		Endorse CBD as the location of the Cultural Facility	
		City Hill would be a better place for the centre	
Parking	Parking	Parking on site not necessary	
		Air Bridge to car park should be included	
		Parking is needed on site	
		Parking provided must be adequate	
Urban Context	Other	Laneway activation is vital	
		Covered clear and safe access from the CBD to the site	
		Pedestrian Focus is important	

b. Quantitative Results - Top 5 Responses & Concept Elements

The results shown here were calculated from the Concept Design consultation that comprised of notes from the focus group discussions taken by facilitators, focus group and general written submissions and the public survey comments. The collective data comprising this analysis can be found in Part 2 Appendix.

The following top five responses were calculated in each of the data collection categories.

OVERALL the top 5 responses in order:

	THEME	CATEGORY	TOP FIVE RESPONSES
1	Concept 3	Aesthetics	Concept 3 lacks wow factor
2	Concept 1	Aesthetics	Concept 1 Iconic Style is desirable
3	All Designs	Sustainability	Environmental sustainability and efficiency is vitally important
4	Art Gallery	Building Design	Art Gallery should be on the ground floor
5	Parking	Parking	Parking On Site Not Necessary

FOCUS GROUPS top 5 responses in order:

	THEME	CATEGORY	TOP FIVE RESPONSES
1	Art Gallery	Building Design	Gallery should be on the ground floor
2	Parking	Parking	Parking On Site Not Necessary
3	All Designs	Cultural Recognition	Gumbaynggirr language and culture should be integrated
4	All Designs	Building Design	Breezeway is seen as a positive design aspect
5	All Designs	Sustainability	Environmental sustainability and efficiency is vitally important

PUBLIC SURVEY top 5 responses in order:

	THEME	CATEGORY	TOP FIVE RESPONSES
1	Concept 3	Aesthetics	Concept 3 lacks wow factor
2	Concept 1	Aesthetics	Concept 1 Iconic Style is desirable
3	All Designs	Sustainability	Environmental sustainability and efficiency is vitally important
4	Concept 1	Aesthetics	Concept 1 doesn't suit Coffs Harbour
5	Concept 1	Aesthetics	Concept 1 looks unfinished / ugly / undesirable / like something else

Based on the collective data from the concept designs feedback, the following analysis was conducted to draw out the favoured **CONCEPT ELEMENTS** on each design analysed based on the question:

"Which of the following are important to you in the design of this proposed new public building and surrounds?"

These results are drawn from the survey responses where respondents had to choose the elements they most and least disliked about the three concept designs. In the online survey this question was compulsory to enable respondents to progress to the next stage. It is worthwhile to note that a number of people left comments describing they completed the 'least liked' component of this question just to be able to move to the next stage, and there may not necessarily have been design elements they disliked in each design.

CONCEPT 1

MOST LIKED	LEAST LIKED
Library on ground floor	Sculptural building form
Cafe on ground floor	Tower is visible from the highway
Sculptural building form	Council offices visible to the public
Pedestrian access connection to Riding Lane and City Centre	24hr access through the site around the building
Basement car parks on site	Timber features

CONCEPT 2

MOST LIKED	LEAST LIKED
Use of natural materials	Council Chambers Community space visible from Gordon Street
Library gallery & museum on ground floor	24hr walkway through the building
Contemporary building form	Contemporary building form
Easy entry to library from pedestrian walkway	Tree of life Aboriginal cultural reference
Tree of life Aboriginal cultural reference	Multipurpose event space also to be used for Council meetings

CONCEPT 3:

MOST LIKED	LEAST LIKED
Potential to add extra levels	Contemporary building form
Library gallery and museum on ground floor	Feature timber roof canopy
Pedestrian air bridge to Castle St car park	Internal street
Feature timber roof canopy	Use of rammed earth in the gallery construction
Rooftop function space over gallery	Separate gallery building

NOTE: In each element of the concept designs Most Liked and Least Liked there was a polarity in a number of responses as they appear in both sides. This shows the community opinion appears to be divided on these particular points. This data was collected from the Have Your Say Surveys and unable to further interpret as the answers were in survey form as opposed to dialogue or commentary. Furthermore, the descriptions of each element were set within the survey and could not be varied. Feedback noted from this process is that a number of people found this a difficult process, particularly in the designs they very much liked in entirety, and were forced to choose what they disliked. This may also contribute to the contradictory nature of this analysis.



"The opportunity exists to create an interesting building maximising environmental features and using a local resource – beautiful hardwood timber" Survey Comment

c. Overall Findings Analysis and Key Themes

The focus groups held with the broader community and sector representatives allowed for important dialogue, compared to the online or written survey. During focus group or stakeholder sessions, any misunderstandings about the nature of the designs and project were able to be discussed with answers given and context explained.

