



Coffs Harbour City Council Cultural & Civic Space Project

Stakeholder Engagement Report

Schematic Design

Version Control

Version	Date updated	Document	Comment	By Who
0.1	18/06/2019	Draft	Draft for review	Elise Petty
0.2	24/06/2019	Draft	Updated draft for review	Elise Petty
FINAL	27/06/2019	Final	Finalised for submission	Elise Petty

Reviewers

Name	Title/description
Ken Welham	Strategic Project Officer

Contributors

Stakeholder	Description/members
LGPAG (Library & Gallery Project Advisory Group)	Cr Denise Knight, Cr Sally Townley, Mrs Judith Hibberd, Mr Raymond Maher, Ms Leonie Henschke, Mr Gary Murray, Ms Kim Towner, Ms Heather McKinnon
Project Board	Steve McGrath, Andrew Beswick, Chris Chapman, Mick Raby, Sian Nivison, Mark Griffioen
Organisational Development	Kirsten Knudson
Selected Project Team Members	Leah Briers, Enzo Accadia, Roslyn Cousins, Oliver Gee
External Project Team Members	BVN, Turner Townsend & Thinc

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1. Executive Summary

The Schematic Design phase for the Cultural and Civic Space project ran from September 2018 through to June 2019. During this time extensive community and staff engagement was conducted. Additionally targeted stakeholder consultation was undertaken to further inform the design of the building. Throughout the process the Library and Gallery Planning Advisory Group (LGPAG) have remained closely engaged as the formal community advisory group.

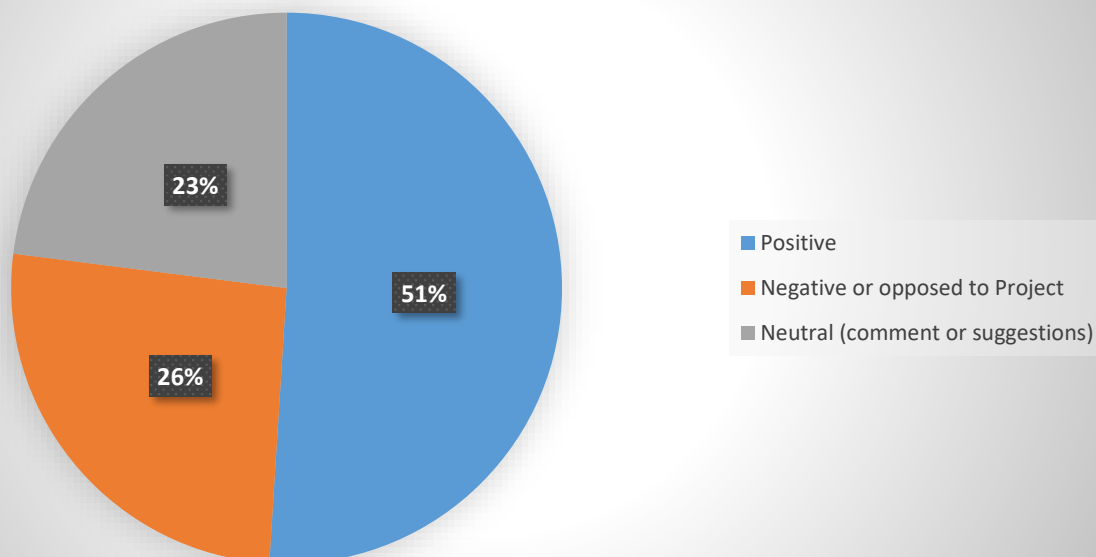
There were many avenues for the community to be informed of the design (print and radio media, newsletters, information stands, meetings and forums, rate notice information and much more) and provide comment. Ten targeted groups were identified for more detailed consultation and engagement including Migrants, people experiencing homelessness, Youth and Indigenous people. Many of these groups were engaged on two or more occasions throughout the Schematic Design phase.

During the Concept Design stage in 2017/2018 there was extensive community and stakeholder engagement. This data collection and community feedback was used as the platform to build and refine the project from.

Promotion and Engagement	When	Community Interaction
Briefing sessions	Nov/Dec 2018 and May 2019	596 attendees
Targeted Stakeholder meetings	Sept 2018 – May 2019	201 attendees
Community & Business events	Dec 2018 – June 2019	318 attendees
Community displays	May 2019	54 engaged
Newsletter	May 2019 & June 2019	4800 unique opens
Have Your Say page	1 st Nov 2018 – 31 st May 2019	2800 visitors
Council Facebook	9 th May – 18 th June 2019	355 interactions
Project video	May – June 2019	1625 views
Rates Notices	April 2019	29,300 receivers

At the public release of the Schematic Design, feedback was open from 10 – 31st May. Extensive promotion was conducted that enabled written feedback to be provided through a range of platforms. 78 written feedback submissions were received, of these 51% were positive and supportive of the project, 23% neutral, suggestions or unrelated and 26% opposed to the project in part or its entirety. After such extensive communication and engagement, the fact that a limited amount of written feedback was received would indicate wide community acceptance of the project.

Results from feedback



Who did we consult during the Schematic design phase?

