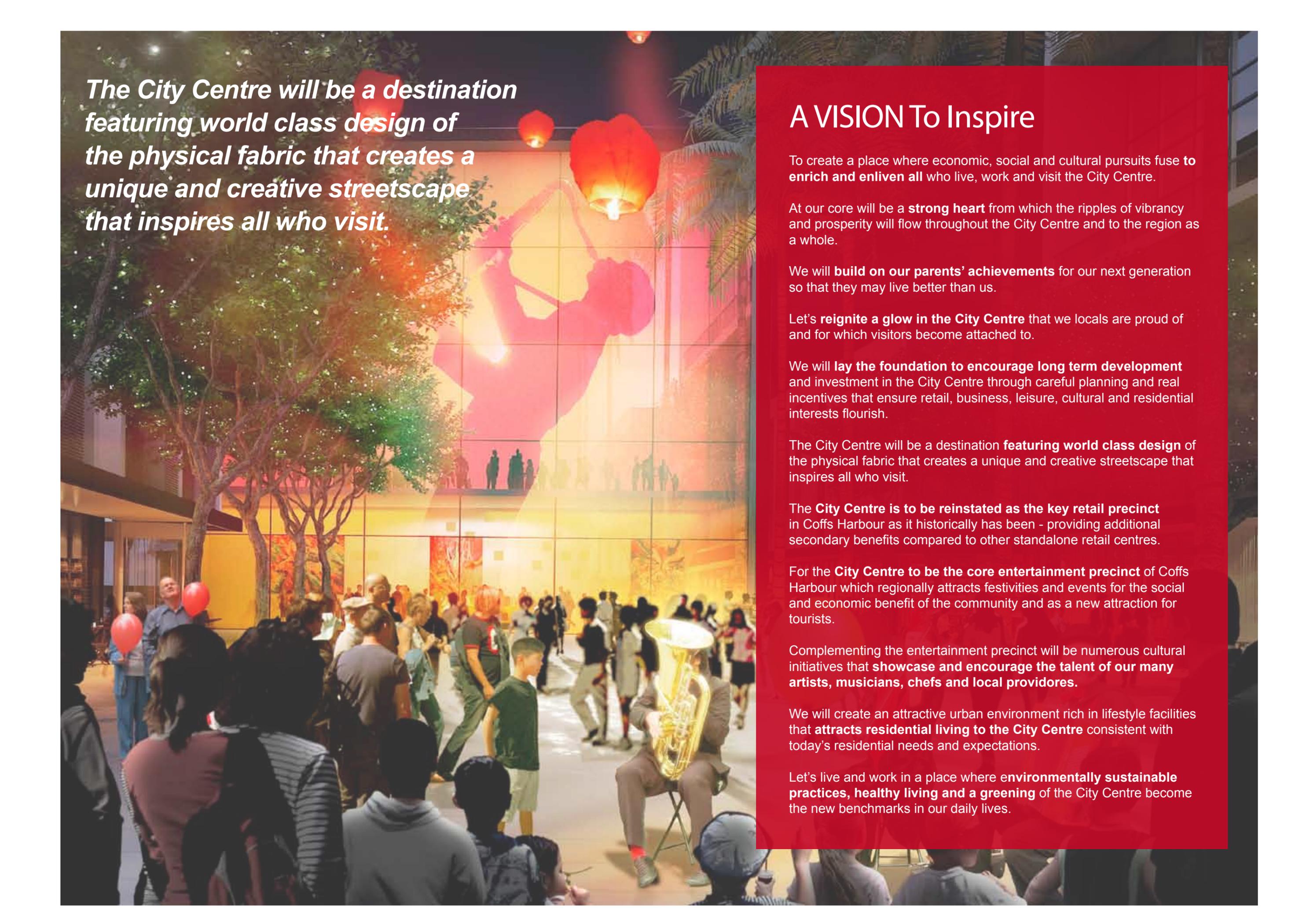




COFFS HARBOUR CITY CENTRE MASTERPLAN 2031



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

A VISION To Inspire

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

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

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

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

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

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

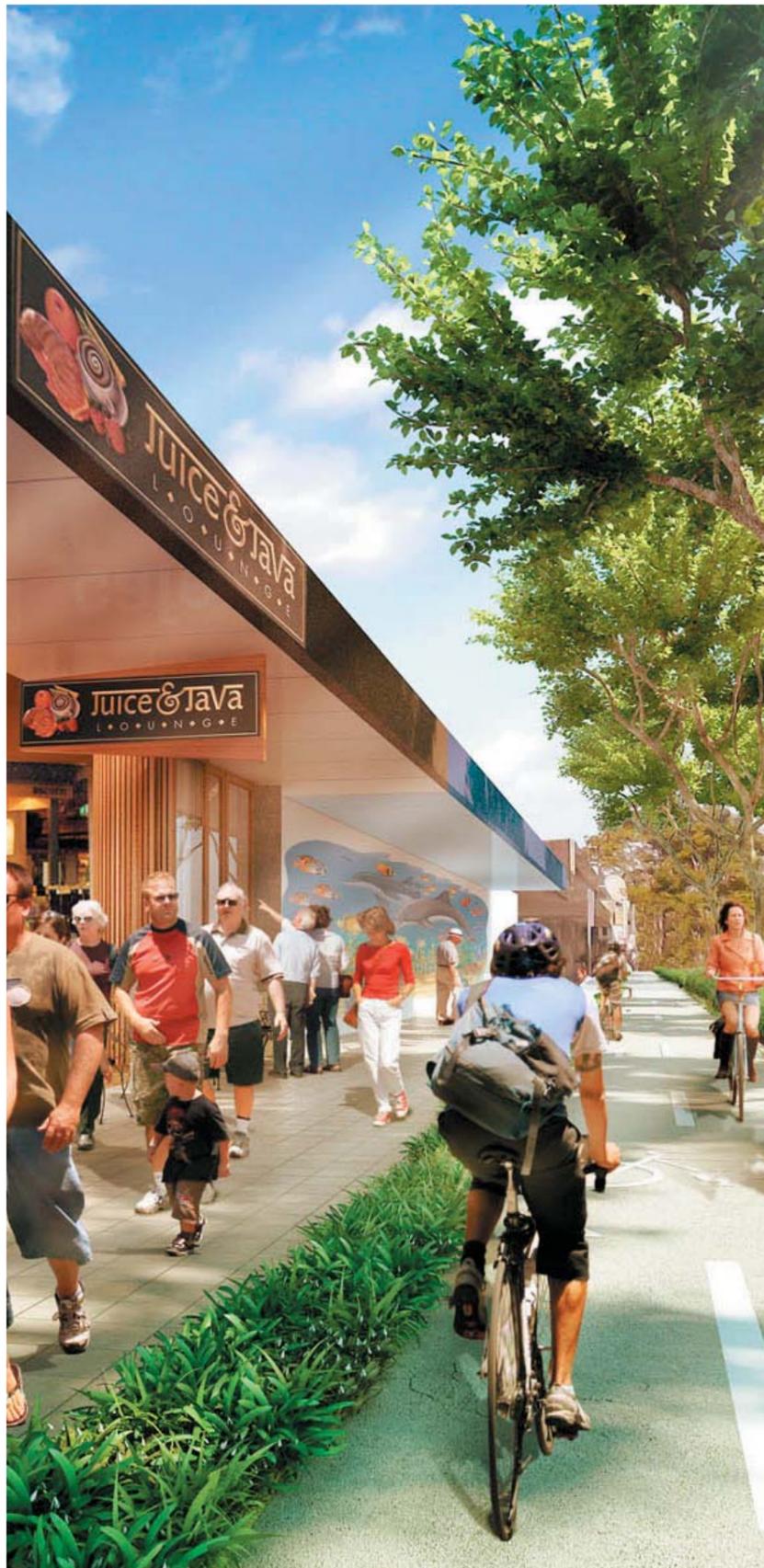
The **City Centre is to be reinstated as the key retail precinct** in Coffs Harbour as it historically has been - providing additional secondary benefits compared to other standalone retail centres.

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

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

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

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



City Centre Masterplan 2031- Contents

2.	CITY CENTRE MASTERPLAN 2031	4	12.	IMPLEMENTATION	55
3.	PRINCIPLES	5	13.	IMPLEMENTATION- STRATEGIES AND PROJECTS MATRICES	56
4.	OBJECTIVES	6	13.	IMPLEMENTATION- SPECIAL RATE VARIATION FUNDING MATRIX	57
9.	STRATEGIES AND PROJECTS	7	14.	CROWDFUNDING	58
10.	STRATEGIES	8	13.	IMPLEMENTATION- ALTERNATIVE FUNDING MATRIX	59
	ACCESS AND MOVEMENT	9	5.	PREMISE OF THE VISION	60
	KEY CONNECTIONS (S- KC)	10	6.	BASELINE DATA ASSESSMENT- A CITY WITH A FANTASTIC FOUNDATION	61
	BIKE PLAN (S- BP)	12	7.	BASELINE DATA ASSESSMENT- CITY CENTRE CHALLENGES	62
	PARKING (S- P)	14	8.	COMMUNITY ENGAGEMENT	63
	LEGIBILITY	15		APPENDIX 1- LANDSCAPE AND MATERIALS PALETTE	
	CITY CENTRE LEGIBILITY (S- CCL)	16		APPENDIX 2- SUPPORTING TRANSPORT REPORT	
	BRAND POSITIONING (S- BP)	17			
	CITY CENTRE MANAGEMENT (S- CCM)	18			
	KEY LAND USE AND OPEN SPACE	19			
	STRATEGIC SITES (S- SS)	20			
	REAR LANE ACTIVATION (S- RLA)	21			
	DEVELOPMENT INCENTIVE POLICY (S- DIP)	22			
	RESILIENCE AND FLOOD PLAN (S- RFP)	23			
11.	PROJECTS	24			
	HARBOUR DRIVE ACCESS (P- HDA)	25			
	WAYFINDING (P- WF)	26			
	CITY SAILS (P- CS)	27			
	CITY SQUARE (P- CQ)	29			
	CITY SQUARE CULTURAL BUILDING (P- CQCB)	30			
	ENTERTAINMENT CENTRE (P- EC)	34			
	ROUNDAABOUT RETROFIT (P- RR)	35			
	BUS HUB LOCATION (P- BHL)	36			
	CASTLE STREET CARPARK (P- CSC)	37			
	STREET RECONFIGURATION (P- SR)	38			
	BRELSFORD PARK (P- BP)	53			
	EVENTS PROGRAM (P- EP)	54			

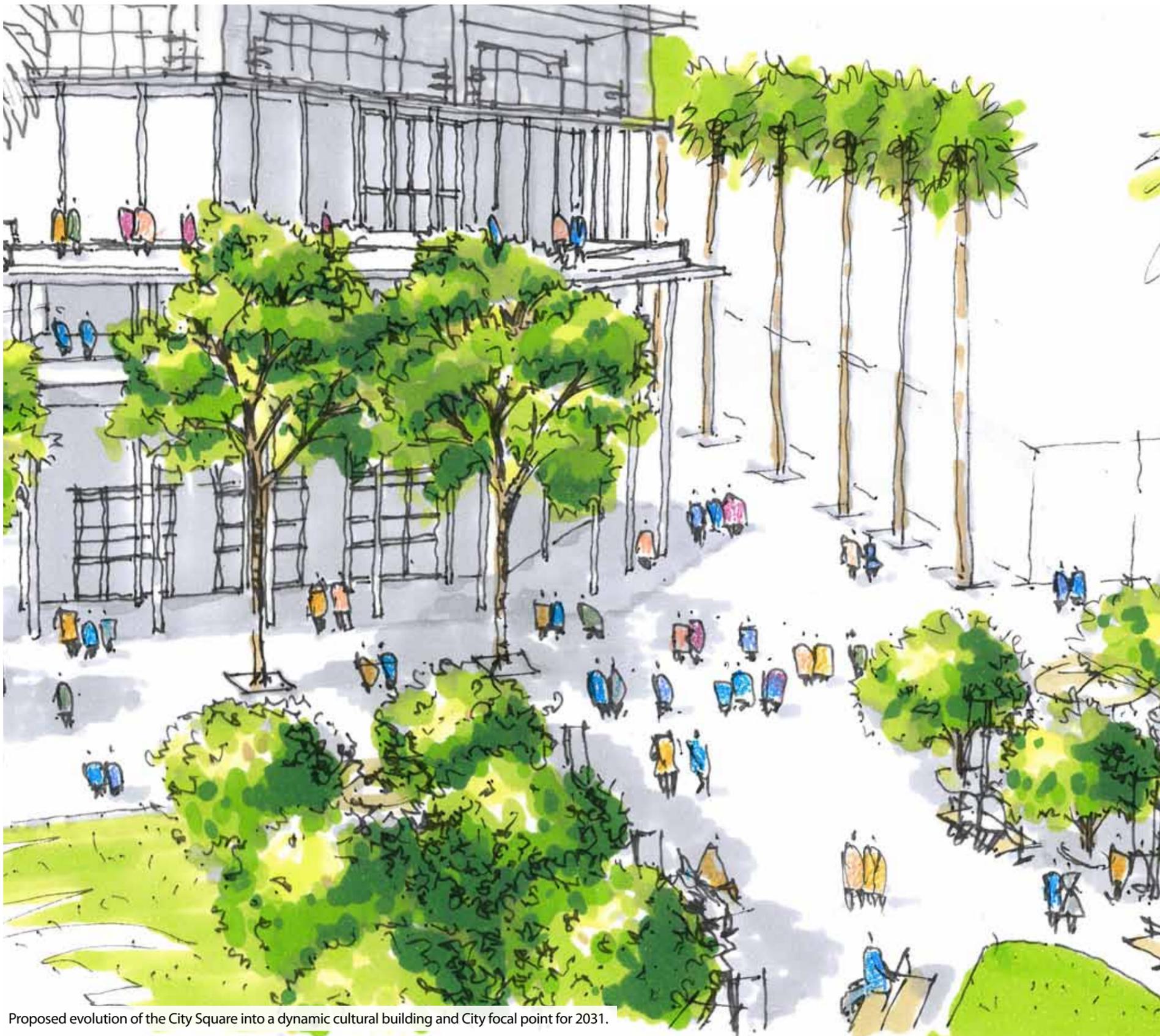
City Centre Masterplan 2031

The Masterplan builds on the work of four related documents: Our Living City Settlement Strategy, City Centre Vision, Working Group Vision and draft LEP / DCP 2012. While the previous documents focus on a range of issues, this report focuses solely on the City Centre study area, as identified on page 61, and the priority Strategies and Projects to improve it. These works will largely be funded by a proposed Special Rate for the City Centre, as well as other funding mechanisms.

In preparing this report, Council contracted in 2012 a multi-disciplinary team comprising ROBERTSDAY + AHH + GTA + I&BM + NORTHROP + STRAIGHT TALK to work with the community and stakeholders. The expertise of each firm and its role in the project is outlined on the back cover.

The balance of this report supports the Vision and provides an overview of the City Centre Principles and Objectives before focusing on the specific Strategies and Projects to realise the Vision and to create a prosperous City Centre by 2031.

The Vision is underpinned by five key premises outlined in *Premise of the Vision* (p. 59) and originates from the Baseline Data Assessment, summarised within *A City With A Fantastic Foundation* (p. 60) and *City Centre Challenges* (p. 61), and feedback gained from a rigorous consultation process outlined in *Community Engagement* (p. 62).



Proposed evolution of the City Square into a dynamic cultural building and City focal point for 2031.



Through upfront investment in the public domain the City Centre may experience a development renaissance which will position it as a vibrant 21st Century City.

PRINCIPLES To Guide

The 21st Century Coffs Harbour City Centre will play to its strengths, be better than its competitors and never try to be something that it is not.

The Principles outlined below will guide the future development of the City Centre. The driving Principles detailed under the specific Strategies and Projects within this Masterplan support and reinforce the primary guiding Principles below.

The City Centre stands united as one retail, business, cultural and entertainment precinct with preferred development to occur as close to the City Square as possible.

Having a strong core in the City Centre is a prerequisite to that strength flowing to its outer boundaries.

The primary qualities of safety, cleanliness and convenience must be achieved before placemaking endeavours can be fully realised.

Development will be encouraged which is best practice and of a high quality modern standard that will lay the foundation for decades to come.

For all stakeholders to work cohesively and passionately together to deliver greater results.

Ensure the economic benefits of the Special Rate levy, are, in the long term, passed onto landowners through higher property values, to businesses through higher incomes and the community through better facilities and employment.

To increase the capacity of the City Centre to foster economic growth and to meet the demographic needs of Coffs Harbour which is characterised by a high population growth rate and an aging population.

To provide short term stimulus measures to revitalise the City Centre, reduce the number of vacant shopfronts and increase retail sales.

To work with private landowners and prospective investors to create economic opportunities through compelling development incentives.

The Coffs Harbour City Centre Masterplan 2031 will be a living document that delivers short-term activation strategies and lays the groundwork for longer term dreams.



Key City Centre Street Projects will improve connectivity, legibility and contribute to the City Centre brand.



'Street Greening' will enhance the streetscape experience, attracting visitors and encouraging walking and cycling.

OBJECTIVES To Deliver

At night, Coffs City Centre will come vibrantly to life with decorative lighting and light shows playing within the iconic shade sails whilst enhancing the safety and security of those out enjoying the cafés and al fresco dining that spills into the public domain.

The implementation of the Strategies and Projects contained within this Masterplan are proposed to meet the City Centre Objectives below.

Coffs Harbour's CBD will be transformed and re-branded as Coffs Harbour City Centre.

Current City Centre streetscapes will be enhanced as linear parks with trees, shrubs, street furniture and additional shade sails strategically located to identify the City Centre, welcome visitors and provide clear pedestrian links and weather protection along key connections.

Through traffic will be directed around the City Centre by a series of clearly marked ring roads while movement within the area will be slowed, creating a safe, friendly zone for pedestrians, bikes, and mobility scooters.

At night, the City Centre will come vibrantly to life with decorative lighting and light shows playing within the iconic shade sails whilst enhancing the safety and security of those out enjoying the cafés and al fresco dining that spills into the public domain.

The City Square will become the beating heart of the City Centre, with an outdoor performance space featuring social and cultural events and attractions intermixed with bustling night as well as day markets, full of fresh local produce and wares from local creative industries.

Wide footpaths, strategically placed cycleways and attractive, landscaped thoroughfares will make the City Centre safer and more accessible for visitors and locals alike. The visual appeal and easy access will encourage walking and cycling, promoting a healthier lifestyle and less reliance on motor vehicles.

This community revival is the commendable result of economic interests leading by example. The Masterplan demonstrates their commitment to the growth and evolution of the City Centre and to the establishment of Coffs Harbour as the regional capital and a world class tourism destination.

A collection of lifestyle assets including pools, gyms, parks, walkways, cycleways, playgrounds, library, art gallery and day spas will continue to be developed, enticing inner city residential living as well as increased daily visitation.

The communal, social and cultural wealth of Coffs Harbour will be enhanced through realising the full potential of government assets including land, buildings and services.

Several strategic sites will be targeted to deliver a new cultural, entertainment and civic building which may be located separately or multi-functionally according to funding and commercial opportunities. Preference will be given to locating these community assets as close to the City Square as possible subject to delivering the highest level of community benefit.

Whilst encouraging more sustainable transport, we are conscious of the need to protect and enhance business viability. Great care is to be applied to the integration of City Centre user traffic, public transport, carparking, cycling and pedestrian movement to ensure the maximisation of all these resources and their continuing improvement. Greater utilisation of existing parking facilities will be achieved by the improvement of access and security and the relocation of long-term parking to the outer perimeter.



Street Reconfiguration Project for Park Avenue demonstrating 'street efficiency' benefits including street greening and widened pedestrian footpaths.

Strategies and Projects

The Coffs Harbour City Centre Masterplan 2031 is not just another planning document. It represents a new approach to City design by 1) viewing collaboration of public and private actions as an evolving process 2) recognising the value of quick, affordable tools in creating instant impact and promoting long term change and 3) aligning strategy with projects to build towards a pragmatic utopia.

This approach towards a pragmatic utopia is supported by the

goal being a vibrant, connected and green City Centre. Rather than being viewed in isolation, there exists a fertile overlap between each goal where the maximum benefit for the City Centre can be achieved.

It is on this basis, the city-wide Strategies and place-specific Projects have been conceived. They are the heart of the Masterplan. The Strategies provide the overall framework for improving the urban vitality of the City. The Projects

often get the most attention as they are implemented, such as an improved City Square, a new Cultural Building and the like. What is important to remember though, is that it is a commitment to the long term Strategy that ultimately reconciles and diffuses any short term frustration caused by a specific Project as the City transitions to a more resilient, sustainable and prosperous future.



Strategies

KEY CONNECTIONS (S- KC)	10
BIKE PLAN (S- BP)	12
PARKING (S- P)	14
CITY CENTRE LEGIBILITY (S- CCL)	16
BRAND POSITIONING (S- BP)	17
CITY CENTRE MANAGEMENT (S- CCM)	18
STRATEGIC SITES (S- SS)	20
REAR LANE ACTIVATION (S- RLA)	21
DEVELOPMENT INCENTIVE POLICY (S- DIP)	22
RESILIENCE AND FLOOD PLAN (S- RFP)	23

Access and Movement

One of the key objectives of this Masterplan is to achieve a connected City Centre. The Strategies and Projects outlined within the Masterplan will result in an environment where there is a balance between the pedestrian, cyclist, public transport and private vehicle. Equitable access will be key to the evolution of the City Centre towards 2031.

The plan opposite illustrates the multi-modal intent of the Masterplan and compatibility of the transport systems. The *Details* below are discussed as components of the Strategies and Projects within the balance of this document.

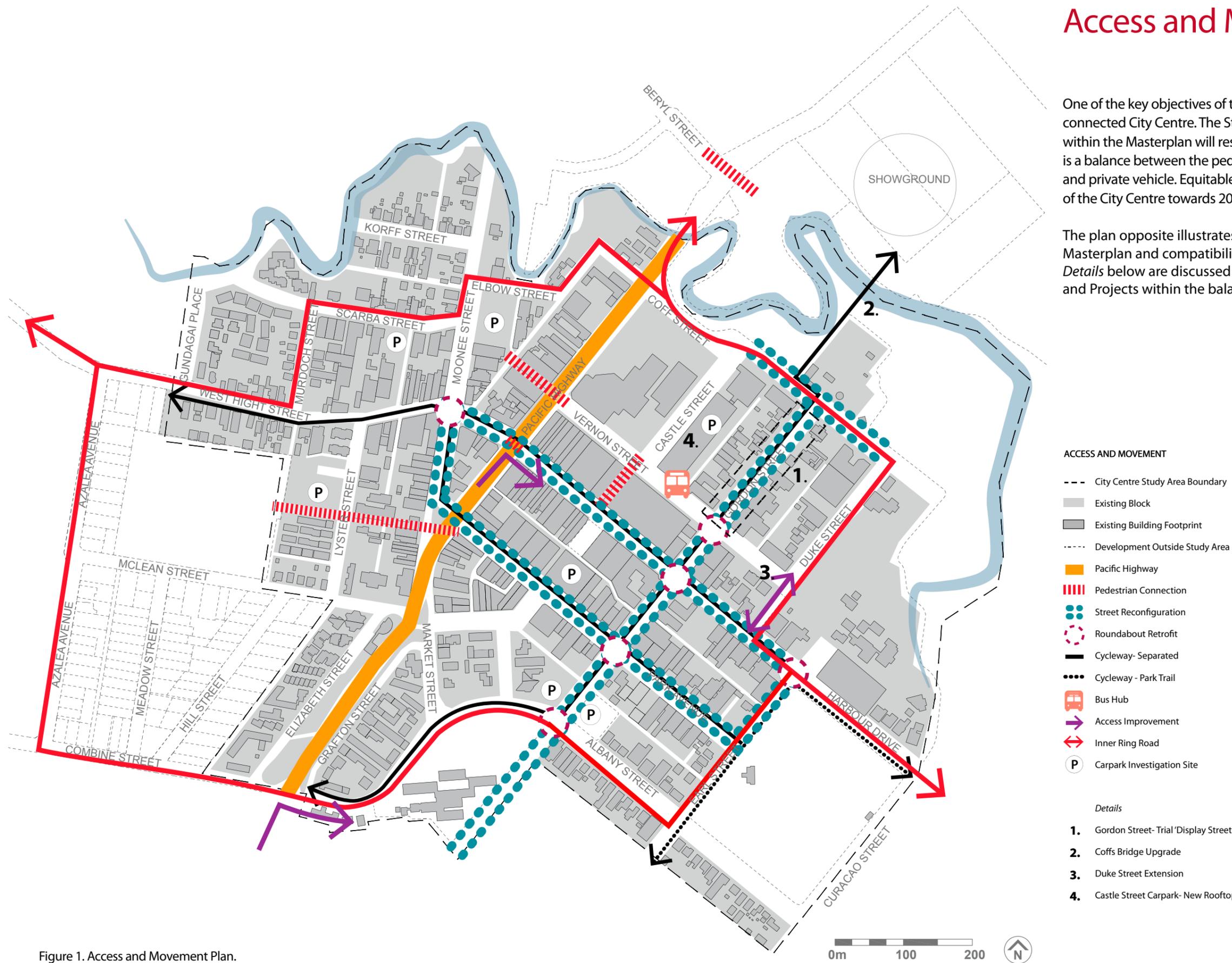


Figure 1. Access and Movement Plan.



