



# 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.

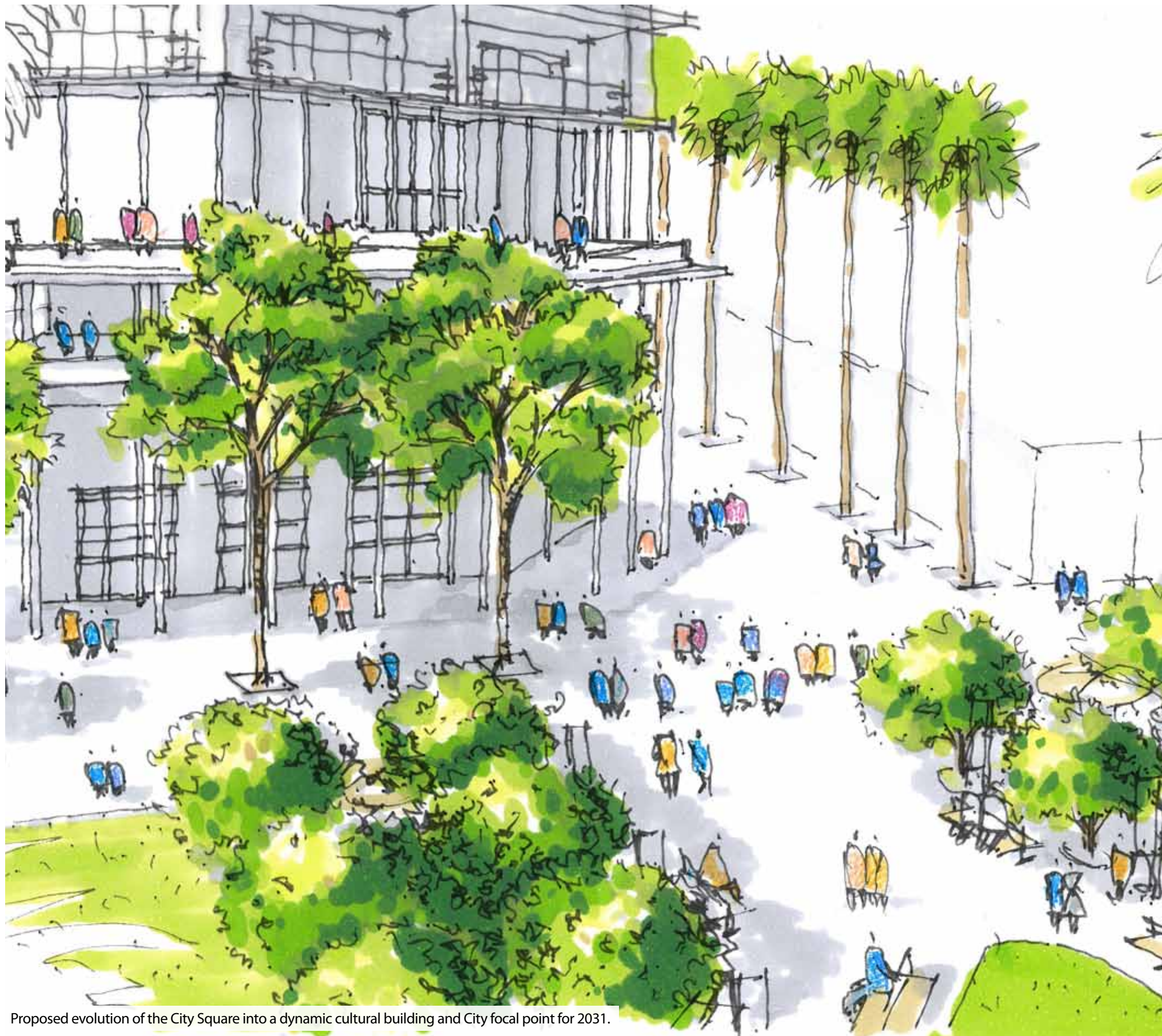




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Proposed evolution of the City Square into a dynamic cultural building and City focal point for 2031.

# 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).





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.





## 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

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# 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.