- Council's advisory committees, including; Library and Gallery Planning Advisory Group, Disability Inclusion and Access Advisory Committee, Cultural Reference Group and Multicultural Reference Group
- Coffs Harbour Chamber of Commerce
- Café operators, caterers, building management and cleaners
- Indigenous Elders, organisations and community forums
- Refugee & Migrants and their support groups
- Homeless Support agencies
- Early Childhood Professionals
- Educators
- Youth – Year 11 and 12 students
- Youth Support agencies
- Identified key staff members (user groups) within Council

Who did we inform during the Schematic design phase?

- General public in the Coffs Harbour LGA and surrounding communities
- Council employees
- Library, Museum and Gallery supporters & volunteers
- Creative industries sector
- Members and prospective Members of Parliament

How we connected?

The project was promoted via:

- Gallery events
- Project information brochures and flyers
- Council Newsletter articles
- Mayoral Column
- Social media channels
- Newspaper and radio articles
- Newspaper and radio advertisements
- Display posters and digital screens
- Display stands
- Project signage and videos
- Staff & Volunteer briefings
- e-newsletters
- Chamber of Commerce meeting
- Presentations to Arts governing bodies
- Have Your Say Project Page
- Shopping Centre Displays
- Rates notice information
- Targeted workshops and meetings

Community comment was gathered via:

- Project Display sites – hard copy
- Direct Project emails
- Have Your Say Project Page

2. Project Overview and Stages

2.1 Background

The Cultural & Civic Space project will include a Regional Gallery, Central Library, Regional Museum, the Family History Group, 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 project will deliver 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 do not exist today, eg. a maker space and digital studio.

Civic benefits include improvements to customer services, customer convenience, staff coherence and Council's ability to attract and retain staff. The sale of four existing Council 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 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 opportunities,
- 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

The project will enable the redevelopment of 2 Castle St (current Council Administration Building) and Duke St (Rigby House) sites in line with the City Centre Master Plan (including residential/mixed use). The project maximises utilisation of the 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 and 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. They resolved to 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 development aligns with the objectives and desired outcomes of Council's adopted *MyCoffs Community Strategic Plan, Delivery Program, City Centre Masterplan 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 and associated updates to the City Centre Masterplan. 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.

The Development also aligns with the *NSW Government Cultural Infrastructure Plan 2025+*. The Cultural and Civic Space project is listed under Infrastructure Priorities, Goal 17: A coordinated approach to local and regional infrastructure planning, "Support delivery of the Coffs harbour Cultural and Civic Space development". The development is also directly aligned with the goals and objectives in the *Coffs Coast Regional Economic Strategy 2018 – 2022*.

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 three 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, and are inadequate to meet the needs of a growing regional city.

A pictorial Journey Map of the Highlights of the evolution of community, learning and cultural facilities in Coffs Harbour LGA can be found in Appendix A.

2.2 Concept Design

The Concept phase for the Cultural and Civic Space project took place from December 2017 through to June 2018. During this phase Council had three concepts developed in late 2017 and early 2018. These were shared broadly with the community. Community and stakeholders were invited to give feedback on the elements of each concept design; what they liked, disliked and the design values important to them.

The purpose of the concepts and feedback process was not to select a concept 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. After significant community engagement in which the three separate concepts were exhibited, the Council gained valuable community feedback regarding aspects of the three separate concepts that community did and didn't support.

The engagement program that was undertaken in the Concept phase of the project was very extensive and included a large number of specific stakeholders and the general community. The information gathered in the Concept phase has contributed significantly to the development of the Schematic Design phase.

2.3 Schematic Design

On the 14th June 2018, Council resolved to "Progress the Cultural and Civic Space project to its next design phase, Schematic Design". The resolution also stated that "In progressing the Cultural and Civic Space project, ensure that resources available to the project are applied in the most efficient manner to ensure the project is expedited". Further to this, at the 13th September 2018 Council meeting a resolution was passed which allowed additional funding to be brought forward in to the 2018/19 financial year to prudently expedite delivery of the Cultural and Civic Space project. This funding also allowed for the parallel development of the Schematic Design and the drafting of the development application.

Extensive consultation in the Concept phase allowed significant design principles and details to be documented which fed into the design brief. It was identified that there were some gaps in the design brief. Once identified, Council worked with G2 Architects in late 2018 and early 2019 to work closely on the functional design for these areas. Some areas identified were not in the current operational functions of the existing buildings e.g. café, commercial kitchen areas and multi-purpose meeting facilities, others required more input from professionals in that area, e.g. commercial cleaners. Once complete, the full brief was provided to BVN Architecture upon winning the role of Lead Design Consultant and Architect for the project in February 2019.

BVN Architecture has worked with identified internal and external stakeholders to provide targeted input to further inform the design. Additionally, feedback and comments on the Preliminary Schematic Design plans provided through various avenues from the broader community, have been provided to BVN Architecture to assist in delivering the final Schematic Design.

If the project proceeds to Detailed Design then there will be further stakeholder engagement to continue to inform and refine the design and functionality of the building.



*Official Launch of Schematic Design and announcement of Lead Design Consultant & Architect
01.02.2019*

3. Engagement Approach

This report outlines the approach taken and key findings and themes relating to the community engagement and stakeholder consultation for the Cultural & Civic Space project.