Figure 2. Key Connections Plan.

Strategy: Key Connections (S- KC)

Principle: A City Centre movement network should allow safe and equitable access for cars, pedestrians and cyclists. By providing a number of routes and a hierarchy of thoroughfares traffic can self-regulate and the function of the City Centre will improve.

Finding: The city benefits from a robust street network however, there are a number of missing links. Completing these missing links will improve the legibility and permeability of the City over time.

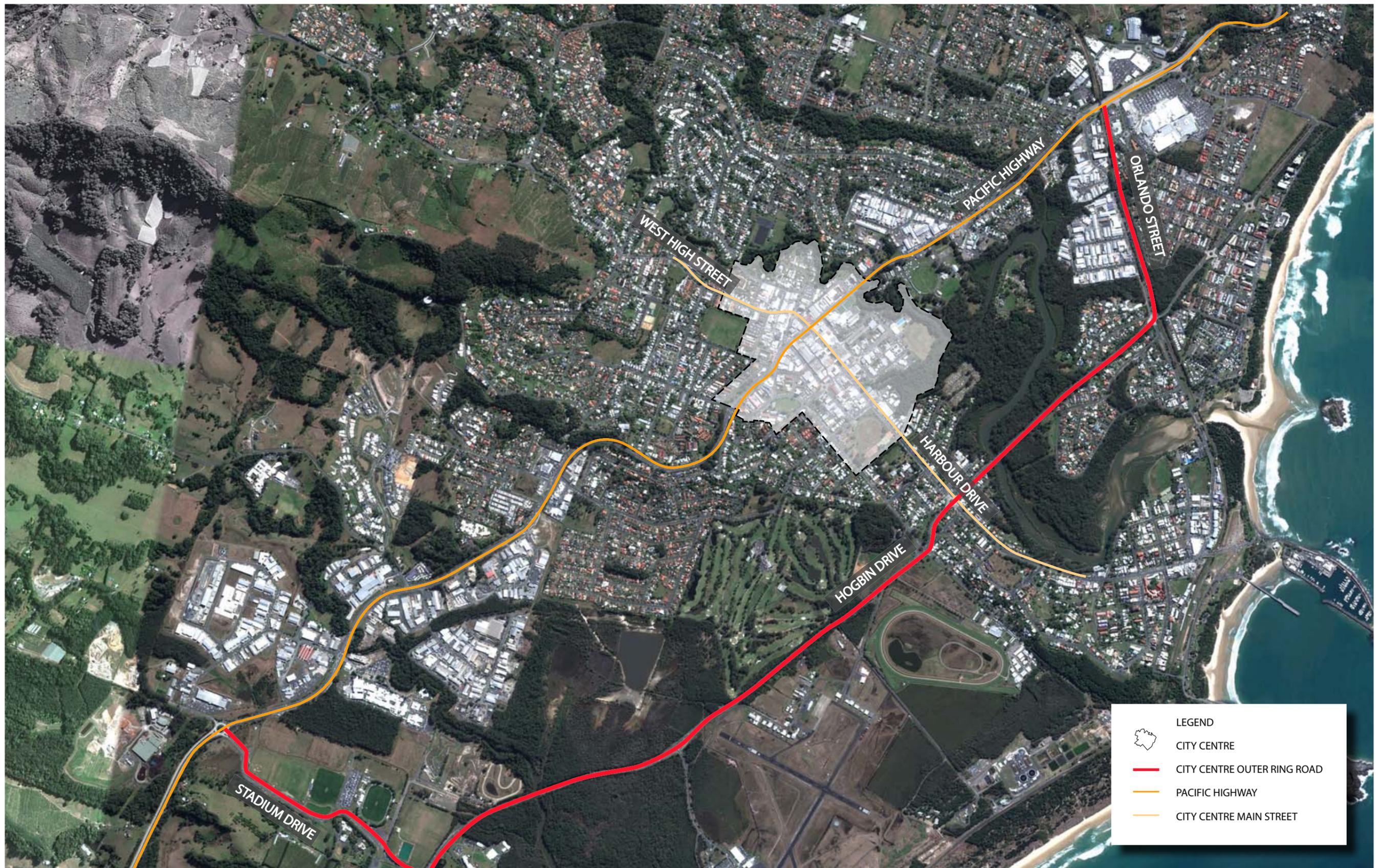
Benefits:

- To alleviate current capacity issues encouraging drivers to visit the City Centre;
- To bypass Harbour Drive and the City Centre;
- To accept driving slower in order to be a part of the retail, civic and cultural experience of Harbour Drive;
- To improve pedestrian connections across the Pacific Highway;
- To improve legibility, access and safety by encouraging mid- block pedestrian connections as part of private development; and
- To provide a recreational loop for pedestrians and cyclists connecting the City Centre to parks and natural assets.

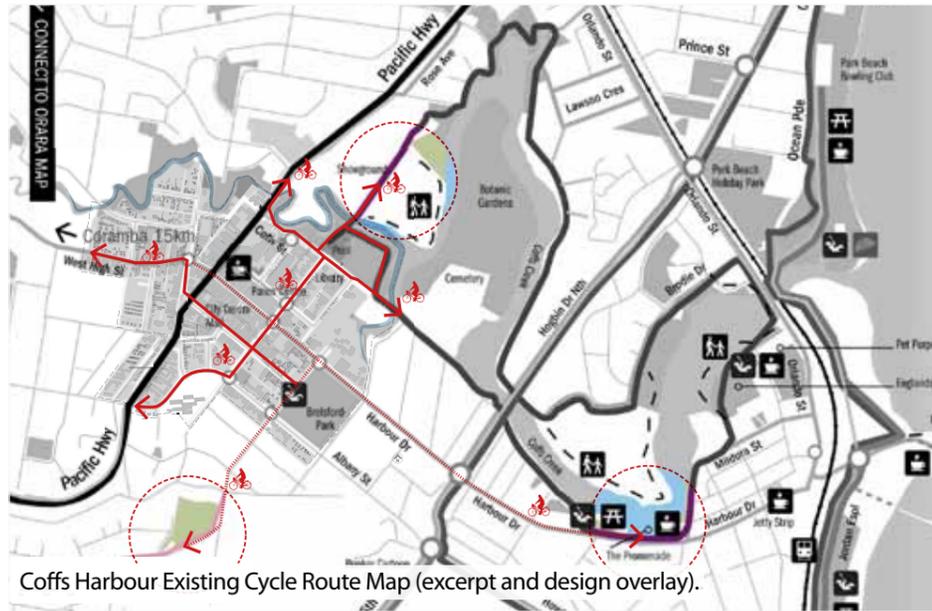
Projects:

Cost:

Facilitate the function of an outer ring road.	N/A
Establish a City Centre inner ring road.	N/A
Provide and formalise the Duke St extension as a permanent component of the inner ring road.	\$300,000
Incorporate pedestrian crossings with City Sail Projects including Pacific Hwy/ Harbour Dr intersection.	TBD
Upgrade the Coffs Creek Bridge.	\$36,900
Extend the right turn lane onto Albany St to alleviate current capacity issues and ensure satisfactory operation into the future.	\$200,000
Incentivise private developers to realise the mid- block pedestrian connections and rear laneways.	N/A
Coffs Central to provide extended mall access.	N/A



11. Strategy: Key Connections (S- KC) - THE OUTER RING ROAD



Strategy: Bike Plan (S-BP)

Principle: The greatest revolution of sustainable transport underway in progressive cities is welcoming bikes into the City Centre as a viable alternative transport choice. By shifting even a portion of people going to work onto a bike cities significantly benefit socially, economically and environmentally.

Finding: The opportunity exists to extend the existing cycle network into the City Centre and provide the framework for a balanced, sustainable transport network to evolve over time.

Benefits:

- To appeal to an emerging demographic;
- To provide opportunities to leverage off of associated retail uses such as bike rental and repair shops;
- To increase retail sales along bike routes consistent with research findings into retail spending patterns;
- To facilitate a shift in modal choice resulting in additional parking capacity;
- To use the Gordon Street trial to observe increased cycle activity and monitor the areas where bicycles are parked informally and provide formal parking and end of trip facilities in these locations; and
- To most efficiently utilise City Centre land when 10 parked bikes occupy the same area as one parked car.



Figure 3. Bike Plan.

Projects:

Cost:

Use Gordon St between Coff St and Harbour Dr as the trial for a separated cycleway and intersection performance.	\$275,650
Implement the City Centre Street Reconfiguration Project for all streets.	Refer to (P- SR) p.42
Adopt the City Centre Bike Plan.	N/A
Strengthen and promote Ride-To-Work Day and family cycling events and education days.	Refer to (P- EP) p.57
Provide +100 bike racks and end of trip facilities at locations identified through observation of ad- hoc parking locations.	TBD
Incorporate end of trip facilities into the Bus Hub and into new developments in the City Centre core as required over time.	TBD

2012: 4,500 residents are within a 5 minute bike ride of the City Centre.

2031: 9,000 residents within a 10 minute bike ride of the City Centre.



Strategy: Bike Masterplan (S-BP)- THE IMMEDIATE POTENTIAL

The Cultural Centre at the City Square would provide an integrated parking solution at the core of the City Centre.

The Castle Street/ Riding Lane Carpark extension could provide an additional 40 spaces over 3 levels= 120 spaces



Figure 4. Potential Parking Location Plan.

Strategy: Parking (S-P)

Principle: A mix of limited and unlimited, paid and unpaid carparking that is appropriately located, accessible, safe and ample is the basis for ensuring retail success.

Finding: The free supply of parking in the core of the City Centre is near capacity. Employees occupy spaces for longer term parking. If visitors can't park, they can't shop.

Benefits:

- To drive retail and commercial activities;
- To provide for additional capacity for community, civic and cultural activities;
- To improve parking capacity in the short- term;
- To utilise sites immediately outside the City Centre to supplement City Centre long term parking requirements;
- To encourage use of 170 under utilised spaces on the roof of the Castle Street Carpark and investigate expansion here;
- To promote use of sustainable transport;
- To reduce the need to over- deliver carparks; and
- To encourage immediate development investment.

Projects

Cost:

Convert 100 'all day' carparks in the Castle St Carpark to 3 hour parking.	N/A
Provide shade sails/ lift at Castle St Carpark.	\$900,000
Enforce short- term parking limits using rangers and scanner technology.	N/A
Increase utilisation rates of existing spaces by upgrading and ensuring a basic level of safety, cleanliness and convenience at Castle St and Park Ave Carparks and amenities at Riding Ln.	\$375,000
Revise S94 specifications to fund the Castle St/ Riding Ln Carpark expansion.	N/A
Installation of +100 bike racks to promote cycling to work.	TBD
Provide cycle and bus infrastructure to achieve the modal shift goal of 10%.	Refer to (P- SR) p.42
To encourage private development of additional carparks over the long term at potential locations identified in Figure 5.	N/A
To improve the legibility of the bay markings to encourage proper use.	TBD

SUMMARY:

The core of the City Centre study area is at parking capacity.

By 2031 an additional 630 short term parking spaces will be needed.

Any spaces lost through the Street Reconfiguration Project within this Masterplan are balanced out by the under utilised spaces on the City Centre fringe.

The new shade sail and lift at the Castle Street Carpark will increase the utilisation rate of the 170 empty upper level spaces.

By 'finding' the above spaces we are left needing 460 spaces by 2031.

The current demand in the City Centre is approximately 2,461 parking spaces.

The additional 2031 demand of 460 spaces could cost up to approximately \$8M to construct as a carpark.

If 10% of existing and new drivers shift to another mode of transport across the City Centre:

= reduction of approximately 300 parking spaces

= approximately \$4.9 million carpark savings

NOTE: The above parking assumptions have been part of preliminary investigations undertaken with GTA Consultants. Detailed findings are provided within the Masterplan Transport Report.

POTENTIAL CARPARK FUNDING MODELS

- Joint Ventures with a private developer using existing Council owned land;
- Government Grants;
- Special Infrastructure Contribution;
- Select charging for parking;
- One-off rates payment;
- Leasing Options; and
- Crowdfunding.

Legibility

One of the key objectives of this Masterplan is to ensure that visitors to the City Centre are easily able to experience the City's natural and urban assets and to encourage them to stay longer.

As the City Centre transforms into a 21st Century City, the Strategies and Projects outlined within this report will provide a framework for the City to be known by visitors as a unique, memorable and accessible destination.

The plan opposite illustrates the numerous Strategies and Projects that will reinforce the Vision for the City Centre. The *Details* below are discussed as components of the Strategies and Projects within the balance of this document.

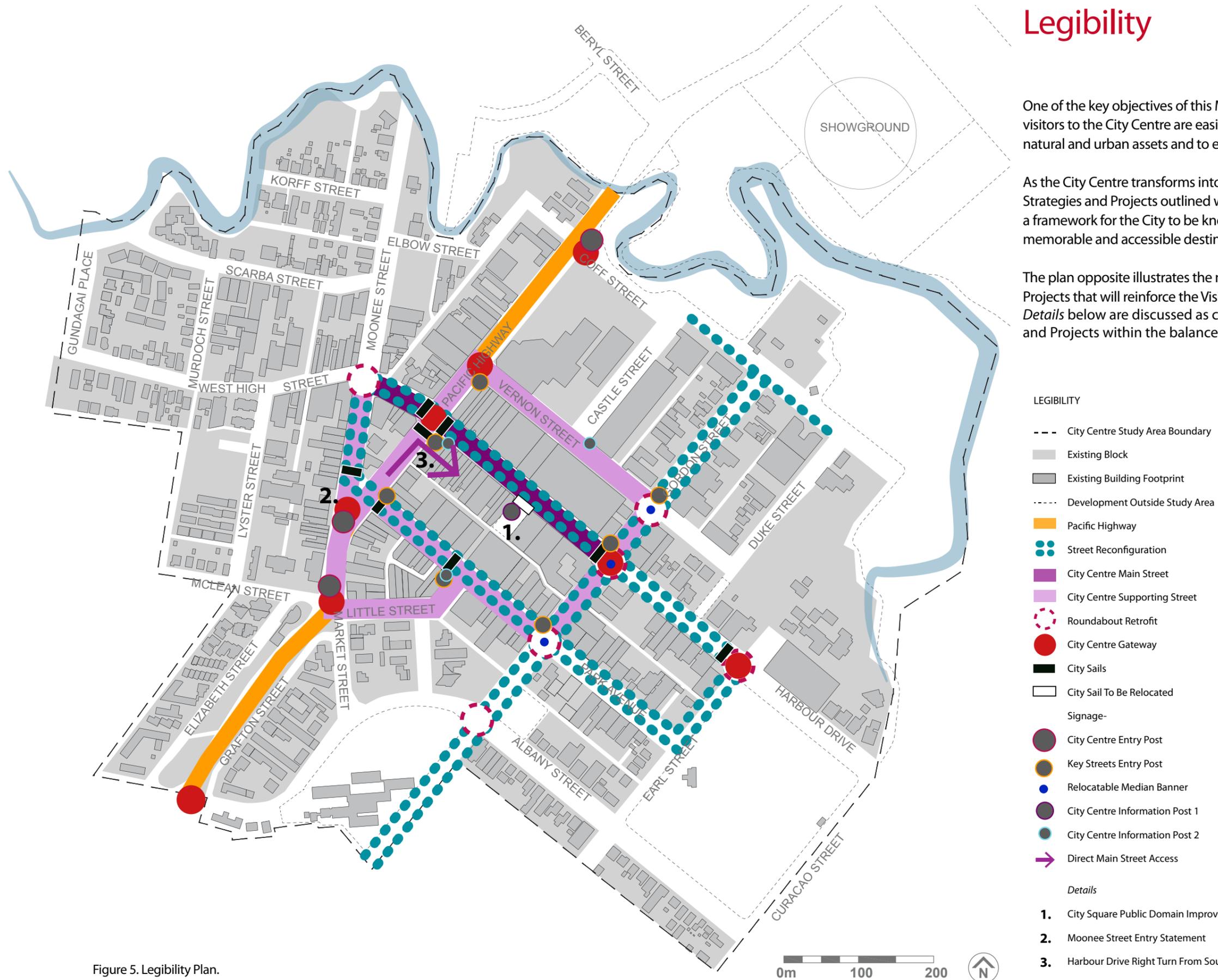


Figure 5. Legibility Plan.

Strategy: City Centre Legibility (S- CCL)

Principle: A coordinated wayfinding strategy should celebrate the entry to the City Centre, improve access, signage and lighting whilst at the same time using streetscape planting and art to prioritise streets and direct visitors to destinations. A comprehensive wayfinding strategy contributes to a City's identity and makes it more user- friendly; attracting and retaining more visitors.

Finding: The City Centre lacks an easily identifiable and accessible entry and overall legibility. There is inadequate attraction and directional signage and general wayfinding within the City Centre itself.

Benefits:

- To enjoy a sense of arrival when entering the City Centre;
- To recognise the City Centre's Main Street, Harbour Drive, and turn directly onto it from the South increasing capture of passing traffic;
- To reinforce Coffs Harbour City Centre as the 'City of Sails;'
- To reinforce the significance of Harbour Drive, Park Avenue, West High, Vernon, Gordon, Moonee, Coff and Little Streets as the core of the City Centre;
- To enhance and differentiate the brand and identity of the City Centre from other places and cities;
- To highlight the Harbour Drive and Earl Street intersection as the eastern gateway to the City Centre.

Projects:

Cost:

Replicate the Harbour Dr sails at key locations within the City Centre.	\$1.3 million
Implement Wayfinding Project including attraction and directional signage.	\$128,500
Implement the Harbour Dr Access.	\$250,000
Implement Street Reconfiguration 'Greening' Projects.	Refer to (P- SR) p.42

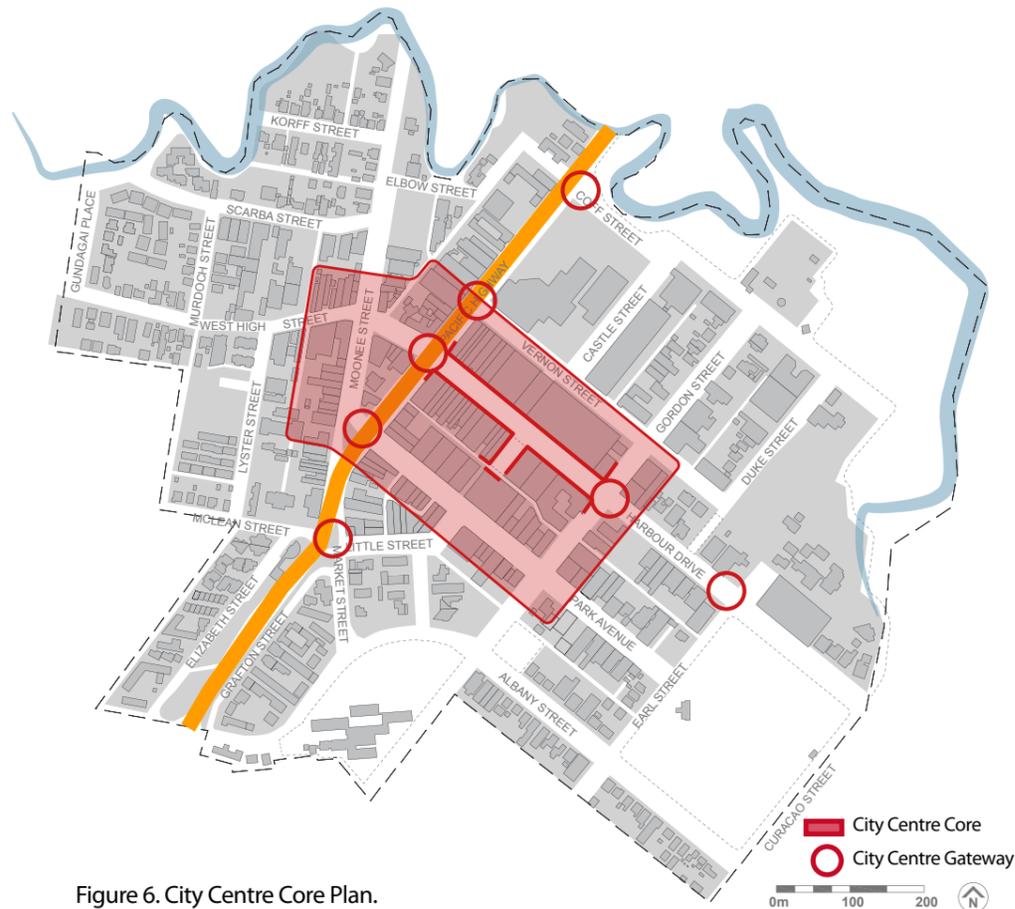


Figure 6. City Centre Core Plan.



Figure 7. Key City Centre wayfinding streets.





Strategy: Brand Positioning (S-BP)

Principle: Building on the foundation of the Coffs Harbour Township Marketing Masterplan and in particular, the village brand for the 'City Centre; the City Centre brand should continue to evolve with the City. The brand and identity for Coffs Harbour City Centre will be consistent with the Vision and will become a critical marketing tool to revitalise the City Centre.

Finding: As Coffs Harbour City Centre grows towards the City of 2031 its brand will need to grow and evolve in order to clarify what makes it special and to help everyone understand this uniqueness in the same way.

Benefits:

- To capture the City Centre sense of place as it evolves;
- To communicate and market a consistent brand for the City Centre;
- To differentiate Coffs Harbour City Centre from its competitors; and
- To reinforce the Vision for the City Centre regularly through events, art and activities that are aligned with the brand and identity of the City Centre.

Projects:

Cost:

Investigate the opportunity for a re branding to occur that launches the City Centre Masterplan 2031.	TBD
Incorporate the new brand into the signage and events strategies and projects.	Refer to (P- WF) p.30 and (P- EP) p.57



Strategy: City Centre Management (S-CCM)

Principle: In order for modern City Centres to compete as an “urban experience” against competitors the level of service, visual stimulation, general up-keep and pride of the public domain and shopfronts must be consistent and inspire return visits.

Finding: The management of the City Centre is not coordinated to create a consistently high quality, memorable experience.

Benefits:

- To offer a clean, safe, accessible and modern City Centre to visitors;
- To reposition the City Centre to be equipped to flourish in the changing retail environment;
- To increase tourism visits and expenditure within the City Centre;
- To lift the quality of the City Centre public domain and shopping experience to become a worthwhile destination; and
- To consolidate retail revitalisation efforts in order to get the most ‘bang for your buck.’



Projects:

Cost:

Establish a single, integrated board for managing the City Centre’s ‘amenity package.’	N/A
City Centre clean up and de- clutter day for the City Centre.	Refer to (P- EP) p.57
Provide hospitality training.	TBD
Proactively coordinate leasing and retail mix, events and advertising.	TBD
Work with landlords to provide short term activation strategies such as displays in vacant shopfronts, art spaces and concepts similar to ‘Renew Australia.’	TBD

Key Land Use and Open Space

The City Centre Masterplan 2031 identifies key strategic sites within the City Centre and outlines Principles to ensure their optimum contribution to the future vibrancy of the City Centre whilst also providing a toolkit for realising their potential through development incentives, activation mechanisms, management and resilience planning.

The plan opposite identifies key sites for investigation and land use activation linkages. Any carpark redevelopment would be considered as part of an integrated development maintaining existing carparking capacity. The *Details* below are discussed as components of the Strategies and Projects within the balance of this document.