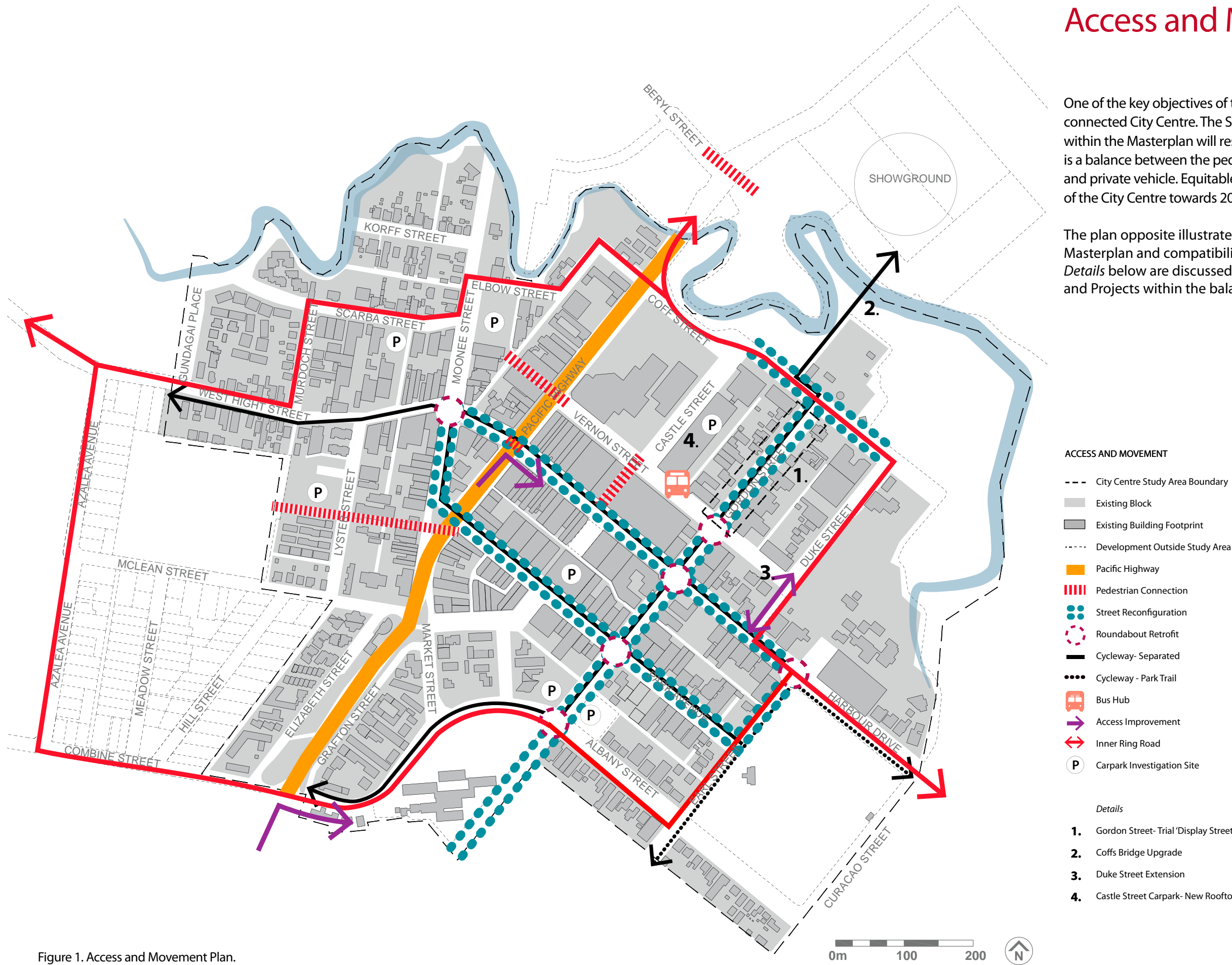


Figure 1. Access and Movement Plan.





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:

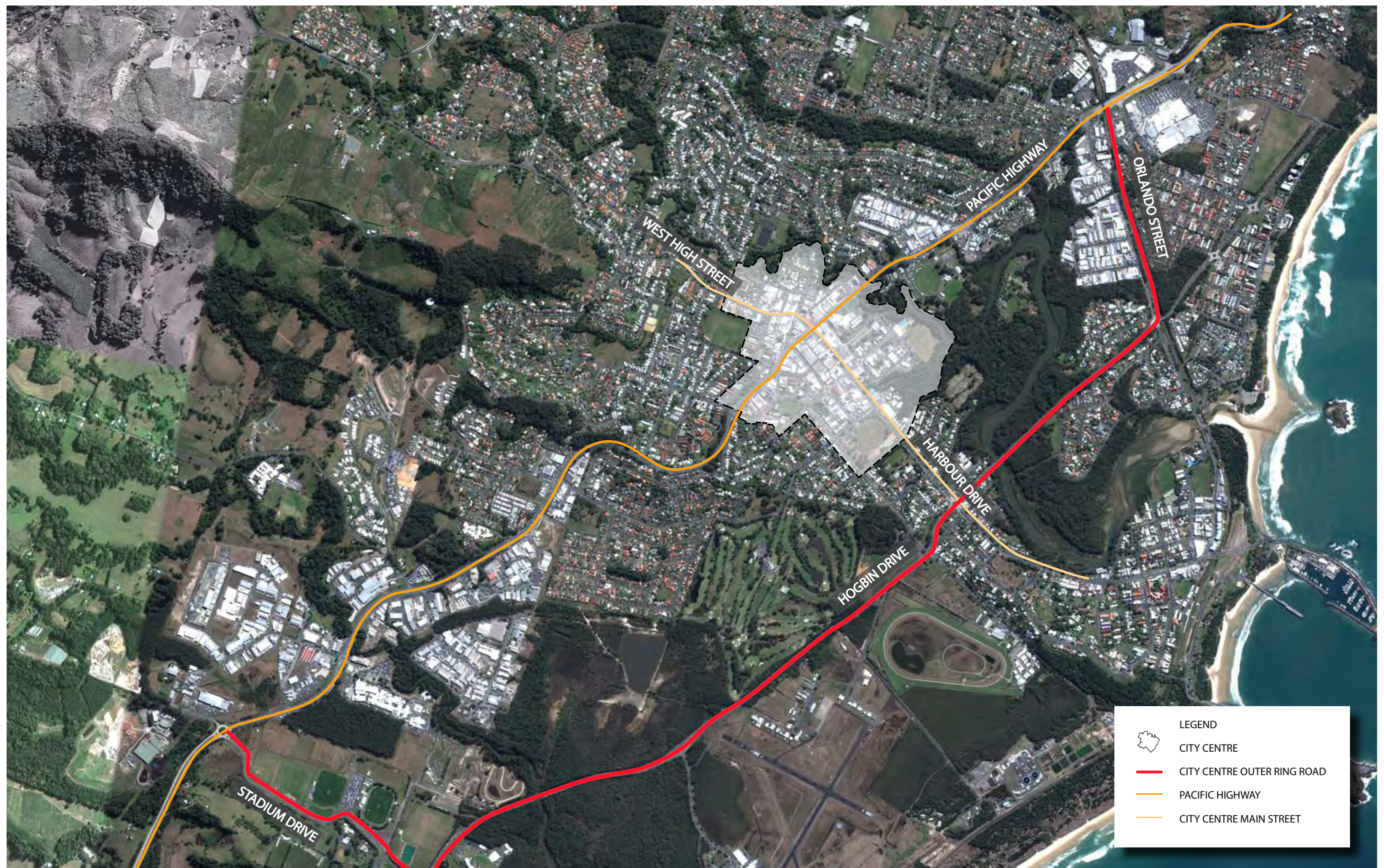
- To alleviate current capacity issues encouraging drivers to visit the City Centre;
- To bypass Harbour Drive and the City Centre;
- To accept driving slower in order to be a part of the retail, civic and cultural experience of Harbour Drive;
- To improve pedestrian connections across the Pacific Highway;
- 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:

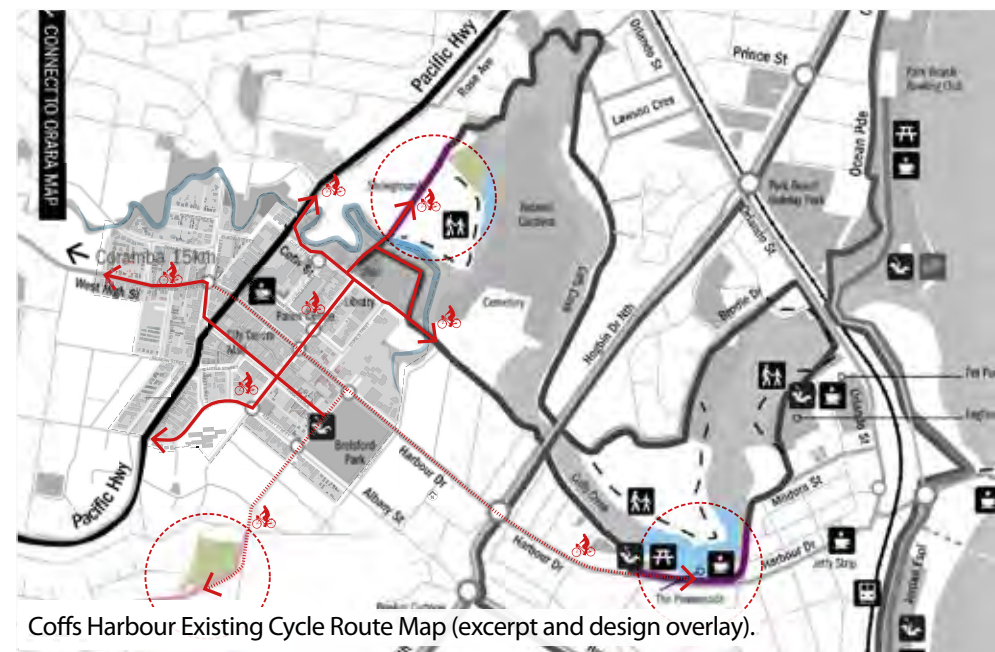
Facilitate the function of an outer ring road.	N/A
Establish a City Centre inner ring road.	N/A
Provide and formalise the Duke St extension as a permanent component of the inner ring road.	\$300,000
Incorporate pedestrian crossings with City Sail Projects including Pacific Hwy/ Harbour Dr intersection.	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