3.1 *Engagement Methodology*

Engagement vs consultation

The Project Board reviewed the community consultation undertaken during the Concept phase and decided that the Schematic Design phase would require an 'inform' level of engagement for the broader community. This decision formed the approach for the Communication and Engagement plan.

The engagement activities in early 2018 provided Council with a very clear picture about what key stakeholders and the community were looking for in the facility. The schematic design phase of engagement saw the key stakeholders working with the design team to assist develop schematic designs that include all the elements and deliver on the vision from Concept design. The wider community had the opportunity to provide comment on the schematic design in May 2019 through a range of community activities, direct email, as well as through the Have Your say Page and static displays. A targeted engagement campaign was conducted to engage with the local Aboriginal community, people of diverse cultural and linguistic backgrounds, people experiencing homelessness and youth.

The communication and engagement process during schematic design was divided into two stages, Preliminary Schematic design research and Preliminary Schematic Design Exhibition.

Each of these stages included information sharing and targeted consultation and engagement.

1. Information Sharing

- Introducing the pathway forward for the project with timelines, what is included in the Cultural & Civic Space and how to stay informed (Feb – Apr 19)
- Announcement of architects for the design and official launch of Schematic Design stage (Feb 19)
- How and where to see displays and further information on the release of the Preliminary Schematic designs, and where to provide comments if desired (May 19)



Outdoor Staff Presentation 14.11.2018

- 2. Consultation and Engagement** - to seek input and feedback from targeted segment, advisory and community stakeholders, and selected individual community members to understand their requirements (and those of the groups/communities they represented) and provide input into design.



Migrant & Migrant Support Meeting 13.2.2019

3.2 Communications Plan

External consultant Engagement Plus, was engaged to develop a Communication and Engagement Plan for the project. Communication and engagement activity was designed to deliver specific engagement goals, these are summarised below:

Key Stage of Project Communication & Engagement Goals Success criteria

Schematic design	<ul style="list-style-type: none"> • To educate the community about the functions of a Cultural and Civic Space • To seek feedback from key stakeholders (internal and external) about design and functional use considerations for the facility as reflected in the draft schematic design • To seek feedback from community on potential function and uses within the parameters of the facility's intent and purpose as reflected in the draft schematic design • To inform key stakeholders and community on final schematic design 	<ul style="list-style-type: none"> • A reduction in confusion about what the cultural and civic facility can offer the public • A diverse range of participation by stakeholders and community • High quality feedback that will provide constructive inputs to progress the schematic design phase • The Council receives positive feedback on the outcomes of the schematic design stage
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At a strategic level, stakeholders were grouped in three tiers:

1. **Primary stakeholders:** those that have a direct impact on the success of the project and are intended operational users of the facility. This will include traditional owners and first nations groups, state agencies, potential and current politicians, Councillors, Council's executive and functional leaders, and existing operational users of the library, gallery and museum spaces such as staff and volunteers, Council staff who will occupy the civic spaces, young people and youth networks.
2. **Secondary stakeholders:** those that have a high interest in the project due to their role in the community, formal role with Council and potential future use of the facility from a programming and service perspective. This will include Council's Advisory Committees, other Council staff, businesses in the CBD area, industry representatives, network groups and community groups with an interest in future programming use of the facility.
3. **Tertiary stakeholders:** those that have an interest in the project and those that Council seeks to advocate to and promote interest. This will include the broader community of Coffs Harbour, cultural and civic networks from neighbouring regions and the tourist travellers to the region.

Stakeholders were informed, engaged and consulted in line with the Communication and Engagement Plan (details of this can be found in Appendix B).

3.3 *Communication Channels*

Engagement with all stakeholders was supported through extensive collateral and various channels. The following is a summary of all media and promotional activities that comprised the stakeholder engagement strategy for the Schematic Design Stage.

PLATFORM	WHEN	DESCRIPTION
Project Information Newsletters	Feb 2019	Reintroduced the project, provided an overview on how the project would proceed and details on how you can get involved in the project. Distributed across LGA and electronically.
	May 2019	Provided design themes images and block design of the schematic design and where to get more information.
	June 2019	Thanking the community for their feedback on the Schematic Design and advising of the upcoming Council meeting on the 11 th of July
Council eNewsletter Articles	Feb - May 2019	Inclusion of project updates and link to more information through Community and Cultural Services Group newsletters: What's On Art & Culture, Coffs Harbour Libraries, Coffs Harbour Regional Gallery and Museum.
Mayoral Column	Feb - May 2019	Updates on the project have been featured in a series of regular Mayoral Columns. These appeared in the Coffs Coast Advocate on:

Rates Notice		<ul style="list-style-type: none"> • 4 Feb 2019 • 16 Feb 2019 • 9 May 2019
	April 2019	Included on the flap of April Rates notices, provided a project overview, timeline, how to stay involved and what's next. Sent to 29,300 ratepayers.
Advertisements in Coffs Coast Advocate	July 2019	Completion of Schematic Design stage. Potential completion of Detailed Design. Will be sent to 33,000 ratepayers.
	Feb - Mar 2019	Project overview, timeline, how to stay involved and what's next. 6 ads over 4 weeks.
Radio Advertisements	May 19	Announcement re preliminary schematic designs being released and call to action for the community to view and gather more information. Ran 3 ads over 2 weeks.
	Feb 2019	Project overview, timeline, how to stay involved and what's next. Ran on 3 stations for 3 weeks.
Social Media Engagement (Facebook & Twitter)	May 19	Announcement re preliminary schematic designs being released and call to action for the community to view and gather more information. Ran on 2 stations for 2 weeks.
	Feb 2019	<p>A series of 6 posts providing snapshots of project overview, what this means to you, how to stay involved and what's next. FB included imagery</p> <p>FB Posts were shared on the following pages:</p> <ul style="list-style-type: none"> • Coffs Harbour Libraries (+twitter) • Coffs Harbour Regional Museum • Coffs Harbour Regional Gallery • Coffs Harbour District Family History Society Inc. • MyCoffs Connect • Coffs Harbour Lifeguards
	May 2019	<p>A series of 7 posts providing snapshots of the preliminary schematic designs, design themes and a call to action for the community to view and gather more information.</p> <p>FB Posts were shared on the following pages:</p> <ul style="list-style-type: none"> • Coffs Harbour Libraries • Coffs Harbour Regional Museum • Coffs Harbour District Family History Society Inc.

Media Releases – TV, radio & print		<ul style="list-style-type: none"> • MyCoffs Connect • Coffs Harbour Chamber of Commerce • Regional Development Australia – Mid North Coast
	Feb 2019	Announcement of BVN Architecture as Lead Design Consultant & Architect
Project Poster	May 2019	<p>Featured in:</p> <ul style="list-style-type: none"> • Architecture & Design website • Mirage News • Coffs Harbour Advocate • ABC Coffs Coast Radio • Triple M/105.5FM • NBN Television • Prime Television <p>Release of Preliminary Schematic design, design themes, call to action for the community to view and gather more information.</p> <p>Featured in:</p> <ul style="list-style-type: none"> • Coffs Harbour Advocate • ABC Coffs Coast Radio • Triple M/105.5FM • NBN Television • Prime Television
Community Newsletter Articles	Feb – May 2019	200 posters distributed across Coffs Harbour LGA from Feb 2019, providing a project overview, timeline, how to stay involved and what's next
	Feb - May 2019	<p>Articles included in:</p> <ul style="list-style-type: none"> • Arts Mid North Coast newsletter and on website • Chamber of Commerce newsletters • Coffs Coast Tourism Industry newsletter • Coffs and Surrounds School newsletter • Museum and Galleries of NSW Newsletter and website • Jetty Theatre newsletter • Coffs Harbour Libraries • Coffs Harbour Regional Gallery • Coffs Harbour Regional Museum • What's on Arts + Culture (Coffs & surrounds)
Community and Business Network Communications	May 2019	Presentation of Schematic Design & flyer distribution to:

Community Events	June 2019	<ul style="list-style-type: none"> Arts Mid North Coast District High School Teachers Librarians Static display and flyer distribution at Coffs Chamber of Commerce breakfast.
	July 2019	Static display and flyer distribution at NAIDOC Week celebrations
Gallery Events	Feb 2019	Official launch of Schematic design stage and announcement of Lead Design Consultant and Architect BVN Architecture
	June 2019	Friends of the Gallery presentation of Schematic Design, static display and project flyer distribution
Digital Screens	Feb 2019	A series of digital screens on display in Coffs Central Shopping Centre, Regional Airport & Coffs Harbour City Council admin building. Screen displays featured project overview, what this means to you, how to stay involved and what's next.
	May 2019	A series of digital screens on display in Coffs Central Shopping Centre, Regional Airport and Coffs Harbour City Council admin building. Screen displays featured release of Preliminary Schematic design, design themes, call to action for the community to view and gather more information.
Postcards	Feb – May 2019	Postcards (over 1000) distributed across Coffs Harbour LGA from Feb 2019, providing a project overview, timeline, how to stay involved and what's next.
Mayor's Regular Radio broadcasts		The project is regularly featured by the Mayor in her weekly radio show slots with Triple M radio and 2HC community radio.
Display Stands	10 – 31 May	Preliminary Schematic designs and project information displayed along with comment forms and collection boxes in Coffs Harbour City Council administration building, Museum, Coffs Harbour, Woolgoolga and Toormina libraries.
	15, 23, 31 May 2019	Preliminary Schematic designs and project information displayed along with comment forms, collection boxes and an opportunity to talk with the Project team.
Shopping Centre Display Stands		
Schematic Design Overview Video	Launched on 9 th May 2019	Created as visual demonstration of design considerations, themes and processes. Imagery of 3D schematic design. Promoted

Pull Up Banners and Branded Flyer Stands		extensively including newsletters, social media, stakeholder forums, static and shopping centre displays. Viewed 1625 times
	Feb – June 2019	Pull Up Banner, branded flyer stands, flyers and posters displayed in key Council public and staff areas outlining project key messages timing and how to stay informed.
Have Your Say Project Webpage	Feb – June 2019 10 -31 May	Regular updates on Cultural and Civic Space project. Community comment available through HYS.
Frequently Asked Questions	Feb – June 2019	Information answering common questions including relevant adopted Council strategies – available online on the Have Your Say project web page.
Targeted stakeholder forums & meetings	Nov 2018 – May 2019	Forums and meetings conducted across a large range of external and internal stakeholders – full list in 3.5 Engagement schedule
Staff Information Sessions	Nov 2018 May 2019	Presentation of key project areas and designs to Council staff to brief staff on concepts and functionality including preliminary feedback