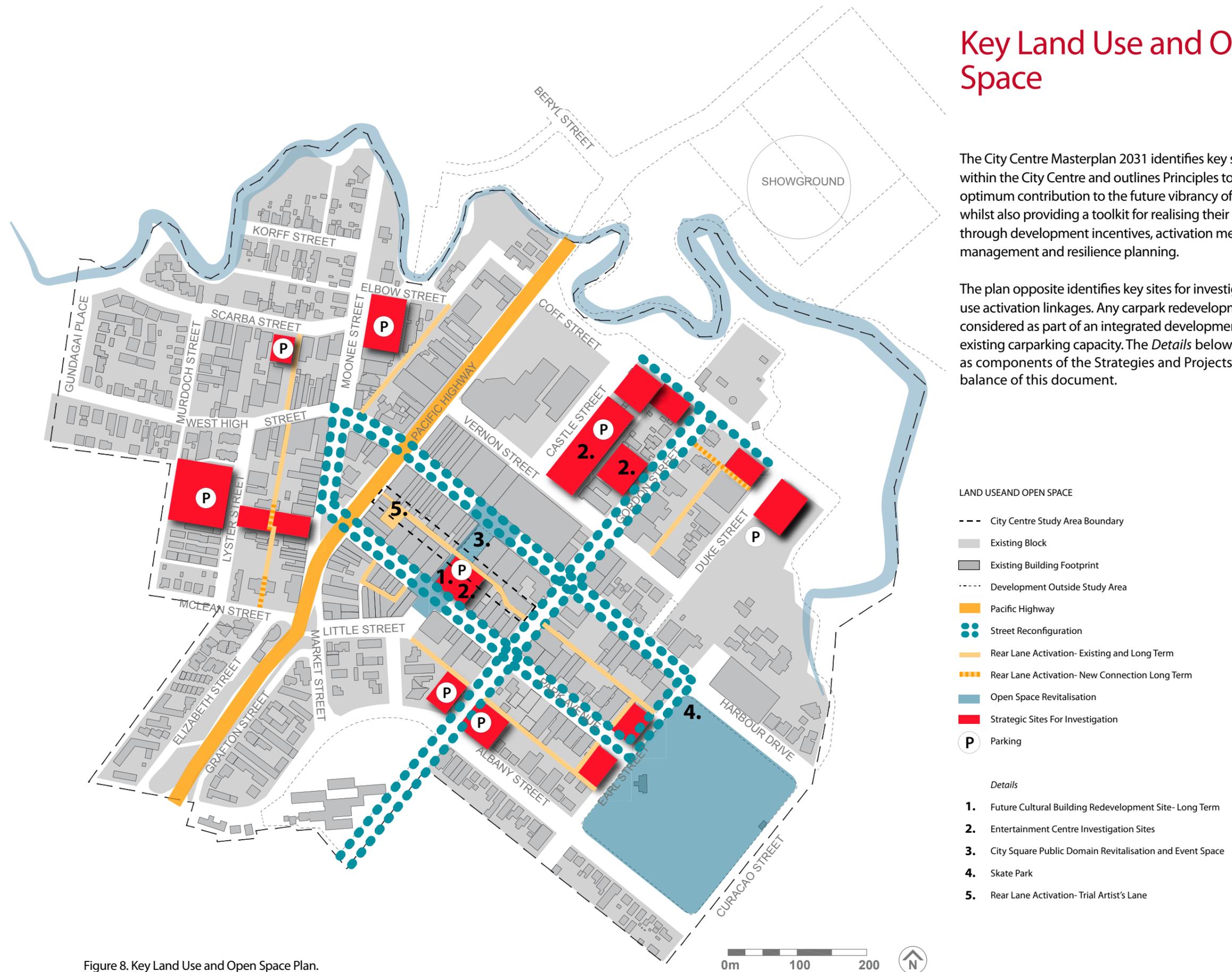
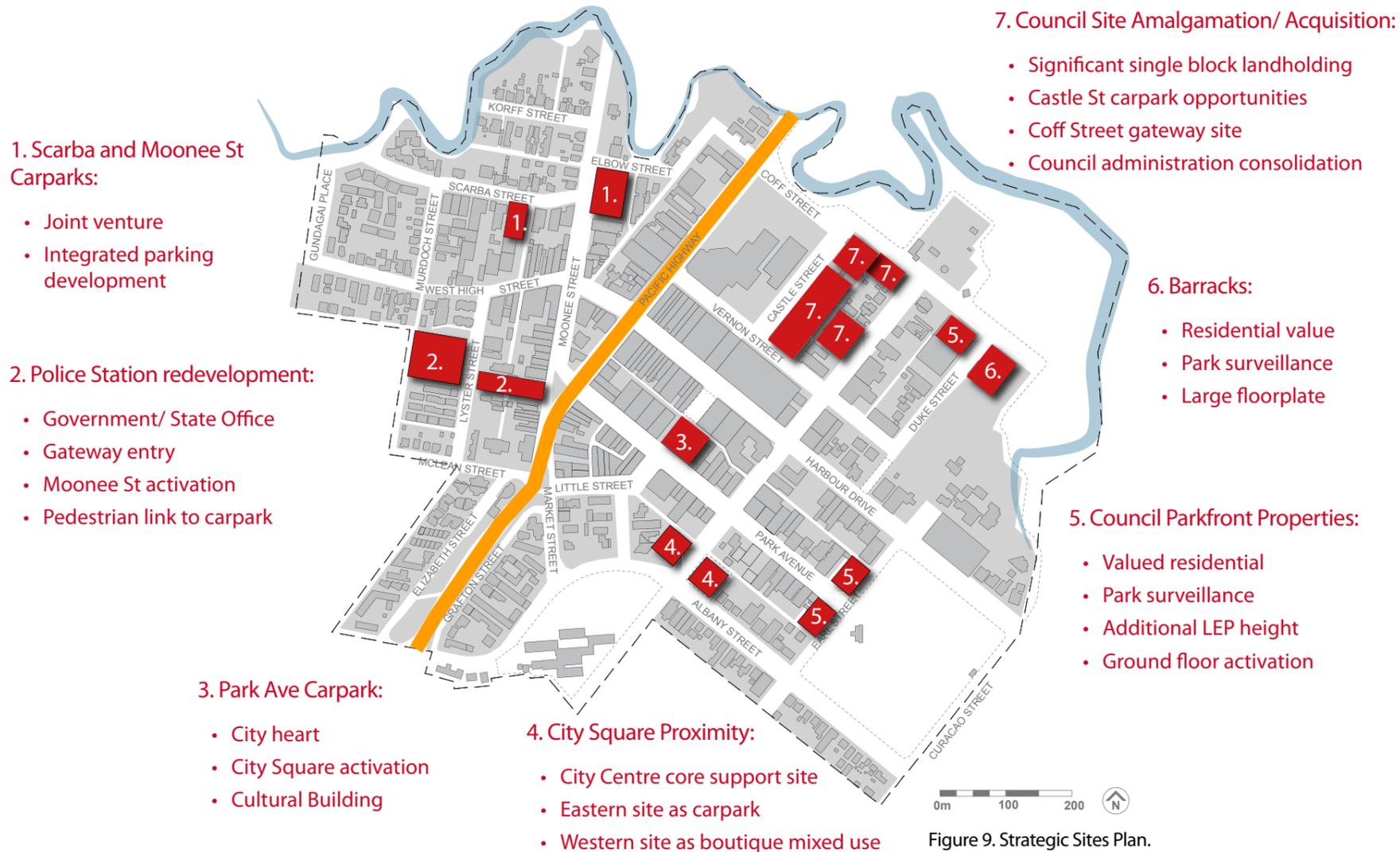


Figure 8. Key Land Use and Open Space Plan.



Strategy: Strategic Sites (S-SS)

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

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

Benefits:

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

Projects:

Cost:

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



Innovative development principles for consideration.



1. Park Avenue Lane- Existing.

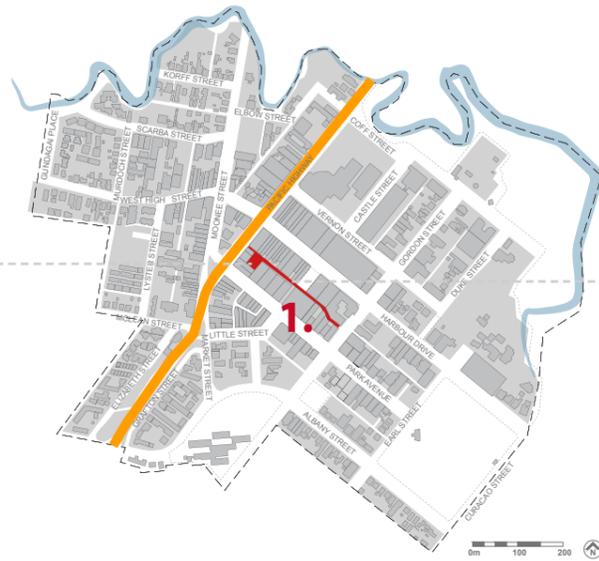


Figure 10. Stage 1- Trial Activation- Park Avenue Lane.

Park Avenue Lane has small spaces attached to the laneway that are perfect for quirky community gathering and event opportunities.



Activated laneways supplement streets and public spaces to form a network of various experiences and possibilities.



Opportunity for range of evening activation.



Greenery and art add instant life to a space.



Public art in the City Centre can function as protection from sun and frequent rain whilst activating spaces and promoting local and youth artwork.

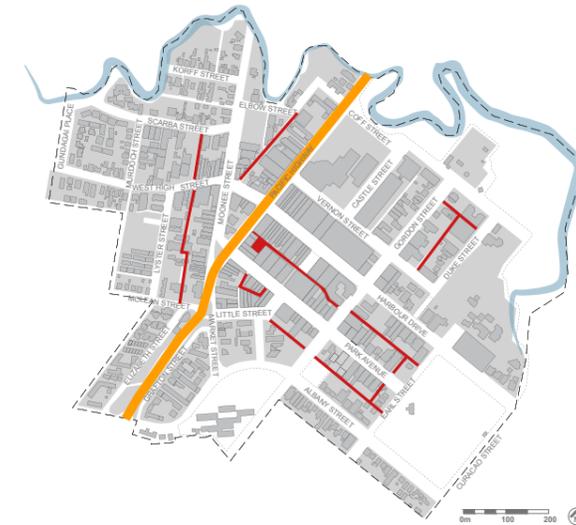


Figure 11. Stage 2- Long Term Rear Lane Activation.

Strategy: Rear Lane Activation (S-RLA)

Principle: Successful cities have demonstrated that a Rear Lane Activation Strategy can contribute to the economy of a City Centre by supporting conventional retail and diversifying investment opportunities.

Finding: The network of public rear lanes has the potential to play a dynamic and active role in the future of the City Centre linked to redevelopment over the long term.

Benefits:

- To broaden the economic base of a City;
- To support traditional retail;
- To attract investment and new residents who are interested in inner city lifestyle;
- To clean up and improve safety within under utilised public rear lanes in the City Centre;
- To reinforce the City Square as the focal point of the City Centre for events;
- To showcase local artists and promote laneway art events;
- To activate a secondary pedestrian movement network; and
- To create a series of engaging and vibrant smaller spaces.

Projects:

Cost:

Trial Park Ave Ln as the pilot project for an 'Artists Laneway Event' with the City Square.	\$100,000
Provide clean- up, lighting and security measures to promote safe use of Park Ave Ln and the City Square.	Refer to (P-CQ) p. 33
Prepare a Rear Lane Activation Strategy for the balance of the rear lanes.	N/A
Provide lighting and security measures in accordance with the Rear Lane Activation Strategy and in partnership with private development as it occurs.	TBD
Retain the existing network of rear lanes and encourage additional connections as part of new and private development in accordance with Figure 11.	N/A



Strategy: Development Incentive Policy (S- DIP)

Principle: To create an incentive for the private sector to develop within the City Centre and contribute to the realisation of the City Centre Masterplan 2031.

Finding: In the current financial climate, any steps Council can implement to de-risk development will be attractive to developers and lenders.

There are a variety of strategies including Developer Incentives, Development Application Process and Public Improvements that can provide the incentive. They include:

Developer Incentives:

- Whilst some incentives exist, such as an increase in building height and FSR the opportunity exists to improve the effectiveness of these actions by clearly articulating the additional building capacity that will be approved if specific public benefits are provided in the City Centre. Benefits typically include:
 - Provision of on-site affordable housing;
 - On-site civic support spaces dedicated to culture, the arts, bicycle infrastructure;
 - Green buildings that exceed the standard rating under the Commercial BASIX Code;
 - Create new public space identified by the Masterplan, including plazas, pedestrian passages and new connections;
 - Building height bonuses that are proportionate to the permitted height; and
 - The viability of fine grain redevelopment of the City Centre is difficult because of the necessity to provide on-site parking. Council could remove the necessity for sites of a certain size to provide any on-site parking. Instead, a discounted cash contribution to a Public Parking Fund shall be provided.

Development Application Process:

In the current financial climate, de-risking the approval process for the private sector may provide an incentive for developers to invest in the City Centre. Initiatives Council may implement to assist with this include:

- Reducing or staging DA fees;
- Streamlining the DA process to provide certainty on timeframes; and
- Provide DA lodgment assistance.

Public Improvements:

There are a variety of strategies that can provide incentives for existing owners or tenants to deliver the City Centre Masterplan. They include:

- Council recognises that shopfronts without awnings reduce the pedestrian experience, protection from the elements and alfresco dining. Through the Awning Addition Grant Program Council seeks to encourage owners or tenants to add an awning to a shopfront which, without financial assistance, may not be able to occur. The applicant must make a matched contribution of cash only, not 'value-in-kind', to the project. Matched grants would be considered for this program.
- Council recognises that blank walls detract from pedestrian life and a sense a safety. Through the Blank Wall to Active Frontage Grant Strategy Council seeks to encourage owners or tenants to activate blank walls through public art, including opening new shopfronts onto streets, murals, lighting and other measures which, without financial assistance, may not be able to occur. The applicant must make a matched contribution of cash only, not 'value-in-kind', to the project. Matched grants would be considered for this program.

- Council recognises that public life and creative events contribute to economic resilience and strengthen local spending. Events also create opportunities for community and business participation on a broad scale. It is also recognised that major events can deliver significant tourism benefits. A diverse events calendar adds a further layer of experience for visitors to Coffs Harbour and can provide the impetus for an initial visit, a return visit, or a longer stay. As such, Council has a Creative Event Sponsorship Program aimed to complement local initiatives rather than providing all the funding.

Projects:

Cost:

Develop and adopt a Developer Incentives Program.	\$100,000
Develop and adopt a Parking Discount Program and Public Parking Fund.	N/A
Develop and adopt an Awning Addition Grant Program (refer to Appendix 1: Landscape Materials and Masterplanning for detailed specifications).	N/A
Develop and adopt a Blank Wall to Active Frontage Grant Strategy.	N/A
Develop and adopt a Creative Event Sponsorship Program linked to the City Centre Events Program	N/A

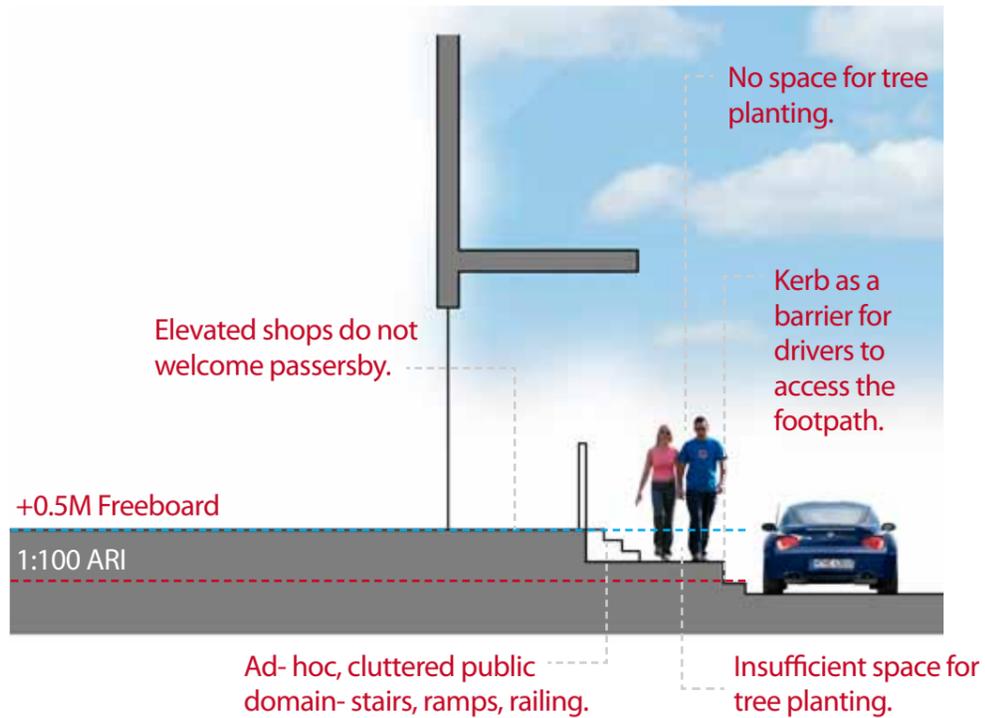


Figure 12. Section 1: Typical flood design resolution under current policy.

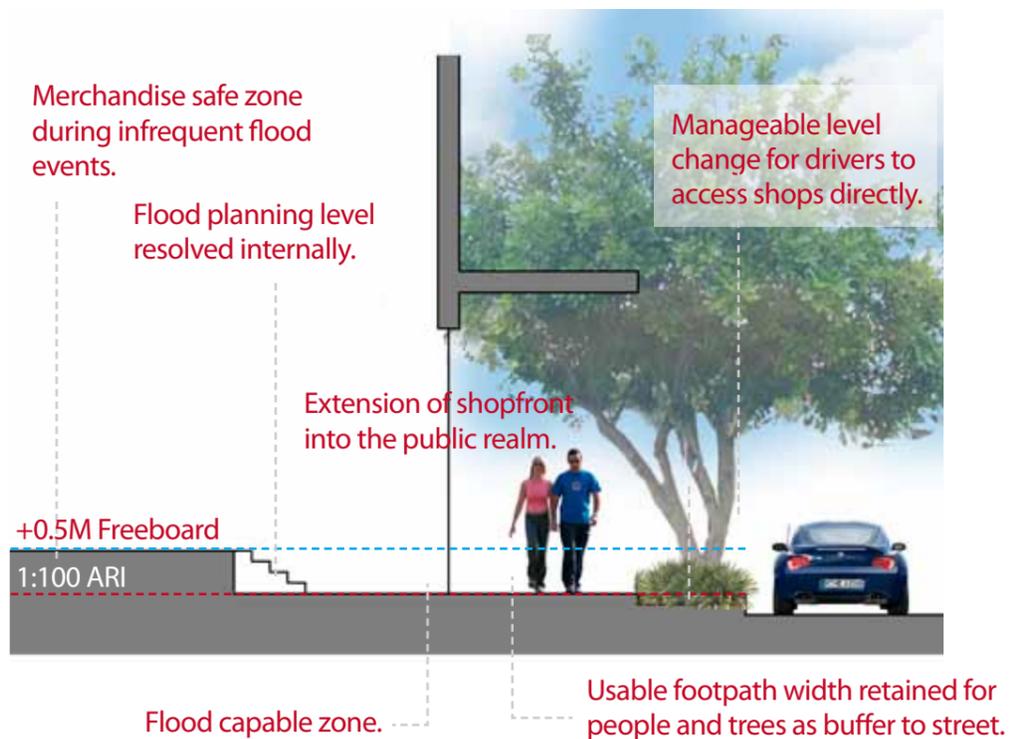


Figure 13. Section 2: Alternative food design resolution- internal.



Strategy: Resilience and Flood Plan (S-RFP)

Principle: Flood planning and development solutions must be balanced with a retail and public domain interface that facilitates the highest levels of retail performance within a mixed use environment and the best City Centre function on a daily basis.

Finding: The majority of the City Centre is subject to 100-year ARI flood event and therefore requires development in accordance with the flood planning level defined as the level of a 1:100 ARI flood event plus 0.5 metre freeboard.

Benefits:

- To put in place resilience- planning for the City Centre;
- To promote high patronage of shops within the City Centre by retaining a direct relationship between the footpath and adjoining retail shops;
- To promote a quality and consistent public domain, particularly where multiple land ownership and development may lead to ad- hoc solutions;
- To maximise public and private interaction on streets and public spaces; and
- To minimise financial impacts on retailers resulting from water exposure.

Projects:

Cost:

Adopt a resiliency strategy to ensure that planning for periodic flooding does not adversely impact on the City Centre on a daily basis.	N/A
Lead a public/ private partnership to provide advice to shop owners regarding flood planning options and consider a grant scheme for key flood path properties.	N/A
Assist property owners in retro- fitting of flood mitigation devices such as flood gates to existing developments.	TBD
City Centre drainage by-pass (concept and cost/ benefit analysis).	\$1.9 million
Resolve Harbour Dr /Gordon St overland flow path as part of Coffs Central.	\$700,000



Projects

HARBOUR DRIVE ACCESS (P- HDA)	25
WAYFINDING (P- WF)	26
CITY SAILS (P- CS)	27
CITY SQUARE (P- CQ)	29
CITY SQUARE CULTURAL BUILDING (P- CQCB)	30
ENTERTAINMENT CENTRE (P- EC)	34
ROUNDBOUT RETROFIT (P- RR)	35
BUS STOP LOCATION (P- BHL)	36
CASTLE STREET CARPARK (P- CSC)	37
STREET RECONFIGURATION (P- SR)	38
BRELSFORD PARK (P- BP)	53
EVENTS PROGRAM (P- EP)	54

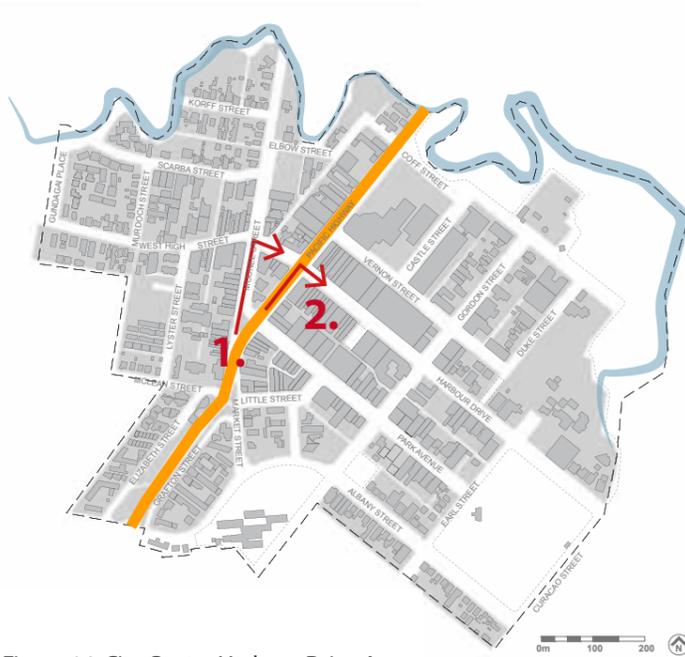
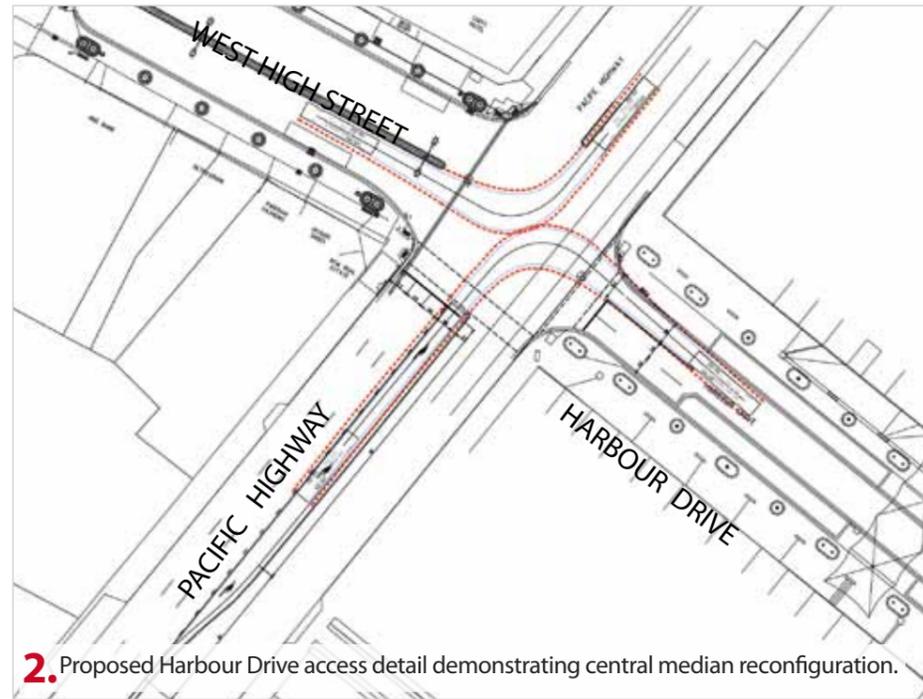


Figure 14. City Centre Harbour Drive Access.



2. Proposed Harbour Drive access detail demonstrating central median reconfiguration.

Project: Harbour Drive Access (P-HDA)

Principle: A recognisable and easily accessible entry into a City Centre contributes to a sense of arrival and encourages travellers to stop and to stay longer.

Finding: Vehicle access onto Harbour Drive from the Pacific Highway is neither direct nor memorable.

Benefits:

- To support the City Centre Strategies for Legibility and Brand Positioning;
- To improve City Centre access and legibility;
- To capture the 5 million vehicles per year travelling north along the Pacific Highway by enabling tourists to turn directly onto the active environment of Harbour Drive; and
- To leverage off of the Moonee Street sail proposed within the City Sails Project and improve the Moonee Street arrival experience through improved signage and an entry statement.