The overall design brief for this project had changed as a result of the 2016 consultation and further precinct planning undertaken in 2016 and 2017. As a result, some members of the community have taken the opportunity to comment on the design brief and recommend changes to it or suggestions for what it should include. Key areas of comment included the need for a performing arts space/entertainment centre, the museum, co-working space and commentary around the inclusion of Council office space and Council Chambers.

The public concept design survey also yielded some responses that questioned the validity of the process, suggested impropriety by Council staff, and made suggestions for actions outside the scope of the project. Responses relating to the process included a) that council should be investigating a performance centre instead, and b) that Council is only furthering the Cultural & Civic Space project to create new offices for themselves.

There was a significant community response which supported the extensive consultation process and the project, in particular from the focus group sessions. These participants had an opportunity to find out extensive detail as part of the information sharing session, including having their key questions answered.

Key theme - Outdoor Spaces and Urban Context

One of the strongest themes is how the proposed building must relate to its surroundings. The community clearly wants covered outdoor spaces, covered connections to other facilities such as the car park and Coffs Central, and covered outdoor spaces to cope with the climate. This was especially apparent in the feedback shared by school groups and those requiring accessible entry to the building.

The other constant theme was the desire to upgrade Riding Lane. It was evenly spread across all categories and methods, and the desire for connection and improvement was significant. There were significant security concerns regarding 24hr site access in regard to the open walkway thoroughfare.

Key theme - Site Location Support

The site location was endorsed by Council in 2016 and the majority of participants continued to express satisfaction at the proximity of the site to the city square and centre of Coffs CBD. There was widespread support for the ease of access to the site, the possibilities to bring extra visitation and vibrancy within the CBD.

There were some responses who expressed the desire that the site for some or all of the cultural facilities be located elsewhere – in particular City Hill and Jetty Foreshores.

Key theme - Environmental and Financial Sustainability

One of the strongest responses the community expressed was a unanimous desire for a building that did not negatively impact its environment, ran efficiently and was easily maintained over its life. These two concepts were often linked together with an additional desire to protect from flooding in the building design. Comments also gave focus to the desire for an economical and practical design that integrates well into the space. There were several requests to ensure the building was not another 'Glasshouse' in terms of the project cost escalations and within the financial means of the Council.

Key theme - Acknowledgement and inclusion of Aboriginal Culture

A key response was the desire for inclusion and recognition of the Aboriginal culture of the region, and to showcase it as part of the development and as part of the ongoing facility. It was clearly conveyed that the inclusion of Aboriginal references was very important, particularly in relation to connecting in themes to the land and location of the site and building to the natural elements. The importance of involving the Aboriginal elders in aspects of naming and design inputs to the next stage schematic design brief was emphasised.

Key theme - Parking

A common desire expressed was that the development is not undersupplied in regard to car parking. What constituted adequate supply and the method of achieving it was less clear from the results. Within the focus groups, the preference was to upgrade Castle Street over on-site basement car parking. There was general preference for an air bridge linking the Castle Street car park and the new building. There was also concern raised with flooding in any basement car park and how to mitigate against this.

Comments related to the parking also reflected the City Centre Masterplan Parking objectives which aims to utilise sites immediately outside of the City Centre to supplement long term parking requirements. This may explain the rationale that one of the top five overall responses indicated that parking may not be required onsite, along with the associated costs of providing extensive onsite parking which may form a substantial part of the budget. This is, however, contrary to the commentary provided in a number of general comments that indicate the importance of parking either onsite or in close proximity to the facility.

Feedback - Concept 1

Most of the response to Concept 1 addresses the polarising nature of its appearance. The community identified heavily the need for the icon for Coffs Harbour in abstract but were more negative about this interpretation of that aim. The people who appreciated the design were enthusiastically supportive, however, were in the minority. Negative feedback was received about the gallery and museum components being on the upper levels and concerns with negotiating people movement between all the levels. While this building was seen as a 'landmark' or 'icon' for the City, the associated feedback indicated concerns that a building such as this may 'date' or not fit in well with the current landscape of Coffs Harbour.

Feedback - Concept 2

Concept 2 was perceived as more welcoming, and the layout with the art gallery and museum on the ground floor was a preference in consistent feedback. The tree metaphor was well received on balance and while people supported the inclusion of Aboriginal elements in the building they would like further exploration of designs with local influence and meaning. The aesthetic of this building divided opinion evenly between respondents with some comments indicating that it was a bit too 'metro' and 'shopping mall' like, though many people indicated this was one of their favourite designs. A number of people liked the flow of the building that naturally directs people through the space, however were concerned that the 24-hour open walkway may be a safety concern with vandalism, property damage or antisocial behaviour.

