



TOWN CENTRE

WOOLGOOLGA

Town Centre Masterplan



COFFS HARBOUR
CITY COUNCIL

PART C Supporting Information



FEBRUARY 2018

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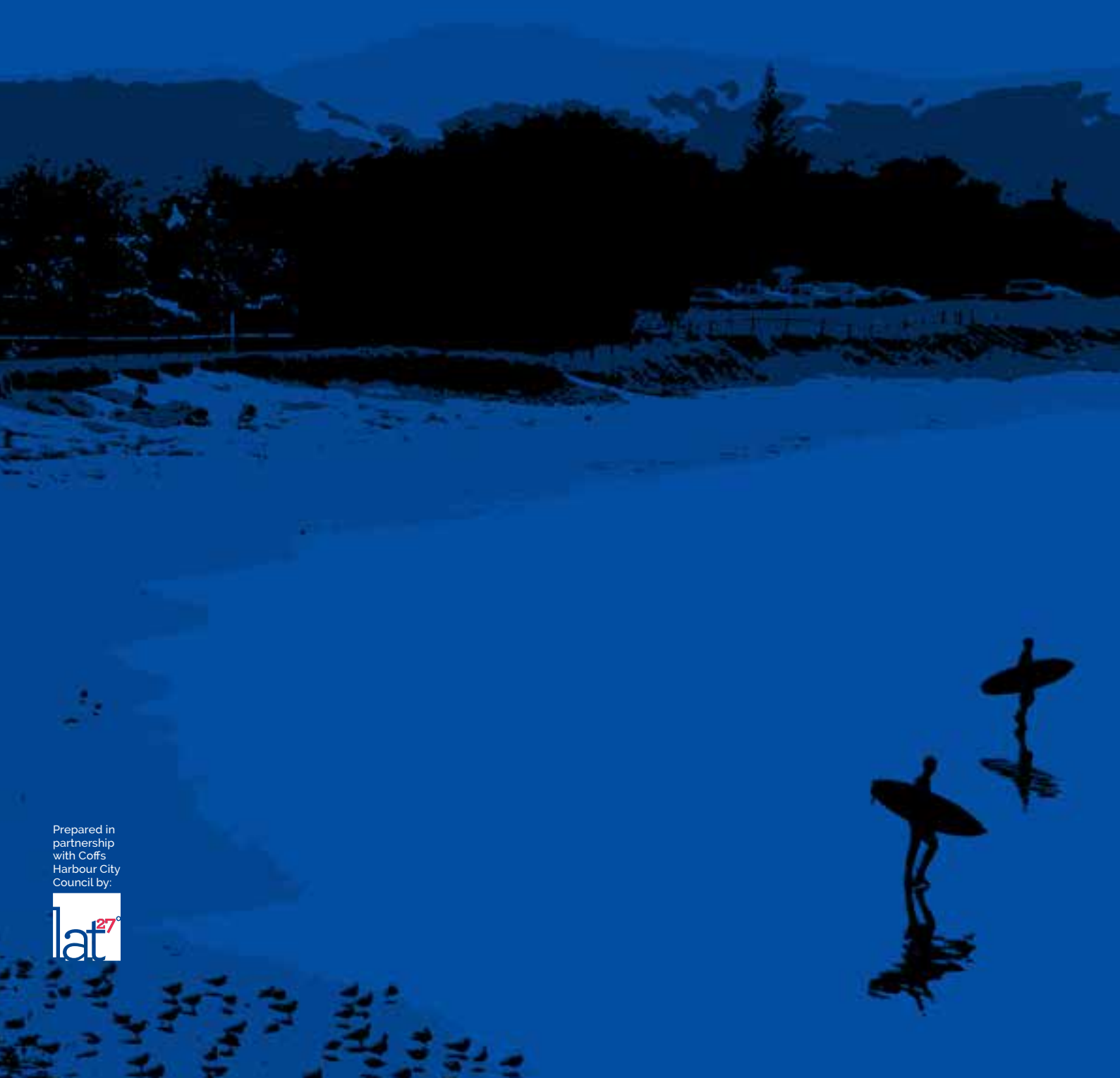
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WOOLGOOLGA TOWN CENTRE MASTERPLAN

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SC18/07 WOOLGOOLGA TOWN CENTRE MASTERPLAN 2018

Author:	Senior Planner / Urban Designer
Authoriser:	Director Sustainable Communities
MyCoffs:	C.1 Liveable neighbourhoods with a defined identity
Attachments:	ATT1 SC18/07 Woolgoolga Town Centre Masterplan Part A ATT2 SC18/07 Woolgoolga Town Centre Masterplan Part B ATT3 SC18/07 Response to Issues Raised by Submissions to draft Woolgoolga Town Centre Masterplan ATT4 SC18/07 CONFIDENTIAL Submissions Made to draft Woolgoolga Town Centre Masterplan <i>Confidential in accordance with Section 10A(2)(e) of the Local Government Act as it contains information that would, if disclosed, prejudice the maintenance of law.</i>

EXECUTIVE SUMMARY

Council at its Ordinary Meeting of 11 May 2017 resolved to endorse the draft Woolgoolga Town Centre Masterplan prepared by Lat27 (April 2017) and associated Traffic and Parking Study prepared by MRCagney (April 2017) and to publicly exhibit the two documents for a minimum period of 28 days.

In accordance with this resolution, the draft Masterplan and Traffic and Parking Study were placed on public exhibition from 17 May to 16 June 2017. A presentation on the draft document was also facilitated by Council on 16 May 2017 in the Woolgoolga Public School Hall. To showcase some of the strategies within the draft Masterplan, Council established an information booth within a temporary Parklet on Beach Street, Woolgoolga, from 17 May to 21 May 2017.

At the conclusion of the public exhibition process 143 submissions were received. The purpose of this report is to inform Council of the feedback received during the public consultation process and seek endorsement of the final *Woolgoolga Town Centre Masterplan 2018* which has been amended in response to the feedback received.

RECOMMENDATION:

That Council:

- 1. Adopt the *Woolgoolga Town Centre Masterplan 2018* (Attachments 1 and 2).**
- 2. Notify those that made a submission to the draft *Woolgoolga Town Centre Masterplan* of Council's decision.**

REPORT**Description of Item:**

At its Ordinary Meeting of 11 May 2017, Council resolved to:

- 1. Endorse the draft *Woolgoolga Town Centre Masterplan*, prepared by Lat27, dated April 2017 (Attachments 1 and 2) and the *Woolgoolga Town Centre Masterplan Traffic and Parking Study*, prepared by MRCagney Pty Ltd, dated April 2017 (Attachment 3).*
- 2. Resolve to publicly exhibit the draft *Woolgoolga Town Centre Masterplan 2017* (Parts A and B) for a minimum period of 28 days.*

3. *Note that a further report will be brought back to Council for consideration following the public exhibition of the draft Masterplan.*

In accordance with Item 2 of this resolution, the draft Masterplan and Traffic and Parking Study were placed on public exhibition from Wednesday 17 May 2017 to Friday 16 June 2017. A presentation on the draft document was also facilitated by Council on Tuesday 16 May 2017 in the Woolgoolga Public School Hall. In addition, to showcase some of the strategies within the draft Masterplan, Council established an information booth within a temporary Parklet on Beach Street, Woolgoolga, from Wednesday 17 May 2017 to Sunday 21 May 2017.

The purpose of this report is to inform Council of the feedback received during the public consultation process undertaken in accordance with this resolution and seek endorsement of the final Woolgoolga Town Centre Masterplan which has been amended in response to the feedback received.

Issues:

At the conclusion of the public exhibition process, 143 submissions were received. Of these submissions, 63 were generally in support of the Masterplan, 62 submissions were generally opposed to the Masterplan, and 18 submissions were undecided or did not specify if they were in support or opposed to the Masterplan.

However, it should be noted that 47 of submissions received were anonymous. In accordance with Council's adopted Submission Policy, anonymous submissions are not accepted by Council. Accordingly, this results in a total of 96 submissions of which 50 submissions were generally in support of the Masterplan, 31 submissions were generally opposed to the Masterplan, and 15 submissions were undecided or did not specify if they were in support or opposed to the Masterplan.

Notwithstanding the above, all of the issues raised by submissions to the draft Masterplan have been taken into consideration. The issues generally relate to the following topics:

- Parking;
- Building Heights;
- Implementation Plan;
- Vehicular Movements and Road Safety;
- Walking and Cycling;
- Land Use Zoning;
- Community Consultation;
- Swimming Pool Site;
- Activation;
- Street Greening;
- Key Entries;
- Woolgoolga Beach Reserve;
- Woolgoolga Surf Life Saving Club;
- Design Excellence;
- Growth and Density;
- Woolgoolga Beach Holiday Park;
- Drainage and Flooding;
- Disability Access and Inclusion;
- Public Realm;
- Sporting Facilities;
- Infrastructure;
- Flying Foxes;
- Town Square; and
- Intensive Plant Horticulture.

A detailed discussion of each issue and Council's response is provided in Attachment 3 to this report. Loss of parking, building heights and implementation of the Masterplan were the three most common issues raised by submissions. A summary of how these issues have been addressed is provided below, with additional detail provided in Attachment 3. A full copy of the submissions made to the draft Masterplan is provided as a confidential attachment to this report (Attachment 4).

Loss of Parking

To address the issue relating to the potential loss of parking associated with the strategies contained within the Masterplan, additional actions have been incorporated into the implementation section of the Masterplan. A quick win, immediate action, has been included for Council to undertake a detailed parking analysis of supply and demand (including the number and location of inclusive parking spaces) in the Woolgoolga town centre. Council has commenced data capture in this regard.

An associated, high priority short term action has also been included in the implementation section of the Masterplan for Council to develop a People Movement and Transport Strategy in consultation with the community and stakeholders based on the Masterplan vision, comprising:

- Identification of additional on street parking;
- Identification of short term and long term parking;
- Preparation of an inclusive parking policy to meet the needs of people with a disability and the elderly with limited mobility;
- Consideration of existing bus services and alternative community transport options;
- Consideration of funding mechanisms for the implementation of the strategy (i.e. a developer contributions plan, grant funding, public/private partnerships);
- Preparation of a staging plan for the provision of additional parking and associated footpaths to offset parking loss as part of public realm works;
- Consideration of a temporary relaxation of minimum parking requirements for development within the town centre;
- Detailed analysis of existing and proposed cycle infrastructure to inform updates to Council's Bike Plan and enable the provision of cycle paths;
- Detailed analysis of pedestrian infrastructure (including bus stops, seating and street trees) to inform updates to Council's Pedestrian Access and Mobility Plan; and
- A requirement for parking surveys to be undertaken every two years to ensure that parking demand remains within acceptable thresholds.

Building Heights

A detailed review of building heights within the Woolgoolga Town Centre Masterplan study area has been undertaken by Council in response to the issues raised by submissions in relation to building heights. A general reduction in maximum building heights is recommended in the final Masterplan, excluding four preferred corner sites within the Beach Street Village Precinct. The four sites are identified in the Masterplan as having potential to retain the existing maximum building height control of 15.5m (approximately five storeys).

Providing opportunities for well-designed and appropriately located five storey, mixed used buildings, amongst a generally three storey built environment will achieve a balance between maintaining the village character with the need to accommodate future growth. Benefits from this approach include opportunities for short stay apartments to support local tourism, a more diverse housing supply for local residents and greater economic activity and longer business hours in the town centre.

For the preferred sites to entertain five storey buildings, the final Masterplan recommends the application of appropriate floor space ratio controls, and the development of specific built form controls to achieve design excellence and a high standard of public realm outcomes. These recommendations have been captured as actions within the implementation section of the

Masterplan and will require amendments to *Coffs Harbour Local Environmental Plan 2013* and *Coffs Harbour Development Control Plan 2015*. An additional action has also been included within the Masterplan for the establishment of a design review panel by Council to assess development applications for future development on the four preferred sites.

Implementation Plan

To address the issues raised by submissions in relation to the implementation of the actions contained within the Masterplan (a significant one being an alternative implementation plan submitted by the Northern Beaches Residents Association), the implementation plan has been revised to address the following:

- Prioritisation and maintenance of existing infrastructure;
- Prioritisation and maintenance of new infrastructure;
- Clarity in relation to implementation timeframes in line with Council processes; and
- Funding requirements.

Options:

1. Accept the recommendations of this report to endorse the final *Woolgoolga Town Centre Masterplan 2018* (Attachments 1 and 2).
2. Reject the recommendations provided in this report. This option will result in the retention of an outdated Woolgoolga Town Centre Study (1996).

Sustainability Assessment:

• Environment

Environmental factors, including coastal wetlands, riparian environments, the natural foreshore and dune vegetation, flooding, coastal hazards and climate change (including sea level rise and increased rainfall intensity) have been considered in the preparation of the Masterplan.

• Social

The Woolgoolga Town Centre Masterplan review project has comprised extensive community and stakeholder consultation to ensure that the community's current vision for the town is captured. A viable town centre will assist in the development of a stronger social fabric and a vibrant community for Woolgoolga.

• Civic Leadership

The *Woolgoolga Town Centre Masterplan 2018* captures the collective vision for Woolgoolga's town centre and sets a long term plan to guide future growth and development. Extensive community consultation undertaken as part of the Masterplan review project has ensured that the strategies and actions within the Masterplan are based on the community's vision and needs for the various precincts which make up the Woolgoolga Township.

• Economic – Broader Economic Implications

Woolgoolga is uniquely placed to take advantage of its regional location, natural assets and township character to build a prosperous future balanced against lifestyle expectations. A revised Masterplan for the Woolgoolga Township will assist the community and stakeholders in realising such future. The Masterplan is a critical part of guiding the orderly development and revitalisation of the Town Centre.

- **Economic - Delivery Program/Operational Plan Implications**

Establishing clear implementation actions is essential to the Masterplan's success. Clarity around priorities will assist in coordinating and catalysing both public and private sector developments and investments. The Implementation Plan contained within Part B of the Masterplan (Attachment 2) has been developed to align with Council's internal resourcing process to minimise impacts on Council's Delivery Program and Operational Plan. The timeframes in the Implementation Plan are based on four categories: Quick Wins (Immediate), Short Term Actions (1 to 4 years to align with Council's Delivery Program), Medium Term Actions (4 to 9 Years) and Strategic Actions (10+ years).

The Implementation Plan clearly identifies projects that are funded and those that are currently unfunded to ensure that impacts on Council's delivery program are minimised and to provide clarity to the community and stakeholders. Funding is required for a number of projects to realise the overall goals of the Masterplan either through Council's future Delivery Program and Operational Plans or through alternative funding such as developer contributions plans, grants and/or public/private partnerships.

Risk Analysis:

A revised Masterplan for the Woolgoolga Town Centre is important, as the current plan is now over 20 years old. A revised plan will assist in driving the growth of Woolgoolga to 2036 and will ensure that all recent studies undertaken for the town are taken into account.

Implementation of the actions contained within the Masterplan may result in changes to parking arrangements in Woolgoolga, including a temporary relaxation of parking requirements for development within the Woolgoolga business zones. To minimise the risks associated with this action, the Masterplan includes a high priority action for Council to prepare a People Movement and Transport Strategy for Woolgoolga to ensure that parking demand remains within acceptable thresholds.

Consultation:

Extensive consultation has been undertaken for the Woolgoolga Town Centre Masterplan Review project as detailed in a previous report to Council's Ordinary Meeting of 11 May 2017.

Broader community consultation undertaken as part of the early development of the Masterplan was extremely comprehensive, including: the use of the WoolgoolgaWow website; Community Vision Night; Business Confidence Survey; Ideas Map; discussions with Woolgoolga and Northern Beaches Chamber of Commerce and Northern Beaches Residents Association; negotiations with NSW Roads and Maritime Services; Community Reference Group Workshops; Holiday Park Access Consultation; Traffic and Parking Workshops; and Engagement Workshops.

In accordance with Council's resolution at its Ordinary Meeting of 11 May 2017, the draft Masterplan and associated Traffic and Parking Study were placed on public exhibition from Wednesday 17 May to Friday 16 June 2017. A presentation on the draft document was also facilitated by Council on Tuesday 16 May 2017 in the Woolgoolga Public School Hall. To showcase some of the strategies within the draft Masterplan, Council established an information booth within a temporary Parklet on Beach Street, Woolgoolga, from Wednesday 17 May to Sunday 21 May 2017.

The communication strategy facilitated by Council for the exhibition of the draft Masterplan was comprehensive, including: the use of the WoolgoolgaWow website; Council's corporate website; newspaper advertisements; social media posts; community workshop; face to face information booth; parklet pilot; and advertisements and drop boxes in Council's Administration building, libraries, visitor information centre and within various commercial businesses.

Related Policy, Precedents and / or Statutory Requirements:

Coffs Harbour City Council is committed to the ongoing development and revitalisation of the entire City. Council sees the Woolgoolga Town Centre playing a pivotal role in the ongoing growth and development of the Woolgoolga and Northern Beaches locality, through the creation of economic, social and cultural opportunities. This project involves the review and updating of the Woolgoolga Town Centre Study 1996.

Council's *Business Centres Hierarchy Review Final Report 2012* identified the importance of assisting the Woolgoolga Town Centre improve its attractiveness as a tourist destination with an improved relationship with the beach and coastal area (which is a significant asset of the Town Centre). It also identified the need for a comprehensive Business Retention and Expansion Survey to supplement the results of the *Woolgoolga Township Marketing Action Plan 2011* and findings of the previous economic studies.

There are no statutory requirements in relation to preparing the *Woolgoolga Town Centre Masterplan 2018*. Some of the actions contained within the final Masterplan will result in future amendments to Council's statutory planning controls.

Implementation Date / Priority:

If Council endorses the *Woolgoolga Town Centre Masterplan 2018*, the quick win actions contained within the implementation section of the Masterplan could commence immediately by inclusion in Council's 2018/19 Operational Plan. Council, the community, and stakeholders will also be in a position to pursue funding opportunities to fulfil high priority actions within the Masterplan.

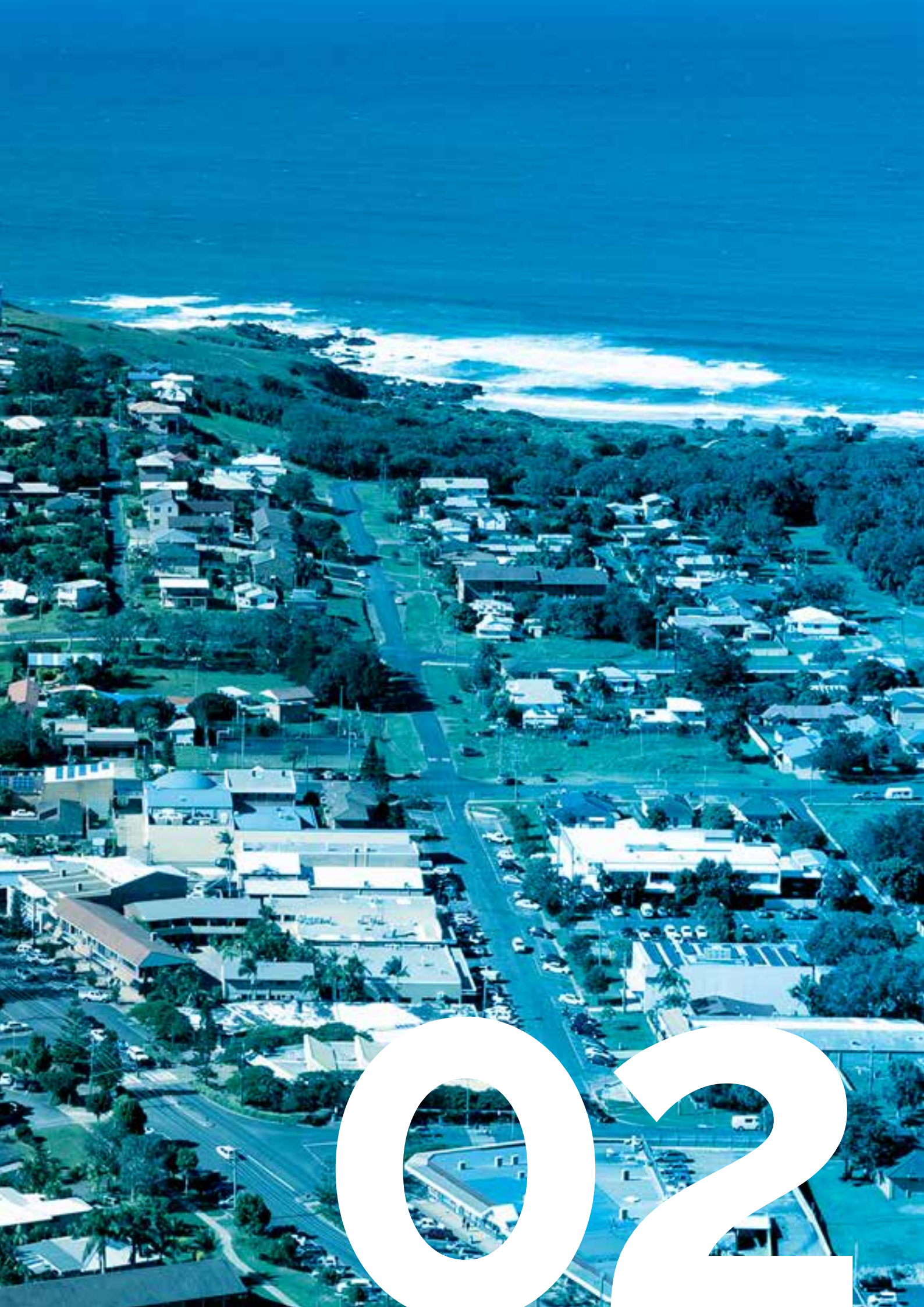
Conclusion:

The completion of the Pacific Highway Bypass and the addition of a new major retail chain supermarket on Solitary Islands Way, have underpinned a fundamental change to the role and structure of Woolgoolga – a transformation from a thoroughfare to a destination town. It is therefore essential that a new direction for the town is established that strikes a balance between harnessing growth opportunities and nurturing Woolgoolga's unique charm.

The *Woolgoolga Town Centre Masterplan 2018* captures the collective vision for Woolgoolga's town centre and sets a long term plan to guide future growth whilst preserving the attributes which make Woolgoolga unique. This report seeks Council's endorsement of the *Woolgoolga Town Centre Masterplan 2018* (Attachments 1 and 2).

traffic & parking study





**Woolgoolga Town Centre Masterplan
Traffic and Parking Study
Final Report for Submission to Council**

Coffs Harbour City Council

Prepared by
MRCagney Pty Ltd

13 April 2017



MRCagney

Document Information

Project Name	Woolgoolga Town Centre Masterplan Traffic and Parking Study
Document Name	Final Report for Submission to Council
Client	Coffs Harbour City Council
Job Number	6062
Prepared by	MRCagney Pty Ltd Melbourne

Quality Assurance Register

Issue	Description	Prepared by	Reviewed by	Authorised by	Date
1	Final Report	MW	SB	SB	13/04/2017

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1 Introduction

1.1 Background to this Report

MRCagney have been commissioned by Coffs Harbour City Council to undertake a traffic and parking study to inform the preparation of the Woolgoolga Town Centre Masterplan.

1.2 Context

Coffs Harbour City Council and Lat27 are preparing a draft town centre Masterplan for Woolgoolga and have engaged MRCagney to provide input and feedback relating to all aspects of traffic and transport engineering.

MRCagney undertook some extensive consultation with the community and key stakeholders in October 2016, and have reviewed some previous traffic and parking reports in order to prepare this report.

1.3 Consultation

MRCagney facilitated a series of community and stakeholder engagement sessions in a vacant shopfront in Market Street in the town centre from 13-15 October 2016.

Consultation sessions included traders' workshops, workshops with Council engineers, a project team workshop, a community workshop, and open sessions for walk-up conversations with community members.

Figure 1: Community consultation session



1.4 Theme

People gravitate to interesting, prosperous towns. Whether to live, visit or invest, people will be drawn to a town centre that is active, vibrant, attractive and exciting. Supporting the type of growth that creates and sustains these prosperous towns is the key to a successful future for Woolgoolga, and a properly thought out transport strategy is one aspect of this.

In preparing this report, MRCagney have reviewed all modes of transport and developed a number of recommendations to drive prosperous development consistent with community expectations.

At the core of this study are a number of principles that have guided our recommendations:

1. Develop a transport system that supports a prosperous and vibrant town centre;
2. Develop a transport system that supports a healthy, happy, and connected community;
3. Remove barriers to all transport modes;
4. Pursue safe, comfortable, and equal access for all ages and abilities; and
5. Integrate transport planning with land-use objectives.

1.5 Background Documents

A previous traffic and carparking assessment report was completed by Ardill Payne and Partners in 2015. The report includes assessment of existing traffic volumes and parking occupancy, and offered various relating recommendations.

2 Consultation

The overwhelming message from the community was that they want to augment the existing 'green village' characteristics of Woolgoolga with new initiatives to improve the street level vitality of the town. While some parts of the community naturally expressed misgivings regarding the impact on car accessibility, the most valued attributes identified in town by the community consistently related to the ability to walk, cycle, shop locally, and interact with the village as a human, rather than simply a driver.

Parts of Woolgoolga already display characteristics typical of quality walkable towns – the compactness of the Beach Street shopping precinct, the wide shaded paths along Beach Street towards River Street, and the natural anchor provided by the beach – however there remain several issues that Council need to be cognisant of if Woolgoolga is to achieve its potential.

Firstly, there are some concerns expressed by portions of the community that, notwithstanding the desire for a vibrant and walkable town, demand for parking and unimpeded car travel must be catered for. It is understandable that some community members are concerned that maximum levels of convenience may not be maintained, however there is nonetheless a fundamental incompatibility between ease of vehicle movement and prosperous and vital streets for people. If Council wants to satisfy the communities overarching vision for the town, it must fully commit to the process. Trying to balance competing calls for greater activity and walkability in town with more parking and less congestion will put the long term viability of the town in jeopardy.