Small Cross Section of Collateral



Poster distributed in A5, A4 & A5 format



A4 hardcopy bi-fold Newsletter



Full page Newspaper Ad



GATHER | CREATE | DISCOVER

- Gallery** expanded visual arts space to contemplate and appreciate our creative spirit
- Library** contemporary learning and knowledge hub with the latest digital facilities
- Museum** more to discover about the rich heritage of our city and region
- Civic** co-located administration centrally combined for your convenience
- Space** room to meet, gather and share our dynamic cultural and civic life

Stay informed and involved during the schematic design phase in 2019. Subject to approval, this work would be followed by a detailed design step and then construction, with proposed opening of the new Cultural and Civic Space in 2022.

Have your say as the project moves forward at haveyoursay.coffsharbour.nsw.gov.au/cultural-and-civic-space or contact the project team at ccsproject@chcc.nsw.gov.au or phone Elise Petty, Project Officer, 02 6648 4000.

COFFS HARBOUR CITY COUNCIL  

Postcards in display stands and distributed

3.4 Response and Participation

The community and stakeholder engagement and consultation process included:

- Briefing sessions** – staff and volunteer information sessions were held to keep them informed as the project progressed. **400 staff and volunteers** attended the Nov/Dec 2018 sessions and **196** attended the May 2019 sessions.
- Targeted Stakeholders** – attended **34** forums, focus groups, briefings and meetings held from Sept 2018 – May 2019, **201** attended
- Community & Business Events & Presentations** – **318** people attended **4** events
- Community Displays** – **54** people engaged with the project team at **3** shopping centre displays, with another display planned for NAIDOC Week
- Hardcopy written comments** – **56** were submitted through 5 static display stands (Toormina, Woolgoolga and Coffs Harbour libraries, Museum and Council's Administrative Customer Service Area), 3 shopping centre displays (Coffs Central, Toormina & Moonee) and Stakeholder feedback forums held on the 8th May 2019.
- Online feedback** – **22** submissions were received through the Have Your Say page or email to project team
- Project Information** – provided through the **Have Your Say** page. In the period 1st Nov 18 to 31st May 2019, there were **2,800** visitors to the site. 115 viewed a video, 185 viewed a photo, 198 downloaded documents, 88 viewed Key Dates, 228 viewed the FAQ's and 725 viewed multiple project pages.

Project Newsletter – May & June 2019, **4800** unique opens

Coffs Harbour City Council official Facebook page, **9** posts over the period 9th May – 18th June 2019. These produced **397** comments, **116** shares and **355** interactions (eg. Likes, wow etc)

Project Video – provided through Have Your Say, stakeholder forums, static and shopping centre displays, newsletters and social media, viewed **1625** times

Rates Notices – providing project information and Have Your Say, received by **29,300** rate payers



Moonee Marketplace engagement 31.05.2019

***“Love the design – contemporary & functional
with more space for Library, Art Gallery &
Museum. Coffs needs this!!”***

(written feedback submitted through Museum display site)



Regional Museum Display 10 – 31st May 2019

3.5 Engagement Schedule

Who we informed and when

	Information Sharing Forums & Meetings	
Date	Who	Engaged
12/11/2018	Council Staff Session	48
13/11/2018	Council Staff Session	47
13/11/2018	Council Staff Session	57
14/11/2018	Council Staff Session	46
16/11/2018	Council Staff Session	32
16/11/2018	Council Staff Session	26
20/11/2018	Council Staff Session	20
21/11/2018	Council Staff Session	37
28/11/2018	Council Staff Session	14
5/12/2018	Volunteer Briefing	63
19/12/2018	Volunteer Briefing	10
1/02/2019	Official launch of Schematic Design stage and announcement of Architects	100
14/05/2019	Council Staff Session	35
15/05/2019	Council Staff Session	39

15/05/2019	Coffs Central Shopping Centre Display	20
17/05/2019	Council Staff Session	19
17/05/2019	Council Staff Session	14
21/05/2019	Council Staff Session	18
21/05/2019	Council Staff Session	16
23/05/2019	Toormina Shopping Centre Visit	14
29/05/2019	Council Staff Session	23
29/05/2019	Council Staff Session	32
31/05/2019	Moonee Shopping Centre Visit	20
May-19	Presentation to Arts Mid North Coast Board	12
May-19	Presentation to District High School Teachers Librarians Meeting	10
17/06/2019	Friends of the Gallery event	100
26/06/2019	Coffs Harbour Chamber of Commerce & Guests	96
8/07/2019	NAIDOC Week Stand	TBC
TOTAL ENGAGED		968



Youth Factor Forum 20.02.2019

“Fantastic to see the natural and cultural benefits of Coffs valued and honoured in this important public building. Great to hear about the “blurring of boundaries” + interaction of verdant spaces for all. Great to see the amount of community consultation happening.”