Feedback - Concept 3

The community appreciated the unique approach to site and use of the urban context, e.g. incorporating Riding Lane with this project and liked the practical and efficient method of its design. It was universally acknowledged, however, that it was rather plain design in comparison to the other two designs, however had some appealing internal design features relating to the use of spaces. One favoured aspect of this building is the design incorporates a structure that more levels or modifications can be added to in the future with our growing population. The use of rammed earth and timber roof canopy was commented on positively in terms of use of natural materials; however, ongoing maintenance was questioned along with the necessity to include solar power and water recycling. In this regard some people would like to see a building environment rating for this type of design. A number of comments indicated this design is perhaps the safe and practical option and that it may be more in line with the Coffs 'look 'and blend in well with the rest of the city.

4.2 Feedback - Have Your Say - Public Survey

Through the Have Your Say Survey platform which was open from the 5th - 25th March, the community could access project information on the platform such as videos, summary of each concept design and associated strategic planning documents such as the City Centre Masterplan. During the consultation phase while the survey was live, there was a total of 2900 engagements with the website and 182 visitors completed the survey content and provided responses.

There a total of 696 downloads of the concept design boards in total and 277 views of the three videos. 362 people looked at the FAQ Fact Sheet to find out more information and during the peak consultation time there was a maximum of 533 visitors per day.

Within the general comments section of the Have Your Say surveys, there were 350 comments in total (a full listing of these can be found in Part 2 Appendix. In terms of support for the project there were 327 comments that provided feedback, suggestions and encouragement for the project.

Out of the 350 comments there were 23 that were unsupportive in nature and did not think the project was necessary or were concerned about the expense of the project and designs. These responses were in the minority and accounted for only 6.57%.

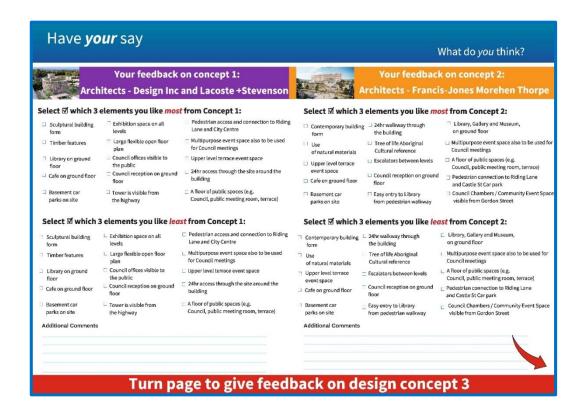




Visitors Summary Overview

Additional graphs of the data obtained, including the demographic information relating to the participants can be found in Part 2 Appendix.

A full listing of the survey general comments can also be found in the Appendix.



4.3 Council Staff Feedback

The feedback noted below is a summary of Council staff written feedback in relation to each design including representatives from the museum, library and gallery who have provided input into the use, functionality and customer experience in the proposed spaces and facility.

CONCEPT 1

General staff feedback indicated that while the design is bold and unusual, they were concerned about the fact it may 'date' and may not be the external best surface for utilising as a part of art and cultural installations, such as to project lights or use as a creative outdoor canvas.

There were comments about the appeal of many shared use meeting rooms, but concerns about how they will interrelate, as they may not be designed for a particular purpose. Operational issues may present in terms of the efficiency or functionality of the spaces, being across multiple floors requiring additional staffing and logistical issues with service delivery. The placement of the Gallery on the top floor was a concern with staff preferring it on ground level. There were also questions raised about the sculpture terrace that it is not supported by the existing collection.

CONCEPT 2

This concept was overall seen as welcoming and inclusive to the community, incorporating the cultural history, and providing green spaces. While the staff commented that the co-location of the museum and gallery is positive, the open flows between the museum and gallery space could be potentially problematic with noise and lack of walls and separation of space required for a gallery.

There was an emphasis on the staff working area being small and appearing not as spacious as the concept one design. Suggestions outline the need for exhibition and staffing to be on the same floor and importantly the loading dock needs to be securable ideally and undercover to allow for safe transit of art works.

CONCEPT 3

Most staff liked the sustainable design concept, rammed earth walls and its capacity for additional design elements. The breezeway is wide and welcoming for all. This design seemed to be more functional with attention given to the nature of gallery spaces and walls along with flexibility in use of the space. There were comments about needing a different approach to massed stacks of collection shelving, and a question to as there was enough back of house space for gallery and museum from an operational perspective. It's important that staff members are located in close proximity to the gallery/museum therefore splitting up of the gallery and museum over multiple floors was a concern.

Staff appreciated the design of the sky bridge access from the car park and that the design of this building was functional and tight.