Secondly, the community clearly place high value on the village atmosphere of the Beach Street precinct in particular. While there is some opposition to larger development in town, there is generally an understanding that the introduction of some more attached housing, particularly shop-top style, residential development in the centre of town will enhance the vibrancy of Woolgoolga. Residents living in the centre of town will help introduce some night-time activity and support a wider variety of local business, and create a stronger sense of a living community, rather than simply a central business district. In order to achieve this Council may need to address elements of the planning scheme to make the development the town wants most the easiest to produce.

Finally, another common theme uncovered during consultation was a generally high level of concern regarding the safety of several intersections in town. The River Street and Beach Street intersection, the Beach Street and Bultitude Street intersection, and the parking and crossing provisions provided at the Sikh temple were mentioned on several occasions (see Figure 2). These concerns are important, as they may be representative of broader concerns regarding the safety and attractiveness of the street network, and likely impact on the likelihood of residents to walk and cycle in town.

Figure 2: Common areas of concern for road safety raised by the community during consultation



3 The Findings

3.1 Pedestrians

The way pedestrians are treated is the key predictor of a town's prosperity and liveliness. Regional town centres cannot be competitive without clearly inviting the most accessible, environmentally friendly, safest, and least subsidised way of moving around. Making pedestrians feel comfortable and welcome is an essential ingredient of all successful towns, and no other transport mode contributes as much to the health of a small community in terms of casual social interaction, retail visibility, passive surveillance, physical activity, and mental wellbeing.

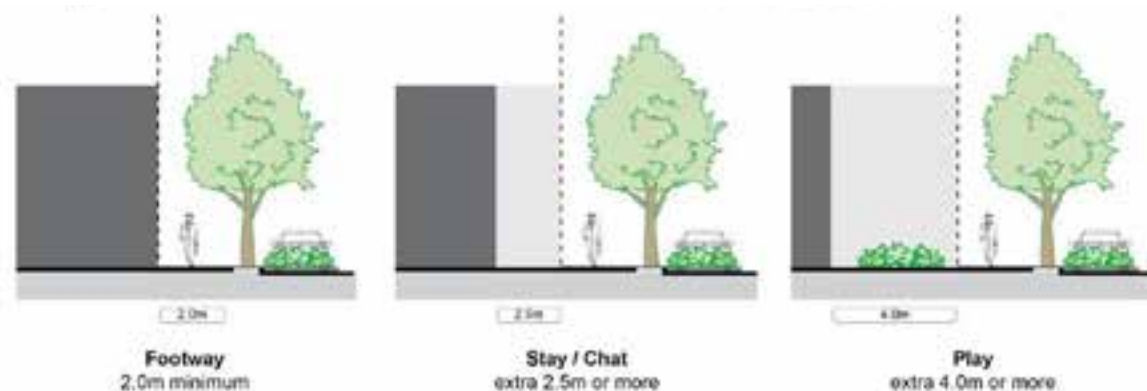
However pedestrian activity is also the transport mode most reliant on good land use and transport planning. Pedestrian trips cannot occur when origins and destinations are too far apart, and complimentary land uses (e.g. residential and retail/commercial) are segregated; nor will people choose to be pedestrians, even when travel distances are feasible, if they are not provided an accessible, comfortable, safe, and accommodating environment. This is why the dispersed pattern of recent single use residential subdivisions familiar to almost all small Australian communities, including Woolgoolga to an extent, is contributing to less productive and less efficient towns.

Woolgoolga's town centre lacks a consistent footpath network of acceptable quality, and often any footpath at all. In many cases where footpaths are provided they are of unsatisfactory width.

It is crucial for the future of the town that these legacy issues are addressed through a steady program of remedial works. The quality of the pedestrian realm in town should make it obvious that walking is the best way to get around the town centre. The following touchstones are provided to guide the improvement of the pedestrian realm in Woolgoolga:

- **Footpath width:** footpaths that support comfortable conversation between two people (2m width) should be the minimum acceptable standard in the town centre. In key retail streets (Beach Street, Market Street etc.) where people are invited to stay, shop and eat, an additional 4m or more should be provided.

Figure 3: Footpath width and pedestrian behaviour



- **Street trees:** Council needs a program to introduce quality street trees into the town centre. Street trees provide valuable shade to improve pedestrian amenity and can help offset perceived barriers to pedestrian activity such as topography and climate.
- **Connected streets:** Woolgoolga is fortunate to have a reasonably strong grid pattern of streets in town, however some newer subdivisions feature a hierarchy of streets characterised by curvilinear alignments and cul-de-sacs. Such a disconnected network can unnecessarily increase walking distances and hinder easy wayfinding. This type of inappropriate development should not be supported.
- **Minimise crossing distance:** pedestrian crossings need to be direct, clear and inviting. Recessed crossings (Figure 4) create a visual barrier and artificially increase walking distances. A better approach to increase

pedestrian safety is to use street geometry to slow turning speeds. Wide streets and fast geometry also contribute to excessive crossing distances.

- **Walking to school:** The proportion of kids who walk to school is an indicator of the health and quality of a regional town. If children living within 800m of school are not walking, it is an extremely poor reflection on Woolgoolga as a family destination. Ensuring all footpaths within 800m of schools are of high quality and of 2m width (minimum) is a priority.
- **Development standards:** LEP/DCP requirements should be reviewed to ensure future subdivisions are constructed consistent with the abovementioned principles.

Figure 4: Narrow footpaths and indirect street crossings on Beach Street



Figure 5: Uninviting walking environment on Queen Street with narrow footpaths, wide carriageway and no shade



Figure 6: No footpath on Market Street



3.2 Bike Riding

Increasing the attractiveness of bike riding as a safe and practical mode of transport is a huge opportunity for Woolgoolga. Bike riding is the cheapest mode of transport other than walking to accommodate, both in terms of user and Council spend, and bike riders are typically a lucrative user group for main street retailers to engage in

terms of dollars spent per user in a given time period. It is economically vital that all citizens get access to genuine bike riding facilities.

Riding a bike opens up a 4-5 km catchment within a 20 minute ride, which means the entire Woolgoolga town centre study area is theoretically accessible on a bike. However, there are few safe and inviting routes for people to ride their bike unless they are confident and experienced riders. The Woolgoolga Town Centre Masterplan needs to deliver a bike network strategy focused on making bike riding safe and accessible to casual riders of all ages, wearing regular clothing, riding at low to moderate speeds.

A network of generous protected on-street bike lanes provided between the kerb and the parking lane permeating throughout the town centre is an achievable way to turn Woolgoolga into a genuinely bike-accessible town. This approach is recommended for a number of reasons:

- The streets of Woolgoolga typically have ample space, allowing protected on-road bike paths to be retrofitted with relative ease without removing traffic or parking lanes (although some on-street parking may need to be reoriented to parallel bays);
- Furthermore, Woolgoolga's wide streets would benefit from some width reduction to support slower traffic speeds and integrate better with the pedestrian realm, creating a dual benefit;
- Protected on-street bike lanes create a clear physical separation between not only cars and people riding bikes, but also pedestrians and bike riders;
- Locating the bike lane between the kerb and the parking lane rather than between the parking lane and the travel lane provides bike riders a real physical barrier to car traffic, forming a proper high quality bike facility suitable for unsupervised primary school aged children.

In addition, maximising accessibility of the bike network requires consideration of the following:

- **Street trees and shade:** introducing some shade through a street tree program will significantly improve the attractiveness of bike riding to a greater proportion of the community. The topography of Woolgoolga, particularly the hills travelling up Queen Street and adjacent areas, was occasionally suggested to be a barrier to active travel during consultation, and while this is not a characteristic unique to Woolgoolga and should by no means preclude Woolgoolga from achieving an active, walkable and bikeable town centre, it does highlight the need for Council to invest in the comfort and amenity of the bike network.
- **Prioritising school trips:** if children cannot safely ride to school it reflects very poorly on the quality of the town. Retrofitting bike lanes should be prioritised within 2 km of schools in Woolgoolga.
- **End of trip facilities:** some improved end of trip facilities will also make bike riding a more feasible mode of transport for more people in town. Simply providing some additional bike racks, water fountains, maintenance stations and perhaps showers would make riding bikes a more visible and attractive option.
- **Intersection treatments:** roundabouts are generally incompatible with safe and accessible bike routes, particularly for children, inexperienced or less confident riders. Other road design elements that encourage higher traffic speed, such as slip lanes, are similarly discouraged.
- **Surface Quality:** providing smooth, clean, and stable surface for bike lanes is important to make bike riders feel safe and welcome. Improper maintenance or poor construction that leaves bike lanes with an inconsistent surface or littered with loose stones are common faults in many towns that can discourage bike use.
- **Avoid unsuitable road elements:** Quality bike infrastructure needs to be free of roundabouts, slip lanes and other road geometry that reinforces high traffic speed and implicit priority of car traffic.

3.3 Public Transport

Effective public transport needs to be fast, frequent and reliable. In general, public transport struggles to be effective in regional towns for three reasons:

1. Dispersed low density single use settlement patterns makes routes inefficient;
2. Lack of a connected grid pattern of streets makes bus routes long and inefficient;
3. Public investment in road space, congestion reduction, and free and plentiful parking makes competition to public transport more appealing to most people.

Woolgoolga is currently serviced by a bus route to/from Coffs Harbour operated by Ryans Bus Service via Beach Street. While the hours of operation, travel speed and frequency of service is not ideal, this service does provide a level of public transport coverage for people without access to other travel modes.

In the future, it is recommended that Council focus on strengthening this existing service, rather than increasing public transport coverage. Further coverage is not recommended for three primary reasons:

- Due to the size of the Woolgoolga town centre study area and broader urban area, much of the town is already within a walkable or bikeable catchment from the existing bus service;
- Due to the low-density pattern of development, further coverage is unlikely to generate a justifiable increase in patronage; and
- The significant investment required to increase coverage would be better allocated towards improving the existing bus service.

The key to improving Woolgoolga's public transport in the future is to focus on building patronage on existing bus services. This is dependent on Council being willing and able to cluster medium density development around the Beach Street route in preference to further low density development on the periphery of town. In order to build frequency, there needs to be a walkable mixed-use catchment around stops. Once this happens, higher frequency 'car replacement' services will begin to become more viable.

3.3.1 Mobility Management

Public transport serves an important role for people without access to a car, and who are not able to walk or cycle moderate distances, particularly people with a disability. However, in low density towns, providing adequate coverage and frequency for these community members is difficult.

Rather than relying on public transport to serve this important community service however, a better quality of service at a lower cost may be achievable by investigating other mobility management alternatives. For example, subsidised taxi trips or by appointment minibus services have been used successfully in other regional towns in Australia.

Mobility scooters are an option for improving mobility for elderly people or people with a disability that is used relatively commonly. Given the size of Woolgoolga, mobility scooters represent a reasonably practical way to access the town centre and various other services and destinations within the locality, and Council should be seeking to accommodate this travel mode to support quality of life for residents who rely on it. The best way to achieve this is with a quality, complete and connected footpath network. By achieving a quality pedestrian environment with 2m wide footpaths (minimum), shade, quality crossings, etc., mobility scooters will be able to be accommodated within the pedestrian realm. Parking of mobility scooters is not considered a notable issue in town, and generally occurs informally on footpaths in an unobtrusive manner. Any footpath widening associated with broader streetscape works would improve this situation further. Another initiative that Council may consider is the provision of some charging points at key locations in town. These could be provided on Council owned property, or potentially negotiated as an inclusion in suitable future developments

3.4 Private Cars

Appropriately dealing with private cars in town will have a determining impact on the future viability of Woolgoolga as a desirable place to live and visit. At present, the balance between road space and space for people to walk, meet and stay is not ideal. There is so much space allocated to car travel that it is impinging on the quality of the town centre and the pedestrian realm as a destination for people. The footpath network is disconnected and the town centre street environment dominated by features engineered for car travel (wide kerb radii, wide streets and associated long crossing distances, angled on-street parking bays, relatively fast traffic speeds, etc.).

It is understandable that some residents of a small town such as Woolgoolga cite the natural absence of traffic congestion as a positive characteristic of living where they do, and there is a temptation for Council to try to engineer a congestion-free future for the town as any new development happens. However, a quality destination returns more value to the community than an unimpeded journey, even more so for a coastal town like Woolgoolga where tourism plays a significant role. People visit towns to be pedestrians. They want to wander, browse, and take in everything their new surroundings have to offer. The better the town centre, the more time and money visitors will spend in town.

Council needs to invest in maximising the pedestrian experience in Woolgoolga for the long benefit and viability of the town. This inevitably means that driving and parking in Woolgoolga will become slightly more difficult in the future, but it is impossible to create a high-quality town centre without taking some space away from cars to create a better pedestrian realm. If Woolgoolga is ready to embark upon such a process, the town will be richer for it.

Figure 7: Street design in town should enforce lower traffic speeds



3.4.1 Parking

A successful town centre will not be able to outcompete a suburban shopping centre for parking convenience, and shouldn't try to. Main streets succeed by investing in their natural competitive advantage – their connection to the community, their sense of place, their authenticity, history, aesthetics, diversity, and unique local traders.

There is no stronger indication of a town centres ill health than if a patron can drive to the main street, park directly outside or very close to their destination, carry out their task and then drive and park very close to their next

destination. Main street traders rely on footfall past shopfronts, inviting pedestrians through the door, and incidental sales, however when patrons drive between town centre destinations traders are stripped of the chance to engage potential customers with interesting, enticing shopfronts, and the town inevitably loses much of its vibrancy. The key for town centre prosperity is when people walk or bike to town, or park once on the periphery and walk around the centre to each of their destinations. This behaviour results in more activity and people spending more time (and hence money) in town. In fact, shopping centres rely on this same model for success –patrons park once and walk and footfall is generated past as many shopfronts as possible. For Woolgoolga, this won't entail providing any additional off-street parking on the periphery of town, it will simply involve some footpath and streetscape works to allow parallel on-street parking to appropriately cater to this peripheral parking behaviour. Such works would likely suit Queen Street (Trafalgar to Market), Market Street (Queen to Carrington) and Carrington Street (Market to Ocean).

Minimum parking rates for development and a general oversupply of parking are the most significant contributors to a lack of activity and prosperity in the Woolgoolga town centre. Minimum parking rates are counterproductive in a town centre setting as they are designed to support the sort of driving behaviour discussed above that undermines pedestrian activity. Parking surveys from 2013 referenced in the Ardill Payne and Associates report found that town centre parking reached a peak occupancy of 65% during the weekday peak in March 2013, and weekend occupancy was lower. These occupancy rates, albeit noting that parking demand may have changed slightly since 2013, are indicative of a supply of parking that is so plentiful that the levels of pedestrian and bike riding activity in town will be minimal. Providing such an oversupply of parking is not only expensive for Council and developers, it is contributing to a decline in retail competitiveness and town centre activity.

The best way to correct this parking oversupply is to remove the minimum parking rates for development in the town centre, allowing the parking supply rate to gradually decline over time as development occurs.

3.4.2 Alternative Access

A previous traffic and carparking report completed by Ardill Payne and Partners in 2015 concluded that existing traffic volumes on Beach Street were in the order of 6,000 vpd. This is comfortably within appropriate limits, and there are numerous examples of active, functional, and vibrant town centre main streets around Australia that carry upwards of 10,000 vpd. It is important that 'upgrades' are not pursued on Beach Street to increase traffic flow, as this will jeopardise the more important 'place' focused function of Beach Street as the town's premier main street. In any case, forecast growth in the area is unlikely to create any consistent pressure in this regard for many, many years.

Notwithstanding, it is understood that works to formalise an additional access to the Beach Street town centre precinct via High Street, Nightingale Street, and/or Fawcett Street have been considered. The grid pattern of streets in Woolgoolga inherently provides opportunities for traffic to filter through the network in various ways via any combination of the above streets in the event of an emergency, road closure or extreme traffic congestion. Maintaining this unbroken grid is beneficial to the community, however these streets nonetheless are and should remain living streets. That is, any work to these streets should focus on the amenity returned to the residents, not traffic throughput. To this end (and to address some safety concerns raised during consultation), it is recommended that Council consider works to retrofit a more suitable street profile to these streets in keeping with the recommended 'living street' cross section detailed in Section 3.5.1.

3.4.3 Traffic Speed

Appropriate traffic speeds are enforced by good street design, not sign posted limits. Wide lanes, large kerb radii, wide intersections, and a lack of 'edge friction' created by footpath activity, street trees and street furniture induce higher travel speeds because they insulate drivers from perceived risk.

In the town centre, Council should target a maximum traffic speed of 30 km/h. Such a speed is conducive of regular bike riders mixing comfortably with cars, and pedestrians feeling safe and comfortable to cross the street informally as desired.

Elements that encourage slower traffic speeds that can be implemented in Woolgoolga include reduced lane width, street trees, street-side bollards and seating, and various pavement materials.

3.5 Street Types

Making an accessible and amenable Woolgoolga means designing streets for the people most connected to them. Road hierarchy plans of the past classified roads in various categories based primarily on relative importance of their traffic movement function, however this marginalises the residents, visitors and retailers who value the street as a space to meet, walk, play, shop and do business.

Travel demand occurs as a response to the land uses and urban environments that we live in, and streets need to be recognised as places that shape our urban environments and how people spend time there, not simply links for car travel.

Contemporary street design guides are now recognising the dual function of streets as ‘links’ (for moving people and things) and ‘places’ (for leisure, recreation, and exchange), and focusing on delivering streets that correctly balance these two functions. Using this ‘link and place’ approach, *streets* prioritise place value while only accommodating traffic movement if and where appropriate, whereas *roads* prioritise the movement of traffic over longer distances and at higher speeds.

Woolgoolga needs to adopt a contemporary street hierarchy that responds to the needs of adjacent land use and people, rather than simply the throughput of traffic in the first instance. The following street types are recommended for Woolgoolga town centre:

- **District Road:** this is the only road type in Councils network, and would apply to the parts of Solitary Islands Way outside the River Street precinct.
- **Main Street:** applies to the activity centre section of Beach Street, and is focused on supporting retail prosperity and pedestrian activity.
- **Mixed Use Street:** applies to streets within activity centres (such as Market Street and River Street) that while supporting retail activity, also need to deliver a sense of comfort, place and security to a significant number of residents.
- **Living Street:** applies to all other streets in the town centre, and returns value to the community primarily as the most accessible and important public space to its residents.

Figure 8 shows how the recommended street types are proposed to be applied to the existing street network in the study area.

Figure 8: Indicative street network (proposed street types)



3.5.1 Recommended Cross Sections

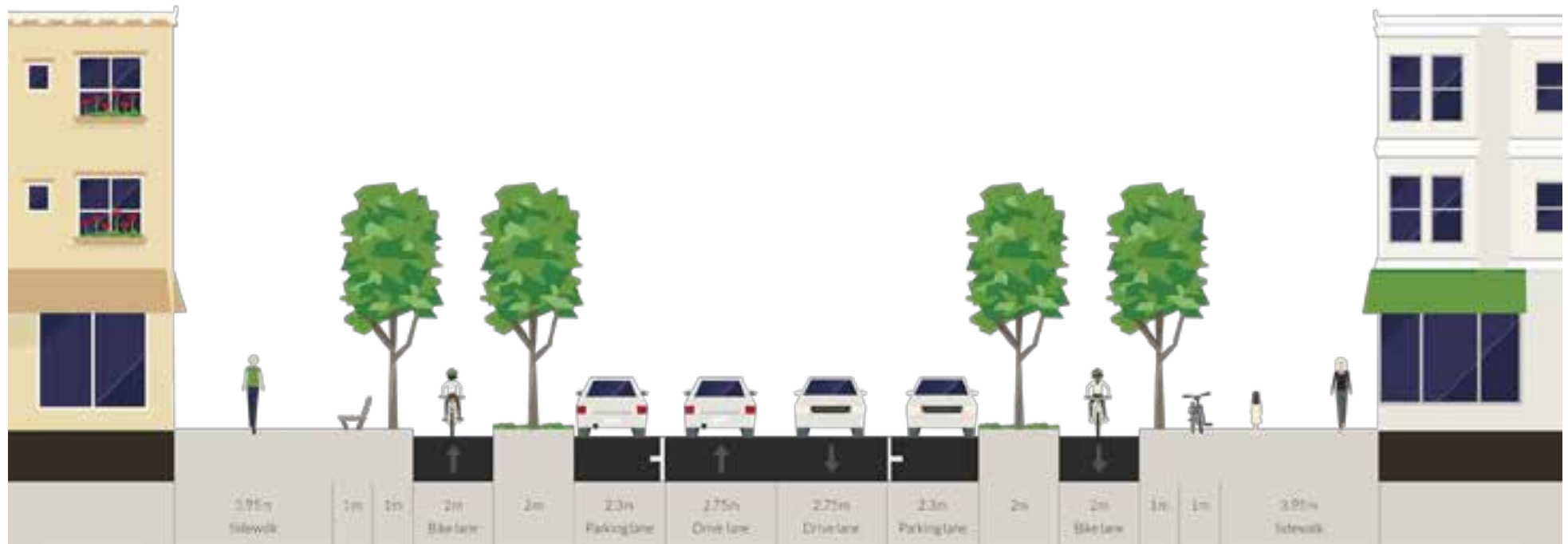
The following figures present suitable cross-sections for application in Woolgoolga. It is acknowledged that for some specific locations, some modifications to the below will be appropriate provided that vulnerable road users are acceptably accommodated.

Figure 9: 'Living Street' - non-bus route



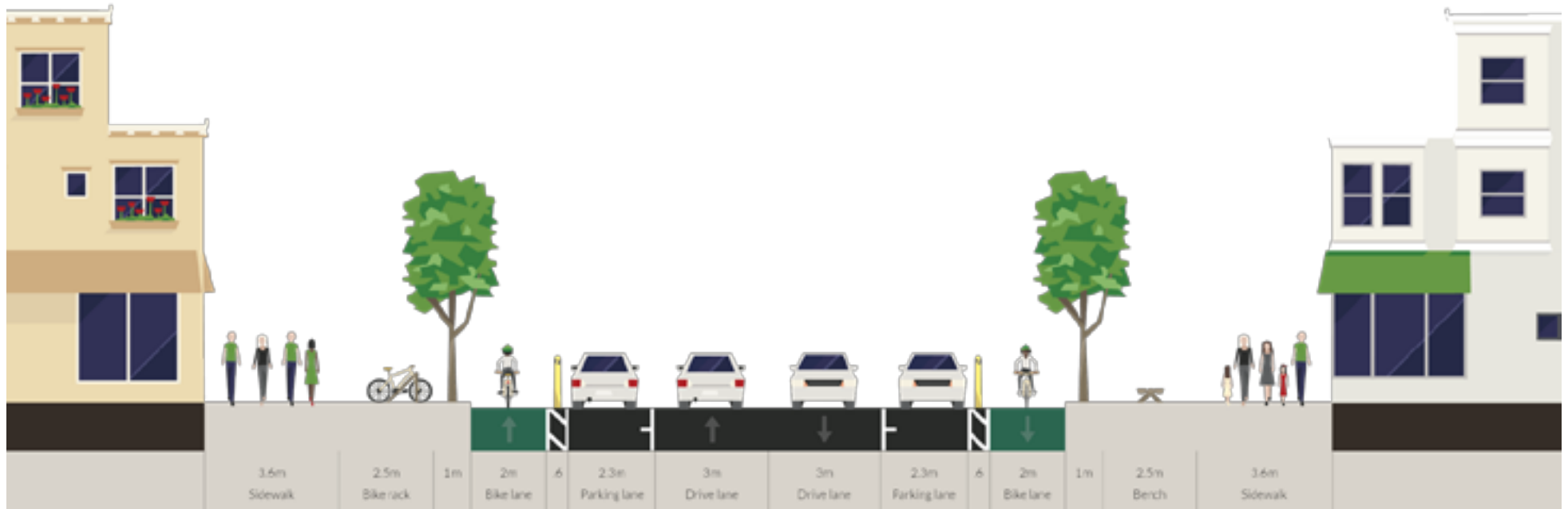
Note: Provide 3.0m lanes for bus routes

Figure 10: 'Mixed Use Street' - non-bus route



Note: Provide 3.0m lanes for bus routes

Figure 11: 'Main Street' - bus route



Note: Provide 2.75m lanes for non-bus routes

3.5.2 Design Elements

The street types and cross-sections outlined above need to be supported by appropriate design elements to reinforce desired driver behaviour and sense of place for people on footpaths and bikes. Some touchstones are provided below to assist the introduction of more place focused streets in the town centre:

- **Lane width:** avoiding the temptation to provide excessive lane width is a crucial step to ensure cars do not dominate streets environments at the expense of people and the viability of the adjacent land use. As outlined further in Appendix A, narrower than typical (in an Australian context) lane widths are associated with reduced accident risk. A lane width of 2.75 m is appropriate on all Woolgoolga streets, or 3.0 m on streets with a regular all-day bus route (excluding school buses).
- **Bike lanes:** protected bikes need to be at least 2 m wide (one-way) in order to permit people on bikes to overtake;
- **Footpaths:** footpaths in the town centre should be 2 m wide minimum, to allow pedestrians to pass, walk side-by-side in conversation, and to permit two wheelchair users to pass comfortably on the path.
- **Kerb radii:** excessive kerb radii have a negative impact on the pedestrian realm in several ways, and are reflective of an over-prioritisation of traffic throughput. Large kerb radii encourage higher vehicle turning speeds and increase pedestrian crossing distances, both of which discourage the spread of pedestrian activity. Council is advised to adopt up to three standard kerb radii for use in the town centre up to a maximum of 3 m depending on the location. Kerb radii of 750 mm, 1 m and 3 m would be appropriate.
- **Intersection treatments:** inappropriate intersection treatments have perhaps the most harmful impact on the pedestrian environment in town centres. Roundabouts and slip lanes are entirely inappropriate in the town centre, and auxiliary turning lanes are strongly discouraged.

3.6 Integrating Land Use

Appropriate land use is the key to creating a sustainable Woolgoolga. Low density, single use development patterns are unsustainable because they place trip origins and destinations too far apart, necessitating car travel. Accommodating this type of travel behaviour is not only expensive, but it is incompatible with prosperous, vibrant, and walkable town centre environments.