(written feedback from Melting Pot Session participant)

Who we consulted with and when

Targeted Stakeholder Forums, Focus Groups & Meetings		
Date	Who	Consulted
24/09/2018	Library and Gallery Planning Advisory Group (LGPAG)	4
5/11/2018	Indigenous Community Forum	12
9/11/2018	Café Operator	1
22/11/2018	Library and Gallery Planning Advisory Group (LGPAG)	7
Dec 18 - Feb 19	Council Group and Section Leaders	8
Dec 18 - Feb 19	Council Leadership Group Meetings	4
17/12/2018	Refugee Support Agencies	7
21/01/2019	TAFE Building Management	1
21/01/2019	Catering Requirements - local catering business	1
21/02/2019	Infrastructure (City Smart Solutions)	1
23/01/2019	Cleaning - local cleaning business	1
23/01/2019	Cleaning - local cleaning business	2
1/02/2019	Coffs Harbour Disability Inclusion and Access Committee	6
4/02/2019	Indigenous (Indigenous Design Agency)	1
5/02/2019	Coffs Harbour Multicultural Reference Group	10
12/02/2019	Homeless Support Agencies	2
12/02/2019	Early Education (Pre School)	1
13/02/2019	Early Education Support Agency	1
13/02/2019	Homeless Support Agencies	8
13/02/2019	Migrant and Migrant Support	14
13/02/2019	Yandaarra Advisory Committee	4
13/02/2019	Youth Support Agency	1
19/02/2019	Youth Support Agency	1
19/02/2019	Youth - Young Adults (TAFE)	1
20/02/2019	Youth Factor Forum	20
25/02/2019	Family History Community Group	4
26/02/2019	Library and Gallery Planning Advisory Group (LGPAG)	6
8/05/2019	LMG Staff / LMG Volunteers / Family History Group	29
8/05/2019	Melting Pot (representatives from 10 Focus Group Areas)	13
8/05/2019	Arts and Cultural Sector	11

8/05/2019	Library and Gallery Planning Advisory Group (LGPAG)	6
22/05/2019	Indigenous (Indigenous Design Agency)	1
22/05/2019	Indigenous (Local Elder)	1
22/05/2019	Indigenous Community Forum	15
TOTAL CONSULTED		205



Coffs Harbour Chamber of Commerce presentation 26.06.2019

4. Key Findings & Themes

Concept phase consultation and engagement provided significant community, staff, volunteer and stakeholder input into the design. Once in Schematic Design stage the information that was required was far more targeted and specific. There was a need for a deeper understanding of the needs of specific/minority groups. The process was to take information from the Concept phase, highlight any areas Council felt needed more detail, eg. cleaners, staff functional briefs, etc., then listen to targeted groups. BVN Architecture then drew the Principles, Design Themes and building design from this.

1. Specific Space requirements

Key staff were targeted, often these were key end users of the space/area with relevant expertise, specialist knowledge and professional experience. They provided key requirements including desired room size, specific functionality etc. Some staff also contributed to overall building functionality requirements. These specifics were collated by G2 Architects and provided to BVN Architecture. This input was critical in assisting informing specific design areas of the building. As the preliminary design progressed, BVN Architecture took advantage of consolidating selected spaces identified in the Council brief to better align with the six projects principles created and endorsed by the project team. Three in particular: Inclusive, Blurred Boundaries and Sustainability all Sorts suggest there are benefits that will result from sharing space including: greater visibility and

inclusion, a true blurring of boundaries by providing space suitable for sharing between building occupants and the public and an overall reduction in total space, a manifestation of a reduction in spaces duplicated in each user groups area: library, office, museum and gallery. The shared zone that has been created satisfies the briefed requirements while introducing new ways of working to building occupants and the people of Coffs Harbour.

As a result of the input discussed above, targeted workstream groups have been established which will continue to reform and inform design if the project progresses to Detailed Design.



Library Museum Gallery Leadership team consultation 12.02.2019

2. New spaces

Some areas of the new building are not currently in existence. These areas were identified as not having enough informed input into requirements, considerations and design. Once identified, Council together with G2 Architects met with key people to drill down on detail.

The meetings included:

Two meetings with **Commercial Cleaners** to understand consideration for the maintenance and upkeep of the building. Eg. A requirement for a cleaner's cupboard on each level of a multistorey building for better efficiency.

A **café operator** who provide insight into the specific design requirements as well as offering suggestions for commercial leasing arrangements. In particular, advice about increasing the space allocation for the Café was incorporated in the Schematic Design.

A **Commercial Catering** company who was able to provide valuable design considerations as what would deliver the best outcome for users of commercial spaces, including suggested proximity of commercial kitchens to function spaces.

An expert in **Building and venue management** who offered a range of valuable advice including safety and security considerations, which have been taken on board. Other considerations will be included in the Operational plan if the project proceeds.

3. Targeted Focus group areas

It is critical that the building caters for the entire population of the Coffs Harbour LGA and our visitors. This commitment is highlighted in the working name for the project, "All Welcome". To ensure we delivered on this commitment, the following areas of the population were identified to work with closely to further identify needs and requirements in order to make the specific group feel welcome and included and that their needs from the building had been met. Many individual and group meeting and consultations were held. Council and BVN Architecture gathered feedback from Focus Group sessions encompassing Indigenous, Migrants and Refugees, Early Childhood, Youth, Access and Disability, Young Adults and people experiencing homelessness. This feedback was categorised into the 7 Key Themes listed below:

- **A Welcoming Place**
- **Safety**
- **Sustainable**
- **Calming**
- **Build Awareness**
- **Types of Space**
- **Miscellaneous**

Each group had some specific requirements in each of the theme areas, which assisted to further inform the design.