Projects Component:

Cost:

To coordinate the Moonee Gateway Entry planting with the City Sail and Entry Post Projects.	\$60,850
Following construction of the Pacific Hwy Bypass route, undertake the detailed design associated with providing improved access to Harbour Dr and liaise with RMS.	TBD
Reconfigure the Pacific Hwy central median to provide a right turn lane into Harbour Dr.	\$250,000



1. Moonee Street 'Peel' with proposed gateway entry planting and signage.



Banana plant.

Potential recreational links signage.



Coffs Creek Bridge.



Figure 15. Signage Plan.

Project: Wayfinding (P-WF)

Principle: A holistic wayfinding strategy is critical to the functioning of a City Centre. It can include signage, lighting, landscape and art components. It provides direction but also contributes to the brand and identity of the City Centre and advertises its qualities.

Finding: A clear wayfinding strategy is required within the City Centre in order to:

- Direct visitors into the City Centre;
- Educate visitors on key destinations; and
- Prioritise and give identity to streets and to the City Centre core.

Benefits:

- To support the City Centre Strategies for Legibility and Brand Positioning;
- To replace the outdated and inadequate existing signage with a modern and up- to- date wayfinding strategy including signage and landscape;
- To promote the City Centre as safe and user- friendly day and night by incorporating lighting into signage and landscaping;
- To capture and retain visitors to the City Centre as well as capitalise on the Pacific Highway traffic;
- To reinforce Harbour Drive, Park Avenue, Gordon Street, Moonee Street, Coff Street and Vernon Street as key orientation streets based on their location, audience capture and contribution to the City Centre; and
- To promote assets such as Coffs Creek parklands, the Coffs Creek walk/ cycle path and connections to the Botanic Garden.



Vertical Height
Lighting
Robust Material
Sub Tropical planting
Timber plantation interpretation

Entry Feature Toolkit.



- City Centre Entry Post
- Key Streets Entry Post
- Relocatable Median Banner
- City Centre Information Post 1
- City Centre Information Post 2

Projects Component:

Cost:

Provide and coordinate the City Centre and Key Streets Entry and Information Post signage, banners, landscape statements and lighting with the City Sails Project.	\$128,500
Provide a strategy for pedestrian/ cycle map information for recreational links and interpretational signage at points of interest.	TBD

Project: City Sails (P-CS)

Principle: The identity and brand of a place is a successful marketing tool when it is founded on aspects of the place that are authentic and resonate with the community.

Finding: Paired shade sails are an iconic feature of the Harbour Drive streetscape and could be extended to be used throughout the City Centre to strengthen the overall identity and brand of the City Centre.

Benefits:

- To support the City Centre Strategies for Legibility and Brand Positioning;
- To reinvent Coffs Harbour City Centre as the modern day 'City of Sails';
- To welcome visitors and announce arrival at key locations in the City Centre;
- To reinforce the retail core and open views from City Square;
- To activate the evening economy by increasing safety and interest through the illumination of the City Sails; and
- To reinforce the Events Program by tailoring the illuminated sails to reflect the theme of the event.

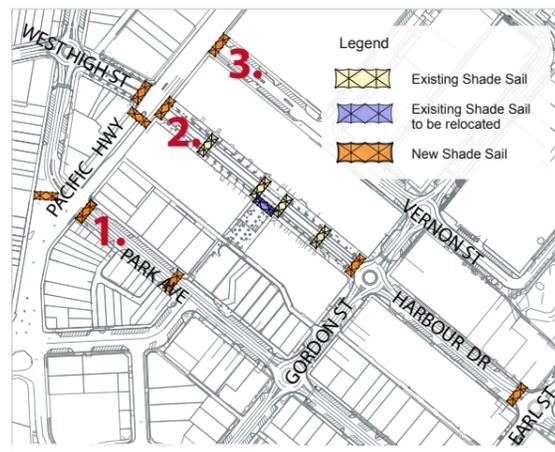


Figure 16. City Sails Project Plan.



Opportunity for night time illumination of City Sails (Source: OrientalBeauty168)



Projects Component:

Cost:

Coordinate the City Centre signage and Moonee St Entry Statement with the City Sails Project.	N/A
Stage 1: Relocate east west City Square sail to new location opening up City Square views.	\$28,000
Stage 1: Provide additional paired sails at the key retail street intersections of- Harbour Dr, Park Ave, West High St, Vernon St and Moonee St including event- based lighting.	\$700,000
Provide a coordinated lighting strategy.	Refer to (P- EP) p.57
Stage 2: Provide additional paired sails at the key gateway intersections of- Park Ave near Little St, Harbour Dr / Gordon St, Harbour Dr/ Earl St and a 'super sail' across the Pacific Hwy near Harbour Dr, subject to detailed design and consultation with RMS.	\$672,000



Existing Pacific Highway and Park Avenue entry.



City Centre Entry- Pacific Highway and Park Avenue City Sails.

Project: City Sails (P-CS)

Project: City Square (P- CQ)

Principle: The Town or City Square is the geographical and community heart of a City Centre. Investment in the City Square will have the greatest commercial and social returns of any place within the City Centre and activation will emanate from it.

Finding: The City Square becomes a vibrant hub for activity during events and could play a pivotal role in revitalising the City Centre with increased events programming and public domain improvements coordinated through City Centre Management.

Benefits:

- To support the City Centre Strategies for Key Connections, City Centre Legibility, City Centre Management, Development Incentive Policy, Strategic Sites, Rear Lane Activation and Brand Positioning.
- To transform Harbour Drive from a regional shopping street to a vibrant tourism destination;
- To further supplement the \$8 million per year that the Grower's Market contributes to the local economy;
- To provide a safe and central gathering place for an events program and art installations as an alternative to the carpark;
- To promote day and night use and activation at the core of the City Centre;
- To act as the catalyst for Park Avenue Lane events; and
- To extend the City Square from Coffs Central to Park Avenue using pavement treatment and relocating east west sail.



Potential City Square night time event looking toward Park Avenue Carpark.



- Raised pavement
- Range of activities
- Local artwork on blank wall
- Feature palm tree planting sets a rhythm for the space
- East west sail relocated to open views
- Raised pavement
- Coffs Central verandah overlooking City Square

Projects Component:

Cost:

Relocate east west sail as per City Sail Project.	\$28,000
Target regular day and night events and festivals to be held at City Square.	Refer (P- EP) p.57
Install artistic night lighting scheme at City Square and along Woolworths Walk.	\$30,000
Install outdoor amphitheatre.	\$250,000
Commission the design and installation of City Square weather protection component.	TBD
Undertake surface redevelopment of City Square with raised pedestrian threshold zones across the laneway and Harbour Dr, adjacent to the City Square. Upgrade lighting, awnings and landscaping.	\$1.2 million
Upgrade street furniture, incorporate CCTV and commission a signature light show including use of City Sails.	\$500,000

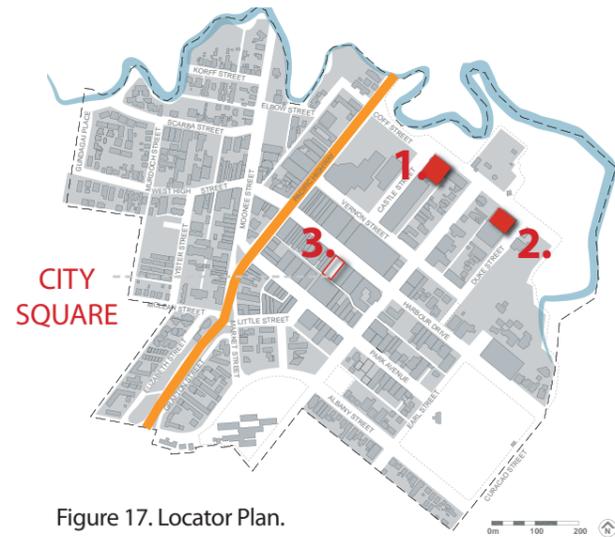


Figure 17. Locator Plan.



1. Coffs Harbour City Council main administration building.



Figure 18. Proposed Cultural Building Redevelopment Plan.



2. Coffs Harbour Art Gallery and Library and Council.



3. Indicative proposed City Square Cultural Building.

Project: City Square_ Cultural Building (P- CQCB)

Principle: Cultural and civic facilities reflect a city's identity and character and contribute to its unique sense of place. They provide opportunities to foster and showcase local talent and can become a key component of a broader tourism strategy. The closer that a cultural building is the core of the City Centre, the more tourism, commercial and social benefits it will have.

Finding: The City Centre civic and cultural facilities are currently sited on the edge of the City Centre. An entertainment centre does not exist. A strategy for the development of a mixed use cultural building at the heart of the City Centre is required.

Benefits:

- To support the City Centre Strategies for Key Connections, City Centre Legibility, City Centre Management, Development Incentive Policy, Strategic Sites, Parking, Resilience and Flood Masterplanning, Rear Lane Activation and Brand Positioning;
- To provide a key destination, add life to the City Centre and establish a key point of difference;
- To deliver a modern, iconic, mixed and multi- use development to Coffs Harbour at the heart of the City Centre which may include a library, art gallery, civic functions, entertainment centre, commercial and retail;
- To further activate the City Square, Park Avenue and Park Avenue Lane by incorporating ground floor retail which could hide any parking behind it to ensure a quality pedestrian streetscape experience; and
- To provide an integrated parking solution at a key location in the City Centre to assist in alleviating parking capacity issues

Projects Component:

Cost:

Investigate amalgamation of sites adjoining the Park Ave Carpark to facilitate a multi-purpose mixed use building and to provide additional parking to the City Centre.	N/A
The Park Ave Carpark should be redeveloped as the Coffs Harbour Cultural Building including a mix of uses and parking.	TBD
Activate the laneways and buildings along the City Square interface as part of public/ private partnership.	N/A

The City Square Cultural Building: Precedents

The Masterplan team has reviewed the location and function of cultural buildings within the context of the City Centre Masterplan Objectives and Principles and has also investigated the evolving role, function and physical form of cultural buildings within a future City Centre context. Some examples of mixed use cultural buildings which integrate parking, commercial and retail into the cultural focus of the building are cited below.



Quartier de Spectacles Cultural Hub, Montreal



Wagga Wagga Civic Centre, NSW



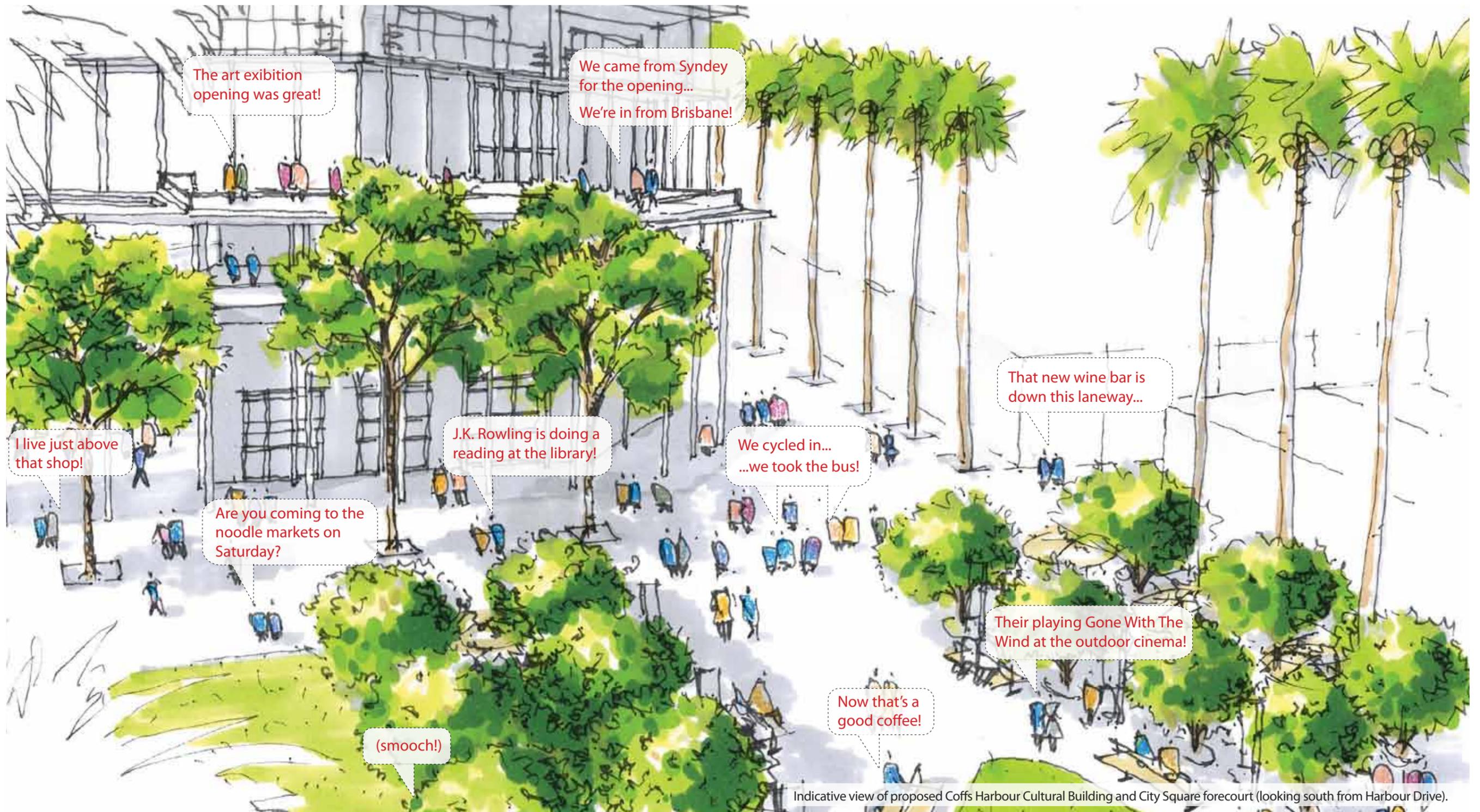
Seattle Library and Gallery, USA



Albury Cultural and Performance Centre, NSW

The City Square Cultural Building: Early Ideas

As part of the Consultation process, we shared our ideas for the City's new Cultural Building at Workshop 3. The community supported further development of the idea for a centralised cultural focus for the City Centre as part of the City Centre 2031.





Indicative view of proposed Coffs Harbour Cultural Building and City Square forecourt.

The 21st Century City Square Cultural Building: Northern Elevation

Project: Entertainment Centre (P- EC)

Principle: The economic benefits that cultural events can have on the local economy are well documented. In addition, recent research has concluded that Entertainment Centres, located within, or on the edge, of walkable City Centres, will attract significant numbers of people boosting patronage, and hence the viability of, surrounding restaurants, bars and similar uses.

Finding: Based on research into Entertainment Centre successful precedents in cities comparable to Coffs Harbour, it is recommended that the facility should accommodate 600- 700 seats, requiring a site of approximately 2,000sqm, and be located within the City Centre.

Potential locations for the Entertainment Centre are shown opposite.

Benefits:

- To support the City Centre Strategies for Key Connections, City Centre Legibility, City Centre Management, Development Incentive Policy, Strategic Sites, Parking, Resilience and Flood Plan, Rear Lane Activation and Brand Positioning;
- To provide a key destination, add life to the City Centre and establish a key point of difference;
- To provide critical night activities and purpose to improve safety within the City Centre and contribute to nighttime economy;
- To pursue the opportunity to benefit from co- locating complimentary uses within the City Centre; and
- To provide an integrated parking solution at a key location in the City Centre to assist in alleviating parking capacity issues .

Projects Component:

Cost:

Investigate the opportunity to accommodate the entertainment centre use into the Park Ave Cultural Building Redevelopment OR consider the Gordon St site for a stand alone entertainment centre OR consider the Castle St carpark as an integrated development opportunity OR consider the entire Castle St block as a future redevelopment site.	TBD
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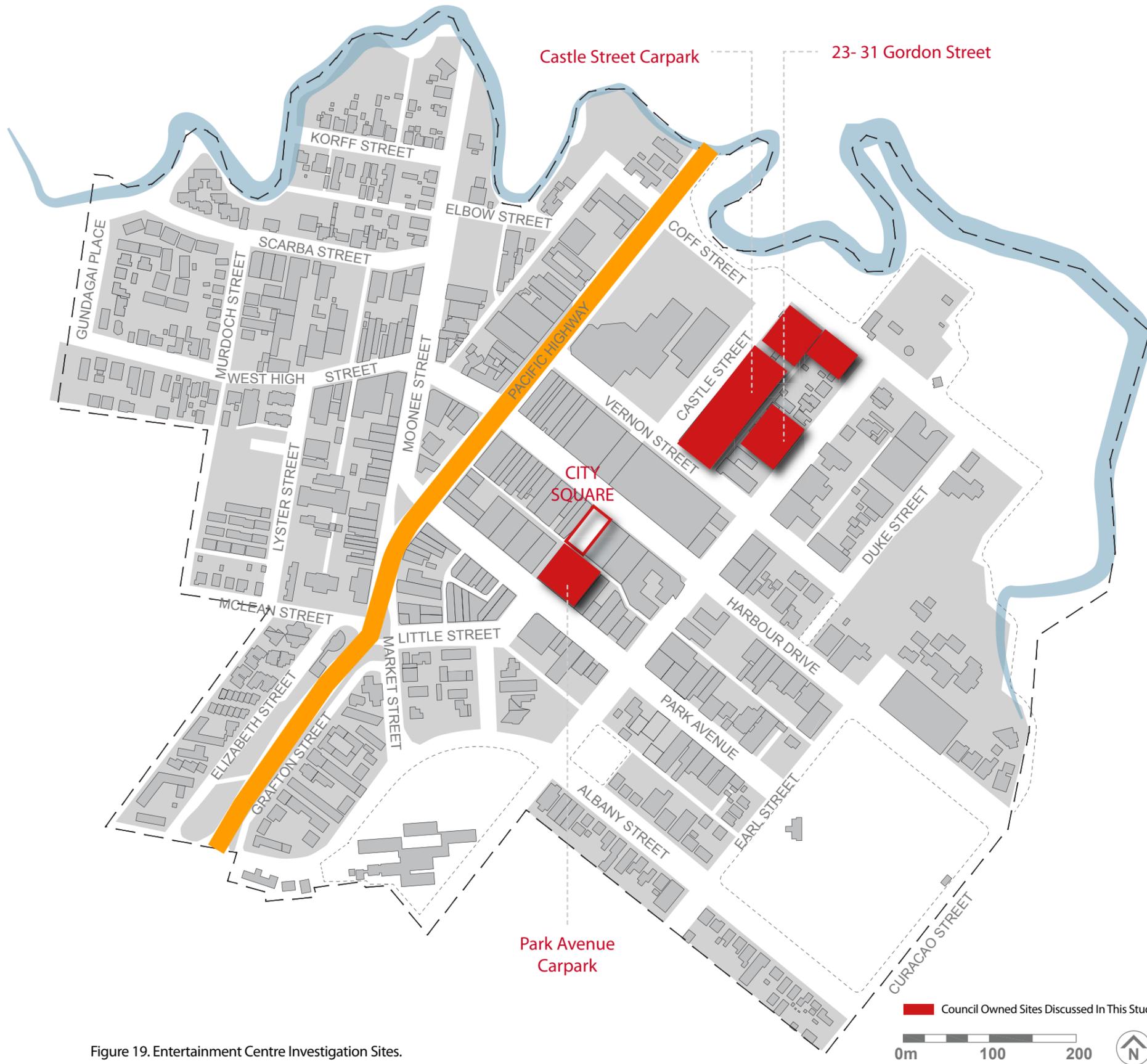


Figure 19. Entertainment Centre Investigation Sites.

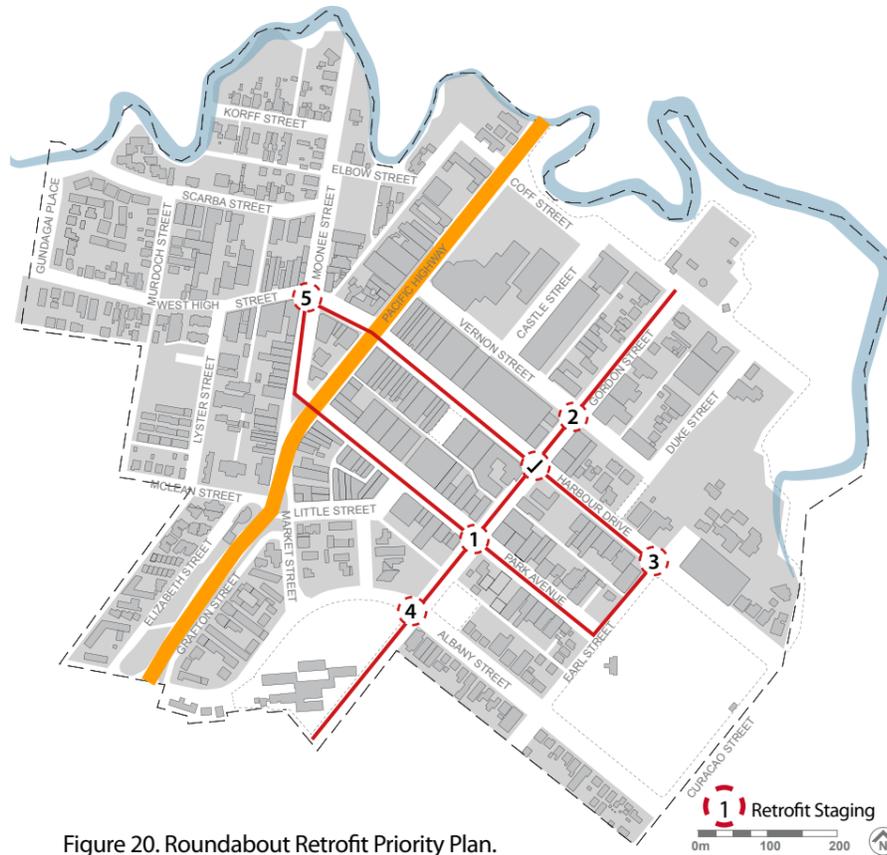


Figure 20. Roundabout Retrofit Priority Plan.

A cost effective way of improving pedestrian movement and safety at roundabouts is a retrofit solution: barrier removal and zebra crossings following street reconfiguration to one lane in each direction.

The benefits of the retrofit will be immediately realised and the next step would be to formalise the retrofit with extended pavement and landscaping.

The result will be a City Centre that balances pedestrians, cyclists and vehicles.



Coffs Harbour: Park Ave & Gordon St roundabout.



South Melbourne: Cecil & Coventry St retrofit.



Port Macquarie: Horton & William Street 4- way.

Project: Roundabout Retrofit (P-RR)

Principle: A City Centre requires people- traffic to be vibrant and a pedestrian friendly environment to attract and retain visitors. Roundabouts do not work in pedestrian friendly cities for a number of reasons. In particular, while they allow the free flow of traffic, pedestrians are unable to safely cross the street at either the intersection or mid-block without significant interventions. In addition, they contribute to oversized intersections which are devoid of place qualities.

Finding: Roundabouts in the City Centre promote the free flow of traffic compromising pedestrian movement and safety. There is a 25 percent increase in the pedestrian travel time along Gordon Street as pedestrians are diverted around barriers.

Benefits:

- To support the City Centre Strategies for Key Connections, Bike Masterplan, Development Incentive Policy, Parking and Brand Positioning;
- To successfully retrofit roundabouts to reduce kerb radii, widen footpaths and frontages with active uses successfully balancing the demands of motorists and pedestrians in the City;
- To promote simplified shared modal transport where additional signals are not required because vehicles and cyclists respectfully co- exist at intersections;
- To increase the distances that pedestrians can walk within their timeframe of tolerance. This is more ground they can cover shopping and activating the City Centre and NOT moving from one carpark to the next;
- To increase on- street parking through kerb radius tightening resulting in additional kerbside length; and
- To inexpensively test roundabout removal to educate the community on using a retrofitted roundabout and to experience the benefits upfront.