If Woolgoolga is to accommodate growth in a way that improves prosperity and the quality of life of its citizens, a more diverse mix of medium-density development needs to be permitted in the town centre. Accommodating such growth will require zoning for mixed-use development, removing minimum parking rates, and permitting appropriate medium density heights and building forms.

4 Keys to Success

There are seven key actions that Council can undertake that will make Woolgoolga a genuine national transport policy leader for creating prosperous and sustainable regional towns.

1. Remove minimum parking requirements for new development within the town centre;
2. Implement a new street hierarchy based on the needs of people and adjacent land use, not just cars;
3. Support a more diverse mix of attached development in town;
4. Achieve a more diverse mix of medium density and attached development in the town centre;
5. Require connected street networks in all new subdivision development;
6. Support walk/ride to school programs and prioritise foot/bike path improvement around schools;
7. Pursue safety improvements through slower speed and appropriate street design, not bigger roads; and
8. Return 'place' qualities and a focus on pedestrians to the town's main streets.

APPENDIX A Lane Width Advice

Current standard New Zealand and Australian practice is to provide lane widths of 3.5 m. Austroads Table 4.3 (2009) provides the following guidelines for lane width:

Table 1: Austroads Lane Width Guidance

Element	Lane Width (m)	Comments
General traffic lane	3.3 – 3.5	General traffic lane widths to be used for all roads
	3.0 – 3.3	For use on low speed roads with low truck volumes

There are three primary issues with these specifications, particularly when applied to streets, rather than roads:

1. Specified widths are applied to lanes, not carriageways, which does not consider how vehicles can, and routinely do, negotiate for space on narrow streets; nor are any advantages of this practice given any credence;
2. Even ignoring the above, prescribed widths do not reflect published literature that shows measured lateral movement envelopes for heavy vehicle classes at street-appropriate speeds can be accommodated by significantly narrower lanes; and
3. A significant body of research strongly suggests that narrower lane widths result in fewer traffic accidents.

Narrower Lanes are Safer

Noland (2003) analysed Federal Highway Administration (FHWA) data from 1984 to 1997 for all 50 US states in order to assess how various road infrastructure improvements affect traffic related fatalities and injuries. Lane width on arterials and collector roads was included in the study. The results of the study “*strongly refute the hypothesis that infrastructure improvements [including wider lanes] have been effective at reducing total fatalities and injuries.*” It was instead found that demographic changes in age cohorts, increased seat-belt use, reduced alcohol consumption and increases in medical technology have accounted for the majority of the increase in safety in the study period.

The study found that 12 ft (3.6m) or greater lane widths increase fatalities on collectors (with statistical significance), while all other lane widths (9 ft, 10 ft and 11 ft) were found to be insignificant, or result in reduced fatalities and injuries. Importantly, 9 ft (2.7 m) lanes were found to reduce fatalities and injuries (with statistical significance) on collectors.

Figure 1: Effect of infrastructure variables (Noland, 2003)

	Fatalities		Injuries	
	Engineering hypothesis	Results of analysis	Engineering hypothesis	Results of analysis
Total lane miles	–	+	–	+
Average interstate lanes	–	•	–	+
Average arterial lanes	–	•	–	+
Average collector lanes	–	+	–	•
Interstate lane miles (%)	–	•	–	–
Arterial lane miles (%)	+	+	+	+
Collector lane miles (%)	•	+	•	+
Arterials with 9 ft or less lane widths (%)	+	•	+	–
Arterials with 10 ft lane widths (%)	+	–	+	–
Arterials with 11 ft lane widths (%)	•	•	•	•
Arterials with 12 ft or greater lane widths (%)	–	•	–	•
Collectors with 9 ft or less lane widths (%)	+	–	+	–
Collectors with 10 ft lane widths (%)	+	•	+	•
Collectors with 11 ft lane widths (%)	•	–	•	–
Collectors with 12 ft or greater lane widths (%)	–	+	–	•

Positive and significant effect: +; negative and significant effect: –; insignificant effect: •.

Note: Positive refers to an increase in fatalities/injuries; negative refers to a reduction in fatalities/injuries

The study could not suggest an ideal lane width, however concluded that the results provide “*evidence that lane widths over 11 ft [3.35 m] do not contribute to a safer road environment.*”

Other studies have reached similar conclusions. Potts *et al* (2007) researched the relationship of lane width to safety for urban and suburban arterials in the United States. The study found no indication that lanes narrower than 12 ft (3.6 m) increase crash frequencies, and suggests:

“geometric design policies should provide substantial flexibility for use of lane widths narrower than 3.6 m”.

In three specific cases, narrower lane widths produced inconsistent safety effects (increased risk in one state, decreased risk in another). As such, it was recommended that narrower lane widths be applied with caution in these cases. The three identified cases are:

1. Lane widths of 3.0 m or less on four-lane undivided arterials;
2. Lane widths of 2.7 m or less on four-lane divided arterials;
3. Lane width of 3.0 m or less on approached to four-leg STOP-controlled arterial intersections.

These three identified scenarios are instructive as they apply to higher order roads, not streets, yet still suggest that markedly narrower lane widths than the 3.3 – 3.5 m general traffic lanes recommended by Austroads are not associated with increased traffic risk. No significant risk was identified for two lane undivided arterials with lane widths below 3.0 m or 2.7 m.

Lane width also affects safety outcomes for bike riders by impacting bike rider behaviour, driver behaviour and the availability of road space for separated bike lanes. An Australian study by Schramm and Rakotonirainy (2009) reviewed a range of literature relating to the effect of road lane width on cyclist safety in urban areas, and while it was acknowledged that a significant further body of research is required to inform bike specific road design considerations, the study concluded that “*if road lane widths in urban areas were reduced, to a functional width that was less than the current guidelines of 3.5m, it could result in a safer road environment for all users*”.

What about Heavy Vehicles?

Street design should not seek to accommodate heavy vehicles in exactly the same way as other users. Quite often, heavy vehicles will only be very occasional users of streets in urban environments, so it makes little sense for the design of the street, its ‘place’ qualities, and its ability to accommodate higher priority regular users (pedestrians, bike riders etc) to be based around a large and infrequent design vehicle.

In a street design context (rather than road design), carriageway width is a more instructive concept than lane width for occasional heavy vehicle access. This recognises that on slow, low traffic streets, it can be appropriate for vehicles to share space with opposing traffic and negotiate for space and passing opportunities with other vehicles where safe to do so. While providing adequate space for occasional heavy vehicle access is often desirable, entirely unimpeded travel for two opposing heavy vehicles at the posted speed limit, however, can be unnecessary for a street.

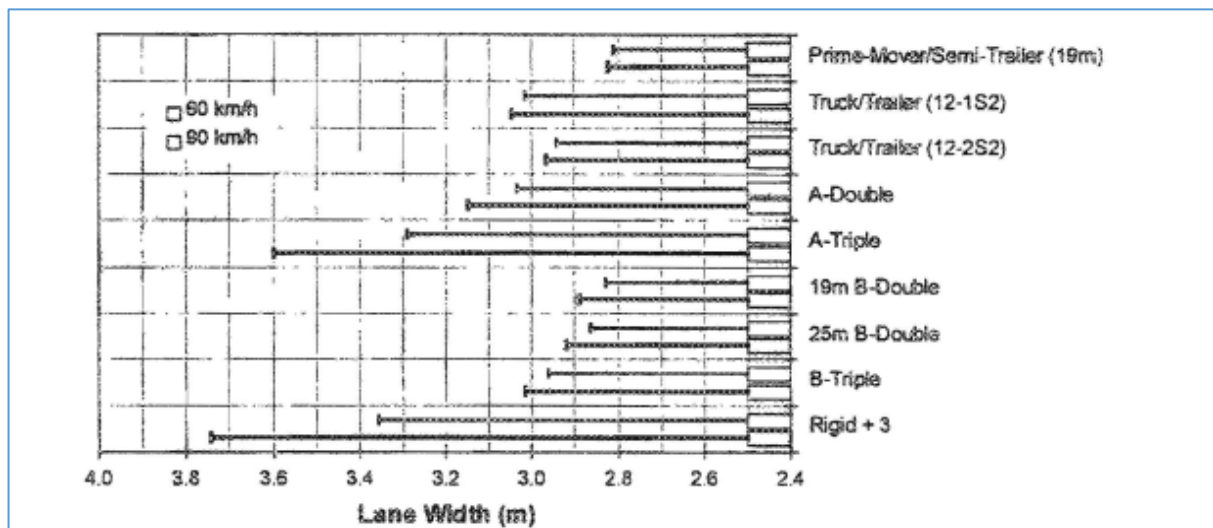
So how much space do heavy vehicles need?

Prem *et al* (2000) measured the deflection of a range of heavy vehicles at three speeds (60, 75 and 90 km/h). Lateral deflection data was analysed to determine sample mean and standard deviation values, and the data was found to have an approximately normal distribution. The study provides recommended lane widths based on speed and truck type by applying lateral deviation data within three standard deviations of the mean, which for a normally distributed random variable represents 99% of sample points.

The study found that the majority of truck configurations can be comfortably accommodated by 3.1 m lanes at 60 km/h, with only Rigid + 3 and A-Triple configurations requiring a greater lane widths.

Recommended lane widths from the study are provided in the figure below:

Figure 2: Estimated lane width requirements for a range of heavy vehicles (Prem, Ramsay and Fletcher, 2000)



The findings of the study provide some instruction to the design of streets, provided the following points are noted:

1. The lowest travel speed considered in the study (60 km/h) is at the upper limit of appropriate speeds for streets, rather than roads;
2. Heavy vehicles should not be used as typical design vehicles for streets; and
3. Heavy vehicles included in the study will very rarely, if ever, access most streets within the street (not road) network.

The 3.1 m figure referenced can therefore be considered as an effective upper bound for heavy vehicle dimensional considerations when designing streets. However, for streets with infrequent heavy vehicle traffic and slower (<60 km/h) speeds (that is, almost all 'streets'), carriageway width is a much more relevant consideration than lane width, as it permits consideration of how occasional heavy vehicles and regular road users negotiate for space on appropriately designed slow-speed streets. As such a 5 m carriageway (nominally two 2.5 m lanes) would be appropriate to accommodate a heavy vehicle (3.1 m) and a large car (1.9 m) passing at slow speed provided adequate sight distance is available.

Woolgoolga Town Centre Master Plan Traffic Study

Workshop Summary Report

Coffs Harbour City Council

Prepared by
MRCagney Pty Ltd

3 November 2016



MRCagney

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1 Introduction

MRCagney has been commissioned by Coffs Harbour City Council to complete a Traffic and Car Parking Study to assist the development of the Woolgoolga Town Centre Master Plan.

A major component of this study were a series of community and trader workshops facilitated from 13-15 October 2016.

Figure 1: Community Workshop at Woolgoolga



2 Creating a Walkable Town

The future prosperity and wellbeing of Woolgoolga depends on the ability of today's planning initiatives to create a walkable town. Vibrant trader environments require steady access to healthy pedestrian traffic, and this will not be achieved in Woolgoolga without Council committing to a consistently applied policy that transparently places safe pedestrian activity as the primary goal.

The overwhelming message from the community was that they want to augment the existing 'green village' characteristics of Woolgoolga with new initiatives to improve the street level vitality of the town. While some parts of the community naturally expressed misgivings regarding the impact on car accessibility, the most valued attributes identified in town by the community consistently related to the ability to walk, cycle, shop locally, and interact with the village as a human, rather than a simply a driver.

Parts of Woolgoolga already display characteristics typical of quality walkable towns – the compactness of the Beach Street shopping precinct, the wide shaded paths along Beach Street towards River Street, and the natural anchor provided by the beach – however there remain several issues that Council need to be cognisant of if Woolgoolga is to achieve its potential.

Firstly, there are some typical misgivings expressed by portions of the community that, notwithstanding the desire for a vibrant and walkable town, demand for parking and unimpeded car travel must be catered for. It is understandable that some community members are concerned that maximum levels of convenience may not be maintained, however there is nonetheless a fundamental incompatibility between ease of vehicle movement and prosperous and vital streets for people. If Council wants to satisfy the communities overarching vision for the town, it must fully commit to the process. Trying to balance competing calls for greater activity and walkability in town with more parking and less congestion will put the long term viability of the town in jeopardy.

Secondly, the community clearly place high value on the village atmosphere of the Beach Street precinct in particular. While there is some opposition to larger development in town, there is generally a good understanding that the introduction of some more attached housing, particularly shop-top style, residential development in the centre of town will only enhance the vibrancy of Woolgoolga. Residents living in the centre of town will help introduce some night-time activity and support a wider variety of local business, a create a stronger sense of a living community, rather than simply a central business district. In order to achieve this Council may need to take an modified approach to make the development the town wants most the easier to produce.

Currently, and this is typical of smaller coastal settlements, some areas of planning policy impede this type of development in built up main street environments. At the very least, mixed-use development with a focus on active street frontages must be not only permitted but encouraged, and minimum parking requirements removed to allow less active land uses to easily transition to higher intensity, more active land uses (e.g. from an office to a restaurant).

Finally, another common theme uncovered during consultation was a generally high level of concern regarding the safety of several intersections in town. The River Street and Beach Street intersection, the Beach Street and Bultitude Street intersection, and the parking and crossing provisions provided at the Sikh temple were mention on several occasions. These concerns are important, as they may be representative of broader concerns regarding the safety and attractiveness of the street network, and likely impact on the likelihood of residents to walk and cycle in town.

While community responses typically call for roundabouts, turning lanes and other car-focussed road design elements, contemporary street design generally concentrated on managing rather than accentuating vehicle behaviour, using narrower lanes, street trees and street furniture to intuitively slow traffic and increase driver awareness of their surroundings. Fundamentally, Council cannot implement road design measures that may detract from the attractiveness of the walking and cycling environment in the way the roundabouts and wider roads will almost always do.

The Nightingale Street / Beach Street intersection is somewhat emblematic of the type of road design that could be improved with quality urban street design. While reasonably generously landscaped, the design of the intersection, footpaths, and recessed pedestrian crossing is focussed on segregating pedestrians from the street and cars, rather than designing the entire street environment around the primacy of the pedestrian. In this respect, fast unimpeded vehicle traffic is over-prioritised, and pedestrian movement is overly restricted to detriment of main street activity and ultimately retail prosperity.

Figure 2: Beach and Nightingale Street Intersection



3 Workshop Responses

3.1 Overview

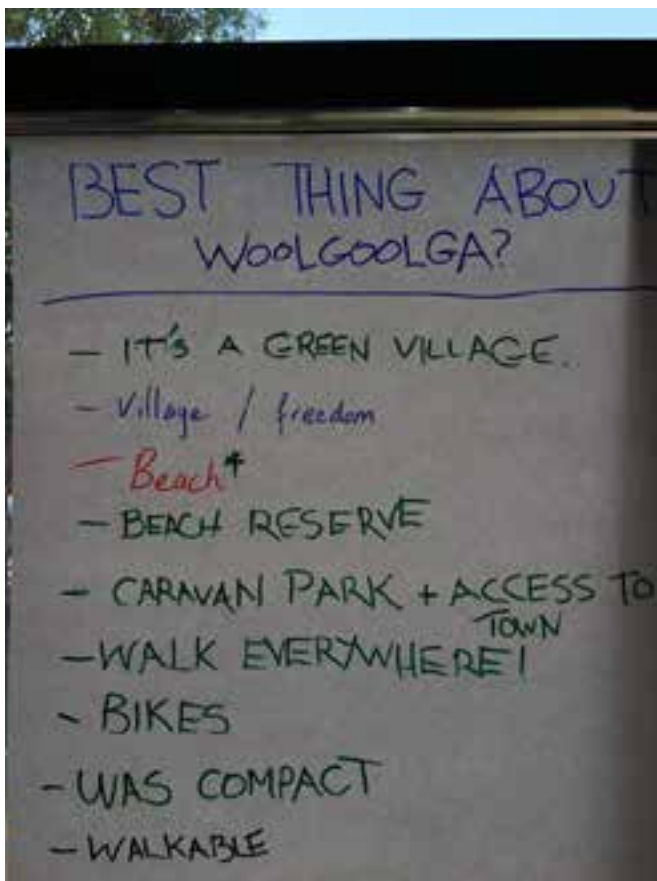
3.2 The Best thing about Woolgoolga?

The responses from the community understandably focussed on the towns unique beach, the beachside village atmosphere, and the ability to easily walk and cycle around town. There was a clear and strong desire to retain and improve access to the beach, continue to improve walking and cycling provisions, and improve access to the Beach Street village without impinging on the uniqueness of the locale.

Responses:

- Beach***
- Beach reserve
- Caravan park and access to town*
- Laneways between Beach Street and Market Street
- Boutique village shopping
- It's a green village*
- Freedom of village life
- Ability to walk everywhere*
- Bikes
- Compact town (much more so in the past, however)

Figure 3: Workshop responses – What is the best thing about Woolgoolga?



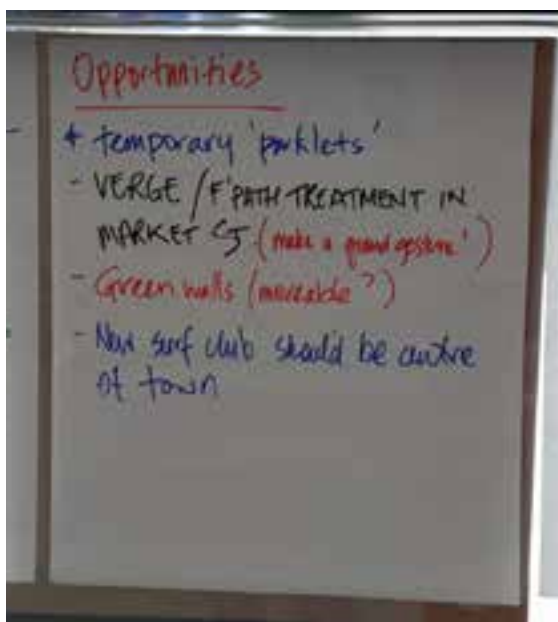
3.3 The Best Opportunity in Town?

The community responded with a range of opportunities generally focussed on either capitalising on the towns existing assets (the beach, the existing cycling and walking culture, etc), or turning some of the towns negative features into genuine attributes (e.g. converting wasted parking space into parklets).

Responses:

- Temporary 'parklets'
- Verge/footpath treatment in Market Street (make a grand gesture!)
- Green walls (moveable?)
- New surf club should be centre of town
- Vacant Council land for Sikh temple car park
- Improve cycle paths
- Landscaping/seating instead of parking
- Free Wi-Fi
- Connect the village to the beach
- Under-utilised land in front of the pool on beach street
- More footpath and walking space (more width)
- Capitalise on the shared path on Solitary Islands Way with a bike path into town
- Safe walking path on Pollack Esplanade to connect the headland to the town
- Over 55's development at the RSL needs good paths/shade to get residents walking into town
- Backpackers developments should be in the centre of town not on the outskirts (need activity in town) – don't make good development hard!
- Create compact and walkable town centre with good development/good planning controls
- Reinforce village with shop-top development and quality medium density residential
- Remove foreshore car park at caravan park
- Improve/add laneways between Beach Street and Market Street
- Caravaners must park once and walk in town
- Create a car only space on Beach Street between Cooper Drive and Queen Street

Figure 4: Workshop responses – What is the best opportunity in town?

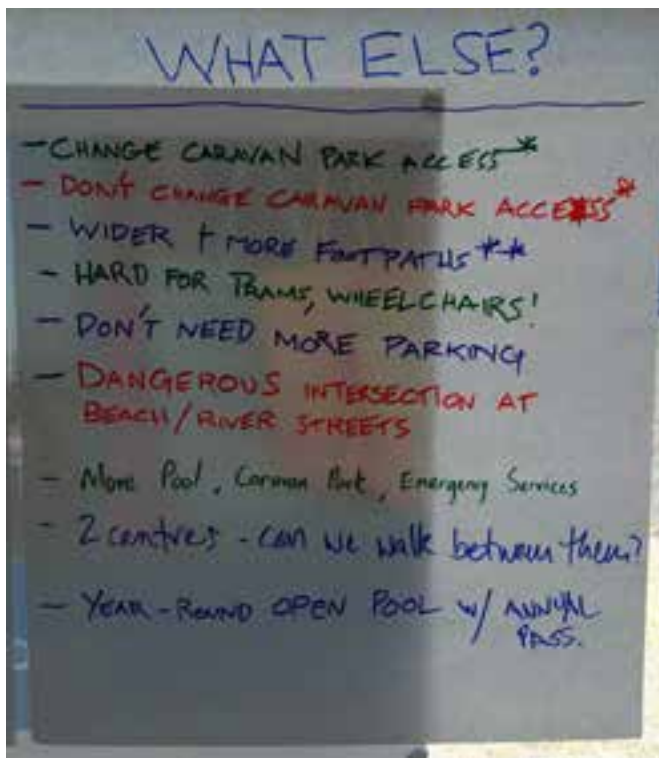


3.4 Other Comments

Responses:

- Where is the town centre?
- More retirees than workers
- How has traffic flow been planned?
- Woolgoolga must stay unique!
- Need better parking and pedestrian crossing facilities at the Temple (for approx. 1,000 people)
- Woolgoolga has good bones, but can improve
- How are we planning for inundation, flooding, sea level rise?
- Formalise parking on Hofmeier Street – dust and mud from increased parking/vehicle traffic is an issue during busy periods
- The bend at the end of Pollack Esplanade is dangerous
- Change caravan park access***
- Don't change the caravan park access***
- We need wider and more footpaths**
- It's difficult to get around town with prams, wheelchairs
- We don't need more parking!
- We do need more parking!
- The Beach/River Street intersection is dangerous
- Intersection at the RSL is dangerous (ban right turns?)
- Need more pool, caravan park, emergency services
- There are two town centres – can we walk between them?
- Make the pool open year-round, with annual passes available
- Picket fence around the cricket ground – make a statement

Figure 5: Workshop responses – Other comments



4 The Way Forward

In order to achieve the quality of town described by the community during consultation, Council should explore the following actions (as part of and in addition to the master planning process):

- Continue to build capacity in the community in relation to how street design, parking policy, and land use policy can help create great, vibrant, and unique villages and towns.
- Improve footpaths starting in town and working into adjacent residential catchments.
- Remove planning policy impediments to changes in land use in town (e.g. minimum parking requirements) to stimulate higher order retail and greater street level activity.
- Return 'street' qualities to Beach Street – i.e. slow (<30km/h) traffic speeds, active street frontages, clear pedestrian focus, excellent crossings, etc.
- Introduce more street level amenity to Market street through pavement and landscape treatments and some reallocation of car space to people space.
- Redesign Nightingale Street / Beach Street intersection with overt pedestrian priority measures to better connect the Beach Street village with surrounding retail and residential.
- Upgrade bike path infrastructure. Separated on-street bike paths are also an effective way to narrow the excessive width of Beach Street to reinforce slower traffic speeds.



record of
community consultation



03



COMMUNITY UPDATE 1>FEB 2014

WOOLGOOLGA TOWN CENTRE MASTERPLAN

Coffs Harbour City Council has commenced the preparation of a new Town Centre Masterplan for Woolgoolga, to update the Woolgoolga Town Centre Study prepared nearly 20 years ago. Council is eager for you to get involved and to tell us your thoughts and vision for Woolgoolga.

Full details are available on Council's website www.woolgoolgawow.com.au or via a link from Council's main page www.coffsharbour.nsw.gov.au

There are many ways to be involved and have your say. Visit the website for links to the following:

A **Community Vision Night** on **Tuesday, 25 February 2014** from 5.30pm -7.00pm at the Woolgoolga Public School (Yeates Hall), Scarborough Street, Woolgoolga. RSVP your attendance to woolgoolgawow@chcc.nsw.gov.au by **24 February 2014**.

A confidential **Business Confidence Survey** offered to all businesses in Woolgoolga to provide important information for the future planning of Woolgoolga. It should be completed by **9 March 2014**.

An **Ideas Map**, where you can identify your ideas and comments in relation to a specific location during **February and March 2014**.

Further information can be obtained from the website, by emailing woolgoolgawow@chcc.nsw.gov.au or direct from Council's City Planning (Precinct Planning) section on 6648 4605.

WOOLGOOLGA TOWN CENTRE MASTERPLAN



COMMUNITY UPDATE 2 > MAY 2014

Coffs Harbour City Council has completed the first consultation stage of the new Town Centre Masterplan for Woolgoolga, to update the Woolgoolga Town Centre Study prepared nearly 20 years ago.

If you are receiving this community update by email, it means you have left your contact details for Council, and you have probably completed at least one of the community consultation exercises. Council thanks you for your involvement and interest to date.

Ideas raised in the first round of community consultation were reported to Council at its meeting of 8 May 2014. You may wish to read the report to Council, which is available on Council's website.

Council is eager for everyone to see what the community has said about its thoughts and vision for Woolgoolga in this first stage of the project.

Results of findings from the confidential Business Confidence Survey, the Community Vision Night and the Ideas Map details can now be viewed on Council's website www.woolgoolgawow.com.au or via a link from Council's main page www.coffsharbour.nsw.gov.au

It is now time for the project team to start working on the draft Masterplan document. Over the next few months we will work to further analyse your ideas. The draft Masterplan document will be reported to Council later in 2014, to allow it to be exhibited. You will be advised in due course when the exhibition is to take place.

All comments received relating to the Woolgoolga Beach Reserve have been recorded and will be passed on for consideration when the draft Plan of Management for the Reserve is put out for public comment (date not yet known).

There are still ways to be involved and informed. Visit the website regularly for updates. It is expected that a Community Reference Group workshop will be held in June. You can register your interest for selection to attend on the WoolgoolgaWOW website.

Further information can be obtained from the website, by emailing woolgoolgawow@chcc.nsw.gov.au or direct from Council's City Planning (Precinct Planning) section on 6648 4605.