The information gained from the **specific space requirements, new spaces** and **targeted focus group areas** were incorporated together with the Concept phase input to deliver the Schematic Design. The design was presented back to the groups (**specific space requirements, new spaces** and **targeted focus group areas**) consulted with, as well as broader staff, volunteers and Cultural users. Overall, there was a strong sense that the project had delivered on the requirements, from aspirational to specific design areas.

"All ideas from the Community groups have been taken into consideration"

(written feedback provided from a Migrant Support group who had participated in four forums)

4.1 Written Feedback

Written comment and feedback was encouraged from both the broader community and the key groups referred to above. All communications directed people to the Have Your Say platform. Additionally people were able to submit hardcopy written information at the static and shopping centre displays. The feedback period was open from the 10-31 May 2019 with the following outcomes:

- Have Your Say platform, Nov 2018 – May 2019: **2,800** viewers
- Project information distributed to **29,000** rate payers
- Project Newsletters resulting in **4800** unique opens
- **1,173** directly engaged through schematic design forums, focus groups and meetings
- Extensive promotions and collateral distribution through multiple channels across the LGA, including Council's facebook page 9th May – 18th June 2019, with 9 posts resulting in **355** interactions; the project video which was viewed **1625** times.

All of this activity, promotion and communication resulted in **78** written feedback submissions in total. The data sources were a combination of hardcopy feedback sheets, feedback through the Have Your Say platform and direct emails to the project email. The fact that we had such a low feedback rate with such an extensive saturation of project information across multiple channels to so many people, could indicate that the vast majority of the population are generally happy with the project and did not feel the need to comment. There is an acceptance that the project is going ahead.

Of the **56 written** feedback sheets submitted through the static and shopping centre displays and Schematic Design presentations, **59%** of these were **positive** and supportive of the project, **25%** were considered **neutral** with specific suggestions and the remaining **16%** had **objections** to part or the entire proposal. Of the **22** feedback submissions through the **Have Your Say** Platform or direct email, **32%** were positive & supportive of the project, **18%** were neutral, suggestions or unrelated, with **50%** having objections to part or the entire proposal.

KEY FINDING - Overall written feedback was **51% positive** and supportive of the project, **23% neutral**, suggestions or unrelated and **26% opposed** to the project in part or its entirety. After extensive communication and engagement, a limited amount of written feedback was received, indicating wide community acceptance of the project.

4.2 Key Themes from Written Feedback

Feedback can be grouped into Positive, Negative and Neutral. Common themes and threads have been identified below from each area of feedback. A full list of verbatim comments can be found in Appendix C.

POSITIVE THEMES

A love of the building design, look & feel – e.g. *"I love the draft building design. It is innovative, modern, aesthetically pleasing to the eye, environmentally friendly and inclusive to welcome all of Coffs community – whether a resident or visitor"*

Endorsement of the colour of the green external façade – e.g. *"Love, Love, Love! Please keep it green – this is such a representation of our area and the amount of green space we have in our area and surrounds"*

Endorsement of the position of the site in the City centre – e.g. *"I think it is a positive move for the city centre. It would support a move towards bringing the heart back into the city centre"*

Approval of the fact that the Fig Tree has been retained, & incorporated in to the design,
- eg. *"Looks great and my biggest fear was that the fig tree was going to be ripped out. Glad to see it is incorporated into the design"*

A desire for Council to get on and make the project happen – e.g. *Get it done!*

Satisfaction at a job well done by BVN Architecture - e.g. *“Well done BVN architects. A great option for our community”*

Satisfaction of the consultation process – e.g. *“Thanks for the consultation process and for choosing a design team with vision”*

Satisfaction that the feedback captured in consultation forums has been heard and incorporated into the design - e.g. *“All ideas from the Community groups have been taken into consideration”*

Satisfaction that Indigenous culture has been incorporated into the design - e.g. *“Indigenous Cultural points are incorporated also, that is awesome”*

That the project is a great asset to the town and surrounding communities, e.g. *“This is an impressive design. Beautiful. It would be a real asset to the city – serving it well into the future”*

A feeling that everyone has been catered for in the building – e.g. *“I like the idea of welcoming everyone to the building, looks wonderful”*

That the new Cultural & Civic Space will be a great improvement on the existing facilities – e.g. *“A thousand times better than the current facilities. Coffs deserves more than cheap and nasty quick fixes! Well done BVN architects. A great option for our community”*

Satisfaction of the themes & principles that BVN used in their approach to the design – e.g. *“It is lovely to understand the thinking behind the design: that is: the incorporation of the geography/topography etc etc. It helps to “settle” the concept. I especially love the focus on “welcome”. It resonates with “safe harbour” and reminds us all that Coffs is and was a harbour over years and years was to many people.”*