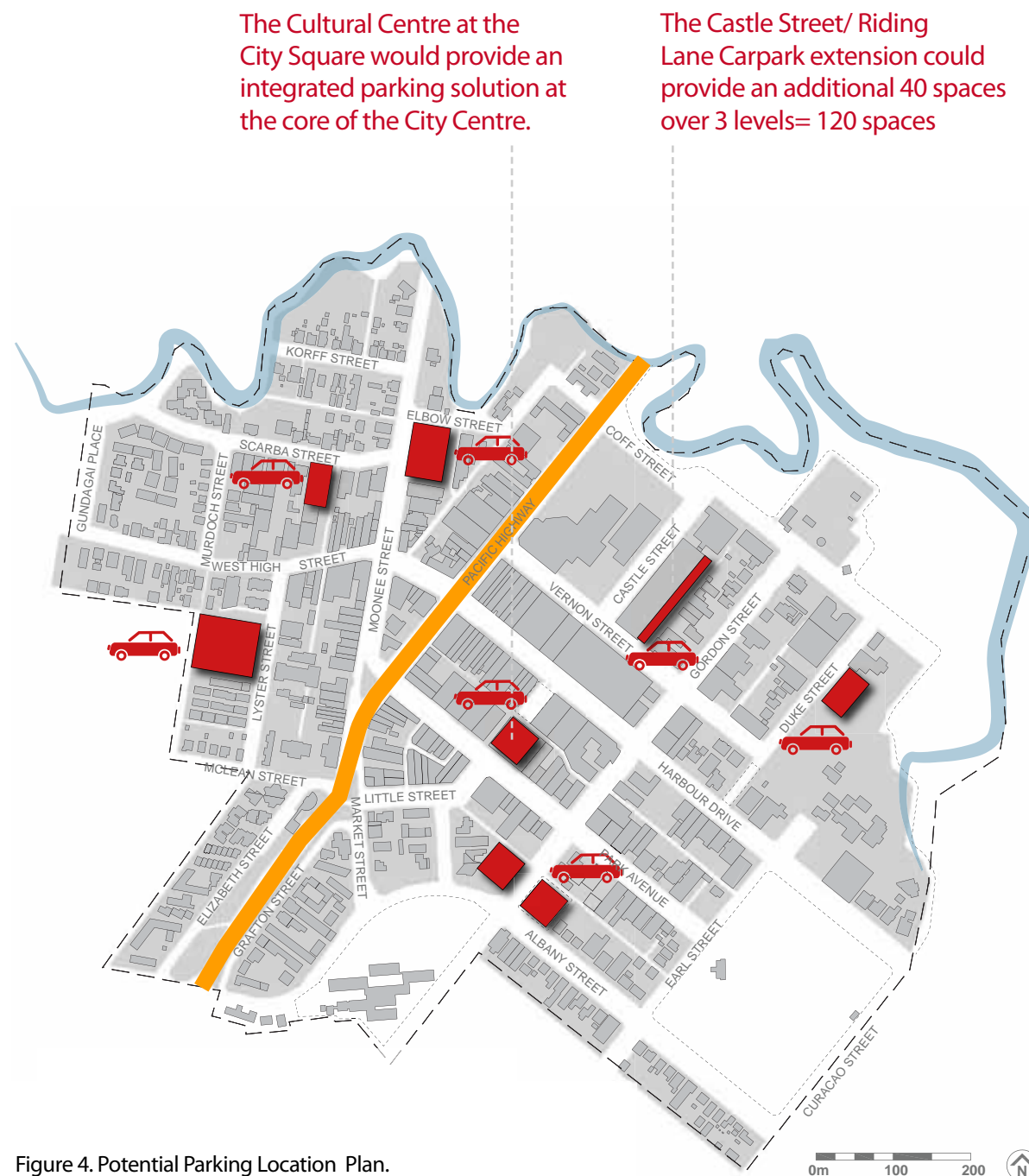


Figure 4. Potential Parking Location Plan.