WOOLGOOLGA
TOWN CENTRE MASTERPLAN
PART C COMMUNITY
ENGAGEMENT RECORD



OCTOBER 2014 DRAFT



WOOLGOOLGA **WOW**

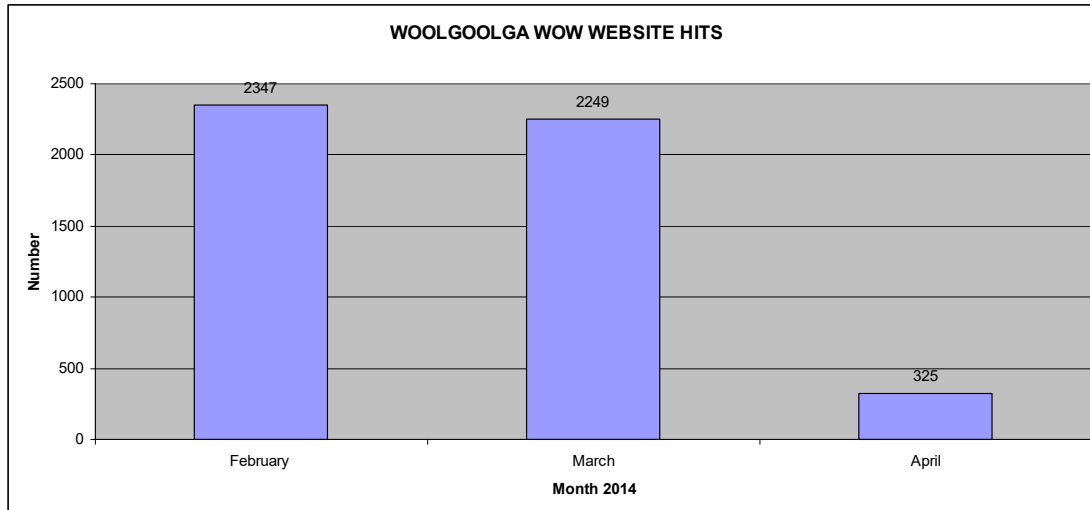


WOOLGOOLGA TOWN CENTRE MASTERPLAN PHASE ONE COMMUNITY ENGAGEMENT OVERVIEW

1. INTRODUCTION

The preliminary community engagement phase of the Woolgoolga Town Centre Study Review has now concluded. The first round of community engagement involved creation of the WoolgoolgaWOW.com.au website as a portal for information to the community. The website has received over 4900 views from mid February to present (refer Table 1).

TABLE 1



A comprehensive community engagement package was prepared for Phase One of the project. This has given a strong call to action for community participation. A number of methods were undertaken to advise the community of their options for participation, including:

- Frequent media releases (3 press releases were written between mid February and late March 2014), providing updates about the project moving forward and the number of hits on the Ideas Map.
- Large advertisements and stories run in both local papers, providing coverage of the project, the Community Visioning Night and the Ideas Map.
- Two stories on local evening NBN news promoting Ideas Map and the Community Visioning Night.
- Media that has also promoted that the Ideas Map is a new community engagement tool that Council is trialling, which may be purchased for other projects if its use on this project is successful.
- A community newsletter which was distributed to all businesses in the 3 business centres of town and copies left in local cafes.
- Posters and flyers at Woolgoolga Library, Neighbourhood Centre, Seniors Centre and Visitors Information Centre containing same information as the community newsletter.
- Promotion on the WoopiWave Facebook page (around 700 members).
- A dedicated branded website with a front page time clock counting down to closure of the Ideas Map.
- Speaking engagement by the Project Manager to the Woolgoolga and Northern Beaches Chamber of Commerce, to promote the project and the Ideas Map.
- Attendance by the Project Manager at the Chamber of Commerce prior to launch of the project to promote the project.
- Powerpoint presentation at the Community Visioning Night, addressing the aims of the project overall, and providing educational information about how to use the Ideas Map.

- Attendance by the Project Manager at the Woolgoolga Library, with training of Library staff in how to access the Ideas Map and how to assist the community with entering their ideas.

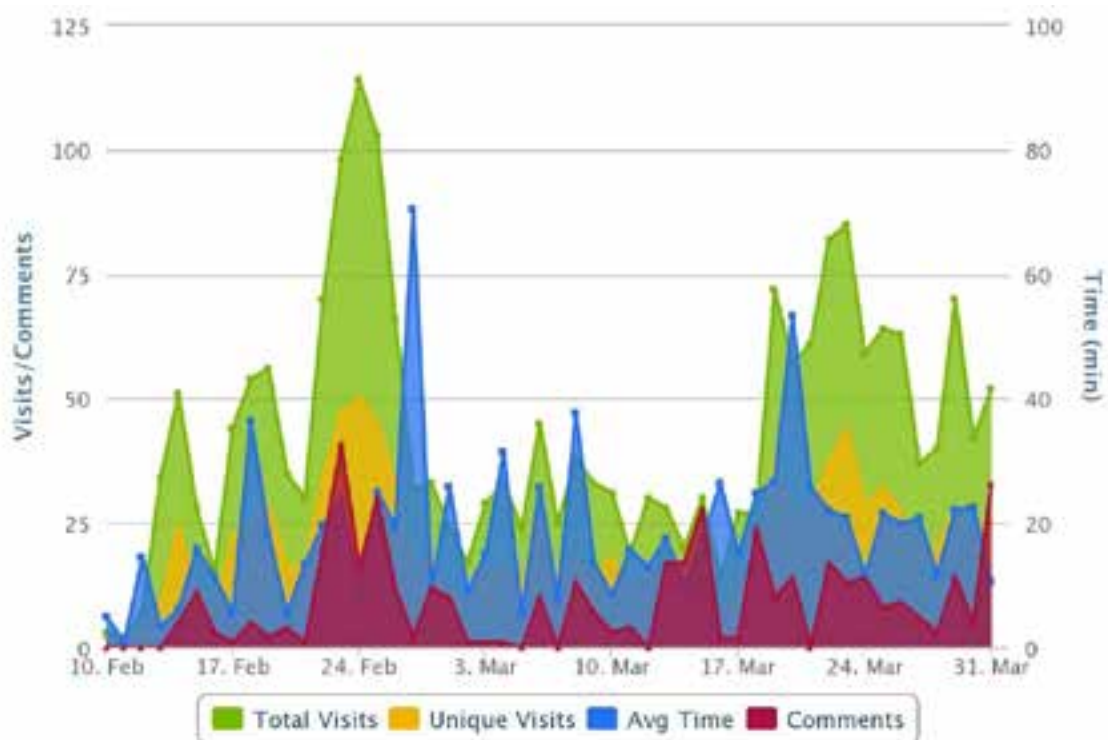
Outcomes of the three Phase One community engagement activities are presented in more detail in following sections of this report.

A total of 67 people attended the Community Vision Night. The feedback has been analysed, as outlined in Section 2. A key finding from the night would appear to be the notion of the need to retain the village ambience of the town and to enhance links to the beach.

A total of 46 businesses responded to the Business Confidence Survey. The final report has been received from the Consultant Advisor, which indicates that the business community has confidence in Woolgoolga as a place to do business and has confidence for their business in the town. An overview of findings is outlined in Section 3 of this report, and the entire Business Retention and Expansion Survey Results is included as Council Report Attachment 2.

A total of 2150 hits were made on the Ideas Map, which was visited by 1032 people over the six weeks it was able to be viewed, and a total of 451 comments were made. The analysis of the Ideas Map is included as Council Report Attachment 3.

IDEAS MAP SUMMARY STATISTICS



2. COMMUNITY VISION NIGHT RESULTS

A Community Vision Night was held on 25 February 2014 at the Woolgoolga Public School Hall. The night was widely publicised in local media, via an advertisement in both the Woolgoolga Advertiser and the Coffs Harbour Advocate, via the WoolgoolgaWOW website and by flyers and posters in the Woolgoolga Library and local cafes, businesses and community centres. A flyer was also emailed to local residents and businesses via the Woolgoolga Facebook page. A total of 67 persons attended the night, comprising residents, business owners and stakeholders.

The workshop was aimed to identify key values and aspirations held by the local community and stakeholders. A 15 minute presentation was provided by Council staff at the start of the night to outline the proceedings. It was clearly stated that one of the key aims of the night was to test the vision for the Woolgoolga Town Centre (which was previously stated in the Woolgoolga Township Marketing Action Plan 2011 as *“to grow Woolgoolga in a way that does not affect its unspoilt and unhurried beachside character, but that is proactive in supporting business growth”*) with the community.



There were three open questions presented by survey for individual response on the night. These questions were:

1. What makes Woolgoolga special to you?
2. What do you want people to think about when they hear the name Woolgoolga? List three things.
3. What do you most value that you would want to see here in 30 years time?

A further three questions were asked of workshop participants, who were gathered around eight tables for discussion. These questions were:

1. GROUP EXERCISE: Make a list of guiding design principles – what’s important to reinforce the vision in the Masterplan?
2. GROUP EXERCISE: List some quick “wins” – things that can perhaps be easily built / created without a lot of time or money.
3. GROUP EXERCISE: Make a list of your WOW ideas (Projects? Themes?) to achieve the vision.

Attendees were given the opportunity to place their vote (via a sticky dot voting process) adjacent to their favourite idea for their table. They were further given the opportunity to place another sticky dot against their favoured idea for all other groups after the group presentation at the end of the night.

Responses have been analysed thematically, and a comparative analysis was made between thematic groupings. Each dot was counted as an additional vote.

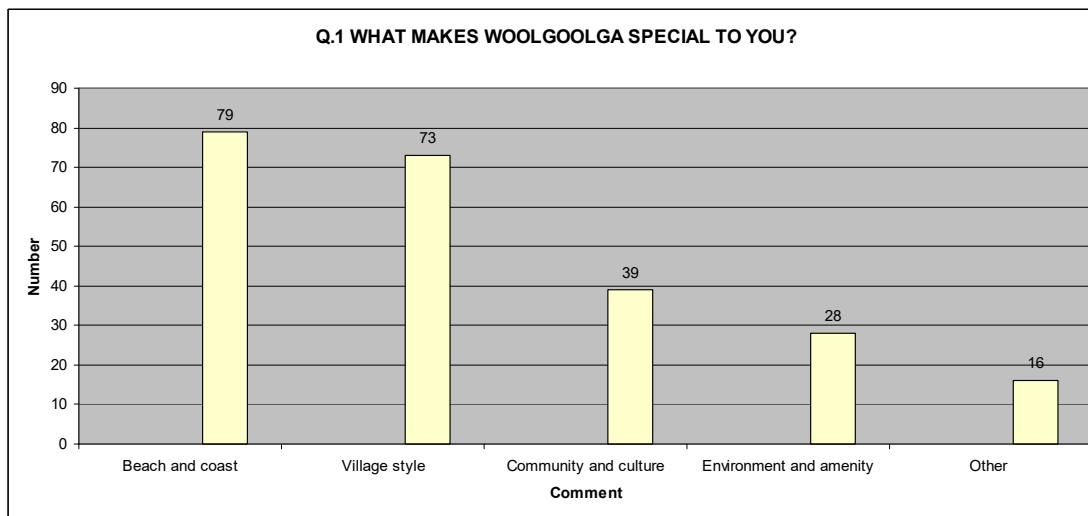
It is considered that the workshop has identified a clear consistent theme: **the notion of maintaining and enhancing a local village environment and ambience and the role of the beach linked to local environment and amenity** are the key unifying values that run through the workshop.

It would appear that this workshop has identified a number of supporting values to this theme:

- Woolgoolga is an attractive place with a distinctive lifestyle and community.
- Woolgoolga is a great holiday and retirement destination.
- Woolgoolga as a place has unique culture and heritage.
- Woolgoolga needs to be planned to ensure pedestrian safety and amenity; and to provide convenient access within a framework of integrated access and transport.
- Development within the town centre needs to be sympathetic to Woolgoolga’s existing character and scale, location and climate.
- There is a need to provide innovative and creative beautification and amenity initiatives that add value to the village and beach themes.
- There is a need to identify infrastructure projects that will add value and amenity to the beach and local environment.
- Identification of new community facilities and services that could add value and attraction to the Woolgoolga Town Centre.
- The need for innovative and creative thinking to envisage major changes of use to open up the town centre to the beach and to provide better community and cultural outcomes.

2.1 What makes Woolgoolga special to you?

TABLE 2.1



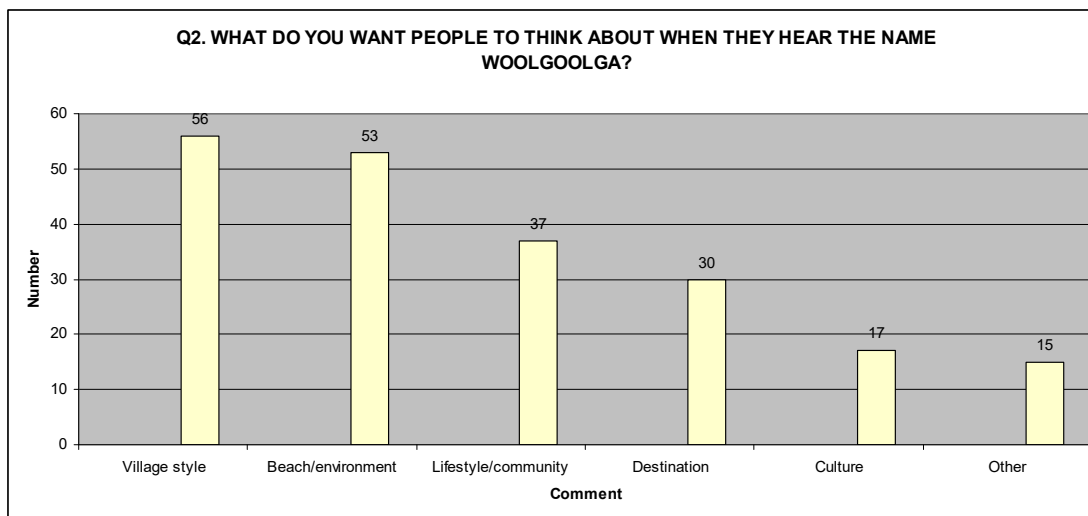
Q1 What makes Woolgoolga special to you?

	No.	%
BEACH / COAST		
Great beach/beaches	39	16.60
Headland / headland walk / whalewatching	14	5.96
Coastal / beach lifestyle	10	4.26
Beach reserve	5	2.13
Seaside charm	3	1.28
Watersports and fishing	3	1.28
Good surf	3	1.28
Surf club	1	0.43
Lakeside	1	0.43
TOTAL: BEACH/COAST	79	33.62
VILLAGE STYLE		
Village/ small town atmosphere	29	12.34
Laid back / relaxed atmosphere/lifestyle	10	4.26
Great coffee / cafes / restaurants / clubs	5	2.13
Great / unique businesses / shops	5	2.13
Low traffic	5	2.13
Understated/not too busy	5	2.13
Comfortable range of facilities and services	4	1.70
Lack of tall buildings	4	1.70
Small size (with good facilities)	4	1.70
Relative isolation	1	0.43
Wide streets	1	0.43
TOTAL: VILLAGE STYLE	73	31.06

COMMUNITY AND CULTURE		
Friendly	15	6.38
Great community spirit	12	5.11
Cultural diversity/heritage	6	2.55
The people	3	1.28
Sikh community	1	0.43
Library	1	0.43
Mix of age of residents	1	0.43
TOTAL: COMMUNITY	39	16.60
ENVIRONMENT AND AMENITY		
Climate	7	2.98
Quiet nature / peaceful	6	2.55
Natural beauty / environment	9	3.83
Open spaces	3	1.28
Beauty	3	1.28
TOTAL: ENVIRONMENT AND AMENITY	28	11.91
OTHER		
It's my home	4	1.70
Future potential	4	1.70
Proximity to a major centre (Coffs Harbour)	4	1.70
Highway is bypassed	2	0.85
Great place to work	1	0.43
Central between Brisbane and Sydney	1	0.43
TOTAL: OTHER	16	6.81
TOTAL ALL	235	100.00

2.2 What do you want people to think about when they hear the name Woolgoolga?

TABLE 2.2



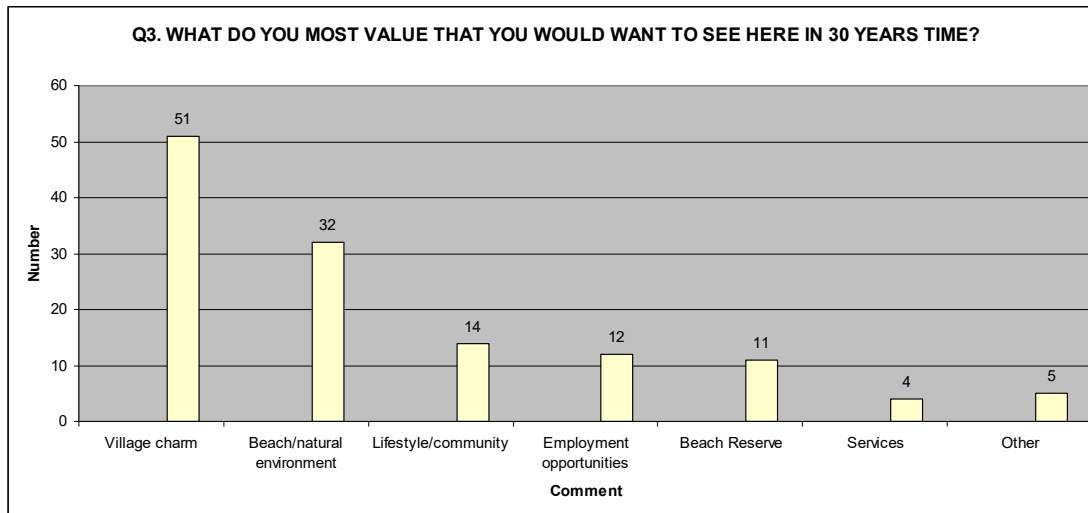
Q2 What do you want people to think about when they hear the name Woolgoolga? List 3 things.

	No.	%
VILLAGE STYLE		
Laid back / relaxed village atmosphere	18	8.65
Unique coastal village	8	3.85
Attractive, low key and beautiful	8	3.85
Good food / eateries / dining / restaurants	4	1.92
Well serviced / good facilities	4	1.92
Uncrowded /quiet/ peaceful/serene	5	2.40
Well-kept roads, clean and tree lined	3	1.44
Vibrant / progressive	2	0.96
Safe place / safe streets	2	0.96
Boutique shops / businesses	1	0.48
No high rise	1	0.48
TOTAL: VILLAGE STYLE	56	26.92
BEACH / ENVIRONMENT		
Clean / unspoilt beaches	25	12.02
Natural beauty / environment	13	6.25
Wildlife (whales, kangaroos)	3	1.44
Surfing	3	1.44
Special places (headland, beach reserve, lake)	3	1.44
Views and vistas	2	0.96
Safe beach	2	0.96
Climate	2	0.96
TOTAL: BEACH/ENVIRONMENT	53	25.48

LIFESTYLE/COMMUNITY		
Lifestyle (includes health, sports, fishing)	11	5.29
Sense of community	6	2.88
Friendly	6	2.88
Great place to live, work and enjoy	6	2.88
Welcoming	2	0.96
Happiness	3	1.44
Home	2	0.96
Easy	1	0.48
TOTAL: LIFESTYLE/COMMUNITY	37	17.79
DESTINATION		
Great place for family holidays	13	6.25
Fun	5	2.40
Seaside caravan park	3	1.44
Paradise	3	1.44
Great place to retire	3	1.44
Accessibility	1	0.48
Natural tourist attractions	1	0.48
A place to come back to	1	0.48
TOTAL: DESTINATION	30	14.42
CULTURE		
Sikh community / unique heritage	8	3.85
The Temple	4	1.92
Acceptance and respect	3	1.44
Curryfest	1	0.48
The Elephants	1	0.48
TOTAL: CULTURE	17	8.17
OTHER		
"Where Is That and How do you Spell It?"	4	1.92
"Why should I go there?"	3	1.44
Bananas and blueberries	3	1.44
Removal of highway	1	0.48
Available	1	0.48
A place in itself (not part of Coffs Harbour)	1	0.48
Residents who are not afraid of change	1	0.48
Not "Woopi"	1	0.48
TOTAL: OTHER	15	7.21
TOTAL: ALL	208	100.00

2.3 What do you most value that you would want to see here in 30 years' time?

TABLE 2.3



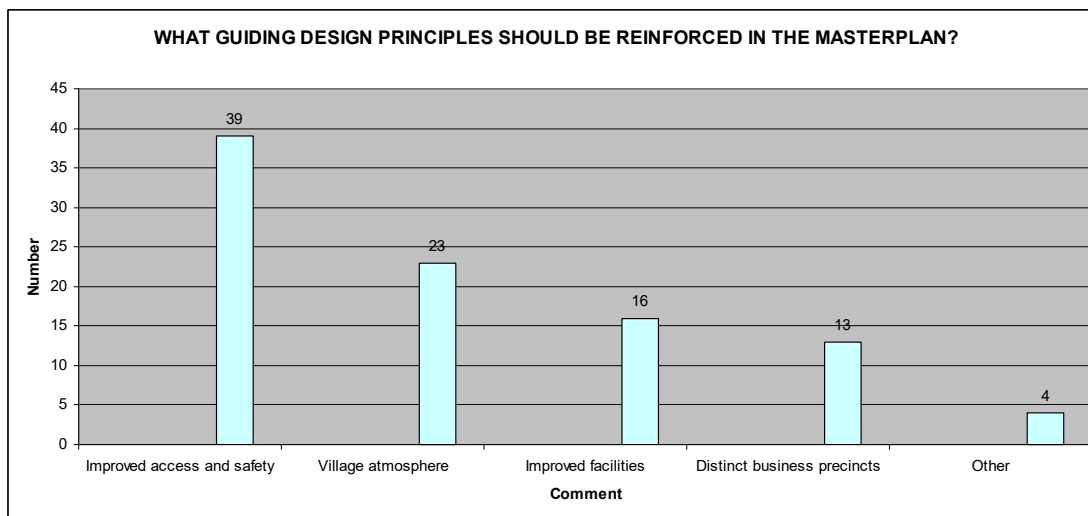
Q3. What do you most value that you would want to see here in 30 years time?