Projects Component:

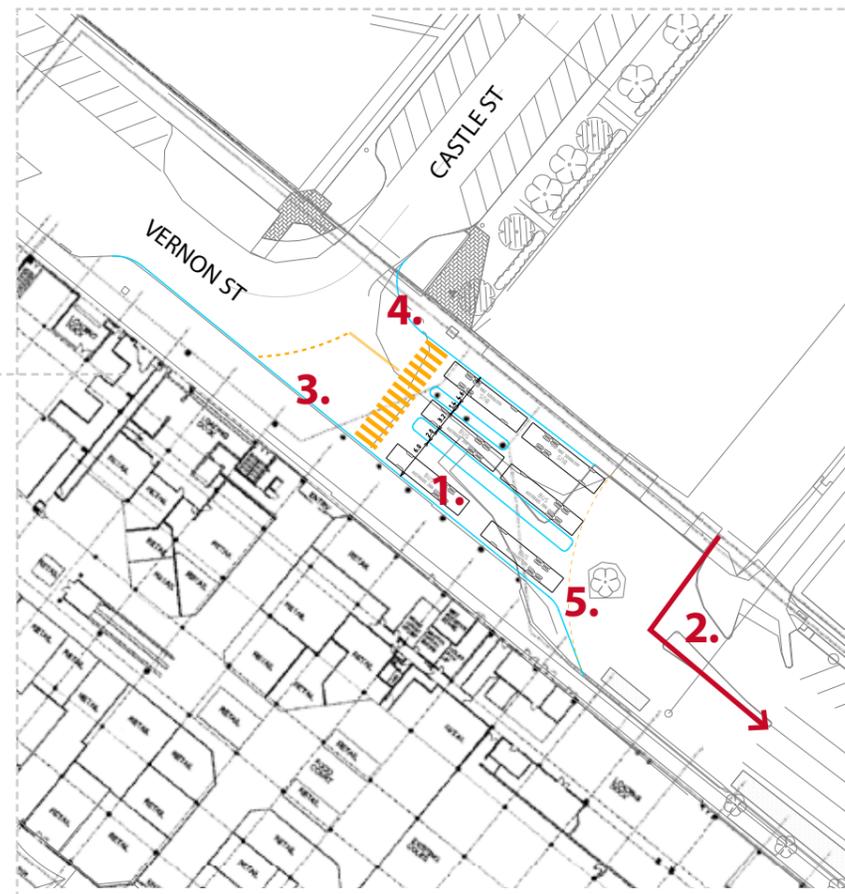
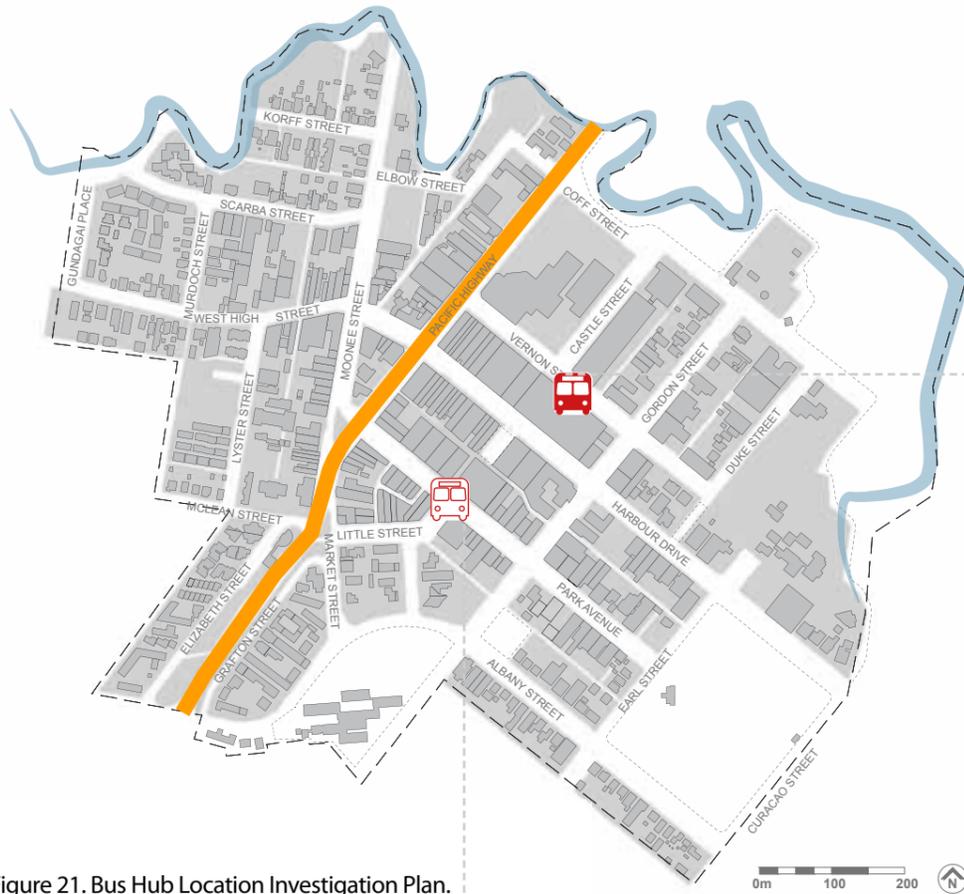
In order of priority opposite and concurrently with (P- SR), reduce the roundabout to one lane in each direction, remove pedestrian barriers and introduce zebra crossings.

Vehicle capacity of intersections will need to be reviewed in the future to assess the need for signals. If capacity requires, the roundabouts will be completely removed.

Cost:

\$49,000 (x 5)

\$1.2 million (x 5)



Preliminary Analysis of Alternative Bus Location

1. The traffic on Vernon Street would be limited to buses only (at least during the day).
2. Vehicles exiting the Castle Street car park to Vernon Street will have to travel to Gordon Street.
3. Kerb and vegetation reconfiguration on the southern side of Vernon Street to enable bus egress.
4. Kerb realignment and vegetation removal to allow access to buses from Castle Street.
5. Removal of roundabout to enable bus access.

Project: Bus Hub Location (P - BHL)

Principle: A clean, safe, accessible, well lit bus hub is critical to the function of a City Centre. The provision of a bus hub in a central part of the City must be balanced with the evolution of the public domain to ensure that the provision of improved public transport is not to the detriment of the public domain and pedestrians, cyclists and shopkeepers.

Finding: The current bus stops on Park Avenue do not provide a high level of user amenity and adversely impact on the overall character of the street. The investigation into opportunities for improvement and/or relocation is considered within this Masterplan.

Benefits:

- To support the City Centre Strategies for Bike Masterplan, Development Incentive Policy and Parking;
- To provide the basic amenities required at a bus stop including safety, lighting, shelter, seating, toilets, storage and signage;
- To preserve Park Avenue as a signature street with a variety of uses, trees, cyclists, alfresco dining, residential address and a new cultural building;
- To increase patronage of the bus therefore alleviating parking pressures; and
- To incorporate end of trip bike facilities into the bus hub.

Projects Component:

Cost:

Invest in inexpensive, short term improvements to the existing facilities on Park Ave to meet basic consumer needs as outlined with the Transport Report. Coordinate improvements with the Street Reconfiguration, City Sail and Wayfinding Projects.	\$37,800
Investigate opportunities for possible future relocation including the Vernon St location (functional layout plans). Relocation from Park Ave must be completed prior to construction of the Cultural Building.	\$19,000

Figure 21. Bus Hub Location Investigation Plan.



Potential Park Ave bus stop upgrades.

- Signage
- Pop-Up Cafe
- Weather Protection
- Seating
- Lighting

Project: Castle Street Carpark (P - CSC)

A Castle Street/ Riding Lane Carpark extension could provide an additional 120 spaces.

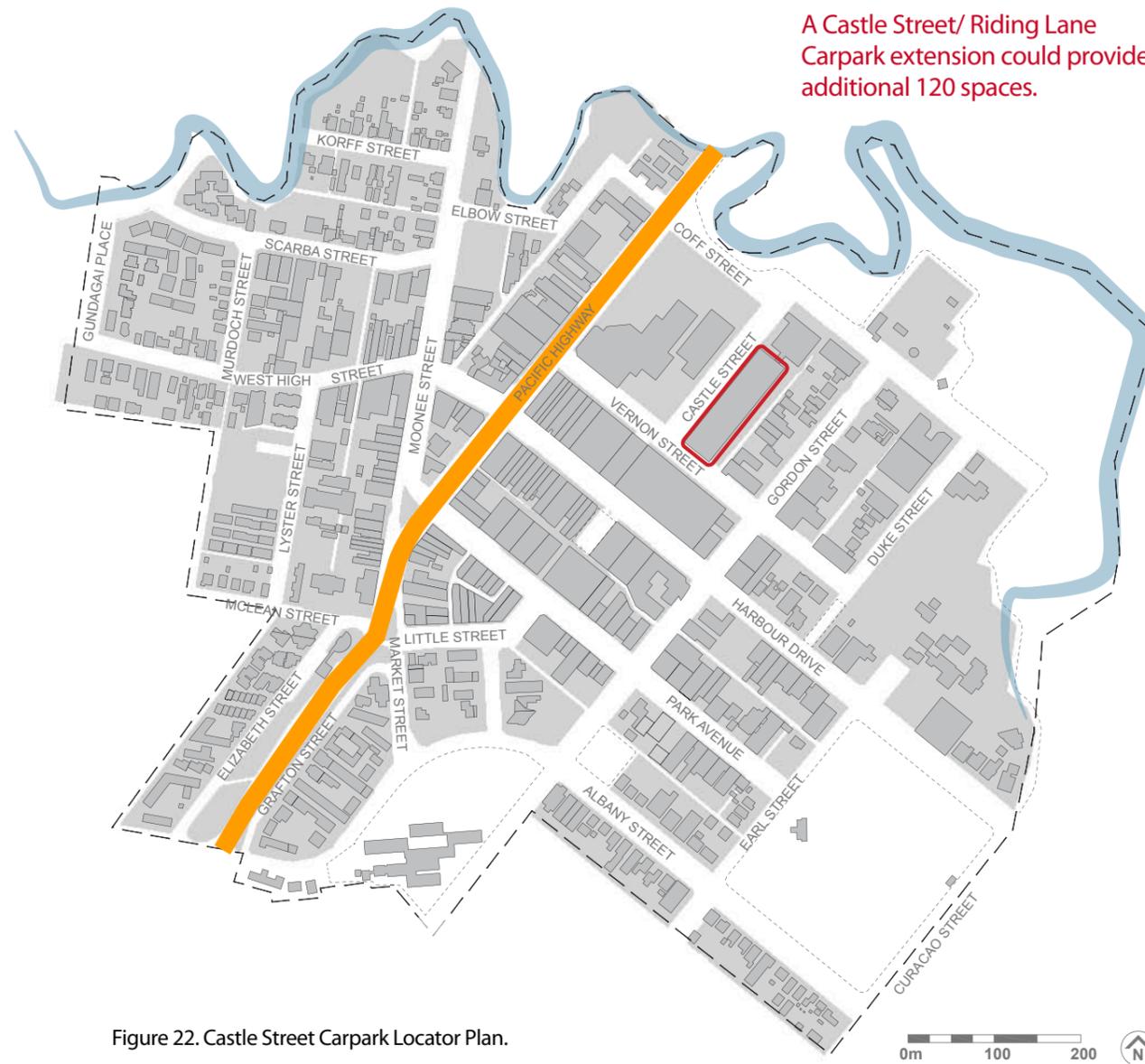


Figure 22. Castle Street Carpark Locator Plan.

Principle: The provision of convenient and accessible carparking ensures maximum utilisation of existing infrastructure.

Finding: There are generally 170 unused parking spaces on the upper levels of the Castle Street Carpark. Under utilisation is attributed to lack of weather protection and lift access.

Benefits:

- To support the City Centre Strategy for Parking;
- To free up capacity for retail parking on- street;
- To reduce the need to over- deliver carparks;
- To improve the conditions at the Castle Street Carpark and increase levels of use;
- To make the Carpark as user- friendly as possible in preparation for future potential expansion over Riding Lane; and
- To increase the perceived capacity at the Castle Street Carpark and enable the conversion 100 'all day' parking spaces to 3 hour parking.

Projects Component:

Cost:

Invest in a new lift and the provision of shade sails on the roof of the Castle St Carpark.	\$900,000
Upgrade the Castle St Carpark including painting and signage.	\$150,000
As part of a long- term strategy for the relocation of Council administration, consider limiting the Castle St Carpark to free short term parking only.	N/A
Investigate the opportunity to expand the Castle St Carpark into Riding Ln resulting in an additional 40 spaces per level.	TBD



Existing Castle Street Carpark- Castle Street frontage.



Existing aerial view of Castle Street Carpark roof- mostly empty.

Project: Street Reconfiguration (P-SR)

Principle: A proven strategy for creating attractive, people orientated streets which often promote renewal and redevelopment is the Street Efficiency Concept. The objective of the Concept is to identify the most efficient use of vehicle pavement without impacting on vehicle capacity. Where there is excess width in the vehicle pavement the streets should be reconfigured for public domain improvements that will attract investment.

Finding: With the exception of Harbour Drive, the majority of streets within the City Centre are vehicle orientated, have more lanes than required for their capacity, are dominated by parked cars, lack amenity and do not create an attractive setting for private sector investment.

Benefits:

- To support the City Centre Strategies for Key Connections, City Centre Legibility, Bike Masterplan, City Centre Management, Strategic Sites, Parking, Resilience and Flood Plan and Brand Positioning;
- To establish a coordinated approach to public domain improvements, cycle infrastructure and street tree planting where together, benefits are maximised;
- To improve the brand, identity and legibility of the City Centre;
- To reinforce the importance of the City Centre core and retail streets and create al fresco dining opportunities;
- To improve legibility within the City Centre; and
- To complete the recreational loop and pedestrian and cycle



Park Avenue proposed street reconfiguration.

Park Avenue existing.

An attractive pedestrian environment with wide footpaths.

Dedicated lanes for bicycles

Adjusted road space without impact on vehicle capacity (1 lane in each direction)

Street trees adding character and amenity.

More space for al fresco dining.

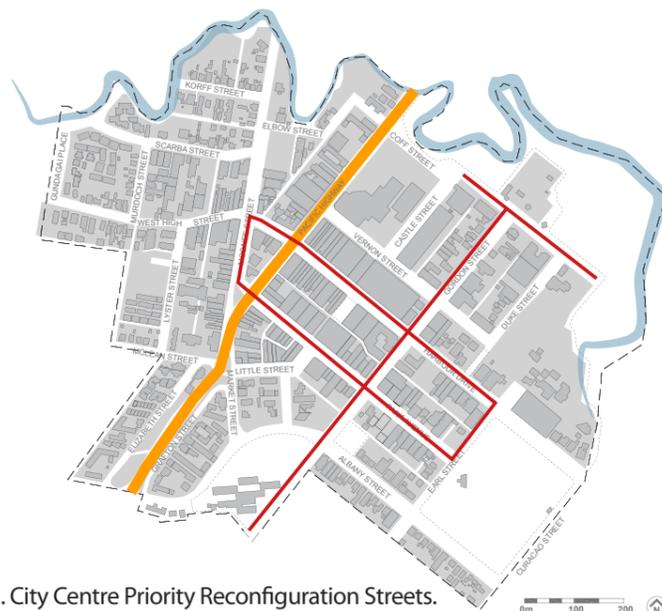


Figure 23. City Centre Priority Reconfiguration Streets.



City Centre 'street greening'.

Projects Component:

Cost:

Using tactical urban design solutions (discussed on the next page) reconfigure Gordon St between Coff St and Harbour Dr as a trial 'display street' to reclaim excess vehicle pavement without moving the kerb.	Refer (P- SR) p.51
Apply the same tactical principles to undertake street reconfiguration for Harbour Dr, Park Ave, Coff St, Gordon St, Moonee St and Earl St.	Costings provided by street on p.46-55.
Complete the full reconfiguration including kerb realignment.	Costings provided by street on p.46-55.

**SURPLUS VEHICLE PAVEMENT
AFTER EFFICIENCY TESTING:**

- + 9.5M HARBOUR DRIVE EAST
- + 4.4M PARK AVENUE
- + 3.4M GORDON STREET
- + 8.0M COFF STREET WEST
- + 7.8M COFF STREET EAST
- + 4.4M MOONEE STREET
- + 2.9M EARL STREET

**POTENTIAL SHOPPING
LIST:**



1.5M
Verge Street Tree



1.5M
One-Way Cycleway



3.0M
Two-Way Cycleway



5.4M x 2.3M
On-Street Tree Well
Dimension



XM Reclaimed Street for Pedestrians

The Street Efficiency Concept

Principle: Excess vehicle pavements could be used for pedestrian and streetscape improvements without impacting on vehicle capacity.

Finding: The Masterplan team has documented and analysed the key City Centre street widths, critical dimensions, street character and vehicle, cyclist and pedestrian capacity. This study was undertaken in order understand where excess vehicle pavement exists and how best to use this space to improve the streetscape.

A Summary of the Study:

- A maximum of one travel lane in each direction is required for streets included in this study with the exception of Coff Street from the Pacific Highway to Castle Street;
- The street corridor has been broken into pedestrian verge, parking zone, travel lane, cycleway lane, median and reclaimed verge;
- Reclaimed verge is defined as excess vehicle pavement width that has been reclaimed for the pedestrian realm. In the short term, street efficiency changes can be tested and achieved through 'tactical solutions' such as temporary structures and occupation by planting and al fresco dining. In the longer term, street efficiency changes can become permanent through kerb realignment and extended pavement; and
- Using the above listed assumptions and principles, on some streets it was found that a significant portion of street space could be allocated to either wider footpaths, employment of cycleway lanes, street tree planting and al fresco dining.

Projects Component:

Cost:

Undertake street reconfigurations (tactical in the first instance) for the key streets as previously identified and based on the Street Efficiency Concept principles.	Costings provided by street on p.46-55.
Undertake street reconfigurations for the balance of the City Centre Streets	Costings provided by street on p.46-55.

Scale and Experience Comparison

Many cities which have not historically benefited from continuous, quality public domain and pedestrian and cycle infrastructure would be apprehensive of the Street Efficiency Concept and the proposed Street Reconfiguration projects due to the impact that it may have on traffic flow and speeds. Also, it is difficult to imagine walking 300 meters or for 3 minutes when you are accustomed to pedestrian barriers at roundabouts, lack of weather protection and uninteresting streetscapes and shopfronts.

As part of the research undertaken during this process, the City Centre Working Group undertook an investigation into the community's perception of acceptable walking distances and tolerable vehicle travel speeds.

The plan opposite demonstrates the distance that the local community is willing to walk when they are within a shopping centre. This illustrates that people are willing to walk the distance from Gordon Street to the Pacific Highway because this is the distance they walk from one end to the other of the Park Beach Plaza Shopping Centre. In fact, people are willing to walk further to go from one end of the Park Beach Plaza Carpark to the other.

Whilst the distance along Harbour Drive will remain the same as Park Beach Plaza, through the implementation of the Strategies and Projects within this Masterplan the experience will be multitudes better. Through the realisation of the public domain improvements outlined in the Street Reconfiguration Projects, the weather protection of the City Sails Project and the improvements to safety and shopfront quality offered through the Retail Management Strategy; the City Centre will be a joy to walk around for shopping and socialising.

Additionally, patrons of Park Beach Plaza are content to drive 10km/ hr to find a carpark. This is to be considered when travelling along Harbour Drive in traffic with a speed limit of 40 km/ hr. Following the implementation of this Masterplan, even when traffic is moving slowly along Harbour Drive you will be part of a thriving and vibrant City Centre experience.

The following Street Reconfiguration Projects propose the design and infrastructure to deliver this experience and to make walking within the City Centre a delight.

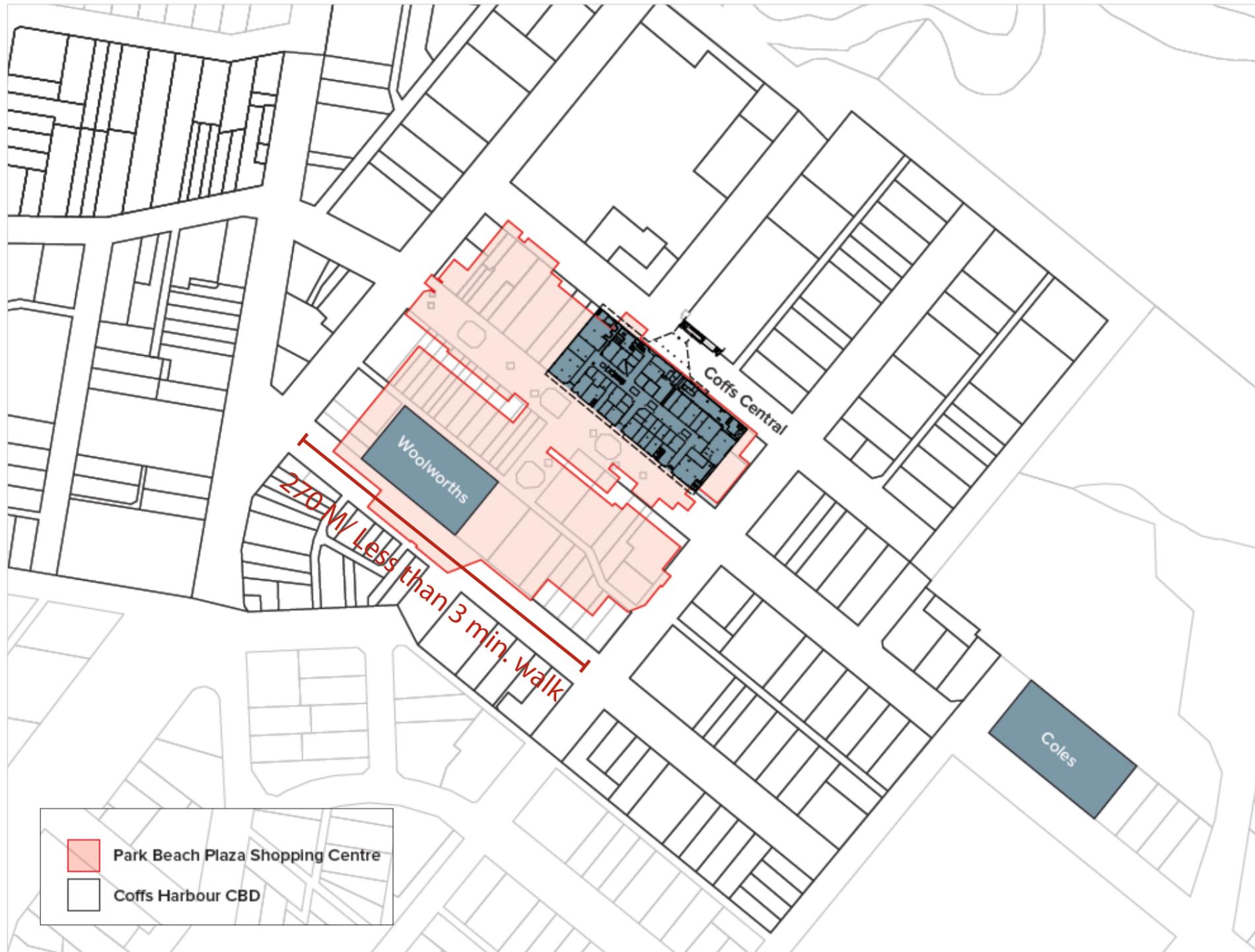


Figure 24. Park Beach Plaza Building Footprint Overlaid onto Coffs Harbour City Centre.



Figure 25. Existing aerial photograph.

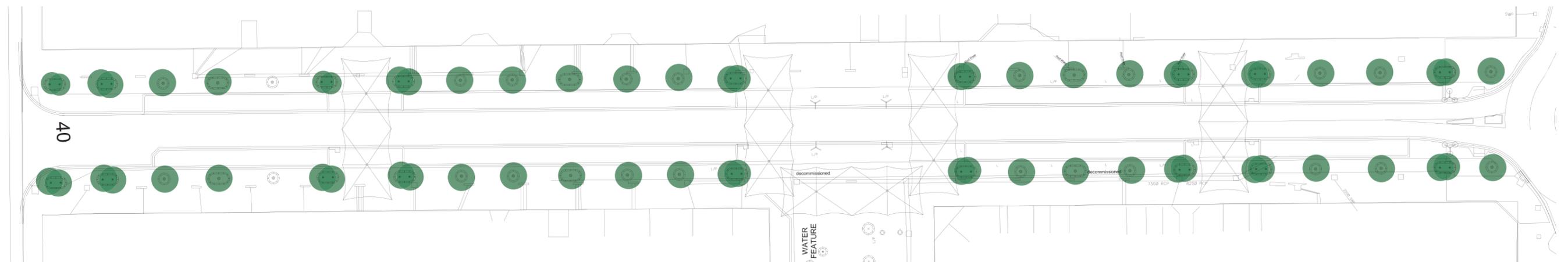


Figure 26. Existing plan view.

Harbour Drive

Harbour Drive is the vibrant, economic hub of the City Centre. With its thriving weekly Growers Market held at City Square, the new Coffs Central Shopping Centre and the emerging al fresco dining scene near Gordon Street; Harbour Drive has fantastic foundations for a vibrant City Centre.

Harbour Drive also has a unique character and is identifiable by the shade sails, feature palm trees and street tree patterns and wide footpaths.

The retail activation and quality pedestrian streetscape of Harbour Drive should be aspired to throughout the balance of the City Centre streets to contribute to the City Centre revitalisation.