## 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.

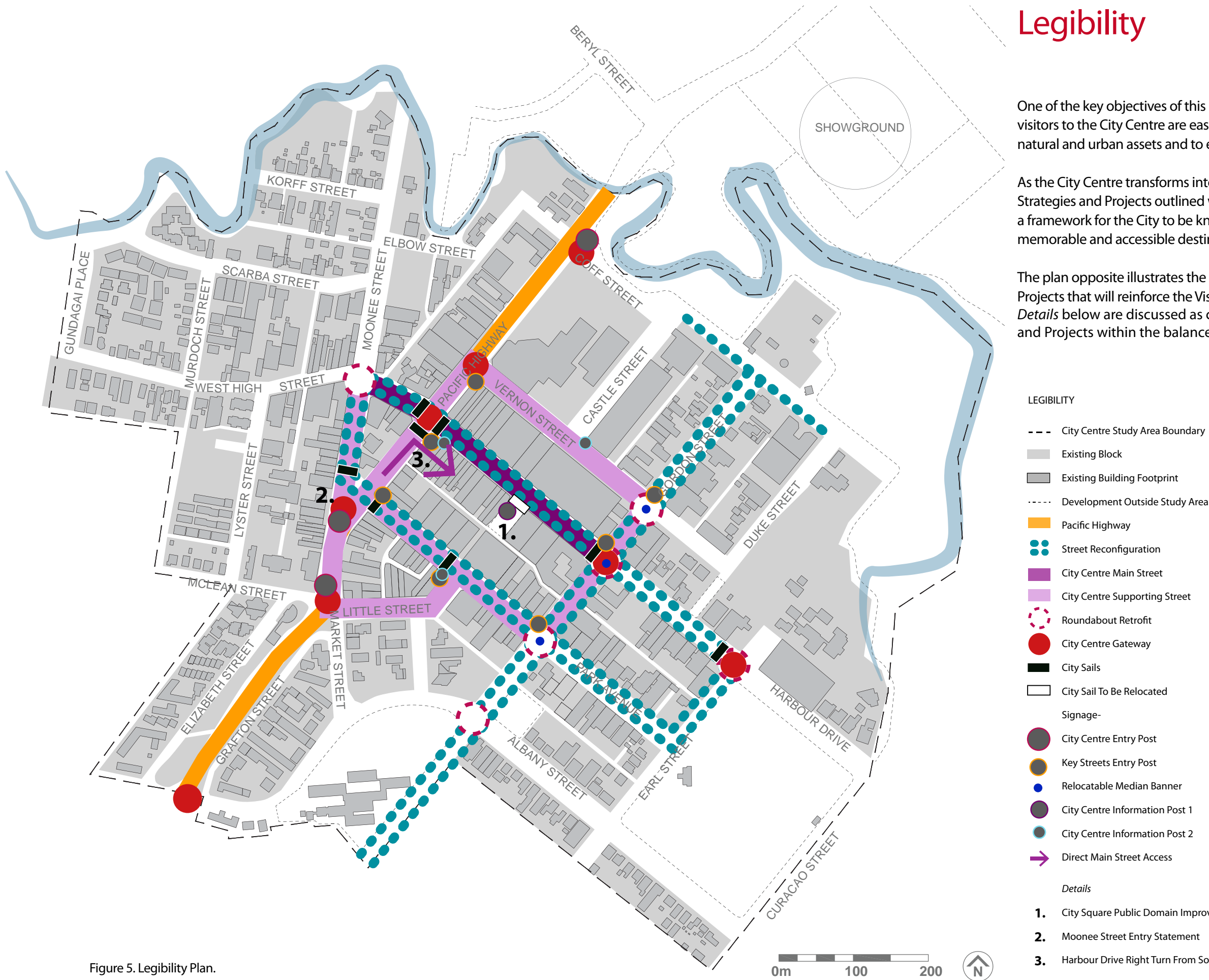


Figure 5. Legibility Plan.



# 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

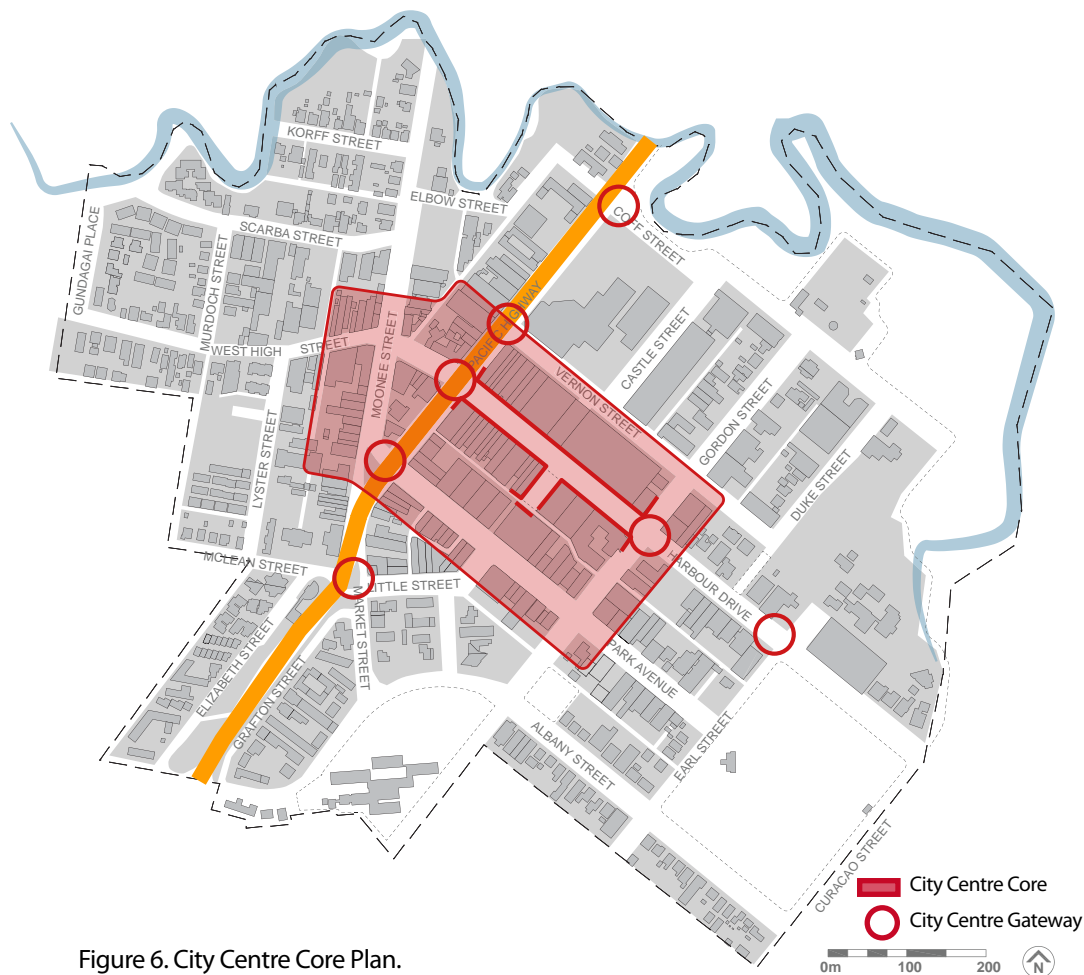


Figure 6. City Centre Core Plan.



Figure 7. Key City Centre wayfinding streets.



Use of color & timber plantation inspiration.



Prominent feature trees.



Iconic Harbour Drive sails not visible from the Pacific Hwy.



Entry landscaping.



Use of lighting to supplement entry statements.