4.4 Parallel Survey Findings

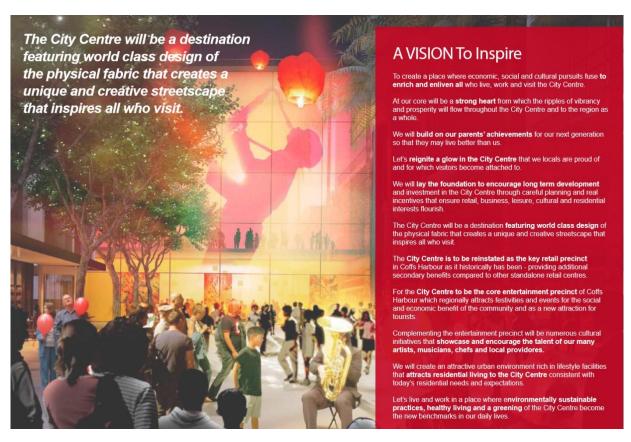
a. Coffs Harbour City Centre Masterplan Survey

The Coffs Harbour City Centre Masterplan 2031 adopted by Council in 2013, is a document that outlines the key strategic priorities to create a strong, vibrant and prosperous city centre. One of these priorities is to deliver a new cultural, entertainment and civic building as close as possible to the City Centre.

During Feb – March 2018 a survey was undertaken to gather feedback from the community on how Council was tracking with the deliverables in the CBD Masterplan. One of the survey questions in the Have Your Say online feedback was directly related to the deliverable of a 'new cultural, entertainment and civic building as close of possible to the City Square (CBD).

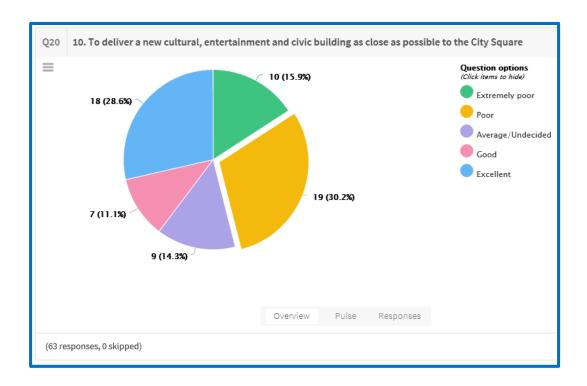
Respondents were asked their opinion on Council's progress on this and the following information shows the community feedback on this question. Overall the community responded that they thought Council had not yet achieved a strong result on this action, and were looking for further progress in relation to this action.

The graph results of this survey are listed on the following page.



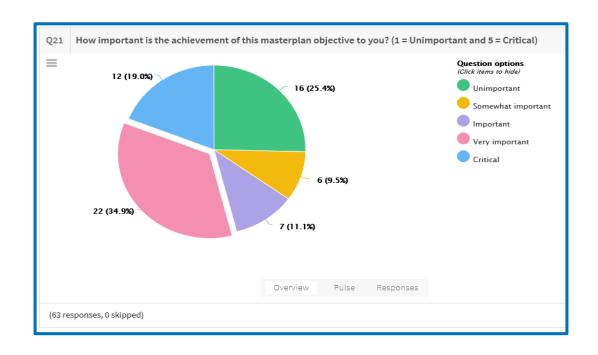


In Q.20, 46.1% of respondents indicated that Council's current level of achievement is either 'poor' or 'extremely poor'. This indicates the awareness that Council has not yet been able to fulfil a clear and practical commitment towards the building of a new cultural and civic building in the CBD.



Similarly, Q.21 asked respondents how important this masterplan objective was to them and the responses showed that 65% of people value this objective as important and higher, as a critical point of city infrastructure.

The two graph charts show the feedback gained from the community evidence the importance of a new cultural, entertainment and civic building in the CBD.



b. Library & Gallery Strategic Planning Survey Findings

The findings from the open community Library & Gallery Survey provide insights into the aspirational needs and suggestions of the broader community into the new Cultural & Civic space project.

Many of the descriptive factors were reflective of the general information received from the community in the 2016 round of community consultations.

In the Gallery survey there were numerous mentions of open spaces, the importance of natural light in areas and more spaces for multiple exhibitions- people wanted to be able to explore different types of display options in within the gallery space. The community also suggested indoor and outdoor spaces for the art gallery and displays.

In the Library survey there was an emphasis on separated spaces for different interests – e.g., places to study, for reading, children's space, including games and media areas. Overall the comments are suggesting an open and airy place, with easy access and a welcoming feel. Respondents also suggested that parking within close proximity to the library and to have access to a larger range of books and materials.

Within the total **475 comments, 93.2% were supportive of the Cultural & Civic Space** Project, offering broad suggestions for its use and general support of the project – in particular the extensive need for an upgraded space of the existing Library facilities.

There were **6.7% of comments that indicated concerns** and could not share their broader support for the project, and Council in general. Their comments ranged from concerns about the expenses of the project, the design of the building, along with the location. Some believe that the current library facilities are adequate and that a new facility may become redundant in the future.

The full listing of commentary from this survey is can be found in Part 2 Appendix.



5.0 APPENDIX LISTING (see Part 2 of this report)





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