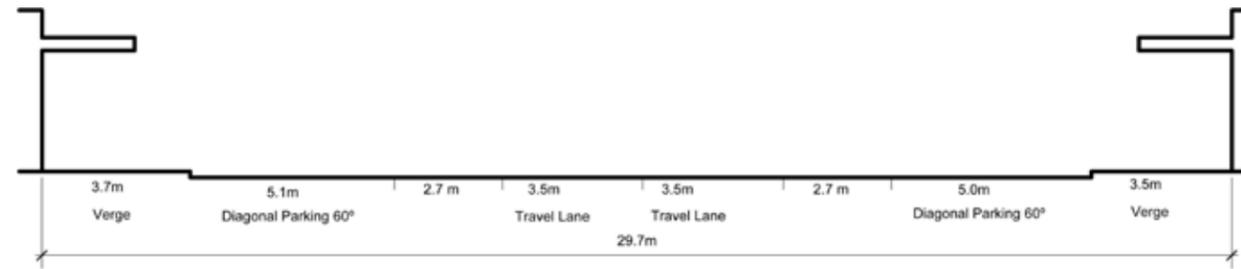


Figure 27. Existing section.

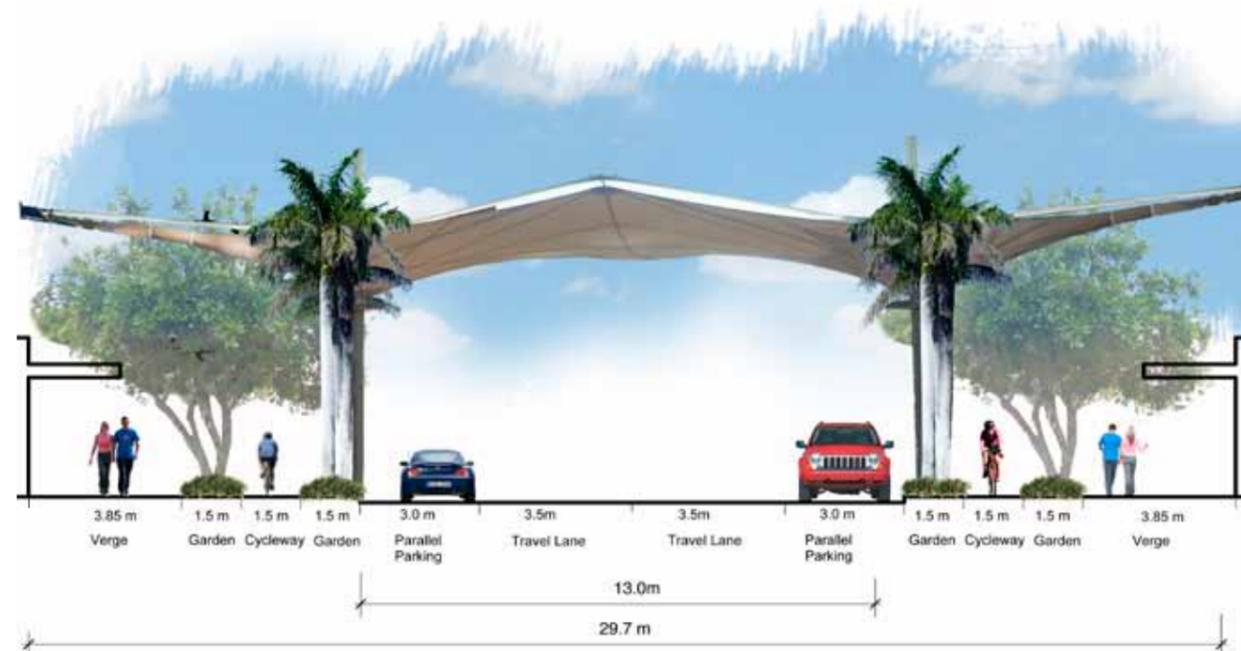


Figure 28. Proposed section.

Harbour Drive East Proposed

Principle: The Street Efficiency Concept.

Finding: Without impacting on vehicle flow capacity, the vehicle pavement width of Harbour Drive East can be reduced by 9.5m.

Benefits:

- To support the Street Reconfiguration Project;
- To carry the character and cross section of Harbour Drive West (between the Pacific Highway and Gordon Street) through to Brelsford Park along Harbour Drive East;
- To provide an opportunity for a similar tree lined avenue character and a Harbour Drive cycleway to connect the City Centre to the Jetty and linking into the Coffs Creek Cycleway at the Promenade; and
- To ensure that the treatment of Harbour Drive East and the Duke Street extension intersection facilitates the inner ring road which continues from Duke Street to Coff Street.

Projects Component:

Cost:

Tactical Response: Incorporate cycleways within the verge as to complete the network in the Bike Plan Strategy.	\$134,000
Complete the full reconfiguration including kerb realignment.	\$891,491



Figure 29. Existing photograph.

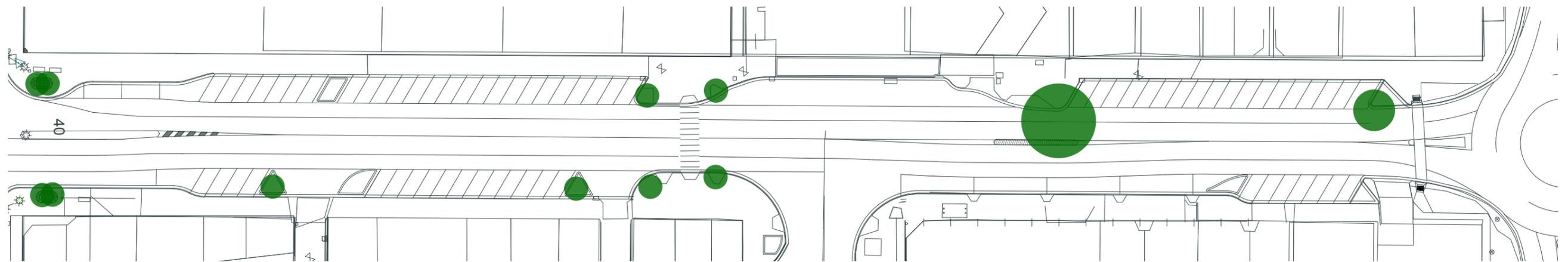
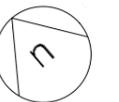


Figure 30. Existing plan view.



Park Avenue

Park Avenue links the Pacific Highway to Brelford Park and is the current site of the City Centre bus hub.

The pedestrian footpath width is reduced due to the fronts of cars overhanging and encroaching into the narrow zone allocated to the pedestrian. Street tree planting is sparse and irregular.

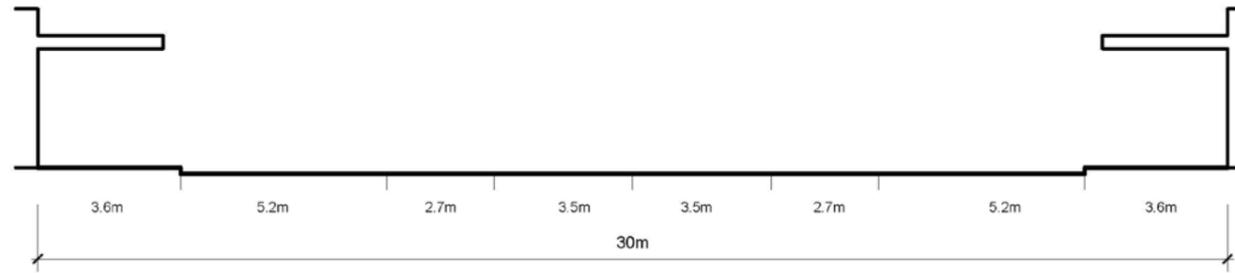


Figure 31. Existing section.

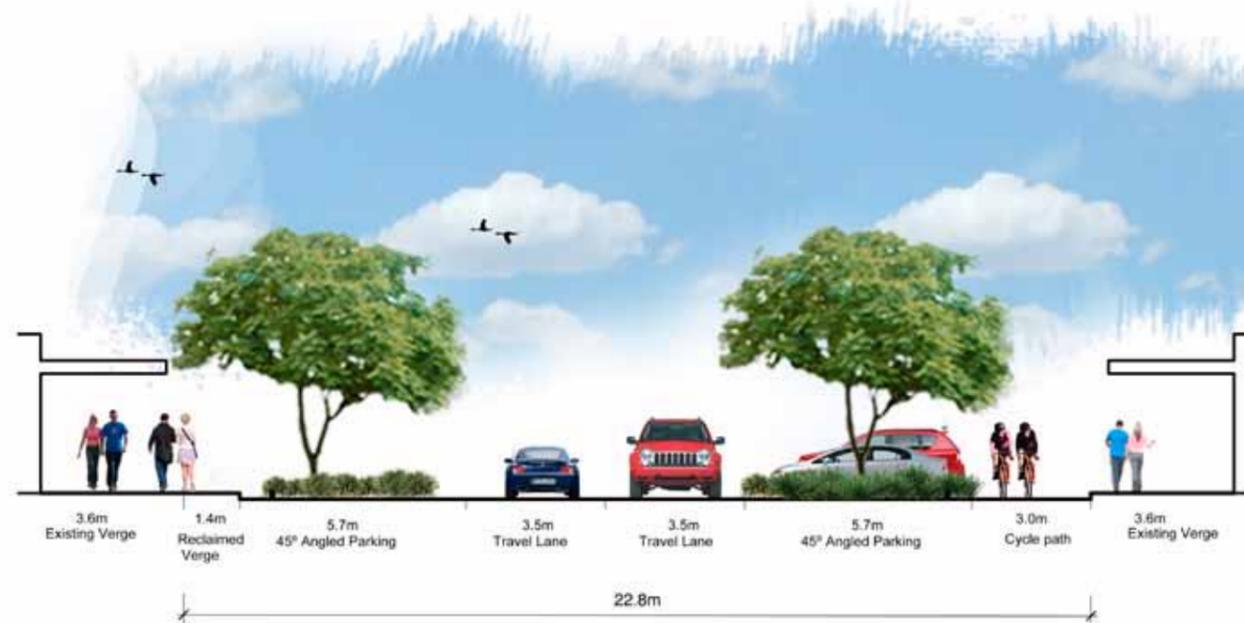


Figure 32. Proposed section.

Park Avenue Proposed

Principle: The Street Efficiency Concept.

Finding: Without impacting on vehicle capacity, the vehicle pavement width of Park Avenue can be reduced by 4.4m.

Benefits:

- To support the Street Reconfiguration Project;
- To realise Park Avenue as a true 'park' avenue. Street greening is proposed to extend Brelford Park to the Pacific Highway as a linear urban park without compromising vehicle flow;
- To contribute to Coffs Harbour City Centre brand differentiation- the 'Coffs Harbour Street Model'; and
- To provide a separated cycleway providing a framework for sustainable transport by 2031 reducing the need for ongoing funding for carparks.

Projects Component:

Cost:

Tactical Response: include planting of street trees every fifth or so parking bay to provide shade and amenity. Redistribute excess vehicle pavement width into a potential cycleway and reclaim as much needed footpath.	\$187,920
Complete the full reconfiguration including kerb realignment.	\$210,090



Project: Street Reconfiguration (P- SR) - PARK AVENUE BEFORE AND AFTER



As part of the Bike Masterplan, Park Avenue will connect to Brelsford Park, Harbour Drive Gordon Street and Coffs Creek Parklands

Street tree planting provides shade and amenity

Retail Management: quality shopfronts, continuous awnings, coordinated lighting and signage

Shopfront re-cladding

Without impacting on vehicle capacity, pavement can be given back to the pedestrian

Extra vehicle lanes reclaimed for pedestrians, alfresco dining and cycleways

Separated cycleways encourage all ages and abilities

Landscaping strategies create brand and identity

The future of Park Avenue following implementation of the City Centre Masterplan 2031 Street Reconfiguration Project.

Project: Street Reconfiguration (P- SR) - PARK AVENUE



Figure 33. Existing aerial photograph.

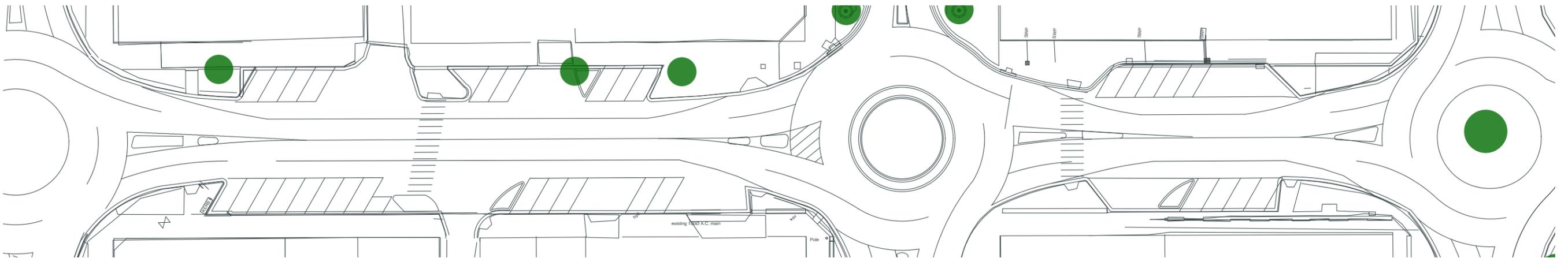


Figure 34. Existing plan view.

Gordon Street

Gordon Street is a critical City Centre link. Gordon Street connects the parklands and swimming pool to Harbour Drive.

The street is a pedestrian barrier to the City Centre with its many roundabouts, pedestrian fencing and challenging pedestrian crossing locations.



Gordon Street Proposed

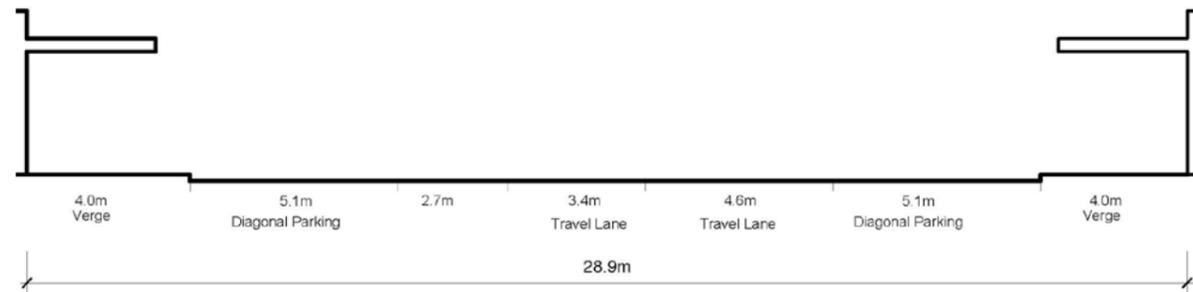


Figure 35. Existing section.



Figure 36. Proposed section.



Principle: The Street Efficiency Concept.

Finding: Without impacting on vehicle capacity, the vehicle pavement width of Gordon Street can be reduced by 3.4m.

Benefits:

- To support the Street Reconfiguration Project;
- To 'test' the street reconfiguration experience through a trial;
- To leverage off of Gordon Street's position connecting the City Centre to the Coffs Creek Cycleways by introducing cycleways to complete the network;
- To complete the system of 'green links' considered to be Harbour Drive, Park Avenue and Gordon Street;
- To contribute to Coffs Harbour City Centre brand differentiation- the 'Coffs Harbour Street Model'; and
- To provide a separated cycleway providing a framework for sustainable transport by 2031 reducing the need for ongoing funding for carparks.

Projects Component:

Cost:

Using tactical urban design solutions reconfigure Gordon St between Coff St and Harbour Dr as a trial 'display street' to reclaim excess vehicle pavement without moving the kerb.	\$275,650
This includes planting of street trees every fifth or so parking bay to provide shade and amenity. Redistribute excess vehicle pavement width into a potential cycle path and reclaim as much needed footpath.	
Complete the full reconfiguration including kerb realignment.	\$210,090

Coff Street West

Principle: The Street Efficiency Concept.

Finding: Without impacting on vehicle capacity, the vehicle pavement width of Coff's Street West can be reduced by 8m.

Benefits:

- To support the Street Reconfiguration Project;
- To accommodate local traffic in a way associated with a ring road function whilst creating the opportunity to improve the public realm and strengthen connections from the City Centre to its natural assets;
- To transform this street into a tree lined promenade shared by vehicles, cyclists and pedestrians.
- To function as an inner ring road with ample vehicle and pedestrian space; and
- To position the sites fronting Coff's Creek, including the Council administration building as mixed use redevelopment sites with widened footpaths and street tree planting ideal for parkfront retail uses.

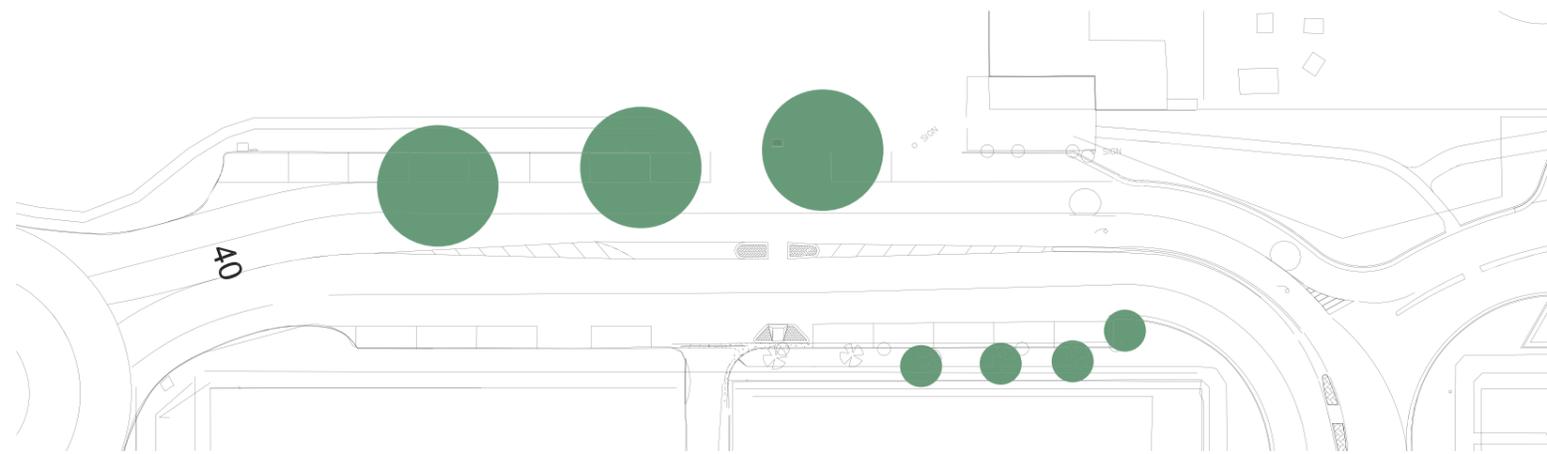


Figure 37. Existing plan view.

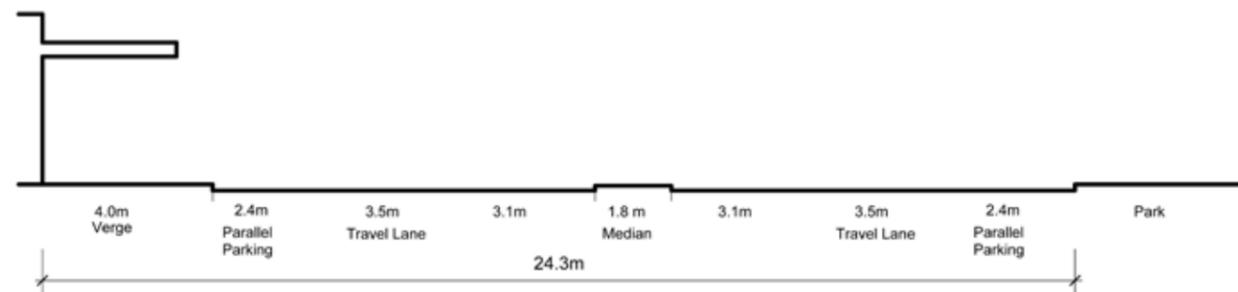


Figure 38 Existing section.

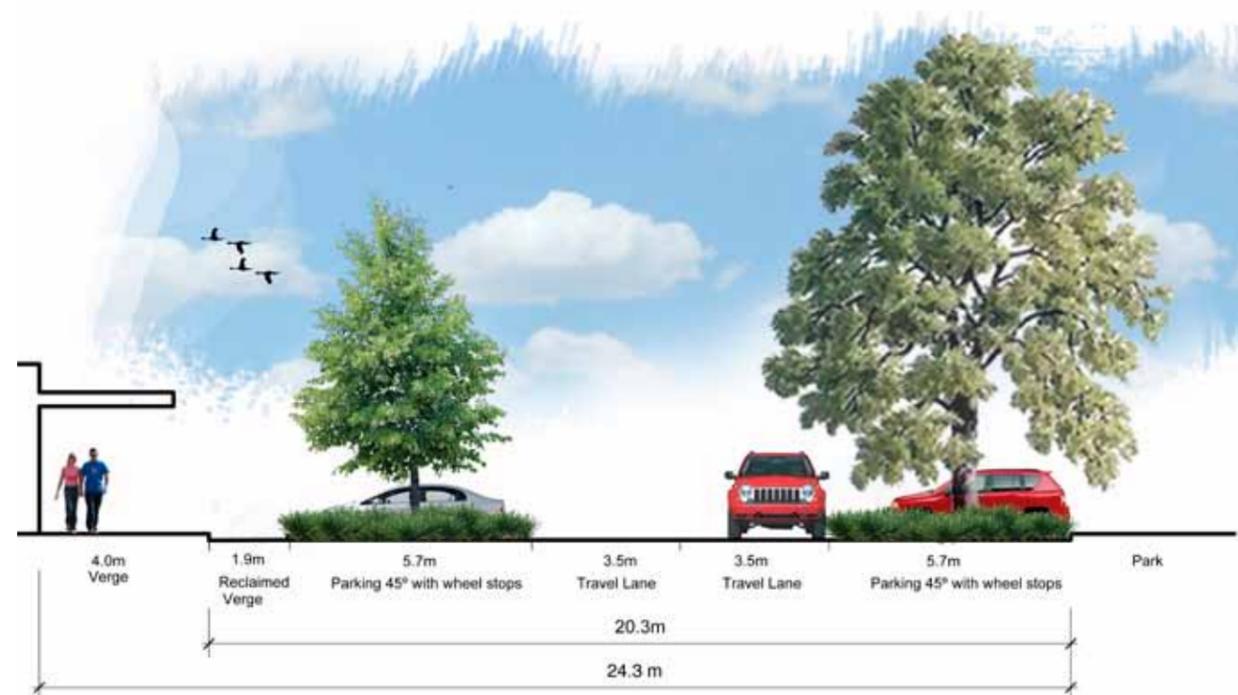


Figure 39. Proposed section.

Projects Component:

Cost:

Tactical Response: Reconfigure Coff St West to replace parallel parking with angled parking on both sides of the street and tree planting every fifth or so parking bay to provide shade and amenity and to contribute to the park edge promenade character. Reclaim excess vehicle pavement for wider pedestrian areas.	\$62,420
Complete the full reconfiguration including kerb realignment.	\$37,520

Coff Street East

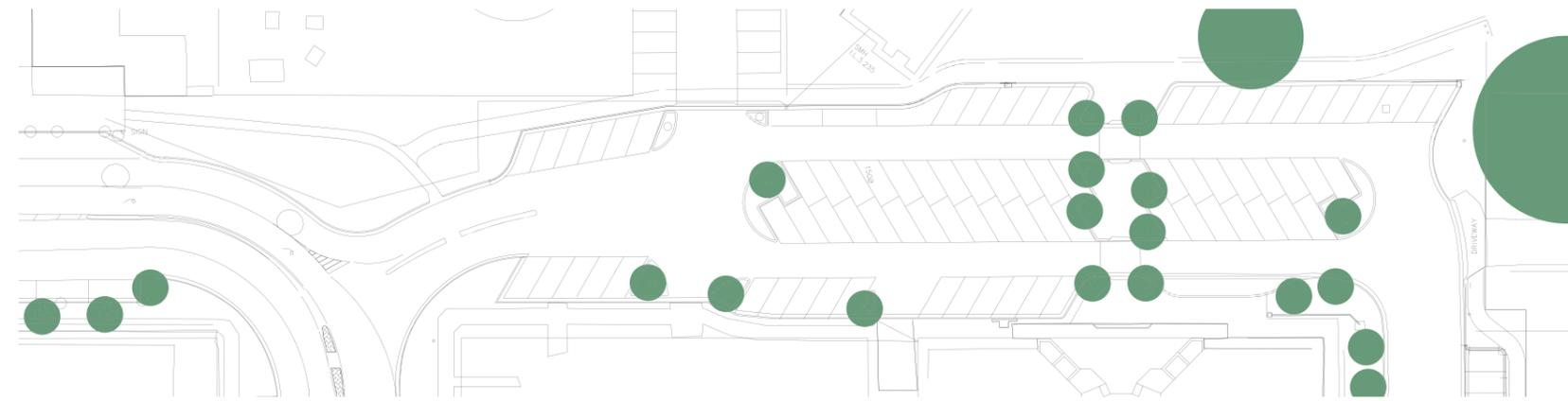


Figure 40. Existing plan view.