	No.	%
VILLAGE CHARM		
Village / small town community atmosphere	10	7.75
No highrise	8	6.20
Well presented (improved roads/drainage/footpaths/amenities)	7	5.43
Maintain current low key relaxed look and feel	7	5.43
Quality balanced development / progressive but not overdeveloped	6	4.65
Separate business precincts with Beach St focus on boutique retail and gourmet eateries	6	4.65
Variety of good businesses / eateries	4	3.10
Its own feel - not a suburb of Coffs	1	0.78
Heritage buildings	1	0.78
Seaside charm	1	0.78
TOTAL: VILLAGE CHARM	51	39.53
BEACH/NATURAL ENVIRONMENT		
Unspoilt pristine beaches and marine waterways	13	10.08
Retained natural beauty / protected environment	8	6.20
Space (green, seaside, leisure)	3	2.33
Clean creek, lake restored	2	1.55
Pines from beach to lake	1	0.78
Waterfall	1	0.78
Walks	1	0.78
Trees	1	0.78
Retained boat ramp access	1	0.78
Lakeside picnic area	1	0.78
TOTAL: BEACH/NATURAL ENVIRONMENT	32	24.81

LIFESTYLE/COMMUNITY		
Vibrant friendly community	4	3.10
Great retirement location	3	2.33
"Me"	2	1.55
Lifestyle	2	1.55
Ability to walk places	1	0.78
Unique culture (Punjabi and surf)	1	0.78
Great location family holidays	1	0.78
TOTAL: LIFESTYLE/COMMUNITY	14	10.85
EMPLOYMENT OPPORTUNITIES		
Growing businesses and jobs	7	5.43
Future for young people here	2	1.55
Expanded light industry	1	0.78
Retain commercial ribbon development	1	0.78
Continued development	1	0.78
TOTAL: EMPLOYMENT OPPORTUNITIES	12	9.30
BEACH RESERVE		
Beach Reserve as centrepiece / important	4	3.10
Uncluttered beach reserve / clear view of beach	2	1.55
Caravan park retained in current location	2	1.55
Caravan park moved from Beach Street	1	0.78
Beach green (extended in 2014)	1	0.78
Surf club retained	1	0.78
TOTAL: BEACH RESERVE	11	8.53
SERVICES		
Easy access to health services for aging population	1	0.78
Good public transport	1	0.78
No more motorway on the coastal strip	1	0.78
Library	1	0.78
TOTAL: SERVICES	4	3.10
OTHER		
Temple architecture	2	1.55
The next phase Woolgoolga building	1	0.78
Trafalgar Street opened to Faucett St	1	0.78
Stay as it is	1	0.78
TOTAL: OTHER	5	3.88
TOTAL: ALL	129	100.00

2.4 What guiding design principles should be reinforced in the Masterplan?

TABLE 2.4



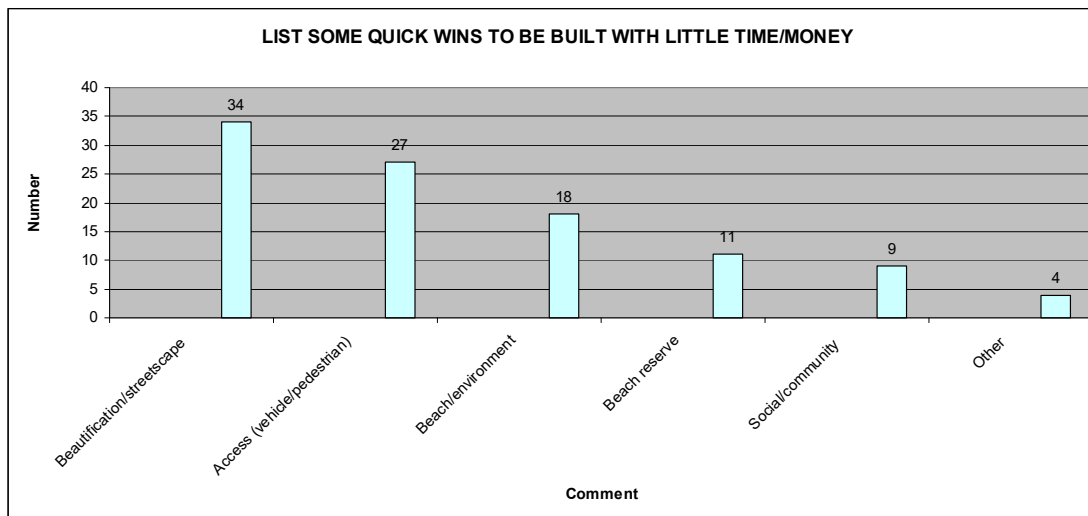
Group Exercise 1. Make a list of guiding design principles - what's important to reinforce the vision in the Masterplan

	No.	%
IMPROVED ACCESS AND SAFETY		
Pedestrian friendly, improved footpaths and linkages, with wheelchair access	10	10.53
Traffic plan for cycleways, buses, footpaths and off street parking	7	7.37
Improved road and access infrastructure	7	7.37
More parking / tidy parking	4	4.21
Improved lighting (LED street lighting)	4	4.21
Better police presence	2	2.11
Improved kerb and guttering and stormwater drainage	2	2.11
Larger bus shelters at bus stops	1	1.05
Coach stop with visitor information and caravan parking	1	1.05
Caravan parking in town for short stops	1	1.05
TOTAL: IMPROVED ACCESS AND SAFETY	39	41.05
VILLAGE ATMOSPHERE		
Retain village atmosphere in centre of town	6	6.32
Sympathetic development / buildings reflecting coastal location and climate	5	5.26
Only low rise development (limit highrise from beach front)	5	5.26
Better presented entrances to town (signage, landscaping) and town beautification	4	4.21
Retain and enhance green space	1	1.05
Low key coffee shops to attract visitors	1	1.05
Sustainable scale development	1	1.05
TOTAL: VILLAGE ATMOSPHERE	23	24.21
IMPROVED FACILITIES		
Open Surf Club to community (e.g. café)	4	4.21
Ocean pool	4	4.21
Better entertainment areas / improved youth centre / skate park	3	3.16
Better and safer access to community facilities	1	1.05
Beach showers	1	1.05
Exercise stations in open space areas	1	1.05
Bigger children's park with shade	1	1.05
Upgrade/relocate art gallery (air condition)	1	1.05
TOTAL: IMPROVED FACILITIES	16	16.84

DISTINCT BUSINESS PRECINCTS		
Boutique retail / village shopping in Beach St with bigger business on highway	6	6.32
All community services in one place	3	3.16
Activation of Beach St shops	1	1.05
Active street frontage for Beach St shops (they face inwards)	1	1.05
Move professional services to market st	1	1.05
Variable business outlets / zoning controls	1	1.05
TOTAL: DISTINCT BUSINESS PRECINCTS	13	13.68
OTHER		
Job opportunities for young people	1	1.05
Maintain and enhance the beach as the jewel	1	1.05
Cultural diversity (celebrate Indian culture, but not override)	1	1.05
Information to community about who owns what land (eg Crown)	1	1.05
TOTAL: OTHER	4	4.21
TOTAL: ALL	95	100.00

2.5 List some 'Quick Wins' which could be built with little time and money

TABLE 2.5



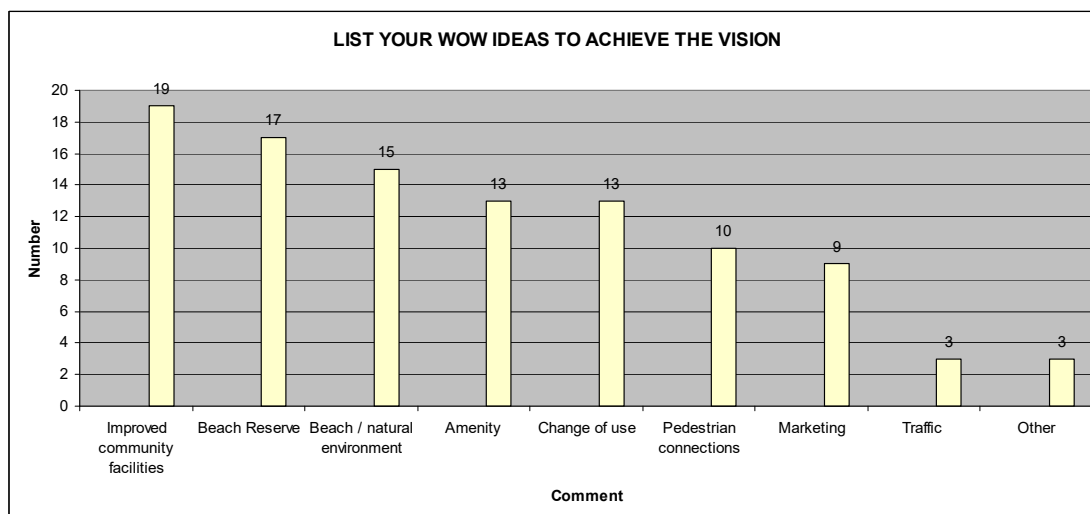
Group Exercise 2. List some 'quick wins' - things that can perhaps be easily built /created without a lot of time and money.

	No.	%
BEAUTIFICATION/STREETSCAPE		
Attractive landscaping (maybe themed), shade trees	7	6.80
Signage on highway, at gateway entry and in town	4	3.88
Tidy Lakeside picnic area (and playground)	4	3.88
Signage/directional/wayfinding	2	1.94
Information board (community info and town map)	2	1.94
More bins / more emptying	2	1.94
Bring back elephants (or theme)	2	1.94
Potted plants outside shops	1	0.97
Introduce theme to streets	1	0.97
Community street art (telegraph poles, street flags)	1	0.97
Mow more often	1	0.97
Clean up roundabout area on SI Way	1	0.97
Clean up / beautify access to Back Beach	1	0.97
Tidy appearance of industrial centre	1	0.97
Stunning entrance - avenue of trees	1	0.97
Better seating in town centre	1	0.97
Clean all rest areas daily	1	0.97
Beautify RSL building	1	0.97
TOTAL: BEAUTIFICATION/STREETSCAPE	34	33.01
ACCESS (VEHICLE/PEDESTRIAN)		
One way road circuit of headland	5	4.85
Reseal Beach St	4	3.88
Town Centre more pedestrian friendly	3	2.91
Kerb, guttering, drainage	2	1.94
Join missing links in key footpath connections	2	1.94
Improved lighting	2	1.94
Find an empty area and provide parking for RVs	1	0.97
Upgrade beachside carpark	1	0.97
Roundabout at River/Beach Street intersection	1	0.97
Connect Beach Street - River Street with footpath	1	0.97

Stop sign at Nightingale St to Beach street (trim tree that obscures give way sign)	1	0.97
Pathway from surf shed to lake	1	0.97
More linemarking for car parking	1	0.97
Headland walkway continued	1	0.97
Finish off Hastings thru to Fawcett St to relieve traffic in Gordon Street	1	0.97
TOTAL ACCESS (VEHICLE/PEDESTRIAN)	27	26.21
BEACH/ENVIRONMENT		
Fix beach erosion	6	5.83
Fix beach reserve - worn lawns, seating, bins, signage	6	5.83
Fix seaweed issues daily	2	1.94
Open Lake/clean tributaries	2	1.94
Fix beach access	1	0.97
Whale watching promotion	1	0.97
TOTAL: BEACH/ENVIRONMENT	18	17.48
BEACH RESERVE		
Beach Reserve with family campsites not cabins	4	3.88
Playground shade	2	1.94
Provide stage in beach reserve	2	1.94
Signage to stop free camping	1	0.97
Beach showers	1	0.97
Deck under the pine trees	1	0.97
TOTAL: BEACH RESERVE	11	10.68
SOCIAL/COMMUNITY		
Multi-function centre in West Woolgoolga	2	1.94
Extend alcohol free zone	2	1.94
Unlock and repair basketball court	1	0.97
Smoke free main street	1	0.97
Community gardens	1	0.97
Secure funding for existing youth centre	1	0.97
Regular community updates / get togethers	1	0.97
TOTAL: SOCIAL/COMMUNITY	9	8.74
OTHER		
Rename town to Woolgoolga Beach	1	0.97
Dog friendly	1	0.97
More internet exposure	1	0.97
dedicated Council website/officer for Woolgoolga	1	0.97
TOTAL: OTHER	4	3.88
TOTAL: ALL	103	100.00

2.6 List your WOW Ideas to achieve the Vision

TABLE 2.6



Group Exercise 3. Make a list of your WOW ideas: Projects? Themes? to achieve the Vision

	No.	%
COMMUNITY FACILITIES		
Outdoor exercise stations in appropriate locations	5	4.90
Town green / town square	4	3.92
Group Police / Fire / Ambulance on SI Way	3	2.94
Improved bus stops / interstate terminal	2	1.96
Youth Centre - add BMX section to skate park	1	0.98
Aquatic centre with wave machine	1	0.98
Make interstate bus terminal accessible, visible and displaying local info	1	0.98
Mountain bike track in hinterland	1	0.98
Rejuvenate Driver Reviver park	1	0.98
TOTAL: COMMUNITY FACILITIES	19	18.63
BEACH RESERVE		
Community stage and green space in reserve	4	3.92
Surf club with café and public use	2	1.96
Move the caravan park to open up foreshore space	2	1.96
Beach Reserve as jewel in Woolgoolga taking focus and pride of place	1	0.98
Beach Reserve has lost focus, its tired	1	0.98
Better use of beach reserve	1	0.98
Keep pine trees	1	0.98
Leave caravan park on current footprint but increase green space	1	0.98
Licence the Surf Club	1	0.98
Raise standards of Caravan Park to better standards	1	0.98
Surf club centre of town like Noosa	1	0.98
Lack of consultation for Beach Reserve	1	0.98
TOTAL: BEACH RESERVE	17	16.67

BEACH / NATURAL ENVIRONMENT		
Rock wall with boardwalk to fix erosion	4	3.92
Reinstate jetty	4	3.92
Foreshore beach access improved	4	3.92
Save beach from erosion	1	0.98
Weed control on headland	1	0.98
Dredge the Lake	1	0.98
TOTAL: BEACH / NATURAL ENVIRONMENT	15	14.71
AMENITY		
Good modern signage	4	3.92
No highrise	2	1.96
Improved landscaping / lighting through town	2	1.96
Big Blueberry opposite Woolworths	2	1.96
Provide face lift for bus stop near skate park	1	0.98
Street flags	1	0.98
Do up land in front of pool	1	0.98
TOTAL: AMENITY	13	12.75
CHANGE OF USE		
Move town pool, replace with cultural precinct	3	2.94
Put art gallery in cultural precinct	3	2.94
Town common (perhaps where caravan park is now)	2	1.96
Squash plans for the new pub	1	0.98
Combined site library, neighbourhood, seniors, community	1	0.98
Redevelop old tennis court opposite IGA	1	0.98
Business zone (with housing over) down full length Beach St	1	0.98
Water tower on headland converted to a café	1	0.98
TOTAL: CHANGE OF USE	13	12.75
PEDESTRIAN CONNECTIONS		
Boardwalk connecting lake to beach to headland walk	8	7.84
Walkway/cycleway connectedness throughout area	2	1.96
TOTAL: PEDESTRIAN CONNECTIONS	10	9.80
MARKETING		
Change name to Woolgoolga Beach	5	4.90
Make promotional DVD of Woolgoolga	1	0.98
Make Woolgoolga a beach theme (shells, seahorses, mermaids)	1	0.98
Woolgoolga Facebook page	1	0.98
Develop more major events - e.g. Curryfest	1	0.98
TOTAL: MARKETING	9	8.82
TRAFFIC		
More parking in front of IGA	1	0.98
Fix road surfaces	1	0.98
A one way circuit to headland - Pollack - Ocean St	1	0.98
TOTAL: TRAFFIC	3	2.94
OTHER		
Better catering at community meeting	1	0.98
Use reverse psychology for sign at SI Way roundabout ('don't turn here we don't want to share')	1	0.98
WOW Coffs Council finally recognises Woolgoolga's existence	1	0.98
TOTAL: OTHER	3	2.94
TOTAL: ALL	102	100.00

3. BUSINESS RETENTION AND EXPANSIONS SURVEY RESULTS

The early consultation phase included the completion of a confidential Business Retention and Expansion (BRE) Survey, to establish how confident businesses were with Woolgoolga now that the highway bypass has occurred; and also for the coming year. The survey was promoted by advertisement, on Council’s website and by presentation to a meeting of the Woolgoolga and Northern Beaches Chamber of Commerce of 6 March 2014. Flyers were also circulated to business owners in the three Woolgoolga business zones.

The survey consisted of 25 questions addressing a range of issues on business confidence, trade and patronage characteristics and perceptions of the township. Questions were prepared by Council’s Consultant Advisor.

A total of 46 businesses responded to the survey. Results of the survey are provided in a detailed report, which is provided as Attachment 2 to the Council Report. The survey has indicated that the business community has confidence in Woolgoolga as a place to do business and confidence for their business in the town. The constraints to business expansion identified by the survey generally reflect the high concentration of small and micro businesses with limits to growth from cash flow constraints, costs of training and meeting employment requirements. There was a strong positive feedback on potential initiatives that Council could undertake to assist improve business prospects. These include facilitating residential growth to increase population; street beautification works; new major retail development; improved walkways and cycleways; and new tourist development.

Some key findings of the survey are set out in the following four tables. There were positive sentiment for trading conditions over the next 12 months (Table 3.1) and the overall perception of respondents of Woolgoolga as “a place to conduct business” was overwhelmingly positive (Table 3.2).

TABLE 3.1

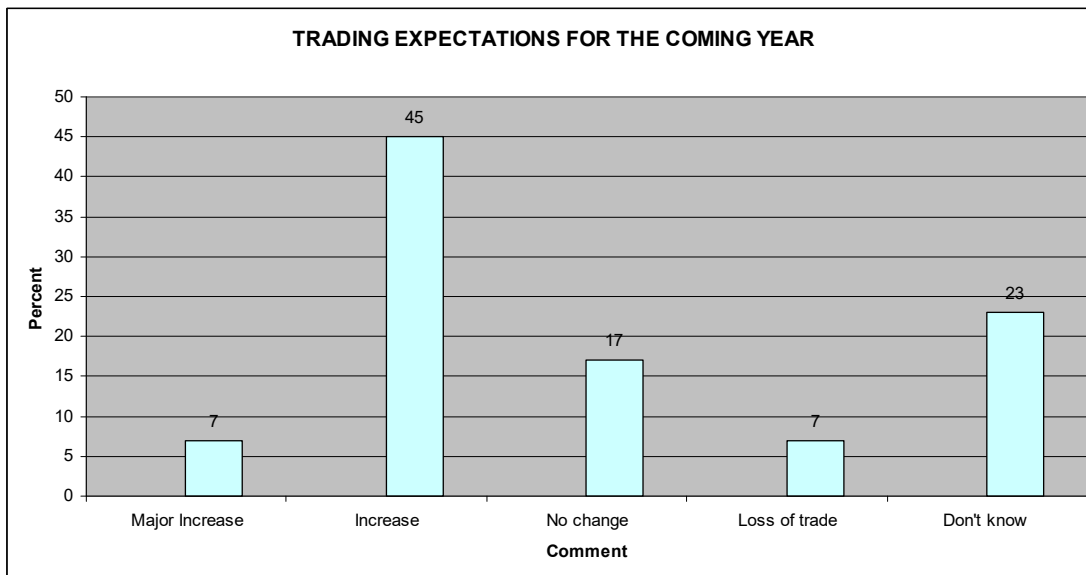


TABLE 3.2

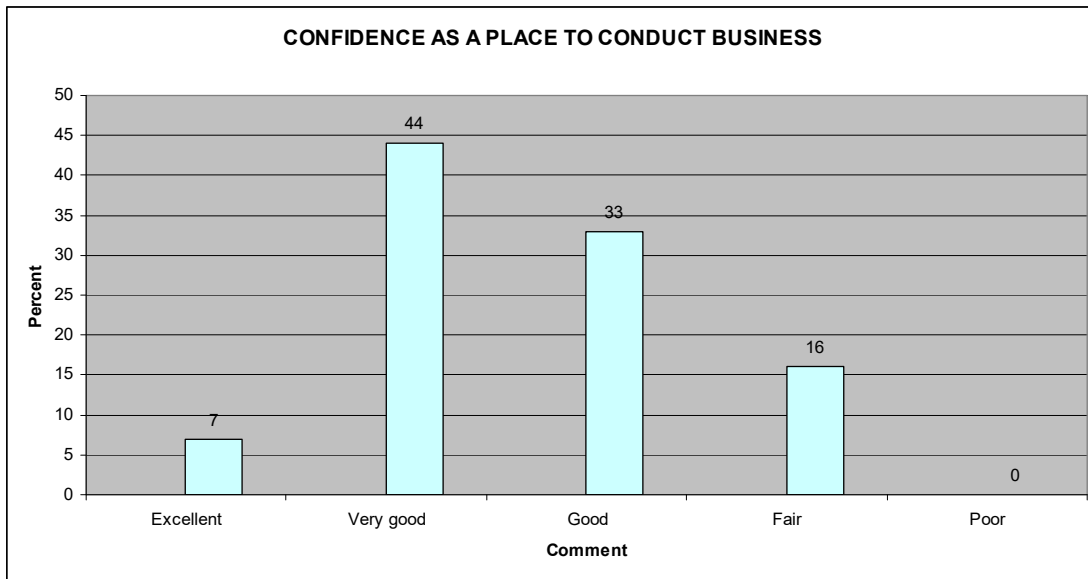


TABLE 3.3

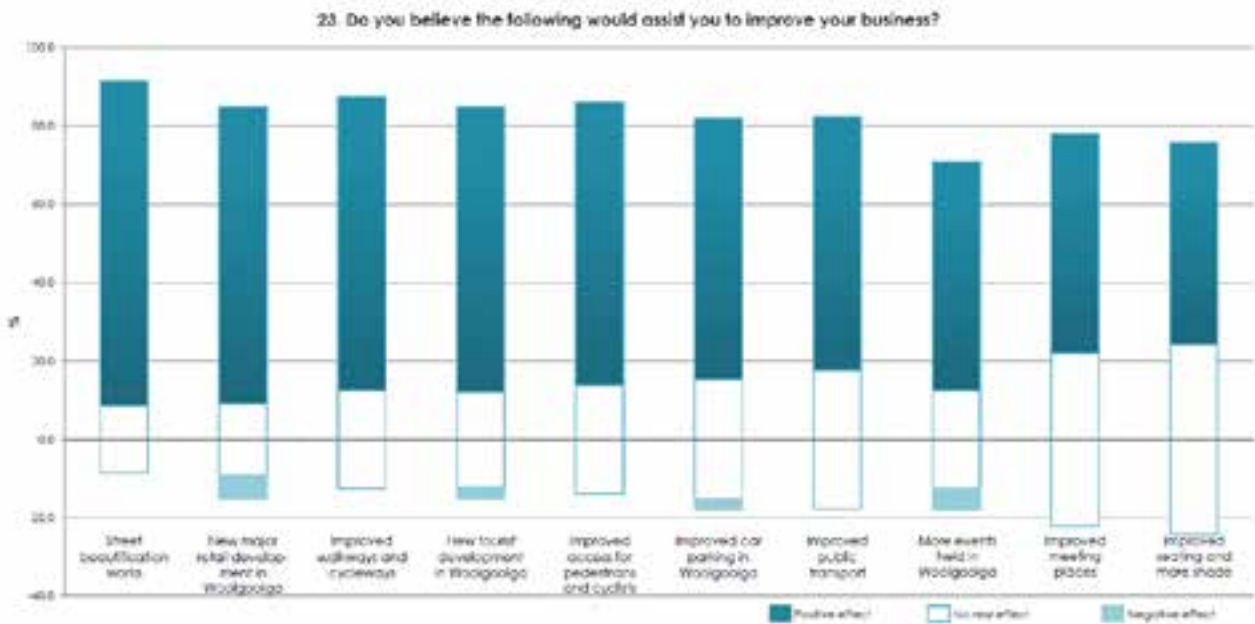
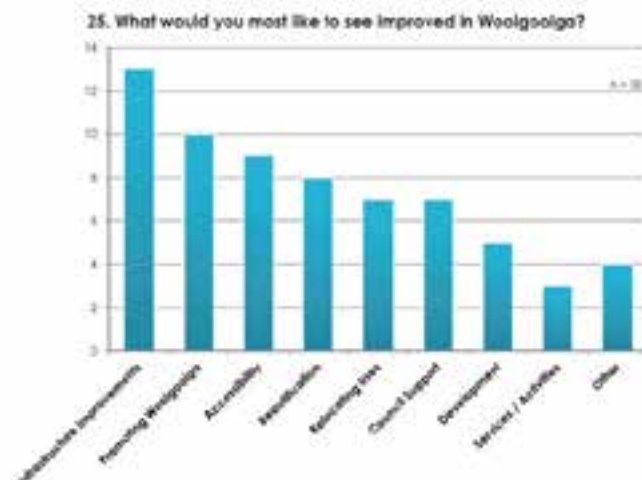


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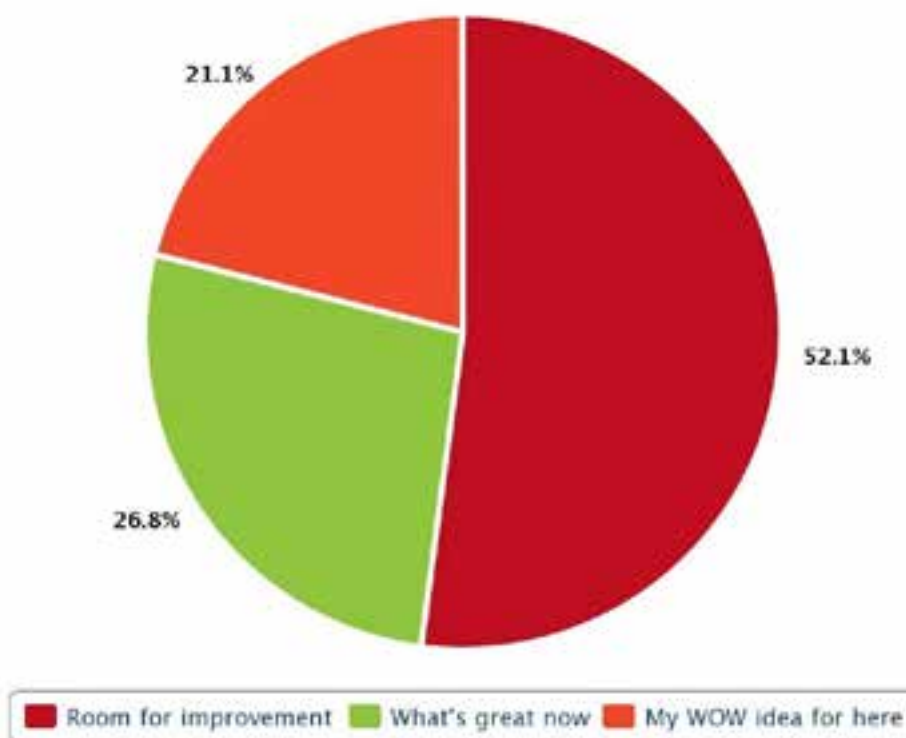


4. IDEAS MAP RESULTS

An Ideas Map was provided on the WoolgoolgaWOW website, which gave the community the opportunity to pin their comments and ideas on the map by dragging a pin to the location their comment related to. There was the opportunity for others to then rate that comment, by either voting 'for' or 'against' the comment.

The map was live on the website from mid February to 31 March 2014. A total of 2,150 hits were made on the Ideas Map, with a total of 1032 people visiting the map in the 6 weeks it was open for comment. A total of 451 comments were made on the map.

These comments were analysed thematically and are presented in Council Report Attachment 3. Over 50% of the comments related to things that the community would like to see improved, and just over 25% of the comments related to items that the community identified as 'what's great now'. The remaining 20% were identifying ideas for consideration for inclusion in the final Woolgoolga Town Centre Masterplan.



WOOLGOOLGA TOWN CENTRE STUDY REVIEW: Business Retention and Expansion Survey



April 2014
13-118

Prepared for



Prepared by



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1 BACKGROUND

In September 2013, Coffs Harbour City Council commissioned Bennell & Associates in association with Jackie Amos and Renaissance Planning to assist in the preparation of the Woolgoolga Town Centre Study Review. The Study provides a multifaceted approach for an assessment and framework for the revitalisation of the Woolgoolga Town Centre. The approach in the study has provided three main areas of advice encompassing:-

- economic issues;
- strategic planning; and
- built form assessments.

Within the context of the overall study, Renaissance Planning has undertaken a Business Retention and Expansion (BRE) Survey. The survey was informed by background research prepared by Bennell & Associates. This focused on an extensive literature review of studies and reports relevant to the Town Centre review. The Survey was required to highlight key strengths, weaknesses and opportunities for business development in the Town Centre. The Survey and supporting research has addressed a number of issues encompassing:-

- the role of the Woolgoolga Town Centre;
- business experiences and expectations;
- perceived differences between similar businesses in other regions;
- patronage characteristics;
- opportunities for business retention and expansion;
- attitude towards town centre opportunities;
- business trading measures;
- current and potential internet use.

This report outlines the research method, principal findings and implications for the wider Town Centre review.

2 CONTEXT

2.1 ROLE OF WOOLGOOLGA

Woolgoolga is a seaside township approximately 25 kilometres north of Coffs Harbour accessed by the Pacific Highway. It has a current population of 4,720 persons (2011 census population) and serves as a district centre for a broader catchment with a population of approximately 11,450 persons (Woolgoolga - Arrawarra SA2, at 2011 census).

In functional terms Woolgoolga fulfils two key roles, as a local centre for the town and surrounding rural district and as a holiday destination. As a local centre Woolgoolga has provided for a range of convenience and some regular food shopping requirements together with other basic retail goods and services. Its retail function will be substantially consolidated to a large neighbourhood activity centre role with the forthcoming opening of a full sized Woolworths supermarket. Research by the consultants indicates that the town has experienced significant escape expenditures to regional and sub-regional centres located to the south of Woolgoolga (Moonee Beach and Coffs Harbour).