## 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.

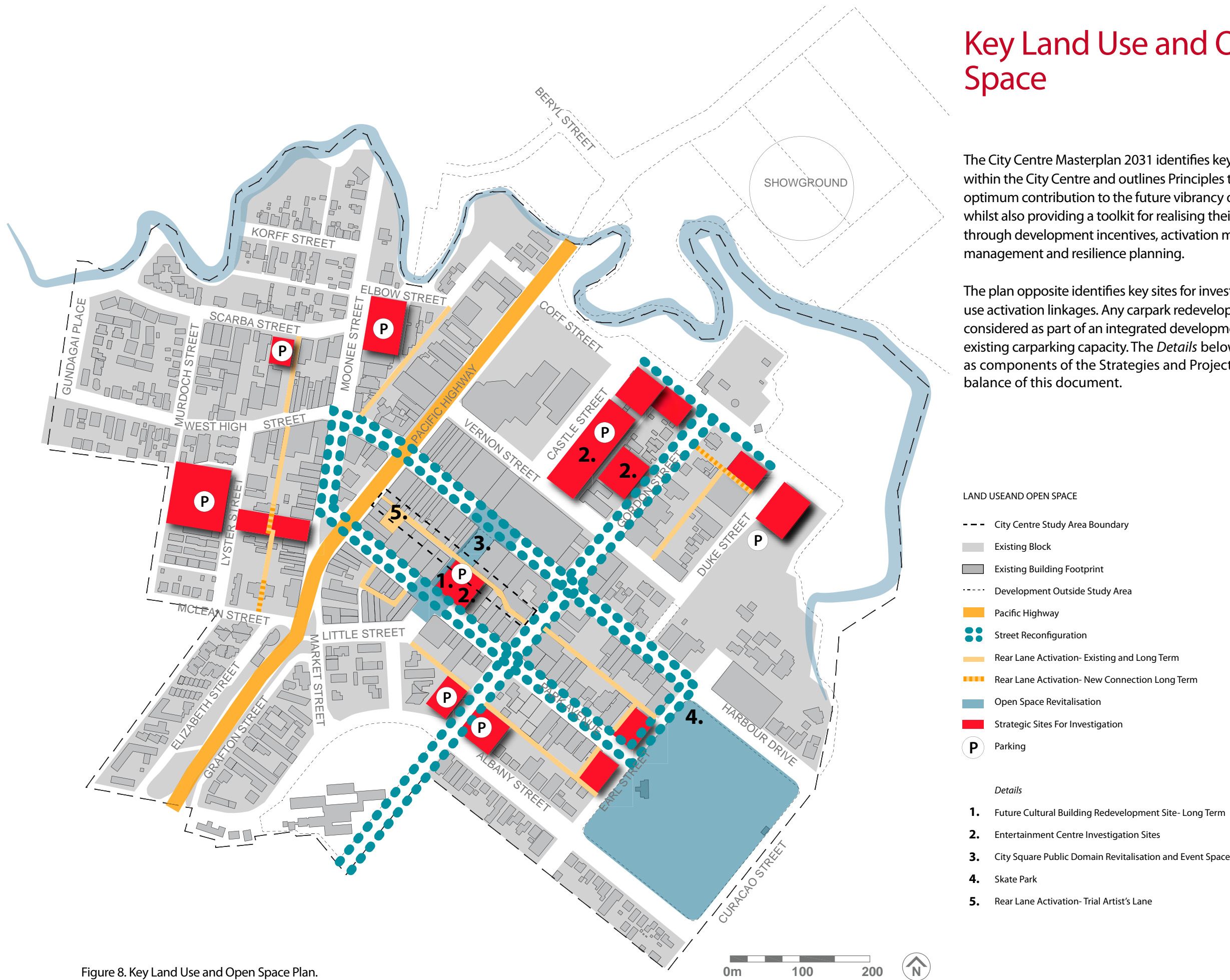
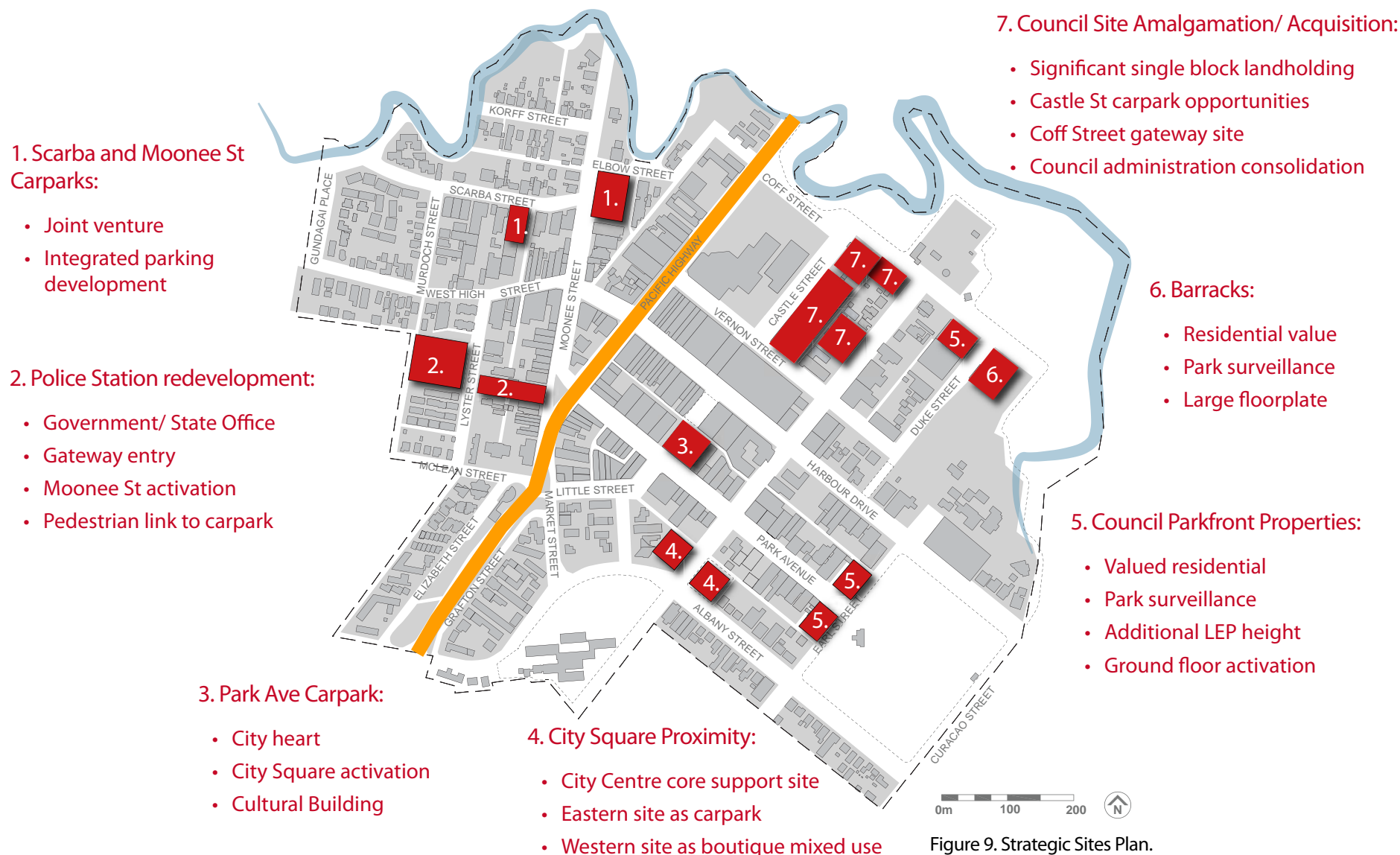