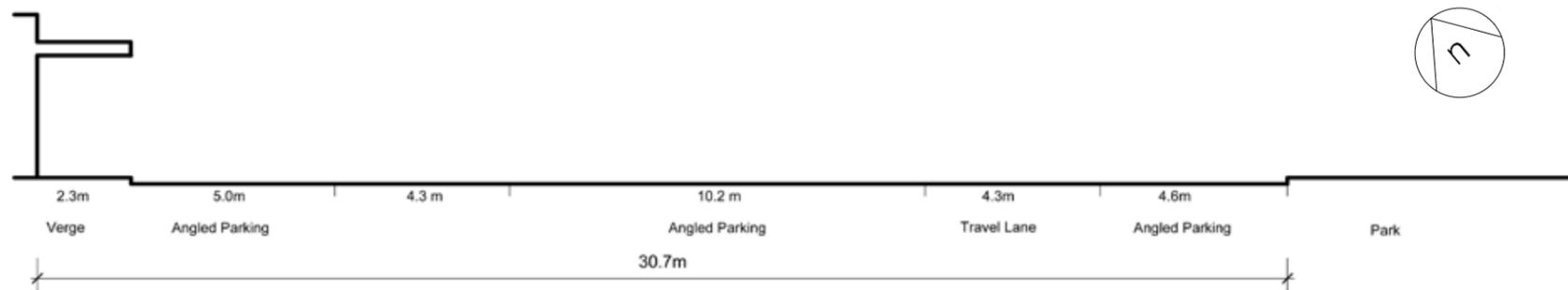


Figure 41. Existing section.

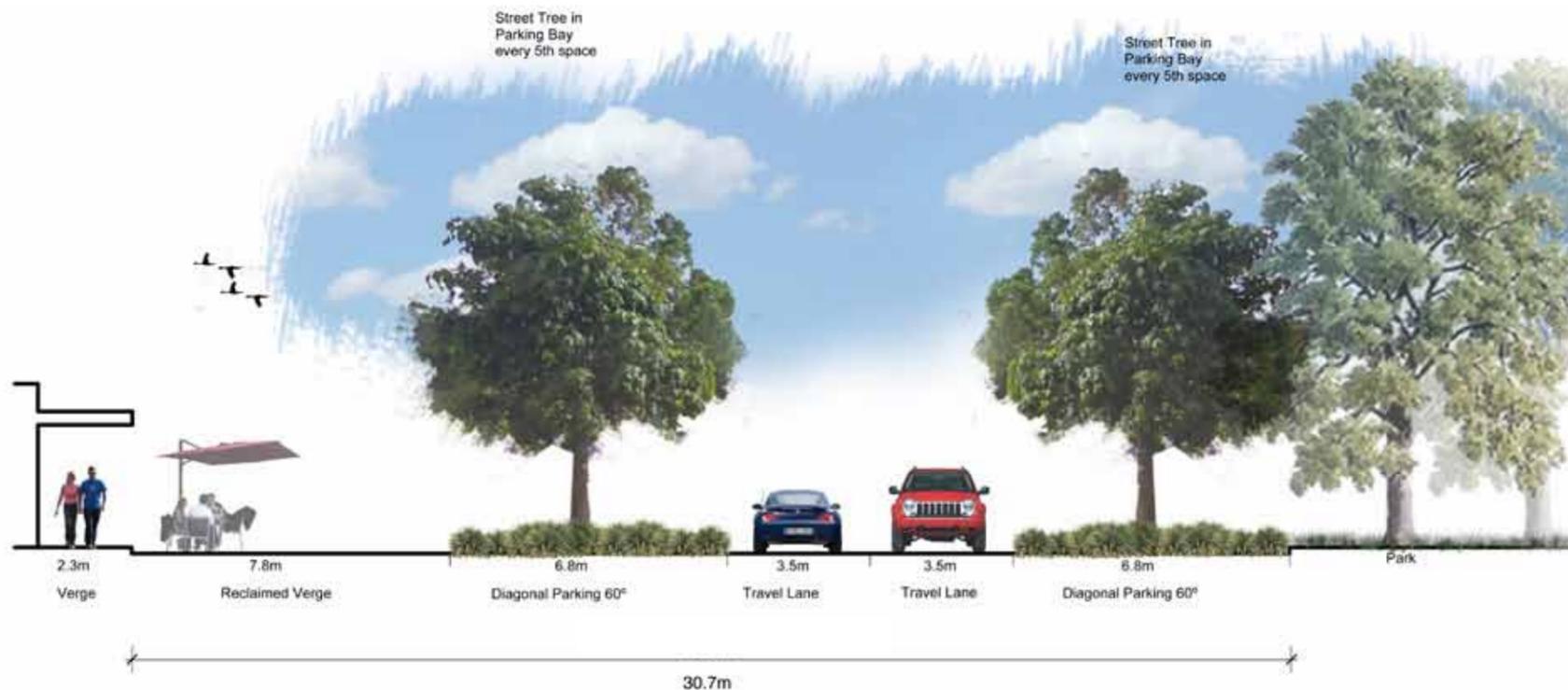


Figure 42. Proposed section.

Principle: The Street Efficiency Concept.

Finding: Without impacting on vehicle capacity, the vehicle pavement width of Coff Street East can be reduced by 7.8m. Currently, Coff Street East functions as a carpark due to the 4 rows of parking that exist.

Benefits:

- To support the Street Reconfiguration Project;
- To connect the City to Nature;
- To accommodate local traffic in a way associated with a ring road function whilst creating the opportunity to improve the public realm and strengthen connections from the City Centre to its natural assets;
- To position the sites fronting Coffs Creek, including the Barracks and Library and Art Gallery as mixed use redevelopment sites with widened footpaths and street tree planting ideal for parkfront retail uses;
- To engage with the parklands and 'bring future redevelopment into the park' by removing the central median parking and extending the pedestrian zone towards the park;
- To widen footpaths at this location and provide opportunities for al fresco dining and outdoor events linked to the parklands and swimming pool; and
- To recoup lost median parking through street reconfiguration; and
- To complete a recreational loop system connecting pedestrian and cyclists to Coffs Creek, Fitzroy Oval and Brelford Park through the Duke Street Extension Project.

Projects Component:

Cost:

Tactical Response: Remove the central median parking and reclaim the vehicle pavement as a widened verge. Plant trees in every fifth or so parking bay to provide shade and amenity and to contribute to the park edge promenade character.	\$50,407
Complete the full reconfiguration including kerb realignment.	\$117,029

Moonee Street

Principle: The Street Efficiency Concept.

Finding: Without impacting on vehicle capacity, the vehicle pavement width of Moonee Street can be reduced by 4.4m. Moonee Street is currently the primary entry into the City Centre via West High Street and Harbour Drive. However, one vehicle lane in each direction can accommodate the traffic therefore the vehicle pavement can be reduced.

Benefits:

- To support the Street Reconfiguration Project;
- To contribute to an identifiable entry to the City Centre through street tree planting within every fifth parking bay.
- To provide a separated cycleway connecting east to west via Park Avenue providing a framework for sustainable transport by 2031 reducing the need for ongoing funding for carparks; and
- To provide additional al fresco dining space to the well known grouping of restaurants already providing a unique dining experience to the City Centre.

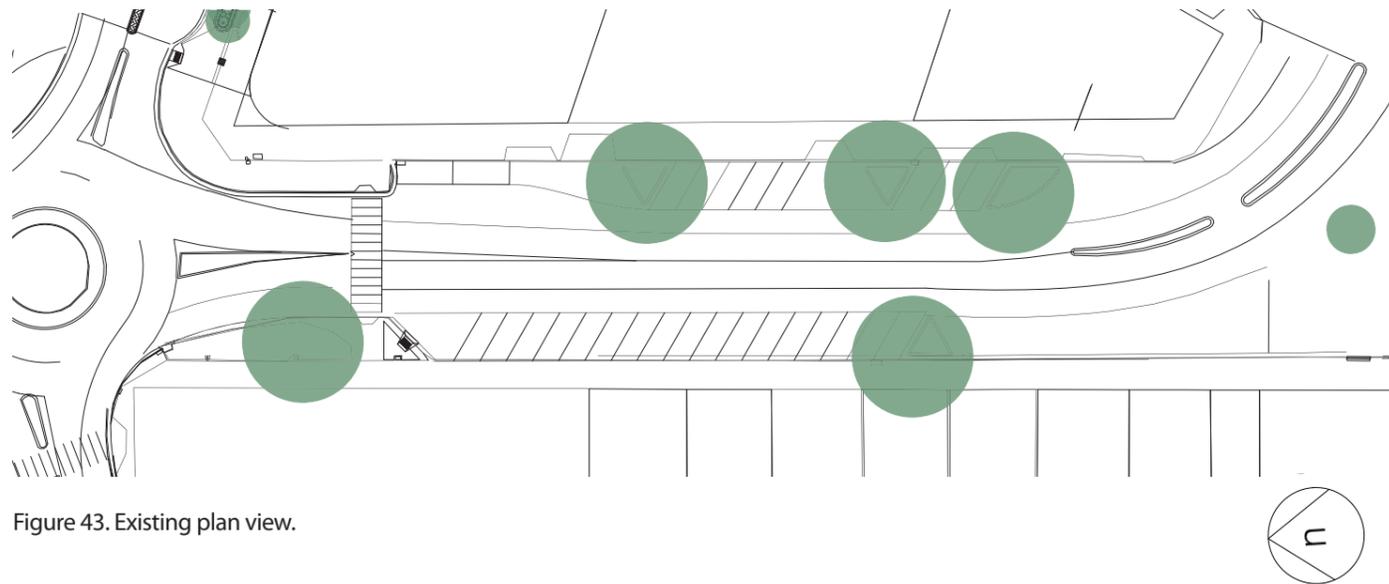


Figure 43. Existing plan view.

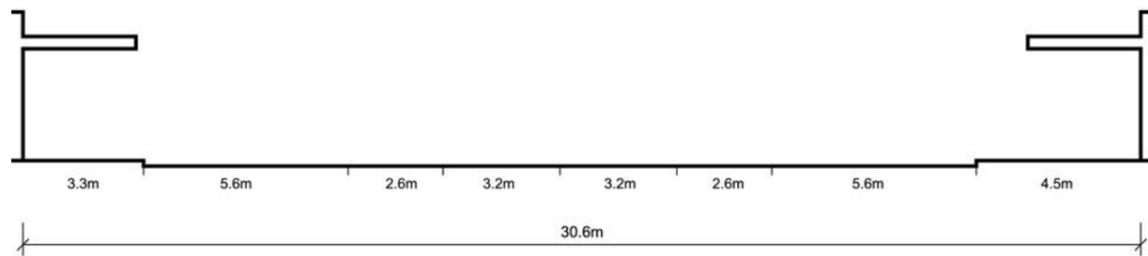


Figure 44. Existing section.

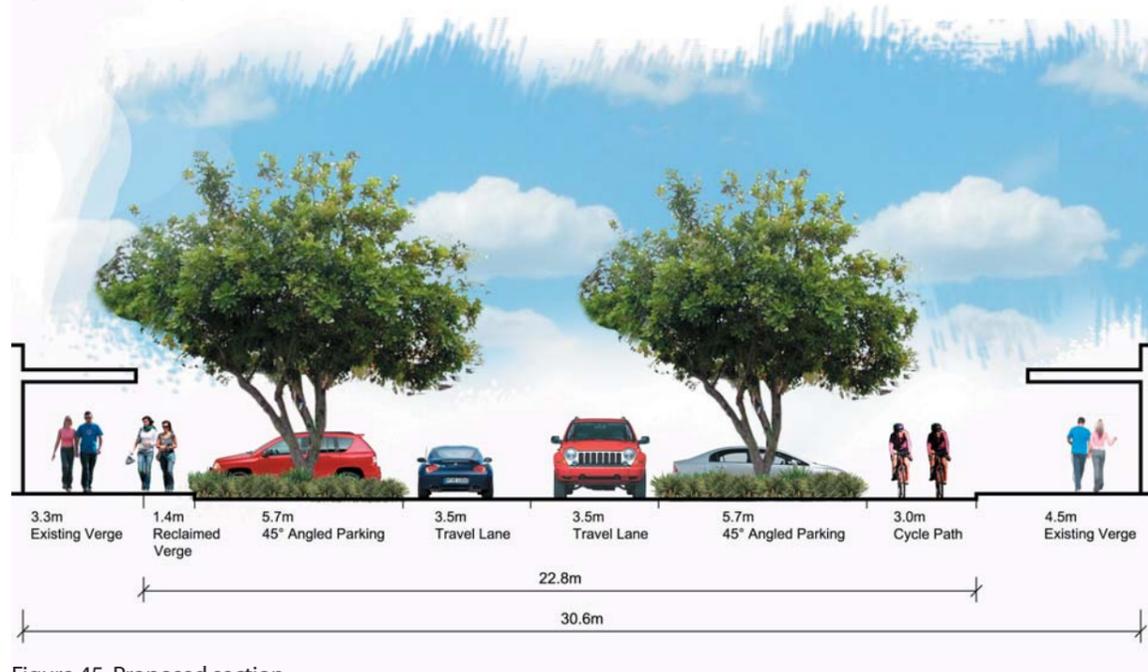


Figure 45. Proposed section.

Projects Component:

Cost:

Tactical Response: Implement the proposed street section to include planting of street trees every fifth or so parking bay to provide shade and amenity. Redistribute excess vehicle pavement width into a potential cycleway and reclaimed as footpath and al fresco dining.	\$27,740
Complete the full reconfiguration including kerb realignment.	\$64,712

Earl Street

Principle: The Street Efficiency Concept.

Finding: Without impacting on vehicle capacity, the vehicle pavement width of Earl Street can be reduced by 2.9m. Earl Street defines the western boundary of Brelsford Park and is critical to the look, feel and usability of the Park.

Benefits:

- To support the Street Reconfiguration Project;
- To naturally calm traffic along the Park edge without impacting on Earl Street's function as a ring road;
- To add street tree planting resulting in a character that feels like Brelsford Park has 'crossed' the street; and
- To provide a safer, more attractive interface with the Park that will encourage quality active uses to be redeveloped along Earl Street.

Projects Component:

Cost:

Tactical Response: Reclaim the excess vehicle pavement for additional parallel parking for park visitors and a widened pedestrian zone. Introduce street tree planting in every fifth or so angled parking bay and at regular intervals within the new parallel parking bays.	\$72,900
Complete the full reconfiguration including kerb realignment.	\$441,925

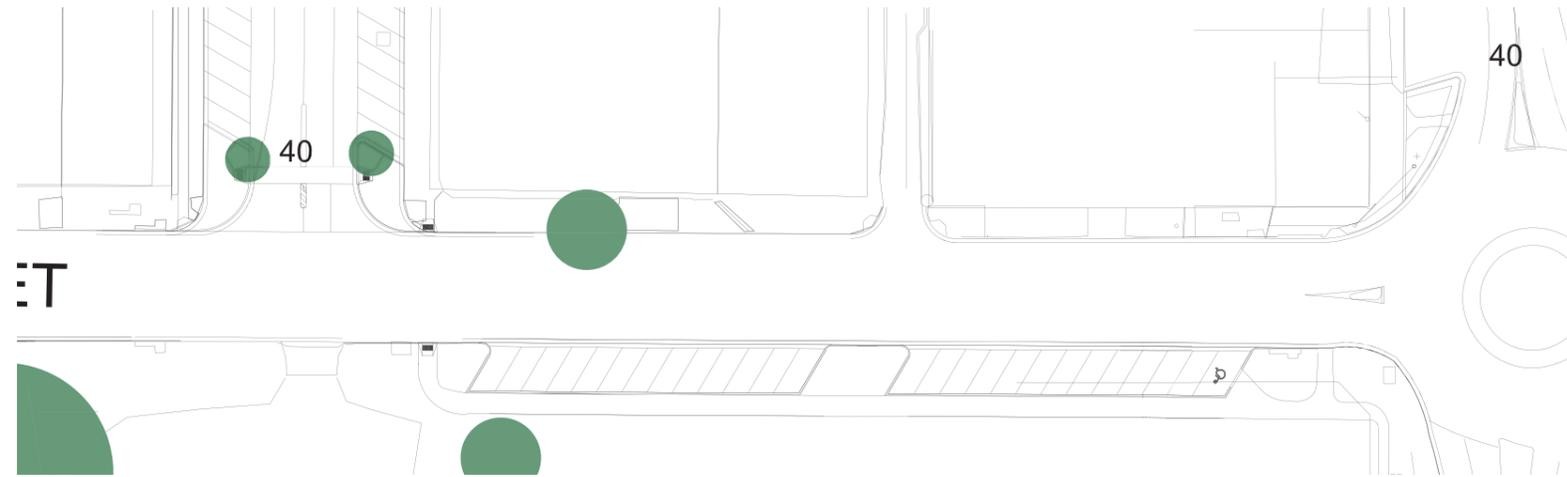


Figure 46. Existing plan.

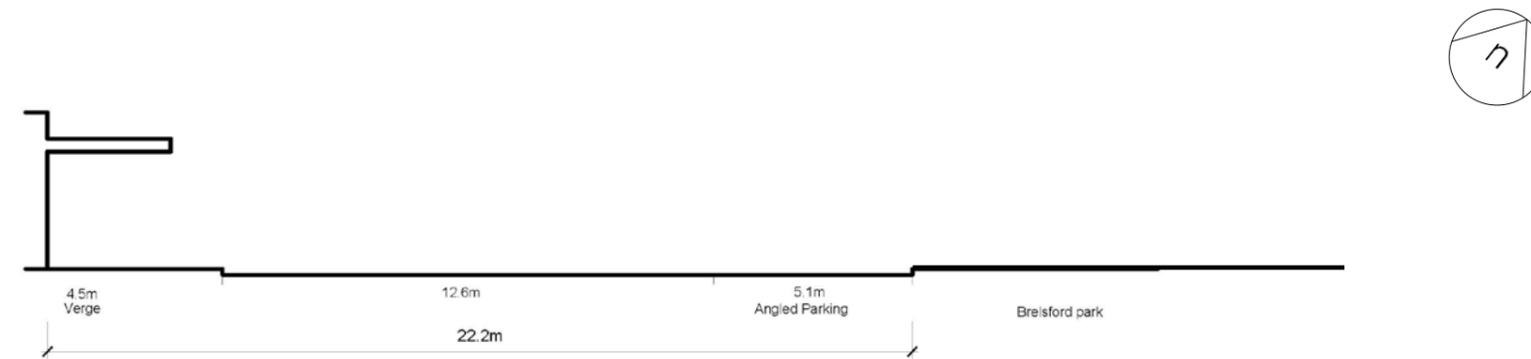


Figure 47. Existing section.

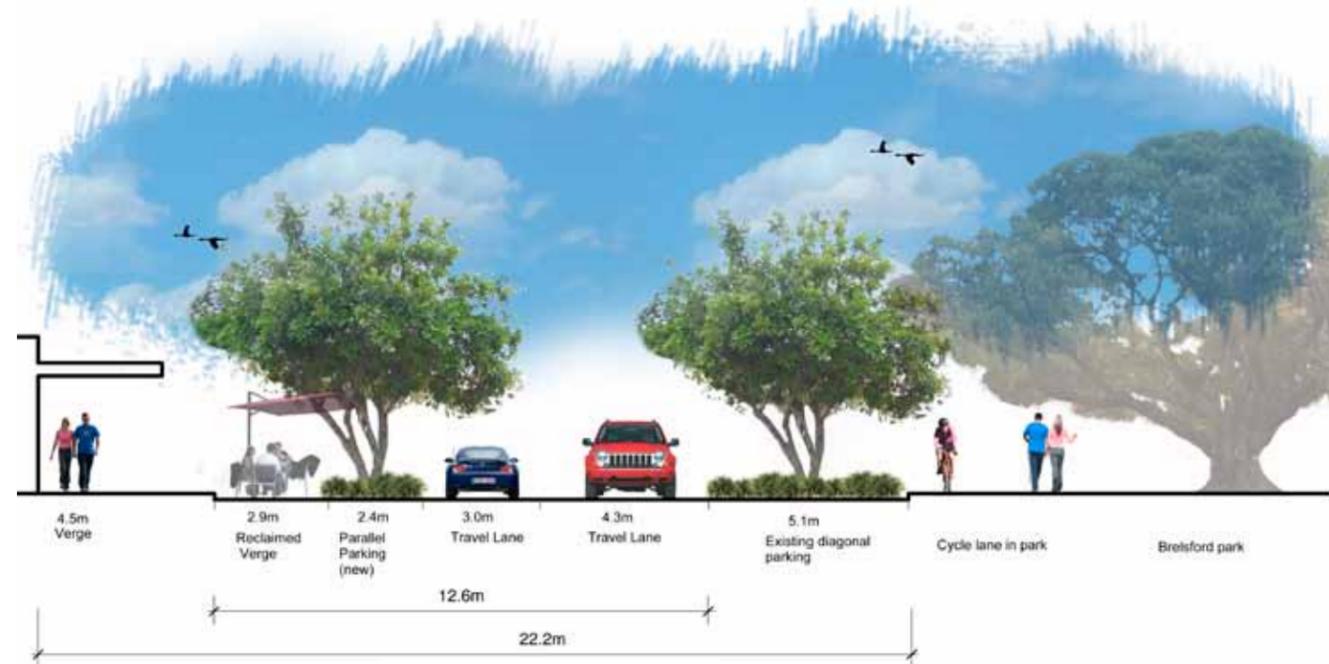


Figure 48. Proposed section.



Project: Brelsford Park (P- BP)

Principle: Future development of Brelsford Park should reinforce the principles of the Masterplan 2031 by incorporating Street Reconfiguration projects for Harbour Drive and Earl Street into the redevelopment of Brelsford Park as well as the City Sails Project. Urban skate parks within City Centres should be inclusive and integrated rather than a single- user group facility.

Finding: Brelsford Park is a City Centre asset but currently suffers from the following challenges:

- Under utilisation
- Lack of programming
- Tired infrastructure and facilities
- Lack of safety and surveillance
- Weak connections to the City Centre core

Benefits:

- To support the City Centre Strategies for City Centre Legibility, Bike Masterplan, City Centre Management, Strategic Sites and Brand Positioning;
- To provide an enhanced recreation experience with safety, security and amenities on the fringe of the City Centre;
- To be a quality, vibrant focal point within the City Centre open space and green links system connected via the 'green streets' of the Street Reconfiguration Project;
- To celebrate the eastern gateway to the City Centre;
- To investigate carparking opportunities on the fringe of the City Centre for shared use with Brelsford Park and to encourage walking into the City Centre from the edges;
- To promote sustainable transport use through bike racks and the removal of on- site parking; and
- To leverage off of the Brelsford Park Masterplan to redevelop Council's sites along Earl Street to create a mixed use and civic node at this critical juncture.

Projects Component:

Cost:

Regional Skate Plaza/Youth space	\$3.3 million*
Parkland and Bushland area	\$800,000*
Major paved areas, paths and lighting	\$1.3 million*
On-street car parking reconfiguration	\$300,000*

* Subject to external funding.





Project: Events Program (P-EP)

Principle: A regular calendar of events for a City Centre can become part of a broader city activation strategy with direct economic and social benefits.

Finding: The City already successfully hosts large events and the weekly Growers Market, however a broader range of weekly, fortnightly or monthly events would contribute to more activity on a regular basis. Current restrictions on alcohol licensing has resulted in an inactive City Centre outside of core retail hours.

Benefits:

- To support the City Centre Strategies for City Centre Legibility, Rear Lane Activation and Brand Positioning;
- To reinforce the brand and identity of the City Centre on a regional scale;
- To generate evening economy through a captured audience when events are scheduled resulting in an increase in the retail trade and a shift in City Centre culture;
- To reinforce the importance of Harbour Drive as the heart of the City Centre and increase activity for non- peak times;
- To provide more parking at peak times by relocating the Sunday Markets to the City Square;
- To deliver sufficient and appropriate infrastructure and facilities including lighting, seating and pedestrian priority into City Square and Harbour Drive;
- To introduce staple events including night noodle markets, open air cinemas and multi-cultural festivals; and
- To introduce tailored events drawing on activities currently happening within the City indoors, such as a Salsa Night.

Projects Component:

Cost:

Supplement funding to the Council Economic Development Unit's planning and operation of City Square events and festivals.	Allocations below
Market the new City Centre brand (P- EP).	\$20,000/ year
Relocate Sunday Markets to City Square.	\$50,000/ year
Masterplan a Sunday Activation Program.	\$25,000/ year
Provide incentives for shopkeepers to stay open later during events at the City Square.	N/A
Facilitate and approve alcohol licensing arrangements for the City Square and Harbour Dr.	N/A



Implementation

The Coffs Harbour City Centre Masterplan 2031 Report is part of a visionary and ambitious effort to reposition the City Centre as a 21st Century City which attracts investment, new business, new residents and is the centre of cultural life and events.

Notwithstanding this, the success of any Masterplan depends upon its ability to be implemented in an economically and socially acceptable fashion, within a designated timeframe. Outlined below are the key steps for making it happen.