Endorsement of the incorporation of the natural and surrounding environments into the design – e.g. *“I liked the design concept and its connection to the natural environment”*

Endorsement of environmental considerations – e.g. *“the environmental design aspects seem to have been given the attention they deserve – good job”*

Delight that there is no special rate variance planned for project– e.g. *“Big tick for the costing not affecting the rate payers”*

Coffs Harbour deserves this – e.g. *“I love what you have designed. You have covered every aspect that I can think of. At last Coffs Harbour will have a vital community centre which is very overdue, plus your innovative design has pulled Coffs Harbour out of the doldrums of 1950-1960 architecture and brought us into the future”*

Positivity about the economic benefits the project will bring – e.g. *“A cultural centre attracts tourist and visitors from far afield and be of great economic benefit and provide a rich environment for locals to meet and network. It also gives life to the city, energy, vibrancy and opportunities.”*

NEGATIVE THEMES

That the project is a waste of money – e.g. *“Waste of Ratepayer money. All you are doing is replicating what we already have. Better to fund the library that we already have and do some cosmetic changes to the chambers we already have would be a much more cost effective alternative & what you save put it into reducing rates.”*

Dissatisfaction that the site of the new building is not on City Hill – e.g. *“In my humble view, it should be on City Hill? If my memory serves me well enough, that's what the property was set aside for, when it was bought from the RAAF?”*

Dislike for the design – e.g. *“Please don't use this modern design. It doesn't suit Coffs and is SO ugly!”*

Dissatisfaction that a Performing Arts Space is not included in the building – e.g. *“Very disappointed we have no large performance space. We were promised an entertainment centre 30 or 40 years ago”*

A belief that there is a lack of parking - e.g. *“Coffs badly needs a “Civic Centre” that not only houses the Library, Art Gallery and Museum but also a Performing arts area. This ostentatious proposal will be built in the wrong place. Eg. No parking in the City centre, no room for expansion for performing arts and a huge cost factor. Please consider building on City Hills on land that was given to the community for that purpose. This is a prime location for expansion and parking plus being a beautiful site with a showcase aspect.”*

Concern that it may end up going over budget like the Glasshouse in Port Macquarie – e.g. *Regards to Cultural Centre , as Coffs - Woolgoolga area grows, more upgrades to roads & general expansion are required, so take it to an on - line Rate payers vote , remember Port Mac Quarries's blow - out . 11 Third Ave Arrawarra headland, since 1985*

Dissatisfaction that the Schematic Design does not resemble the 3 concept designs exhibited in February 2018 – e.g. *“I know you can't please all the people all the time, but... Please can you tell me why this design has been accepted when it bears no resemblance to ANY of the earlier three concept designs that you put out six months ago? You issued three designs and asked us to vote on those and called for our comments and what we've got is nothing like any of those designs. I am truly stunned by this Council's blatant disregard for the public opinions that YOU asked for!”*

A concern that ratepayers were not consulted – e.g. *“This is a waste of money. Where is the evidence of community demand for this centre? Was a survey done? If not, one should be done. CHCC keeps putting up rates, claims it is short of money then launches these big ticket projects – absurd!”*

A belief that the project is wasting money for council staff – e.g. *“Let us be honest, do we really need new offices for Council administrators?”*

NEUTRAL COMMENTS & SUGGESTIONS

There were many comments and suggestions, some not related to the project. Below are the themes that were referred to more than once.

Incorporate Green colour in building – e.g. *“Request addition of green colour vibrancy. Thank you”*

Ensure Council does not go over budget like the Glasshouse – eg. *“The Port Macquarie Glasshouse went WAY over budget causing the council to be sacked. Don’t make this mistake.”*



Matthew Blair (BVN) presenting to Friends of the Gallery event 17.06.2019

4.3 Measurement against Success Criteria

Through the feedback, both verbal and written it is evident that Council has performed well against the Success Criteria outlined in the Communications and Engagement plan.

Reduction in confusion about what the cultural and civic facility can offer the public.

Overall most people understood that the building would be housing the Library, Museum, Gallery and Council Administration offices. There was a desire expressed by some for a Performing Arts facility to be included in the building as well.

A diverse range of participation by stakeholders and community. This was achieved with **968** informed face to face, **205** consulted face to face, and thousands communicated with through the various channels. See 3.5 Engagement Schedule for more details.

High quality feedback that will provide constructive inputs to progress the schematic design phase. Feedback collected and collated was utilised to inform the design, with feedback from the community that Council had listened to the community and incorporated that into the design.

The council receives positive feedback on the outcomes of the schematic design stage.

After extensive communication and engagement, a limited amount of written feedback was provided, indicating wide community acceptance of the project. **51%** of the written feedback was positive, and many of the comments stated that Council and BVN Architecture had delivered a great design and had listened to feedback.

Overall, Council has received valuable feedback, questions and suggestions in relation to the project through stakeholders and community. Additionally there were many great comments and feedback in the various consultations held in 2018 and 2019. Council and BVN Architecture have taken all this on board, and incorporated the needs, requests and feedback into the Schematic Design Process. Many groups have provided valuable feedback over two or more forums. Stakeholders and community will continue to be engaged in the process moving forward and their input will continue to inform and refine the design if the project proceeds to the detailed design stage.