Given the township's proximity to the beach, shops and services, Woolgoolga is a popular holiday destination for families and surfers in particular. The population over the summer months and during school holidays expands to accommodate holiday makers.

The township comprises three complementary commercial precincts (refer Figure 1):-

- **Beach Street**, is the primary retail centre in Woolgoolga. It hosts local shops, cafes, restaurants, fresh food stores, small supermarkets and banks.

The precinct is predominately flat making it highly walkable with easy access to the beach and surrounding residential areas.

- the **River Street** precinct is bound by Clarence Street to the north, Solitary Island Way to the west and River Street to the east. The precinct includes the tavern and a number of takeaway food stores and supporting stores and services. The precinct has a supporting role to the Beach Street precinct.
- the **Solitary Island Way (Clarence Street)** precinct extends north to the Woolgoolga Creek and south to Pullen Street. The precinct currently accommodates a number of motels and other accommodation as well as a petrol station, emergency services and other highway uses. At present the precinct has a supporting role to both the Beach Street precinct and the River Street precinct. The site to the north of the intersection of Solitary Island Way and Pullen Street is currently being developed as a large supermarket.

FIGURE 1: WOOLGOOLGA TOWN CENTRE CONTEXT MAP



2.2 POPULATION AND DEMOGRAPHICS

The population for the Woolgoolga - Arrawarra Statistical Area 2 (SA2) has grown consistently from 10,507 persons in 2003 to 12,043 persons in 2013 (ABS ERP, Cat. No. 3218.0).

A socio-demographic analysis was undertaken for the Woolgoolga - Arrawarra Statistical Area (SA2) and the Coffs Harbour Local Government Area (LGA), with comparative assessments of regional New South Wales (defined as the State of New South Wales less the Sydney Greater Capital City Statistical Area (GCCSA)).

Key findings in relation to the age structure of the residential population were:-

- the age-sex structure for the Woolgoolga - Arrawarra SA2 is generally consistent with the Coffs Harbour LGA (refer Figure 2);
- the Woolgoolga - Arrawarra SA2 area has a marginally older population than regional NSW with proportionately more people aged over 50 years and relatively fewer people aged between 20 and 49 years (refer Figure 3).

In relation to household income (refer Figure 4):

- household incomes are marginally lower in the Woolgoolga - Arrawarra SA2 than in the Coffs Harbour LGA;
- a similar pattern of comparatively lower household incomes was observed when the income distribution of Woolgoolga - Arrawarra was compared to regional NSW. Note in this case however that there tends to be wider disparities in the household income distributions.

FIGURE 2: COMPARATIVE POPULATION DISTRIBUTION BY AGE GROUP: COFFS HARBOUR (LGA) AND WOOLGOOLGA - ARRAWARRA (SA2)

Source: ABS Census 2011 (Basic Community Profile)

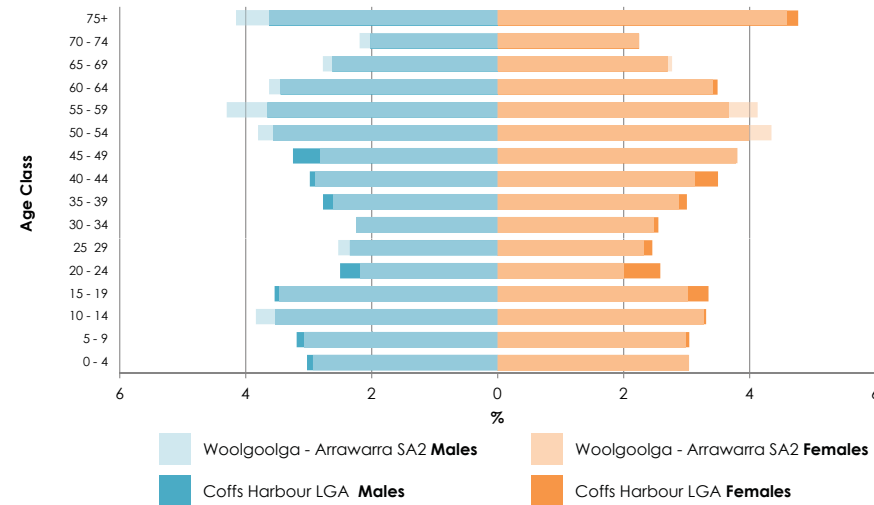


FIGURE 3: COMPARATIVE POPULATION DISTRIBUTION BY AGE GROUP: REGIONAL NSW AND WOOLGOOLGA - ARRAWARRA (SA2)

Source: ABS Census 2011 (Basic Community Profile)

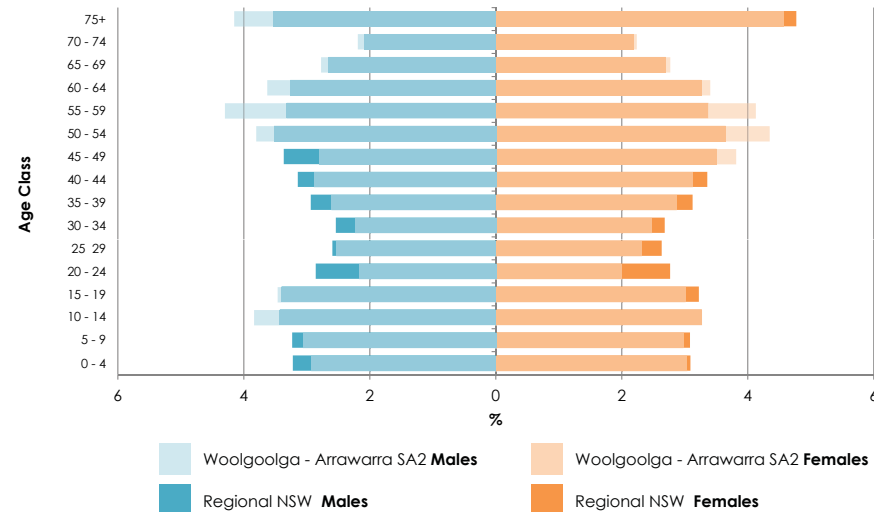


FIGURE 4: WOOLGOOLGA - ARRAWARRA (SA2): INCOME ANALYSIS

Source: ABS Census 2011 (Basic Community Profile)

Geographic Area	Woolgoolga - Arrawarra (SA2): LQ Analysis (base = Coffs Harbour City Council)							
	Individual Income (\$ / person / week)							
	1 - 199	200 - 299	300 - 399	400 - 599	600 - 799	800 - 999	1,000 - 1,249	> 1,250
Woolgoolga - Arrawarra	1.12	0.95	0.95	1.23	1.03	1.09	0.96	0.89

Geographic Area	Woolgoolga - Arrawarra (SA2): LQ Analysis (base = Regional New South Yarra)							
	Individual Income (\$ / person / week)							
	1 - 199	200 - 299	300 - 399	400 - 599	600 - 799	800 - 999	1,000 - 1,249	> 1,250
Woolgoolga - Arrawarra	0.99	1.05	0.93	1.36	1.13	1.20	1.06	0.78

LQ Measure	Description
> 1.35	Very highly over represented relative to base
1.20 - 1.35	Significantly over represented relative to base
1.11 - 1.19	Marginally over represented related to base
0.9 - 1.10	No significant variation relative to base
0.81 - 0.89	Marginally under represented relative to base
0.65 - 0.80	Significantly under represented relative to base
< 0.65	Very highly under represented relative to base

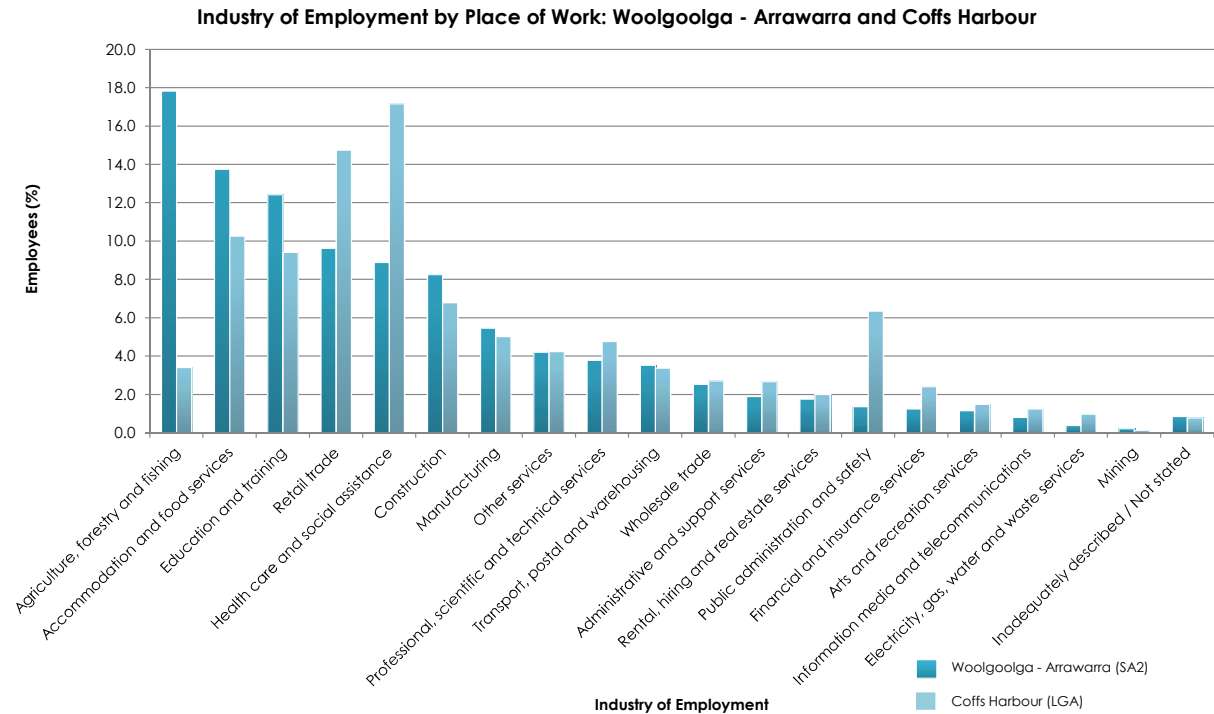
2.3 BUSINESS AND WORKFORCE CHARACTERISTICS

The relative proportion of employees by industry for those working within the Woolgoolga - Arrawarra SA2 compared to those working in Coffs Harbour LGA highlights the following characteristics (refer Figure 5):

- The largest industry within Woolgoolga - Arrawarra is *Agriculture, forestry and fishing* (17.8 per cent) followed by *Accommodation and food services* (13.8 per cent) and *Education and training* (12.4 per cent). The remaining industries have less than 10 per cent of employees each.
- In comparison Coffs Harbour's role as a regional centre shows a very different distribution of jobs. *Health care and social assistance* (17.2 per cent) accounts for the highest number of employees followed by *Retail trade* (14.8 per cent) and *Accommodation and food services* (10.3 per cent).

FIGURE 5: EMPLOYEES BY INDUSTRY OF EMPLOYMENT BY PLACE OF WORK: WOOLGOOLGA - ARRAWARRA (SA2) AND COFFS HARBOUR

Source: ABS Census 2011 (Working Population Profile)

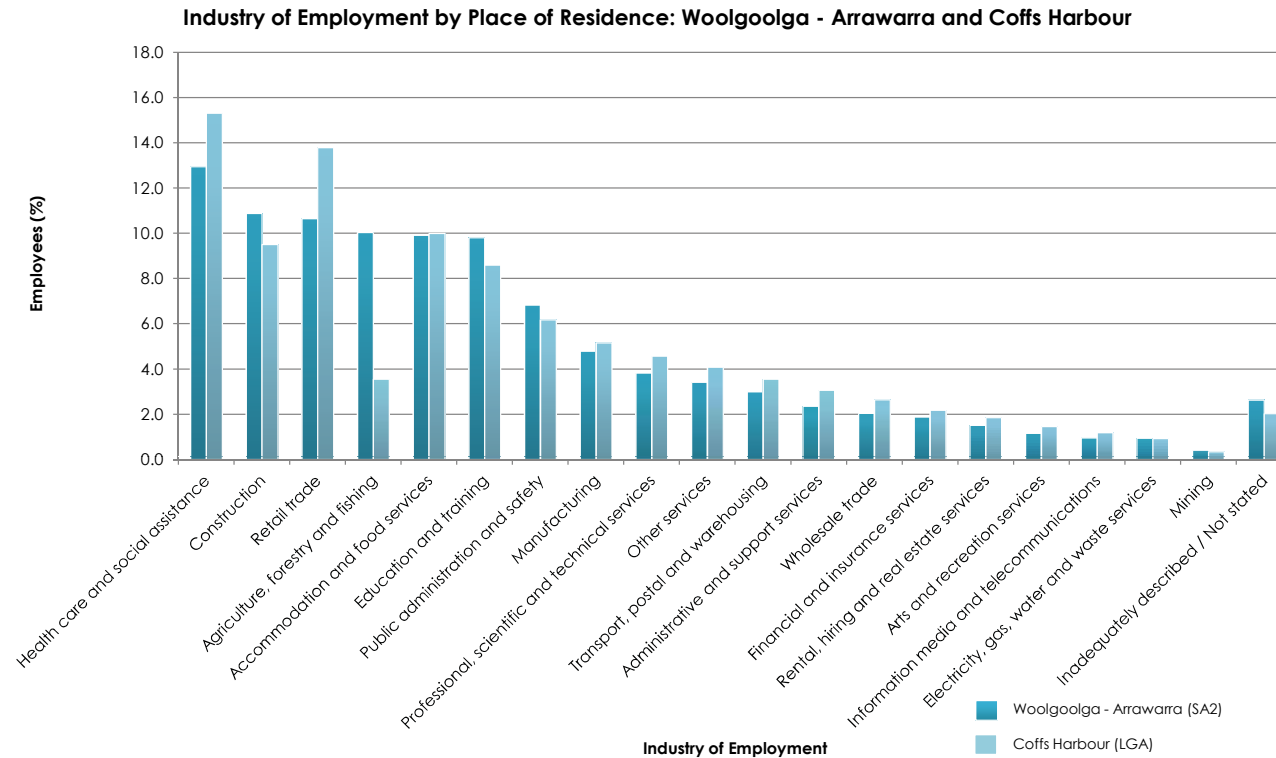


In contrast the distribution of employees by industry for people living in both Woolgoolga - Arrawarra and Coffs Harbour are remarkably similar (refer Figure 6). In both regions there is a high proportion of people working in both the *Health care and social assistance* and *Retail*

trade industries. The only significant difference in the distribution of employees is in *Agriculture, forestry and fishing* which accounts for 10 per cent of people living in Woolgoolga - Arrawarra and only 3.6 per cent of those living in the municipality of Coffs Harbour.

FIGURE 6: EMPLOYEES BY INDUSTRY OF EMPLOYMENT BY PLACE OF RESIDENCE: WOOLGOOLGA - ARRAWARRA (SA2) AND COFFS HARBOUR

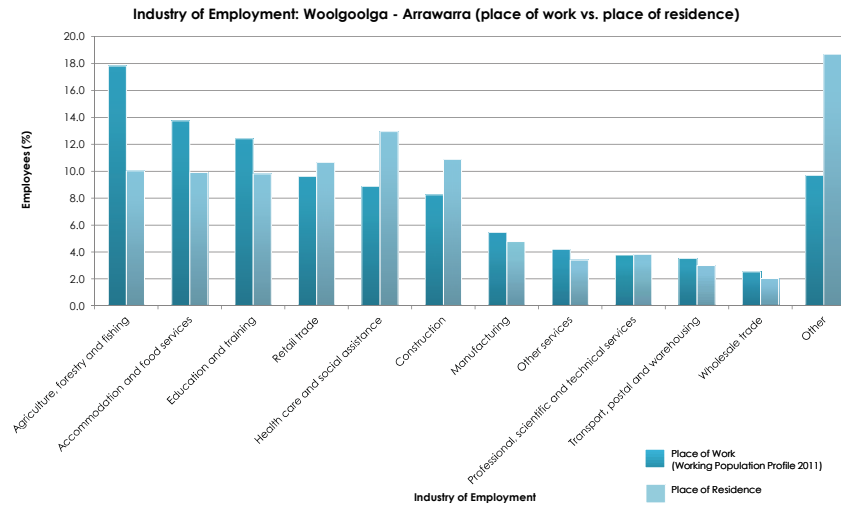
Source: ABS Census 2011 (Basic Community Profile)



When comparing industry of employment by where people work versus where they live for Woolgoolga - Arrawarra (refer Figure 7) it is clear that a number of people travel from beyond the SA2 to work in the *Agriculture, forestry and fishing; Accommodation and food services; and Education and training* industries. In contrast it is also evident that a significant proportion of the population live in Woolgoolga - Arrawarra and travel beyond the region for work, particularly those working in the *Retail trade, Health care and social assistance, and Construction* industries.

FIGURE 7: EMPLOYEES BY INDUSTRY OF EMPLOYMENT FOR WOOLGOOLGA - ARRAWARRA (SA2): PLACE OF WORK VS PLACE OF RESIDENCE

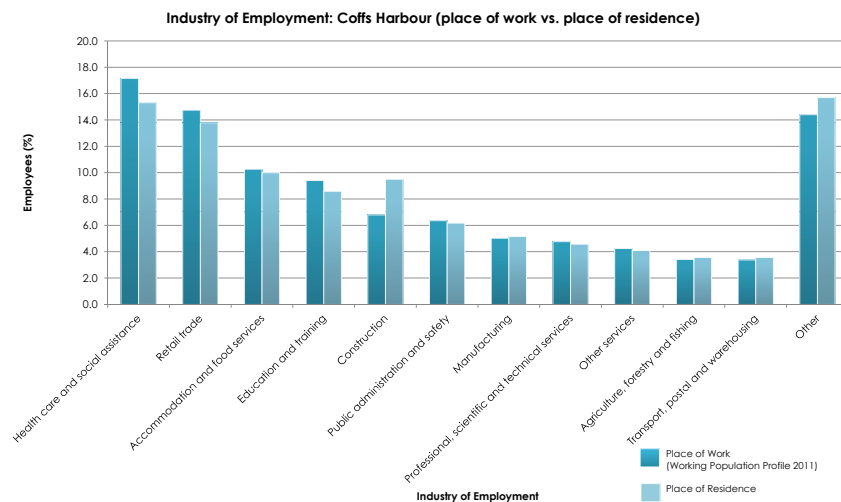
Source: ABS Census 2011 (Working Population Profile & Basic Community Profile)



Similarly when comparing those working and living in Coffs Harbour (LGA) there is a small proportion of people who travel from beyond the LGA for work (*Health care and social assistance; Retail trade; Education and training*) and some who travel from Coffs Harbour to surrounding regions to work in the *Construction* industry (refer Figure 8).

FIGURE 8: EMPLOYEES BY INDUSTRY OF EMPLOYMENT FOR COFFS HARBOUR: PLACE OF WORK VS PLACE OF RESIDENCE

Source: ABS Census 2011 (Working Population Profile & Basic Community Profile)



2.4 BUSINESSES BY INDUSTRY BY NUMBER OF EMPLOYEES

Table 1 shows the *Counts of Australian Businesses, including entries and exits, 2012* for the Woolgoolga - Arrawarra SA2 (ABS, Cat. No. 8165.0). These counts are sourced from the Australian Bureau of Statistics Business Register (ABSBR). The table indicates the following:-

- over 58 per cent of businesses in the region are non-employing;
- approximately 25 per cent of businesses have 1 - 4 employees (micro business);
- around 14.5 per cent of businesses have 5 - 19 employees (small business);
- approximately 2.2 per cent of businesses in the region have 20 - 199 employees (medium business).

Of the businesses that have employees the following can be concluded:

- approximately 60.2 per cent are micro businesses;
- a further 34.6 per cent are small businesses;
- the remaining 5.2 per cent are medium sized businesses.

TABLE 1: BUSINESSES BY INDUSTRY IN WOOLGOOLGA - ARRAWARRA (SA2) BY EMPLOYMENT SIZE RANGE

Source: ABS Counts of Australian Businesses at June 2012 (Cat. No. 8165.0)

Industry	Number of businesses by employment size range: Woolgoolga - Arrawarra (SA2)					Total
	Non employing	1-4	5-19	20-199	200+	
Agriculture, Forestry and Fishing	108	52	17	6	0	183
Mining	0	0	3	0	0	3
Manufacturing	15	3	13	0	0	31
Electricity, Gas, Water and Waste Services	3	0	3	0	0	6
Construction	103	45	10	0	0	158
Wholesale Trade	17	6	4	3	0	30
Retail Trade	21	17	6	3	0	47
Accommodation and Food Services	8	13	15	0	0	36
Transport, Postal and Warehousing	16	18	5	0	0	39
Information Media and Telecommunications	3	3	0	0	0	6
Financial and Insurance Services	38	3	0	0	0	41
Rental, Hiring and Real Estate Services	42	3	8	0	0	53
Professional, Scientific and Technical Services	35	11	4	0	0	50
Administrative and Support Services	12	6	3	0	0	21
Public Administration and Safety	0	0	0	0	0	0
Education and Training	3	0	4	0	0	7
Health Care and Social Assistance	21	13	9	6	0	49
Arts and Recreation Services	3	0	6	0	0	9
Other Services	19	13	10	0	0	42
Unknown	15	3	0	0	0	18
Total	482	209	120	18	0	829

3 BUSINESS RETENTION AND EXPANSION SURVEY: KEY FINDINGS

3.1 THE SURVEY

The BRE survey was drafted by Renaissance Planning and modified following a review by Council. The survey was undertaken by Council in February 2014. A copy of the survey is provided in Appendix A. The 25 questions addressed a range of issues on business confidence, trade and patronage characteristics and perceptions of the township. The key findings are set out below.

3.2 BUSINESS SIZE AND INDUSTRY STRUCTURE

A total of 46 businesses responded to the Survey. The Survey response does not meet requirements for statistical validity. However the clear patterns of responses provides an initial indication of business perceptions and will inform the broader Town Centre review.

A very high proportion of respondents (approximately 90 per cent) are in small businesses (5 - 19 employees) or in micro businesses (less than 5 employees). Almost two thirds of respondents are in micro businesses employing less than 5 people (refer Question 5).

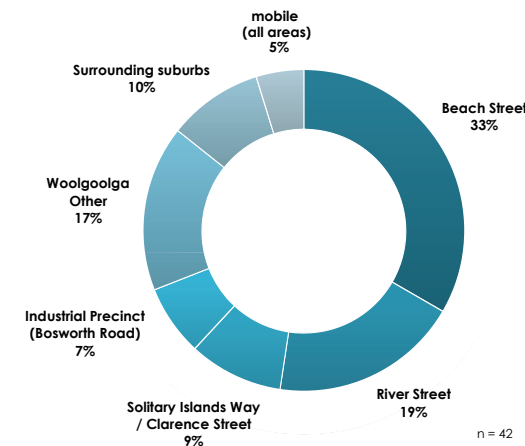
A comparative analysis of the business characteristics of the survey population with the broader distribution of businesses in the Woolgoolga - Arrawarra Statistical Area 2 (SA2) at 2012 (refer Table 1) indicates that the high concentration of micro businesses is a general reflection of business structure in the broader area. The survey business sample has a marginal under-representation of small businesses compared to the wider Woolgoolga - Arrawarra statistical area. In broad terms however the representation of small and micro businesses in the survey (that is businesses employing less than 20 persons) is consistent with the employment characteristics of the broader statistical area; some 89.6 per cent of businesses in the survey sample compared to 94.7 per cent in the wider business population at 2012.

The survey population is concentrated in accommodation, retail trade and other services (refer Question 3)

3.3 BUSINESS LOCATION

Some 62 per cent of the businesses surveyed are located in the three key commercial precincts of the township with the highest proportion being drawn from the Beach Street precinct (33.3 per cent of respondents). The balance were drawn from the industrial precinct and other Woolgoolga suburbs.

4. Where is your business located?



LQ Analysis	Woolgoolga BRES: LQ Analysis (base = ABS Count of Australian Businesses B165.0)		
	Micro: Generally employ less than 5 people	Small: Employs between 5 - 19 people	Medium: Employs over 20 people
Woolgoolga Business Retention and Expansion Survey	1.09	0.70	1.98

LQ Measure	Description
> 1.35	Very highly over represented relative to base
1.20 - 1.35	Significantly over represented relative to base
1.11 - 1.19	Marginally over represented related to base
0.9 - 1.10	No significant variation relative to base
0.81 - 0.89	Marginally under represented relative to base
0.65 - 0.80	Significantly under represented relative to base
< 0.65	Very highly under represented relative to base

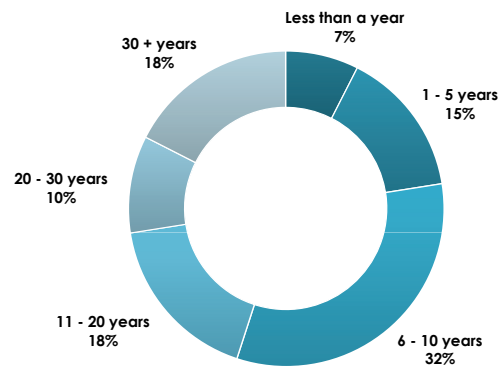
3.4 LENGTH OF TIME OPERATING IN WOOLGOOLGA

The survey population is characterised by a high preponderance of long established businesses in Woolgoolga:-

- some 78 per cent of respondents have been in Woolgoolga for more than 5 years;
- approximately 50 per cent of the survey sample have been in Woolgoolga for more than 9 years;
- some 27.5 per cent have been in Woolgoolga for more than 20 years.

These characteristics indicate a highly stable and committed local business community focused on continuity in Woolgoolga.