Step 1 – Adopt the Masterplan

Council should officially adopt the Masterplan which will send a clear message to owners, residents, businesses and potential investors that Council supports the Masterplan and intends to implement it.

Step 2 – Promote the Masterplan

Council should proactively promote the Masterplan by:

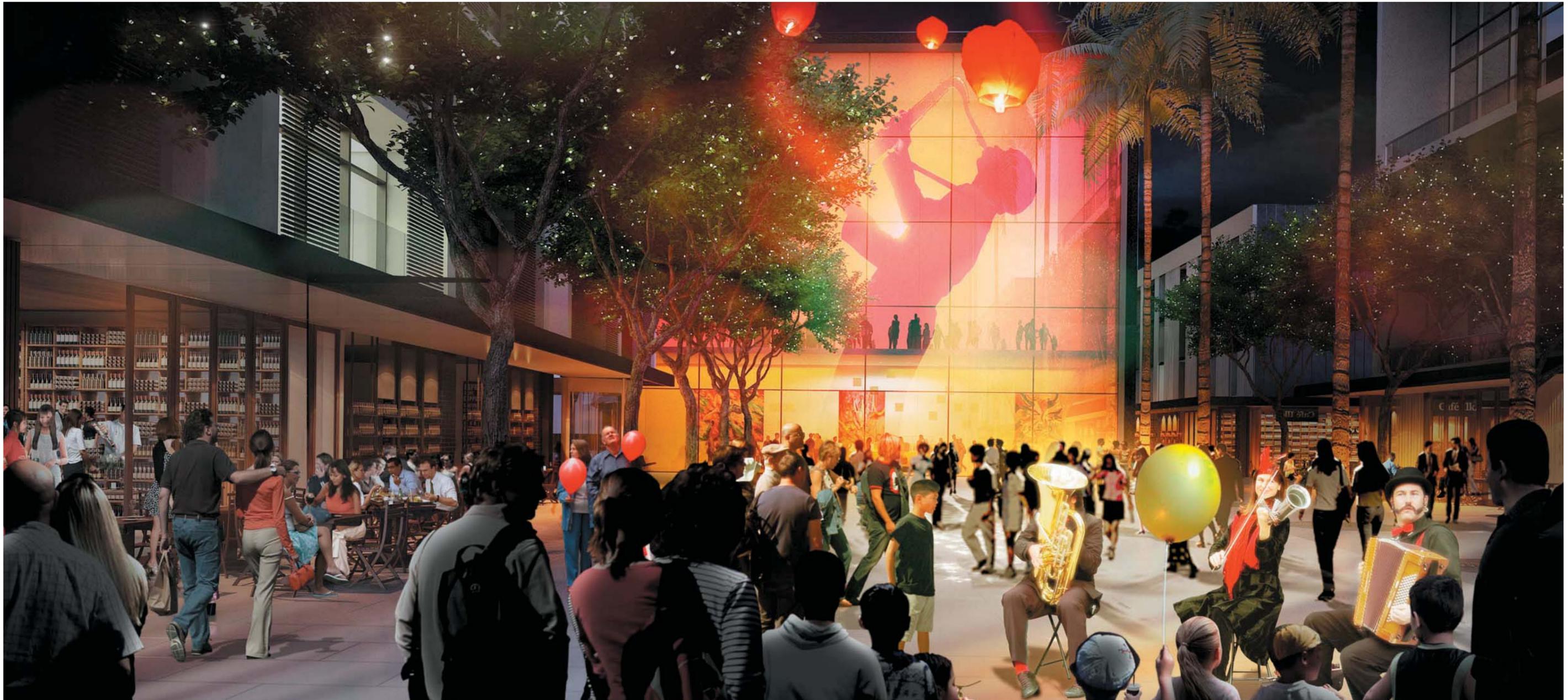
- Obtaining press coverage;
- Spreading the message that the Masterplan is the Vision of the City Centre's future; and
- Orchestrating a "quick win" event to get immediate traction.

Step 3 – Implementation Matrices

The purpose of the Implementation Matrices are to strategically focus each Project and its alignment with the broader City Wide Strategies over the short, medium and long term and to allocate Projects that will be funded through the Special Rate budget or other mechanisms. One mechanism for additional funding, referred to as Crowdfunding, is outlined on page 58 as a key area for investigation. The matrices should be embedded into Council's Capital Works and other programs with responsibilities assigned.

Step 4 – Establish Priorities for the City Centre Management Group

The City Centre Management Group is important for a coordinated and holistic approach to proactively managing events, tenants and other items necessary for the City to provide an overall urban experience that is exceptional.



Implementation: Strategies and Projects Matrices

The Strategies and Project Matrices on the following pages outline all of the city- wide Strategies and individual Projects which have been proposed within the body of this City Centre Masterplan 2031.

The Matrices outline the role of specific Projects in supporting the realisation of city- wide Strategies. Through this process, project weightings are allocated based on the number of Strategies a single Project supports. This allows us to understand the importance of projects within a broader city -wide framework and provide a guide to

prioritising projects.

Using this process, we have been able to allocate projects for short term realisation that will be funded through the Special Rate budget or by alternative mechanisms. The matrices should be embedded into Council's Capital Works and other programs with responsibilities assigned.

Project costs and proposed timeframes for delivery are also included within the matrix. Projects for the delivery in the short term are based on ease of implementation (Quick

Win), contributions to city- wide Strategies and instant brand impact. It is critical that City Centre improvements are seen to be underway immediately in order to reaffirm Council's commitment to a revitalised City Centre.

Projects identified as medium to long term rely on trialling of ideas in the short term, implementation of short term projects and/ or require long term planning and funding.

Implementation Matrix - Special Rate Variation Funding Allocation

	Year 1	Year 2	Year 3	Annually Years 4 - 10	Project Totals	Key Connections (S-KC)	City Centre Legibility (S-CCL)	Bike Plan (S-BP)	City Centre Management (S-CCM)	Development Incentive Policy (S-SS)	Strategic Sites (S-SS)	Parking (S-P)	Resilience and Flood Masterplanning (S-RFP)	Rear Lane Activation (S-RLA)	Brand Positioning (S-BP)	Weighting
Paving City Square	\$200,000				\$200,000	✓	✓		✓	✓	✓			✓	✓	7
City Square upgrade, awning, lighting landscaping	\$1,000,000				\$1,000,000	✓	✓		✓	✓	✓				✓	6
City Square amphitheatre	\$250,000				\$250,000	✓	✓		✓	✓	✓				✓	6
Duke Street	\$300,000				\$300,000	✓	✓									2
Signage	\$175,000				\$175,000	✓	✓	✓	✓			✓		✓	✓	7
Light show, decorative lighting, CCTV	\$300,000				\$300,000	✓	✓		✓			✓		✓	✓	6
Street furniture	\$100,000				\$100,000	✓	✓		✓			✓		✓	✓	6
Landscaping	\$100,000				\$100,000	✓	✓	✓	✓			✓		✓	✓	7
Lighting	\$50,000	\$50,000	\$50,000		\$150,000	✓	✓	✓	✓			✓		✓	✓	7
Park Ave Artist; Lane		\$100,000			\$100,000	✓								✓		2
Riding Ln toilet upgrade 50/50 with Council		\$150,000			\$150,000				✓							1
Castle St Carpark up-grade, painting, signage		\$150,000			\$150,000				✓			✓				2
Park Ave Carpark up-grade, painting, signage		\$75,000	\$50,000		\$125,000				✓			✓				2
Relocate city square shade sail to Park Ave	\$150,000				\$150,000	✓	✓								✓	3
Install Shade Sails to Vernon St		\$150,000			\$150,000	✓	✓								✓	3
Park Ave Upgrade and landscaping (P- SR and P- RR)			\$600,000		\$600,000	✓	✓	✓	✓	✓	✓	✓	✓		✓	9
West High St Sail		\$150,000			\$150,000	✓	✓								✓	3
Harbour Dr Sails		\$150,000			\$150,000	✓	✓								✓	3
Moonee St entry statement		\$30,000			\$30,000	✓	✓		✓						✓	4
Moonee St Sail		\$150,000			\$150,000	✓	✓								✓	3
Marketing	\$40,000	\$20,000	\$20,000	\$20,000	\$220,000	✓			✓						✓	3
Saturday Markets	\$50,000	\$50,000	\$50,000	\$50,000	\$500,000	✓			✓						✓	3
Sunday Activation	\$75,000	\$25,000	\$25,000	\$25,000	\$300,000	✓			✓						✓	3
Christmas Activation	\$120,000	\$20,000	\$20,000	\$20,000	\$300,000	✓			✓						✓	3
Contingency	\$200,000	\$100,000	\$20,000	\$10,000	\$390,000											N/A
Loan Repayments	\$140,000	\$140,000	\$140,000	\$140,000	\$1,400,000											N/A
TOTAL	\$3,250,000	\$1,510,000	\$975,000	\$265,000 (x7)	\$7,590,000											

A Little Can Go a Long Way...

- *If every Coffs Harbour resident contributed \$70 there would be \$5 million in the Cultural Building Fund.*
- *If 1 in 5 Coffs Harbour residents contributed \$5 there would be enough money for a Christmas Festival plus weekly markets could be funded for an entire year.*
- *If every Coffs Harbour resident who could drive contributed \$250 there would be sufficient funds to build a 460 space carpark.*



Crowdfunding

Crowdfunding, also referred to as crowd financing or crowd sourced capital, is the practice of developing an online group-based investment campaign to generate funding for a specific project. This practice leverages dedicated internet fundraising websites to spur community support and financing for an assortment of ventures, the most relevant of these ventures is city revitalisation.

Crowdfunding refers to any kind of capital formation where both funding needs and funding purposes are communicated broadly in an open forum where a cost- benefit analysis can be undertaken by a large group of individuals- the crowd. With Crowdfunding, relatively small individual contributions could add up to millions of dollars dedicated to the Strategies and Projects within this Masterplan requiring funding outside of the Special Rate Funding allocation.

Crowdfunding has recently become popular in City and Public Domain revitalisation projects because the 'crowd' benefits from the funding and it is a great way to give the power back to the people in a sense.

There are a number of models:

- Donation-Based Crowdfunding
- Reward-Based Crowdfunding
- Crowdfunding with Financial Returns

The key differentiation between Crowdfunding and online fundraising is that Crowdfunding entails communication at a social network level and can offer something in return for the funds being raised. Online fundraising entails neither social networking or reward- based funding models.

Implementation Matrix- To Be Realised Through Alternative Funding Mechanisms

Strategy			Key Connections (S- KC)	City Centre Legibility (S-CCL)	Bike Plan (S-BP)	City Centre Management (S-CCM)	Development Incentive Policy (S-DIP)	Strategic Sites (S-SS)	Parking (S-P)	Resilience & Flood Master-planning (S-RFP)	Rear Lane Activation (S-RLA)	Brand Positioning (S- BP)	
Projects	Cost (approx)	Timing											Weighting
Roundabout Retrofit (P-RR)	\$196,000	0-3 years	✓	✓					✓			✓	4
Street Reconfiguration (P-SR)- Gordon St Trial- Tactical	\$275,650	0-3 years	✓	✓	✓	✓	✓	✓	✓	✓		✓	9
Street Reconfiguration (P- SRR)- All Streets Tactical	\$309,387	0-3 years	✓	✓	✓	✓	✓	✓	✓	✓		✓	9
Brelsford Park (P- BP)	\$5.7 million	0-3 years		✓	✓	✓		✓				✓	5
Bus Hub Location (P - BHL)- Upgrade	\$37,800	0-3 years				✓							1
Castle St Carpark (P- CSC)	\$900,000	0-3 years							✓				1
City Centre Drainage Bypass	\$1.6 million	0-3 years				✓				✓			2
Harbour Dr /Gordon St overland flow path	\$700,000	0-3 years				✓				✓			2
City Sails (P-CS)- Stage 2	\$672,000	3-6 years	✓	✓								✓	3
Bus Hub Location (P - BHL)- Relocation Masterplans	\$19,000	3-6 years			✓		✓		✓			✓	4
Harbour Dr Access (P-HDA)- Right Turn	\$250,000	3-6 years	✓	✓								✓	3
City Square_Cultural Building (P- CQCB)	\$TBD	6+ years	✓	✓		✓	✓	✓	✓		✓	✓	8
Entertainment Centre (P- EC) (potential co- location)	\$TBD	6+ years	✓	✓		✓	✓	✓	✓		✓	✓	8
Street Reconfiguration (P-SR)- Formalise	\$1.8 million	6+ years	✓	✓	✓	✓		✓	✓	✓		✓	8
Roundabout Removal (P-RR) (as required by capacity)	\$6 million	6+ years	✓		✓				✓			✓	4
Albany Street lane extension	\$200,00	6+ years	✓										1

Note: Costs estimates and rates are based on concept proposals only and subject to further clarification at detail design.

0-3 years 3-6 years 6+ years



Premise of the Vision

The Masterplan has been strategically conceived to inspire broader re-investment within the City Centre.

Underpinning the Vision are five key premises which provide a broader context to many of the Strategies and Projects. They include:

1. The basic needs of the City Centre patrons must be met first in order to evolve towards a 21st Century City Centre. This plan must initially deliver a safe, convenient and accessible City Centre as the foundation for future activation, events, investment and public domain improvements;
2. Investment in the public domain will inspire commercial re- investment. Beginning by building on the greatest existing assets in the City Centre; being Harbour Drive and the City Square;
3. A cultural focus within the City Centre will redefine the brand and image of the City Centre promoting activity and encouraging investment. The boldest, long term project envisaged by the Masterplan is to build a new cultural building in the heart of the City adjoining City Square;
4. The Vision for the City Centre has the built in capability to evolve over time. As such, revitalisation efforts begin with strengthening the existing Main Street, City Square and core area before connecting to the broader area; and
5. The healthy city is no longer a luxury but a necessity. Australia is confronting an obesity crisis that must be addressed.

Baseline Data Assessment- A City With A Fantastic Foundation

Coffs City Centre has all of the fundamentals of a fantastic City Centre. Harbour Drive is an attractive main street with a City Square and there are also parklands and connections to Coffs Creek. It can provide a world class city experience attractive to locals, visitors and investors.

To understand Coffs Harbour and the City Centre, its place in the region must be appreciated. Strategically located between Sydney and Brisbane, it is the sub-tropic gateway, the "Big Banana", a natural paradise engulfed by Australia's largest Eucalypt Forest and pristine beaches. It benefits from an airport and approximately 10 million vehicles travelling along the Pacific Highway each year.

Despite these attributes, however, the City Centre is falling behind rival cities, such as Port Macquarie. For example, Port Macquarie has 10% more overnight holiday stays and visitors spend \$24 million more per year in Port Macquarie than Coffs Harbour. Why is this?

Port Macquarie has invested heavily in providing an 'urban experience' that equals the 'natural experience' offered by its beaches and parks. Significant improvements in the public realm, cultural facilities and events are key ingredients.

In providing for this 'urban experience', the City Centre has a fantastic foundation to build upon.

It is compact, connected and a walkable distance from its centre to edge. The centre and edges are particularly strong and include a high quality Main Street (Harbour Drive), lively City Square, city parklands (Brelsford Park, Coffs Parkland and access to the Botanic Gardens) and natural corridors (Coffs Creek). It is also the undisputed business centre of Coffs Harbour and if the high volumes of people passing through the City Centre that are moving between Sydney and Brisbane could be captured, the retail and accommodation in the City Centre could leverage off of this and further strengthen the City Centre's retail and accommodation position.

Other factors, such as significant Council landholdings provide further reason to believe why the City Centre can reinvent itself to be an economic powerhouse that is liveable and lovable.

A more detailed discussion of the City Centre exists under separate cover in the Baseline Data Assessment prepared as part of this Masterplanning process.



The iconic Harbour Drive Main Street City Sails.

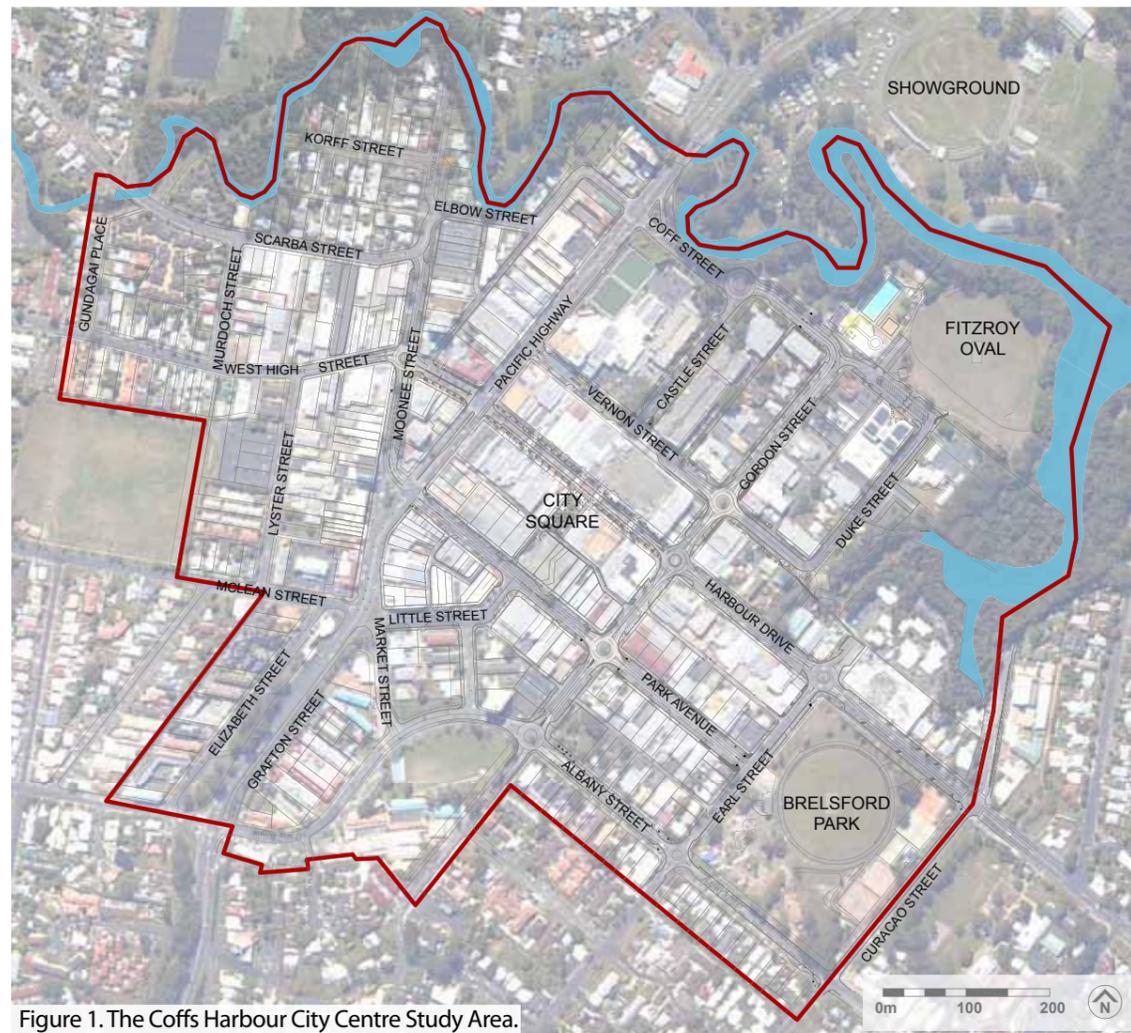


Figure 1. The Coffs Harbour City Centre Study Area.



The City Square Market contributes \$8mil/ year to the local economy.



Coffs Creek, Parklands and cycleways are a regionally appreciated asset.

Baseline Data Assessment- City Centre Challenges

Despite its great foundation, key challenges do exist in the City Centre's public realm that must be addressed for the City to prosper.

The key challenges that the City Centre must confront in order to prosper are summarised below:

1. It is car orientated, rather than being people orientated;
2. It effectively shuts at 4pm and is abandoned;
3. Its arrival experience for visitors is convoluted and not memorable;
4. There is a lack of convenient access within the City Centre due to insufficient directional and attraction signage, appropriate mix of parking and an adequate traffic flow strategy;
5. Key attractions, such as the art gallery and library are hidden on the edge of town; and
6. The Pacific Highway divides the City into East and West and the over engineered roads create barriers for pedestrian movement from the City Centre into the surrounding natural assets.

Although having the potential to be overwhelming, simple, cost effective solutions exist for many of these issues which are explained in the individual Strategies and Projects.

A more detailed discussion of the key challenges in the City Centre exists under separate cover in the Baseline Data Assessment prepared as part of this masterplanning process.



The Vehicle Dominates on Park Avenue: Cars parked along the City Centre streets overhang the footpath making the pedestrian feel squeezed and reducing the usable footpath space.



Streets As Carparks and Barriers: 4 rows of parking between Rigby House and the Parklands.



A Sea of Pavement: excessive vehicle lanes create a hostile pedestrian environment.



Coffs Harbour City Centre Community Engagement Workshop 2- 'Transforming Ideas into the Future.'

Community Engagement

Community feedback throughout the process has been consistent. All agreed the Masterplan's objective is about revitalising the Coffs City Centre to stimulate economic activity. People told us they want to see a change in how people live, work and move through the City Centre in order to create a vibrant hub for the City.



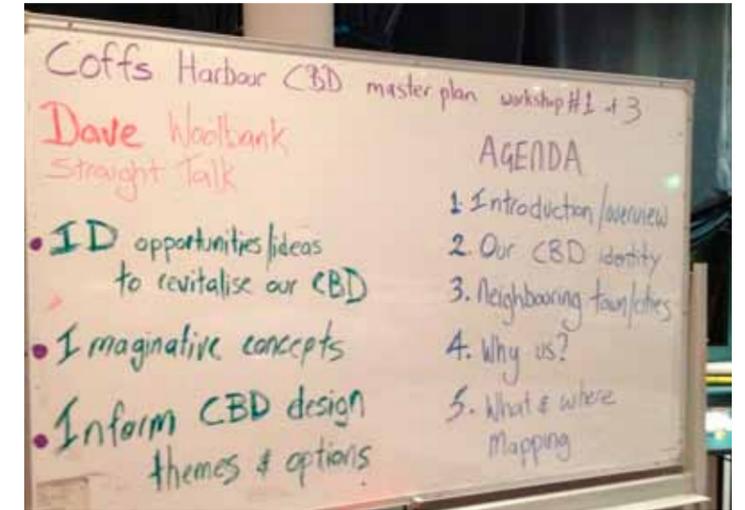
Consultation was undertaken in multiple stages to feed into the evolution of the Masterplan.

Three community engagement workshops for the City Centre masterplanning process were held prior to the Exhibition period on 17 September, 10 October and 15 November 2012. A fourth workshop was held during the Exhibition period on 17 January.

Engagement techniques ranged from independently facilitated workshops that involved a combination of individual and large group visioning and exploration sessions before and during the Exhibition process, to charrettes and small group work with urban designers.

The workshops were attended by approximately 150 Coffs Harbour residents and their contribution has delivered outputs that have steadily informed the Masterplan.

The community feedback throughout this process has



been consistent. All agreed the Masterplan's objective is about revitalising the City Centre to stimulate economic activity. Participants told us they want to see a change in how people live, work and move through the City Centre in order to create a more vibrant hub for the City.

The Masterplan urban design team identified, with the consent of the workshop participants, a Vision that Coffs City Centre can be the beating heart of the Coffs Coast. The heart of the City Centre will remain as Harbour Drive and the City Square whilst growing towards its natural assets to become a vibrant, connected and green City Centre.

The Vision documented in this Masterplan is the key outcome from Council's Our Living City Settlement Strategy of a 'healthy, smart and cultural city'; the City Centre Working Group's ten point vision, the Baseline Data Assessment and the consultation and a place branding process as well as the collaboration between Council, the City Centre Working Group and the Masterplan team.



robertsday

Andersen Hunter Horne



Coffs Harbour City Council (CHCC) has engaged the following team of specialists to prepare the Coffs Harbour City Centre Masterplan 2031 in consultation with CHCC and the CBD Masterplan Committee.

The team is led by:

- Roberts Day: Urban Design and Planning, and
- Anderson Hunter Horne: Landscape Architecture;

and in association with:

- Straight Talk: Community Engagement;
- GTA Consultants: Traffic and Transport;
- I&BM: Brand Development;
- Northrop: Waterways

Our multi- disciplinary design team provides specialist input into the key areas of visioning, urban design, architecture, landscape architecture, feasibility, engineering and statutory planning ensuring an integrated approach to 'place' branding, making and delivery.

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Title: City Centre Masterplan 2031
Prepared for: Coffs Harbour City Council
Prepared by: Roberts Day
In conjunction with: AndersonHunterHorne (AHH: Jeppe Aagaard Anderson, Environmental Partnership, Turf Design Studio), I&BM , GTA, Northrop and Straight Talk .
Report Design: Image & Brand Management
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