Figure 8. Key Land Use and Open Space Plan.





Innovative development principles for consideration.

## 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





1. Park Avenue Lane- Existing.



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

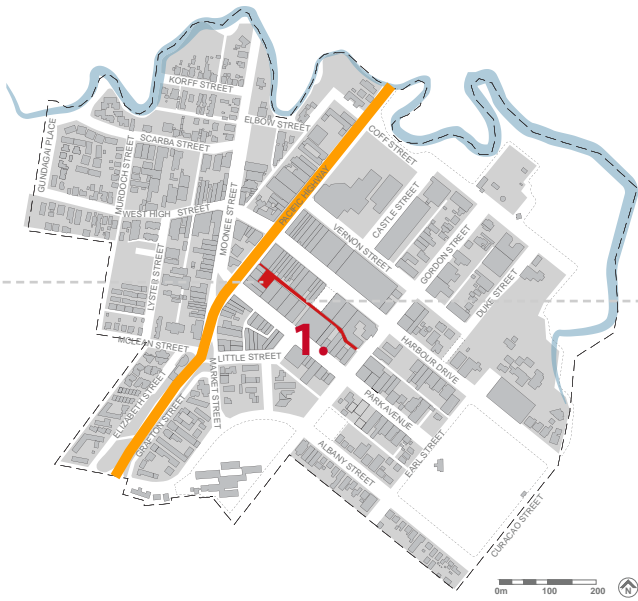


Figure 10. Stage 1- Trial Activation- Park Avenue Lane.

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



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.

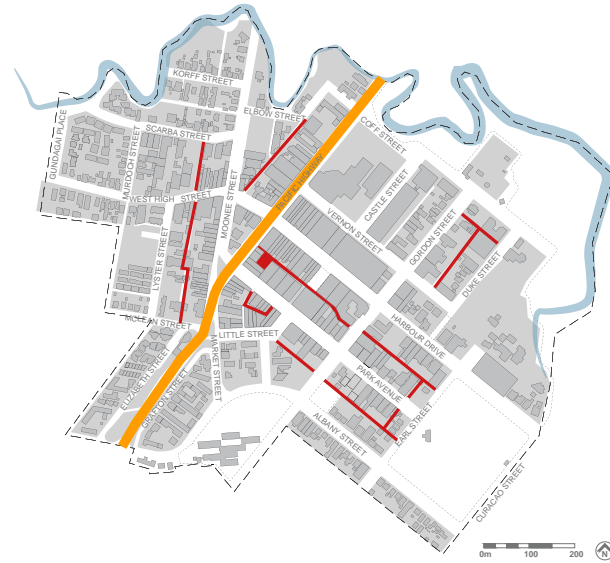


Figure 11. Stage 2- Long Term Rear Lane Activation.