2. How long has your business been operating in Woolgoolga?

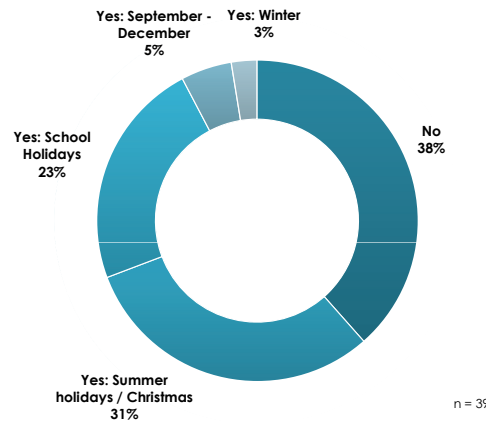


3.5 TRADING PATTERNS AND BUSINESS CONFIDENCE

Seasonality in business trade

Approximately 62 per cent of businesses surveyed indicated seasonal fluctuations in business trade with peak seasons predominately experienced during the Christmas / summer period or school holidays (refer Question 9).

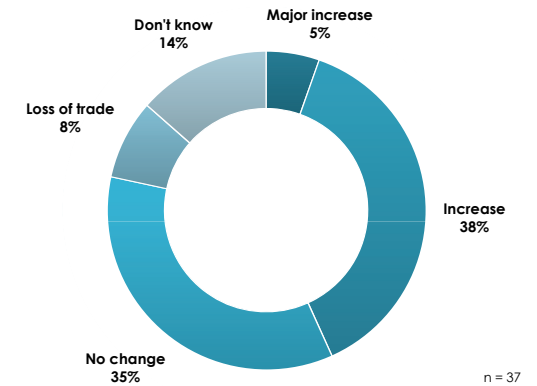
9. Does your business have a peak season? If so, when is it?



Recent trading patterns

Over 43 per cent of businesses surveyed indicated an increase of trade over the past 12 months. Some 35 per cent indicated no significant change and only 8 per cent indicated a loss of trade (refer Question 10)

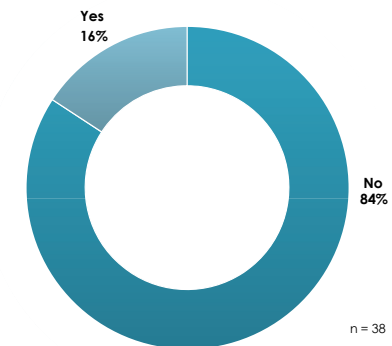
10. How is the level of trade at your business compared to 12 months ago?



Local trade and export services

Almost all of the businesses surveyed are focused on local trade with only 16 per cent indicating that they exported goods and services outside Woolgoolga (refer Question 13).

13. Does your business export goods / services? (sell any goods / services outside Woolgoolga)

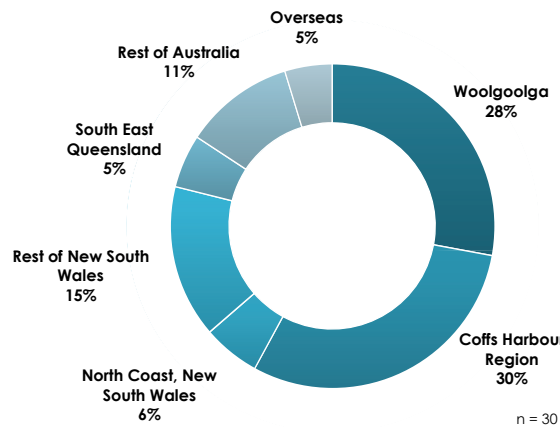


Sources of supplies

Supplies are predominately sourced from the local region (refer Question 16):-

- approximately 62 per cent of supplies are sourced from Woolgoolga or the wider Coffs Harbour and North Coast region;
- some 23 per cent are sourced from other areas from New South Wales and South East Queensland;
- about 11 per cent are sourced from other areas in Australia;
- 4 - 5 per cent are sourced from overseas.

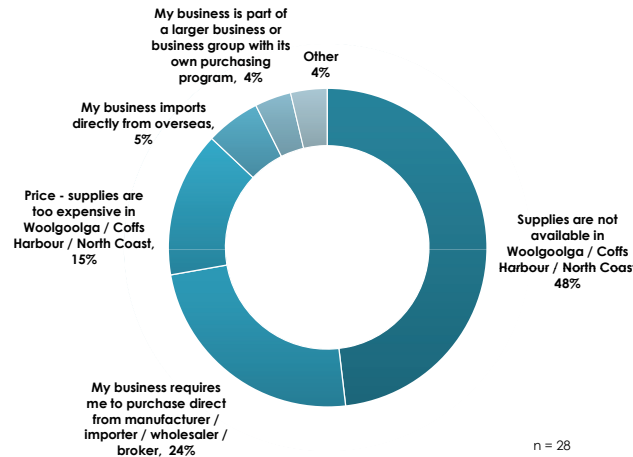
16. Where are your supplies purchased?



The survey indicated that the clear preference was to purchase from the local region. It found that the key reasons for business not purchasing locally were (refer Question 17):-

- supplies were unavailable from the local region (48 per cent of respondents);
- business arrangements required purchases to be made from suppliers in other areas (28 per cent of respondents);
- only approximately 15 per cent chose non-regional sources on the basis of price.

17. If supplies are purchased from regions other than Woolgoolga, Coffs Harbour and the North Coast of NSW, what are the main reason/s for sourcing your supplies from elsewhere?



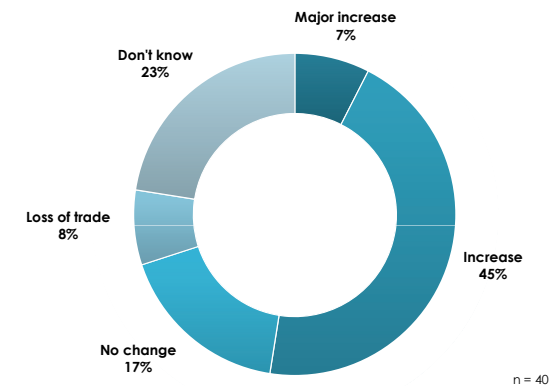
3.6 BUSINESS PROSPECTS

Trading expectations

The survey found positive sentiment for trading conditions over the next 12 months (refer Question 11):-

- a majority of businesses (52.5 per cent) anticipated an increase in business trade;
- some 17.5 per cent indicated likelihood of no change;
- a relatively small proportion (7.5 per cent of businesses) indicated an expectation of a loss of trade over the next 12 months;
- the balance (some 22.5 per cent) were uncertain as to future trading expectations.

11. Looking ahead to the forthcoming year, how do you expect the trade of your business to change?

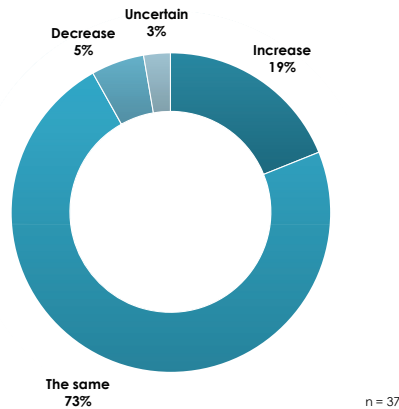


Employment expectations

The predominant sentiment in relation to employment prospects was one of maintaining the status quo (refer Question 12):-

- some 73 per cent of respondents indicated that they anticipated no change to employment at their businesses over the next 12 months;
- about 19 per cent expected their businesses to increase employment over the next 12 months;
- a small proportion of respondents (5 per cent) anticipated employment losses;
- only 3 per cent were uncertain in terms of employment prospects.

12. Over the next 12 months do you expect to increase or decrease the number of individuals employed at your business in Woolgoolga?



3.7 SIGNIFICANCE OF THE INTERNET

Profit generation and the internet

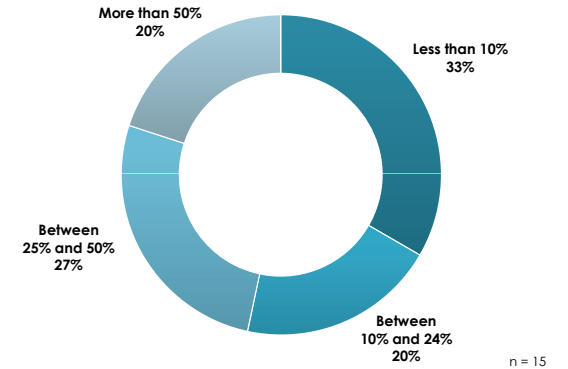
About 43 per cent of respondents indicated that their businesses generated profits through the internet (refer Question 19).

Of those generating profits through the internet almost half (approximately 47 per cent) generated in excess of 25 per cent of their business net income through the internet (refer Question 20).

19. Does your business generate profits through the internet?



20. If yes (business generates profits through the internet), what percentage of the profits of your business are generated through the internet?

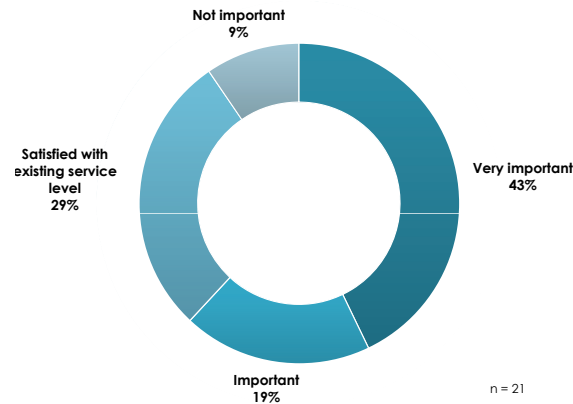


Issues for future internet usage

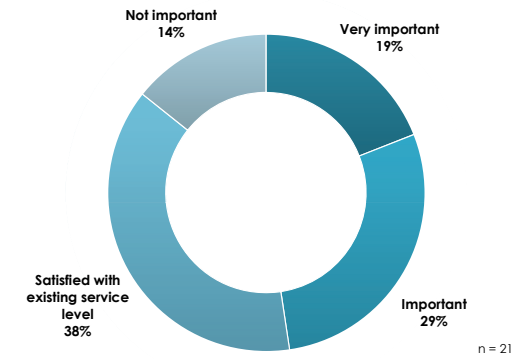
The most important issues for the businesses surveyed in relation to future internet usage were (refer Question 21):-

- the need to reduce the cost of internet services (65 per cent of respondents indicated that this issue was important / very important);
- the need for better / faster broadband services (61 per cent of respondents);
- connection to the National Broadband Network (NBN)(55 per cent);
- the need for technical assistance to better utilise / access the internet (50 per cent);
- the need for a better understanding of the capabilities of the internet (48 per cent).

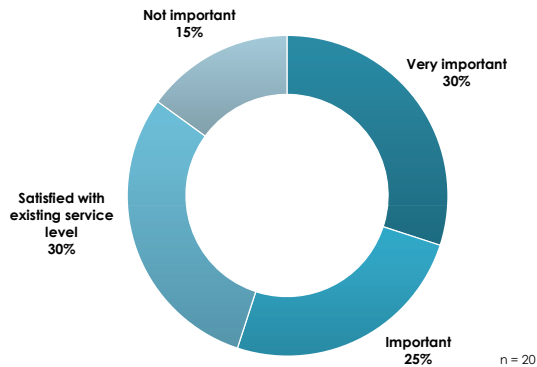
21b. How important is better and faster broadband to your business?



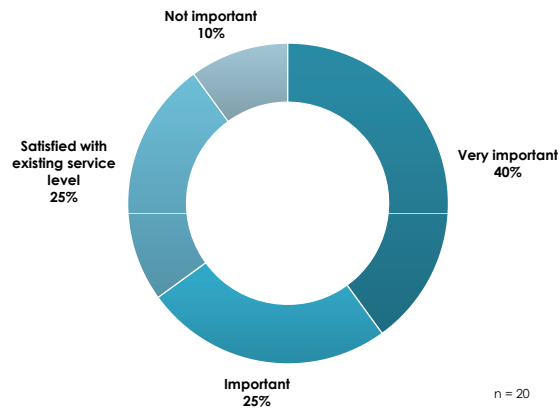
21d. How important is better understanding of the capability of the internet to your business?



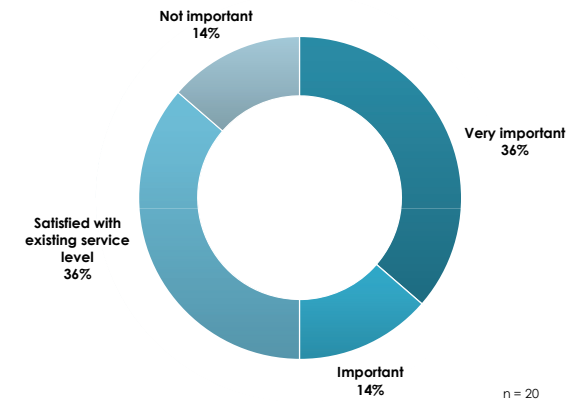
21a. How important is connection to the National Broadband Network to your business?



21c. How important is reducing the cost of internet access to your business?



21e. How important is technical assistance to better utilise / access the internet to your business?



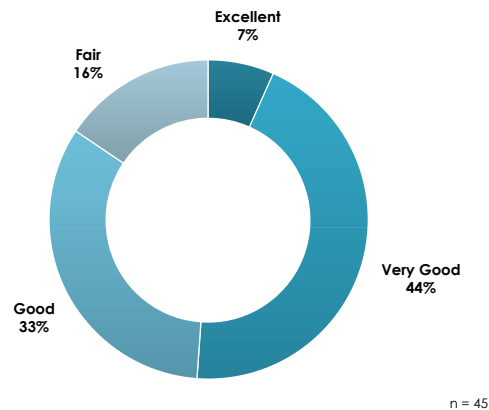
3.8 CONFIDENCE IN WOOLGOOLGA

Overall perception

The overall perception of respondents of Woolgoolga as “a place to conduct business” was overwhelmingly positive (refer Question 1):-

- some 51 per cent of respondents perceived Woolgoolga as either an “excellent” or “very good” place for business;
- some 33 per cent perceived Woolgoolga as a “good” place for business;
- only 16 per cent indicated their perception of Woolgoolga as a “fair” place for business;
- no respondents indicated Woolgoolga as a “poor” place for business.

1. What is your overall opinion of Woolgoolga as a place to conduct business?

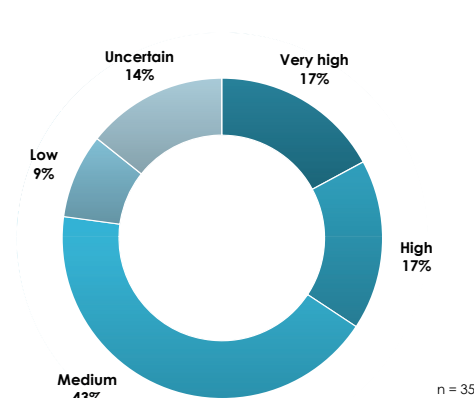


Future business prospects in Woolgoolga

The businesses surveyed expressed confidence in Woolgoolga’s business prospects over the next 12 months (refer Question 22):-

- some 34 per cent indicated a “high” or “very high” level of confidence for business prospects and economic development in Woolgoolga over the next 12 months;
- approximately 43 per cent indicated a “medium” level of confidence;
- only 9 per cent had a “low” level of confidence in their perceptions of the future local business environment’
- some 14 per cent were uncertain as to the future.

22. What is your confidence in Woolgoolga’s business environment over the next twelve months? (ie growth and business prospects and economic development)



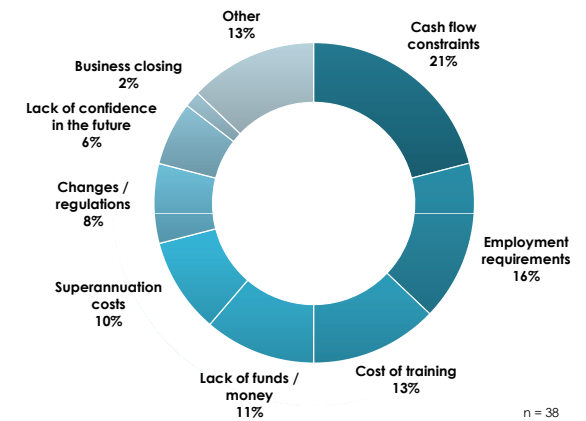
3.9 CONSTRAINTS TO BUSINESS EXPANSION

Barriers to additional employment

The key barriers to businesses taking on new employees were (refer Question 6):-

- costs of training or meeting employment requirements (29 per cent);
- related to cash flow constraints (21 per cent of responses);
- a general lack of funds and superannuation costs (21 per cent).

6. What are the key barriers to taking on new employees at your business? (please select top three only)

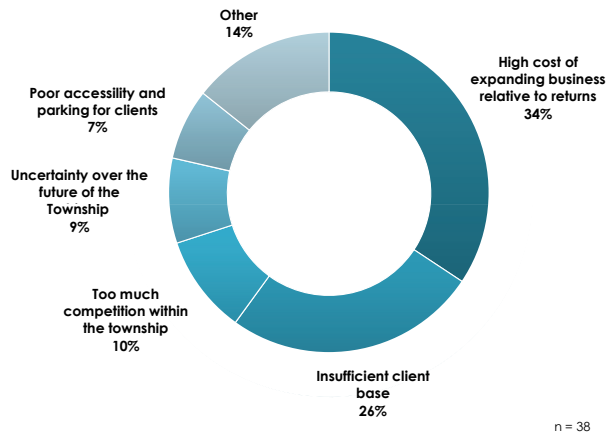


Impediments to business expansion

The key impediments to business expansion (refer Question 7) were:-

- the high cost of expanding business relative to returns (34 per cent of responses);
- an insufficient client base (26 per cent of responses).

7. What are the main impediments to you expanding your business? (please select top three only)



3.10 SUPPORT FOR INITIATIVES IN WOOLGOOLGA

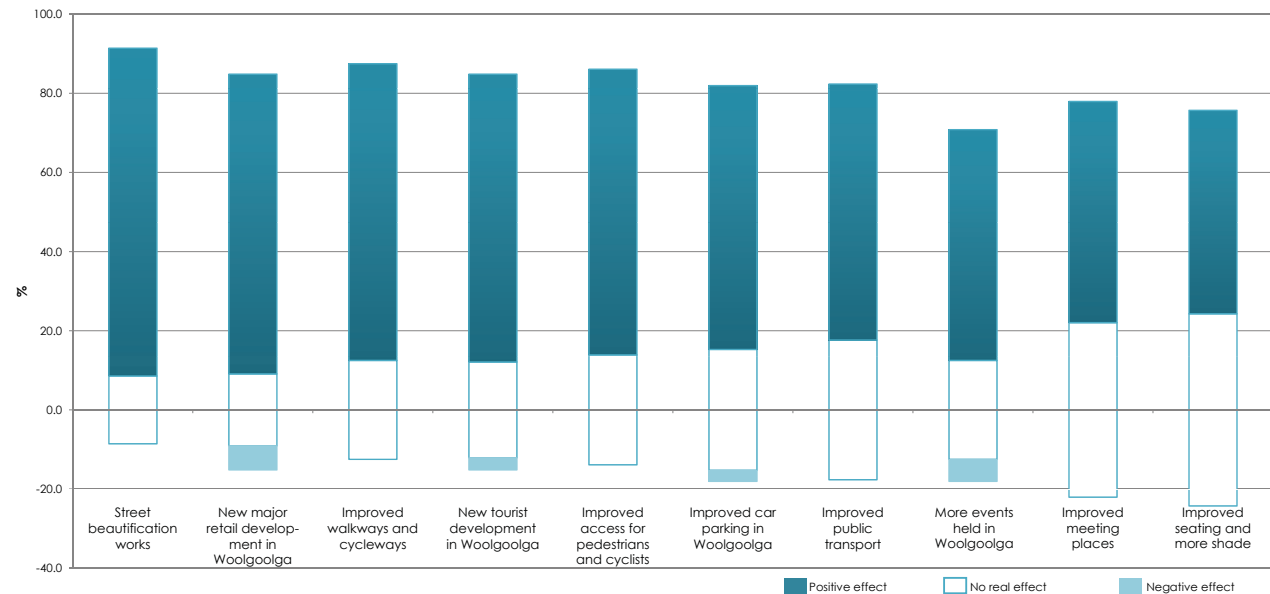
Two approaches were undertaken to assess the views of local businesses for potential initiatives to improve trading conditions and business potential in Woolgoolga:-

- feedback was sought on a range of potential initiatives drafted by Council and the consultants (refer Question 23);
- an open question was provided on improvements that businesses would like to see in Woolgoolga (refer Question 25).

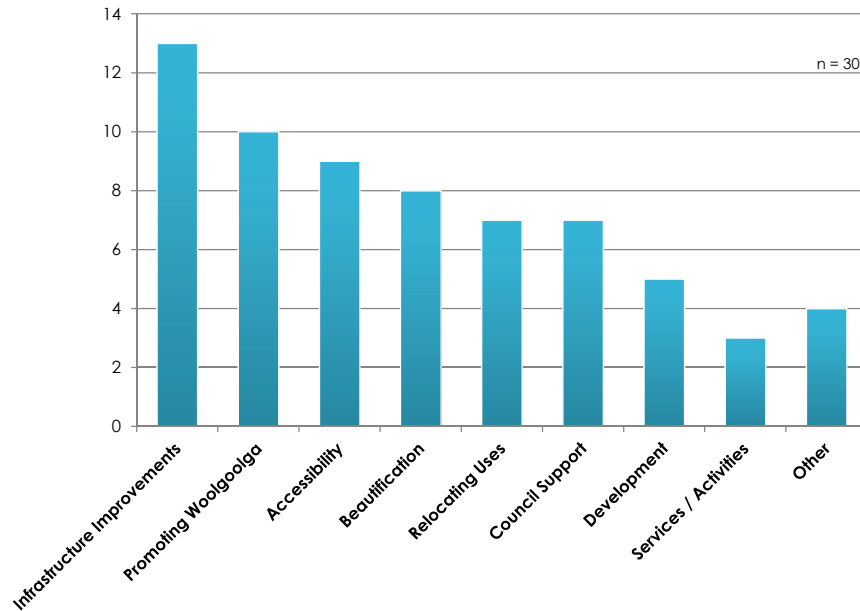
In relation to feedback on potential initiatives drafted by Council and the consultants there was a significant variation in the range of positive support (from 51 per cent to 85 per cent of businesses surveyed). The highest rated potential initiatives were (in descending order):-

- planned increases in residential population (85 per cent of respondents viewed that this initiative would have a "positive effect" to improve their businesses);
- street beautification works (82 per cent);
- new major retail development in Woolgoolga (76 per cent);
- improved walkways and cycleways (75 per cent);
- new tourist development in Woolgoolga (73 per cent).

23. Do you believe the following would assist you to improve your business?



25. What would you most like to see improved in Woolgoolga?

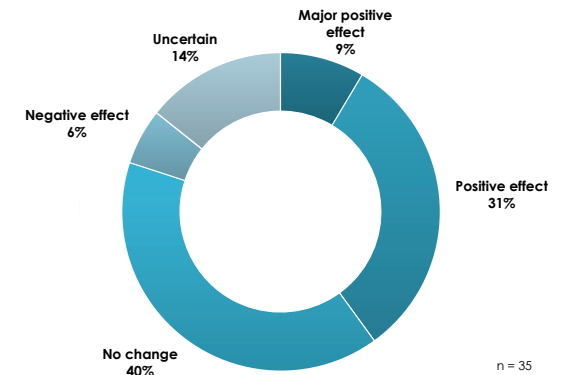


3.11 IMPACT OF THE BYPASS

In relation to the Woolgoolga bypass sentiment was evenly divided between a perception of an overall positive effect and no impact (refer Question 24):-

- some 40 per cent believe the Woolgoolga bypass would have a positive impact on their businesses;
- some 40 per cent believe the bypass would have no overall effect;
- about 6 per cent believed the bypass would have a negative effect;
- the balance (approximately 14 per cent) were uncertain as to the likely effect on their businesses.

24. How do you believe the Woolgoolga bypass will affect your business?



4 SUPPORTING FINDINGS

As part of the Town Centre Study Review Council conducted a Community Vision Night on Tuesday 25th February 2014. The workshop was well attended by the community with 67 participants including residents, stakeholders and business owners. The workshop addressed several issues directed to identify key values and aspirations held by the local community and stakeholders. The questions and workshop exercises comprised the following:-

4.1 WORKSHOP QUESTIONS AND EXERCISES

There were three open questions:-

- What makes Woolgoolga special to you? (Q.1)
- What do you want people to think about when they hear the name Woolgoolga? (Q.2)
- What do you most value that you would want to see here in 30 years time? (Q.3)

Three workshop exercises were undertaken. These were structured to provide guidance to Council and the planning consultants in their approach to planning and design for the Woolgoolga Town Centre. The exercises addressed the following:-

- Make a list of guiding design principles - what's important to reinforce the vision in the Masterplan? (Exercise 1)
- List some quick "wins" things that can perhaps be easily built / created without a lot of time and money (Exercise 2)
- Make a list of your WOW ideas: Projects? Themes? To achieve the vision (Exercise 3)

4.2 KEY WORKSHOP OUTCOMES

As indicated above the consultants have reassessed the workshop responses recorded by Council. A detailed report on the outcomes of the consultation and WOW projects will be provided in a separate report by Council.

It will be noted that the workshop has identified a clear consistent theme: **the notion of maintaining and enhancing a local village environment and ambience and the role of the beach linked to local environment and amenity are the key unifying values that run through the workshop.** These were consistently supported by significant proportions of workshop participants.