# 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



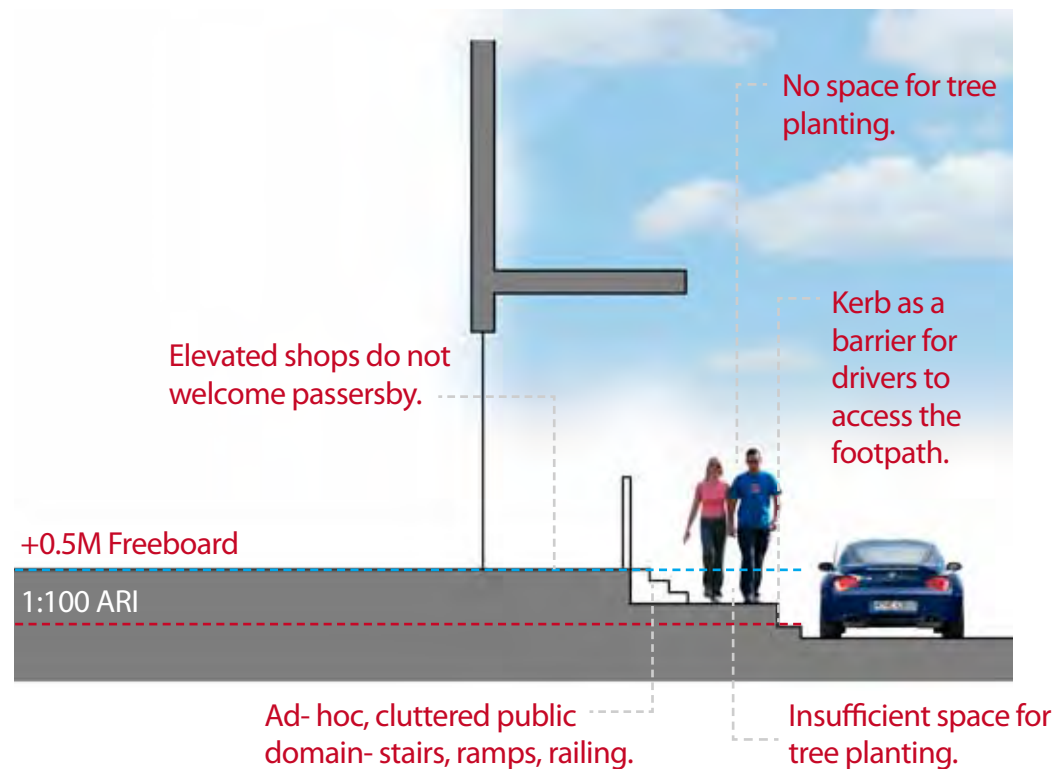


Figure 12. Section 1: Typical flood design resolution under current policy.

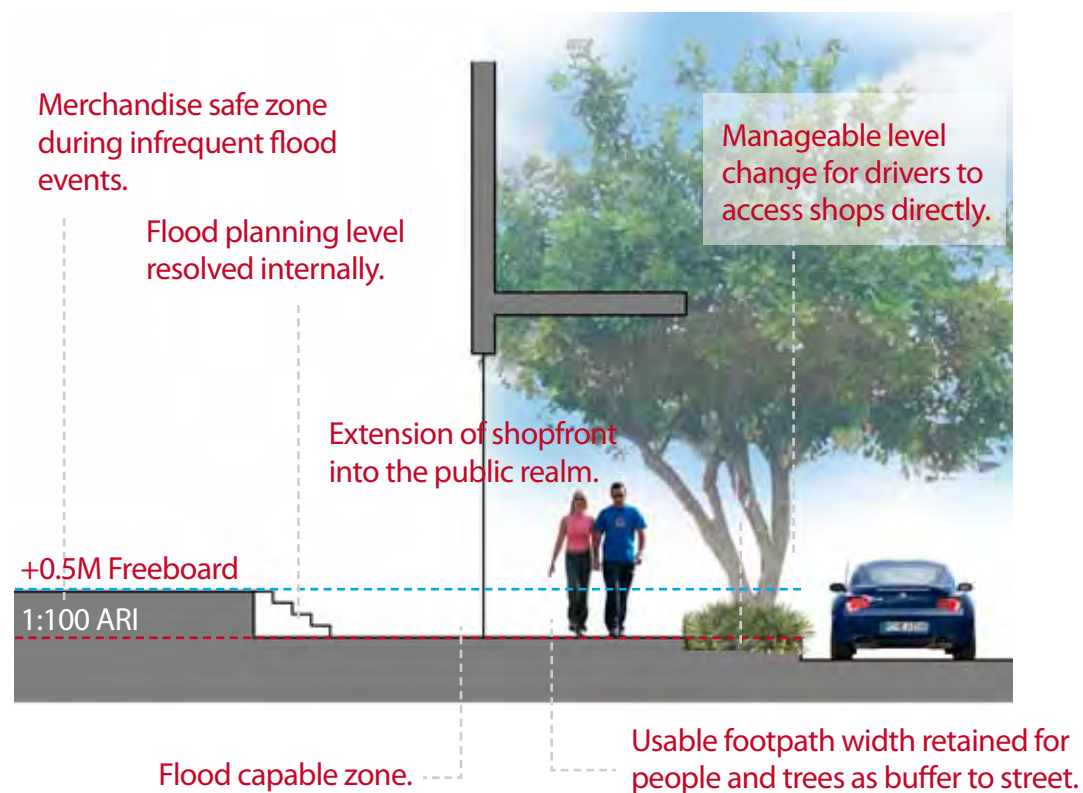


Figure 13. Section 2: Alternative food design resolution- internal.



## 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