Within this context there were a number of important supporting values identified by the community and stakeholders. These encompassed:-

- Woolgoolga as an attractive place with a distinctive **lifestyle and community**;
- Woolgoolga as a great holiday and retirement **destination**;
- Woolgoolga as a place with a unique **culture and heritage**;
- the need to ensure that Woolgoolga is planned to ensure pedestrian safety and amenity, and convenient access within the framework of **integrated access and transport**;
- the need to ensure **sympathetic development** that is compatible with Woolgoolga's existing character and scale and best suited for its location and climate;
- the need to provide innovative and creative **beautification and amenity** initiatives that add value to the village and beach themes;

- the need to identify **infrastructure projects** that will add value and amenity to the beach and local environment;
- identification of new **community facilities and services** required that could add value and attraction to the Woolgoolga Town Centre;
- innovative and creative thinking to envisage major **changes of use** to open up the town centre to the beach and provide better community and cultural outcomes;

5 CONCLUSIONS AND IMPLICATIONS FOR THE STUDY

The BRE Survey and the consultation workshop provide a clear narrative of local business and community sentiment in relation to the business environment and opportunities and in relation to the future of Woolgoolga.

In general terms the majority of businesses surveyed are small and micro businesses with less than 20 employees. The distribution of small and micro businesses in the Woolgoolga survey is generally comparable to the wider Coffs Harbour LGA.

The business are largely long established and have a high level of commitment, confidence and optimism in the future of the town.

There is significant positive support for Woolgoolga as a place to do business and strong support for local and regional sourcing of supplies where these are available. There is also a strong positive sentiment for future trading prospects.

The constraints to business expansion identified by the survey generally reflect the high concentration of small and micro businesses with limits to growth being set by cash flow constraints, costs of training and meeting employment requirements and a lack of funds to meet superannuation requirements. A number of businesses have reached a point where the cost of expanding the business was not warranted relative to the returns. Importantly these are fundamental issues related to the structure of business in the area and are outside the scope of Council to influence.

There was a strong positive feedback on potential initiatives that Council could undertake that would be likely to improve business prospects in the Town. These included:-

- facilitating residential growth to increase the residential population;
- street beautification works;
- new major retail development;
- improved walkways and cycleways;
- new tourist development.

The Community Vision Night workshop identified a remarkable degree of consistent support for two key values central to the future direction of Woolgoolga:-

- the need for Woolgoolga to retain its village ambience and character;
- the need to enhance and reflect the town's beach and local environment.

Within this context there was strong and consistent support for a number of values to provide guidance on future directions and initiatives for the town. These encompassed:-

- lifestyle and community;
- Woolgoolga as a great holiday and retirement destination;
- cultural and heritage values;
- integrated access and transport;
- sympathetic development;
- beautification and amenity;
- infrastructure projects;
- community facilities and services;
- changes of use initiatives.

In summary, the business community has confidence in Woolgoolga as a place to do business and has confidence for their business in the town. It is strongly characterised by small and micro businesses and the identified trading constraints tend to reflect this characteristic.

Businesses tend to be long established with a strong commitment to the future of Woolgoolga.

The response to the Community Vision workshop provided a clear direction to Council of the need to retain the village ambience of Woolgoolga and to enhance the town's beach and local environment. Within this context the workshop provided clarity on a number of key supporting values to guide the future sustainable planning and development of the township.

APPENDIX A

Woolgoolga Business Retention and Expansion Survey:

Tables & Graphs

QUESTION 1:

What is your overall opinion of Woolgoolga as a place to conduct business?

Question 1: What is your overall opinion of Woolgoolga as a place to conduct business?	No.	%
Excellent	3	6.7
Very Good	20	44.4
Good	15	33.3
Fair	7	15.6
Total	45	100.0

n* = 45

*number of respondents

QUESTION 2:

How long has your business been operating in Woolgoolga?

Question 2: How long has your business been operating in Woolgoolga?	No.	%
Less than a year	3	7.5
1 - 5 years	6	15.0
6 - 10 years	13	32.5
11 - 20 years	7	17.5
20 - 30 years	4	10.0
30 + years	7	17.5
Total	40	100.0

n* = 40

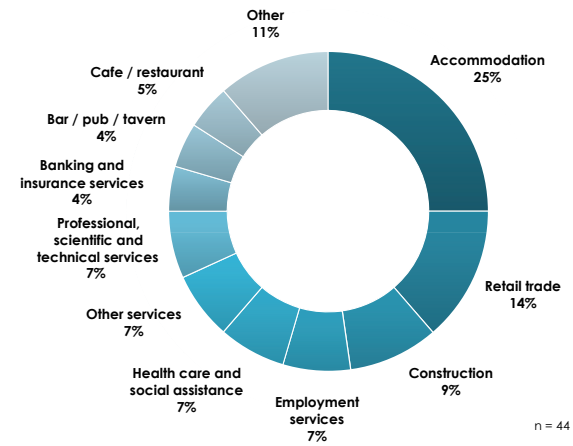
QUESTION 3:

Which of the following best describes your business?

Question 3: Which of the following best describes your business?	No.	%
Accommodation	11	25.0
Retail trade	6	13.6
Construction	4	9.1
Employment services	3	6.8
Health care and social assistance	3	6.8
Other services	3	6.8
Professional, scientific and technical services (incl. accounting, legal, advertising, etc)	3	6.8
Banking and insurance services	2	4.5
Bar / pub / tavern	2	4.5
Cafe / restaurant	2	4.5
Other		
<i>Arts and recreation services</i>	1	2.3
<i>Education and training</i>	1	2.3
<i>Hairdressing / beauty services</i>	1	2.3
<i>Information media and telecommunications</i>	1	2.3
<i>Rental, hiring and real estate services</i>	1	2.3
Total	44	100.0

n* = 44

3. Which of the following best describes your business?



QUESTION 4:

Where is your business located?

Question 4: Where is your business located?	No.	%
Beach Street	14	33.3
River Street	8	19.0
Solitary Islands Way / Clarence Street	4	9.5
Industrial Precinct (Bosworth Road)	3	7.1
Woolgoolga Other	7	16.7
Surrounding suburbs	4	9.5
mobile (all areas)	2	4.8
Total	42	100.0

n* = 42

QUESTION 5:

What is the size of your business in Woolgoolga?

Question 5: What is the size of your business in Woolgoolga?	Low Season		Peak Season	
	No.	%	No.	%
Generally employ less than 5 people	9	60.0	19	65.5
Employs between 5 - 9 people	3	20.0	4	13.8
Employs between 10 - 19 people	2	13.3	3	10.3
Employs between 20 - 49 people	1	6.7	2	6.9
Employs between 50-99 people	-	-	1	3.4
Total	15	100.0	29	100.0

note respondents were invited to give an answer for low and peak season

n* low season = 15

n* peak season = 29

QUESTION 6:

What are the key barriers to taking on new employees at your business?

Question 6: What are the key barriers to taking on new employees at your business	No.*	%
Cash flow constraints	13	21.0
Employment requirements	10	16.1
Cost of training	8	12.9
Lack of funds / money	7	11.3
Superannuation costs	6	9.7
Changes / regulations	5	8.1
Lack of confidence in the future	4	6.5
Business closing	1	1.6
Other		
<i>Small business / not required</i>	3	4.8
<i>Location constraints</i>	1	1.6
<i>Other n.e.c</i>	4	6.5
Total	62	100.0

n* = 38

note respondents were invited to give up to three responses each

QUESTION 7:

What are the main impediments to expanding your business?

Question 7: What are the main impediments to you expanding your business?	No.*	%
High cost of expanding business relative to returns	24	34.3
Insufficient client base	18	25.7
Too much competition within the township	7	10.0
Uncertainty over the future of the Township	6	8.6
Poor accessibility and parking for clients	5	7.1
Other	10	14.3
<i>Zoning / regulations</i>	2	2.9
<i>Demographic changes</i>	1	1.4
<i>Lack of infrastructure</i>	1	1.4
<i>Lack of consumer confidence</i>	1	1.4
<i>Other n.e.c.</i>	5	7.1
Total	70	100.0

n* = 38

note respondents were invited to give up to three responses each

QUESTION 8:

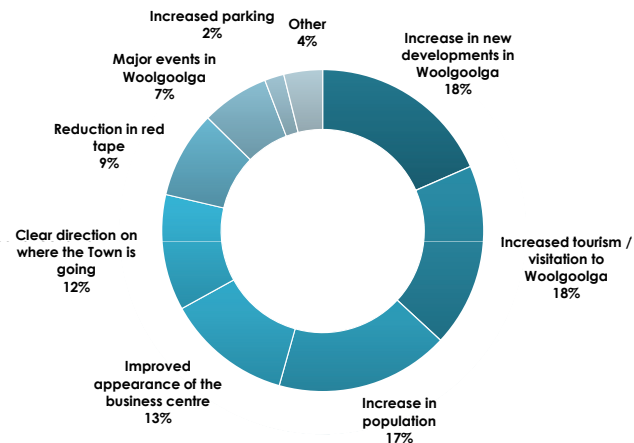
What are the main factors that would encourage you to expand your business?

Question 8: What are the main factors that would encourage you to expand your business?	No.*	%
Increase in new developments in Woolgoolga	19	18.4
Increased tourism / visitation to Woolgoolga	19	18.4
Increase in population	18	17.5
Improved appearance of the business centre	13	12.6
Clear direction on where the Town is going	12	11.7
Reduction in red tape	9	8.7
Major events in Woolgoolga	7	6.8
Increased parking	2	1.9
Other		
<i>Clear signage</i>	1	1.0
<i>Improve pedestrian access</i>	1	1.0
<i>Other n.e.c.</i>	2	1.9
Total	103	100.0

n* = 39

note respondents were invited to give up to three responses each

8. What are the main factors that would encourage you to expand your business? (please select top three only)



n = 39

QUESTION 9:

Does your business have a peak season? If so, when is it?

Question 9: Does your business have a peak season? If so, when is it?	No.	%
No	15	38.5
Yes		
<i>Summer holidays / Christmas</i>	12	30.8
<i>School Holidays</i>	9	23.1
<i>September - December</i>	2	5.1
<i>Winter</i>	1	2.6
Total	39	100.0

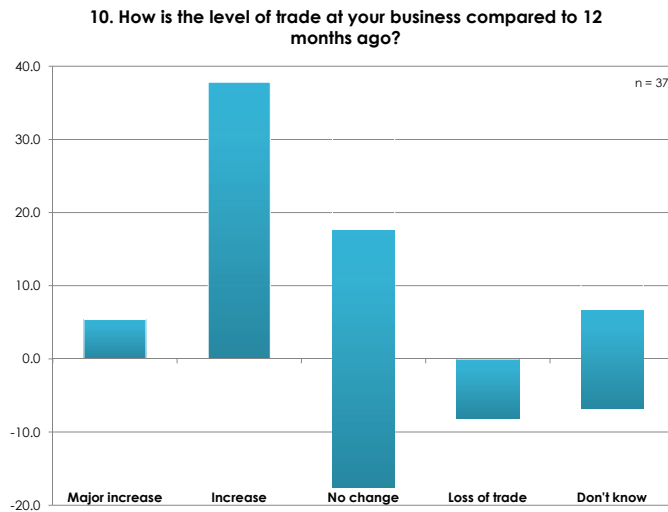
n* = 39

QUESTION 10:

How is the level of trade at your business compared to 12 months ago?

Question 10: How is the level of trade at your business compared to 12 months ago?	No.	%
Major increase	2	5.4
Increase	14	37.8
No change	13	35.1
Loss of trade	3	8.1
Don't know	5	13.5
Total	37	100.0

n* = 37

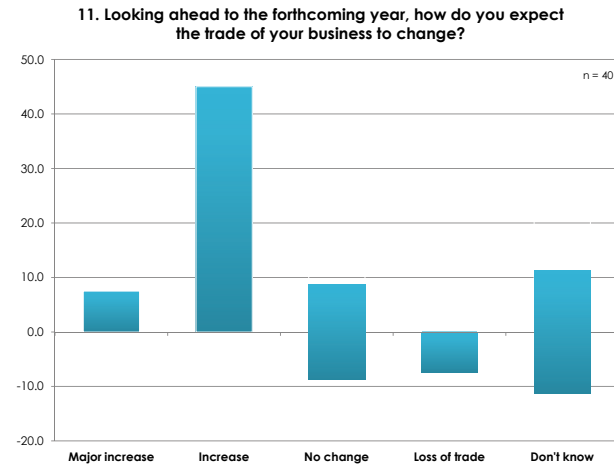


QUESTION 11:

Looking ahead to the forthcoming year, how do you expect the trade of your business to change?

Question 11: Looking ahead to the forthcoming year, how do you expect the trade of your business to change?	No.	%
Major increase	3	7.5
Increase	18	45.0
No change	7	17.5
Loss of trade	3	7.5
Don't know	9	22.5
Total	40	100.0

n* = 40



QUESTION 12:

Over the next 12 months do you expect to increase or decrease the number of individuals employed at your business in Woolgoolga?

Question 12: Over the next 12 months do you expect to increase or decrease the number of individuals employed at your business in Woolgoolga?	No.	%
Increase	7	18.9
The same	27	73.0
Decrease	2	5.4
Uncertain	1	2.7
Total	37	100.0

n* = 37

QUESTION 13:

Does your business export goods / services?

Question 13: Does your business export goods / services? (sell any goods / services outside Woolgoolga)	No.	%
No	32	84.2
Yes	6	15.8
Total	38	100.0

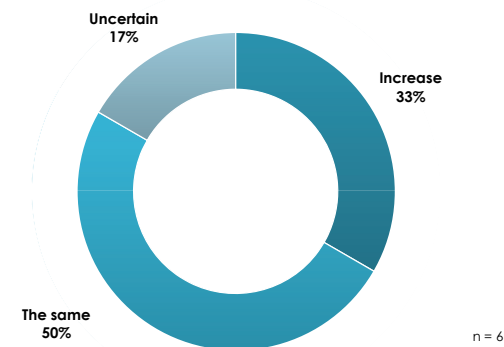
n* = 38

QUESTION 14:

Looking back over the previous year, have the total exports of your business increased, or decreased?

Question 14: Looking back over the previous year, have the total exports of your business increased, or decreased? (exports are any goods / services sold outside Woolgoolga)	No.	%
Increase	2	33.3
The same	3	50.0
Uncertain	1	16.7
Total	6	100.0

14. Looking back over the previous year, have the total exports of your business increased, or decreased?
(exports are any goods / services sold outside Woolgoolga)



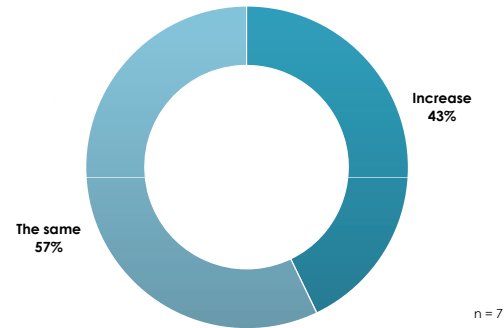
QUESTION 15:

Looking forward to the forthcoming year, do you expect the total exports of your business to increase, or decrease?

Question 15: Looking forward to the forthcoming year, do you expect the total exports of your business to increase, or decrease?	No.	%
Increase	3	42.9
The same	4	57.1
Total	7	100.0

n* = 7

15. Looking forward to the forthcoming year, do you expect the total exports of your business to increase, or decrease?



QUESTION 16:

Approximately what percentage of your supplies are purchased from the following location?

Question 16: Approximately what percentage of your supplies are purchased from the following locations?	Woolgoolga	Coffs Harbour Region	North Coast, New South Wales	Rest of New South Wales	South East Queensland	Rest of Australia	Overseas
Between 1% and 20%	12	16	6	4	4	9	7
Between 21% and 40%	3	4	2	3	1	1	-
Between 41% and 60%	3	5	1	2	-	1	-
Between 61% and 80%	3	4	-	2	-	1	1
Over 80%	3	1	-	1	1	1	-
Total (no.)	24	30	9	12	6	13	8
Total (%)	23.5	29.4	8.8	11.8	5.9	12.7	7.8

n* = 30

QUESTION 17:

If supplies are purchased from regions other than Woolgoolga, Coffs Harbour and the North Coast of NSW, what are the main reason/s for sourcing your supplies from elsewhere?

Question 17: If supplies are purchased from regions other than Woolgoolga, Coffs Harbour and the North Coast of NSW, what are the main reason/s for sourcing your supplies from elsewhere?	No.*	%
Supplies are not available in Woolgoolga / Coffs Harbour / North Coast	26	48.1
My business requires me to purchase direct from manufacturer / importer / wholesaler / broker	13	24.1
Price - supplies are too expensive in Woolgoolga / Coffs Harbour / North Coast	8	14.8
My business imports directly from overseas	3	5.6
My business is part of a larger business or business group with its own purchasing program	2	3.7
Other	2	3.7
Total	54	100.0

n* = 28

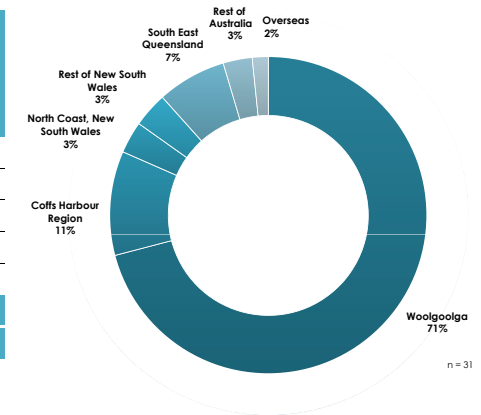
QUESTION 18:

Approximately what percentage of your profits are generated in the following regions?

Question 18: Approximately what percentage of your profits are generated in?	Woolgoolga	Coffs Harbour Region	North Coast, New South Wales	Rest of New South Wales	South East Queensland	Rest of Australia	Overseas
Between 1% and 20%	4	6	4	2	1	6	2
Between 21% and 40%	2	4	2	3	4	1	1
Between 41% and 60%	1	3	-	-	-	-	-
Between 61% and 80%	4	-	-	-	-	-	-
Over 80%	20	-	-	-	1	-	-
Total (no.)	31	13	6	5	6	7	3
Total (%)	43.7	18.3	8.5	7.0	8.5	9.9	4.2

n* = 31

18. Approximately what percentage of your profits are generated in?



QUESTION 19:

Does your business generate profits through the internet?

Question 19: Does your business generate profits through the internet?	No.	%
Yes	15	42.9
No	20	57.1
Total	35	100.0

n* = 35

QUESTION 20:

If yes (business generates profits through the internet), what percentage of the profits of your business are generated through the internet?

Question 20: If yes (business generates profits through the internet), what percentage of the profits of your business are generated through the internet?	No.	%
Less than 10%	5	33.3
Between 10% and 24%	3	20.0
Between 25% and 50%	4	26.7
More than 50%	3	20.0
Total	15	100.0

n* = 15

QUESTION 21:

What are the most important and / or pressing issues for your business regarding the internet?

Question 21: What are the most important and / or pressing issues for your business regarding the internet?	Connection to the National Broadband Network		Better and faster broadband		Reducing the cost of internet access		Better understanding of capability of the internet		Technical assistance to better utilise / access the internet	
	No.	%	No.	%	No.	%	No.	%	No.	%
Very important	6	30.0	9	42.9	8	40.0	4	19.0	8	36.4
Important	5	25.0	4	19.0	5	25.0	6	28.6	3	13.6
Satisfied with existing service level	6	30.0	6	28.6	5	25.0	8	38.1	8	36.4
Not important	3	15.0	2	9.5	2	10.0	3	14.3	3	13.6
Total	20	100.0	21	100.0	20	100.0	21	100.0	22	100.0

n* = 20

n* = 21

n* = 20

n* = 21

n* = 22

QUESTION 22:

What is your confidence in Woolgoolga's business environment over the next 12 months?

Question 22: What is your confidence in Woolgoolga's business environment over the next twelve months? (ie growth and business prospects and economic development)	No.	%
Very high	6	17.1
High	6	17.1
Medium	15	42.9
Low	3	8.6
Uncertain	5	14.3
Total	35	100.0

n* = 35

QUESTION 23:

Do you believe the following would assist you to improve your business?

Question 23: Do you believe the following would assist you to improve your business?	Street beautification works		New tourist development in Woolgoolga		Improved car parking in Woolgoolga		Improved access for pedestrians and cyclists		Improved walkways and cycleways		Improved seating and more shade		Improved meeting places	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Positive effect	29	82.9	24	72.7	24	66.7	26	72.2	27	75.0	18	51.4	19	55.9
No real effect	6	17.1	8	24.2	11	30.6	10	27.8	9	25.0	17	48.6	15	44.1
Negative effect	-	-	1	3.0	1	2.8	-	-	-	-	-	-	-	-
Total	35	100.0	33	100.0	36	100.0	36	100.0	36	100.0	35	100.0	34	100.0

n* = 35

n* = 33

n* = 36

n* = 36

n* = 36

n* = 35

n* = 34

QUESTION 24:

How do you believe the Woolgoolga bypass will affect your business?

Question 24: How do you believe the Woolgoolga bypass will affect your business?	No.	%
Major positive effect	3	8.6
Positive effect	11	31.4
No change	14	40.0
Negative effect	2	5.7
Uncertain	5	14.3
Total	35	100.0

n* = 35

Improved public transport		New major retail development in Woolgoolga		Planned major increases in residential population		More events held in Woolgoolga (e.g. curry festival)	
No.	%	No.	%	No.	%	No.	%
22	64.7	25	75.8	29	85.3	21	65.6
12	35.3	6	18.2	4	11.8	9	28.1
-	-	2	6.1	1	2.9	2	6.3
34	100.0	33	100.0	34	100.0	32	100.0

n* = 34

n* = 33

n* = 34

n* = 32

QUESTION 25:

What would you most like to see improved in Woolgoolga?

Question 25: What would you most like to see improved in Woolgoolga?	No.
Infrastructure Improvements (include road maintenance, piping drains along Solitary Way, building more footpaths, one way streets, improved parking and improved lighting)	13
Promoting Woolgoolga (includes improved signage on the highway, advertising Woopi as a tourist destination and more events)	10
Accessibility (Includes improving walkways and wheelchair accessibility, creating links from Headland to the beach to Pollock Esplanade and to Emerald Beach and Sandy Beach)	9
Beautification (focusing on Beach Street, Market Street, River Street, town centre and gateways)	8
Relocating Uses (includes relocating the caravan park to make way for beachside shops, businesses and a promenade)	7
Council Support (includes greater support from Council, addressing erosion at front beach, connecting business precincts, support to upgrade facilities, develop town centre)	7
Development (includes having a positive attitude to change, encouraging development at River Street, not overdeveloping area and maintaining the village vibe)	5
Services / Activities (includes improving services and tourist activities, services for the elderly and provision of activities for youth)	3
Other (includes emphasis on green cities, improving tourist accommodation, improving houses at gateways and access to parks on Lake Road)	4

n = 30

WOOLGOOLGA TOWN CENTRE STUDY REVIEW: IDEAS MAP ANALYSIS



Woolgoolga Town Centre, April 2014

Prepared for



April 2014
13-118



Project Reference 13-118

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Figure 2: Ideas Map from WoolgoolgaWOW website



Source: Coffs Harbour City Council, April 2014

1 BACKGROUND

Coffs Harbour City Council is currently preparing a Masterplan for the Woolgoolga Town Centre. In conjunction with this in 2013 Coffs Harbour City Council set up the Woolgoolga - WOW website in order to provide the community with an opportunity to highlight any issues they currently had with using or moving around the Woolgoolga Town Centre and how they thought things could be improved.

An Ideas Map was placed on the website outlining the study area and the community was invited to place pins on different areas in the map which they felt needed attention (refer Figure 1). The pins indicated either:

- green = great now;
- red = room for improvement;
- orange = my WOW idea.

In April 2014 Coffs Harbour City Council commissioned Bennell and Associates in association with Renaissance Planning to undertake and analysis, graphic presentation and narrative arising from the 451 comments received by Council in relation to its Ideas Map.





2 METHODOLOGY

The ideas map generated a total of 451 comments which were categorised by Council into the following groups:

- car parking,
- connections,
- drainage/flooding,
- pedestrian environment,
- public amenities,
- amenity,
- headland,
- open space,
- beach reserve,
- beach,
- streetscape,
- commercial,
- tourism,
- cycleways,
- landscaping,
- building scale/appearance,
- safety,
- environmental issues,
- road connections / traffic,
- signage,
- other.

Some of the comments related to more than one group, so were allocated to more than one category. Therefore, the total number of related responses was significantly higher than the 451 responses received and totalled 745 comments.

In order to gain a broader understanding of the issues in the analysis, Renaissance Planning broke these groups down into a further nine groups as follows:

- beachfront
 - headland
 - beach reserve
 - beach
- vehicular access
 - car parking
 - roads/traffic
- environment
 - drainage/flooding
 - environmental issues
- pedestrian environment and open space
 - pedestrian environment
 - open space
 - cycleways

- urban design and landscape
 - streetscape
 - landscaping
 - building scale/appearance
 - signage
 - public amenities
- safety and amenity
 - amenity
 - safety
- development
 - commercial
- tourism/culture/heritage
- other

Key themes and overall patterns of commentary were then identified by Renaissance Planning and described both graphically and with text.

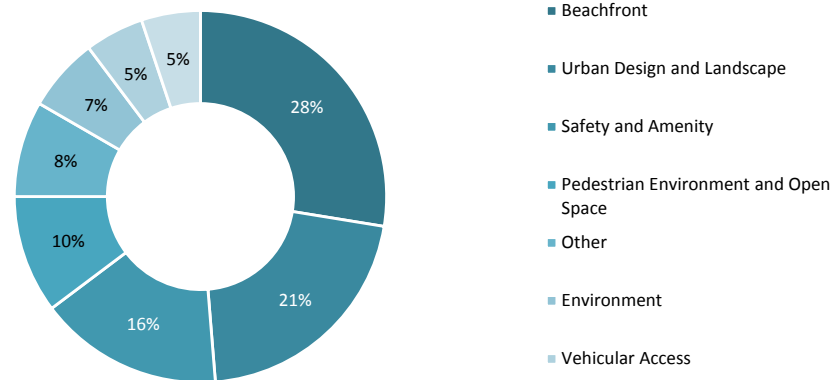
3 KEY THEMES

The majority of comments directly related to the beachfront (beach and beach reserve), urban design and landscape, safety and amenity and pedestrian environment and open space. The total percentages for each of these categories by group of comments are as follows:

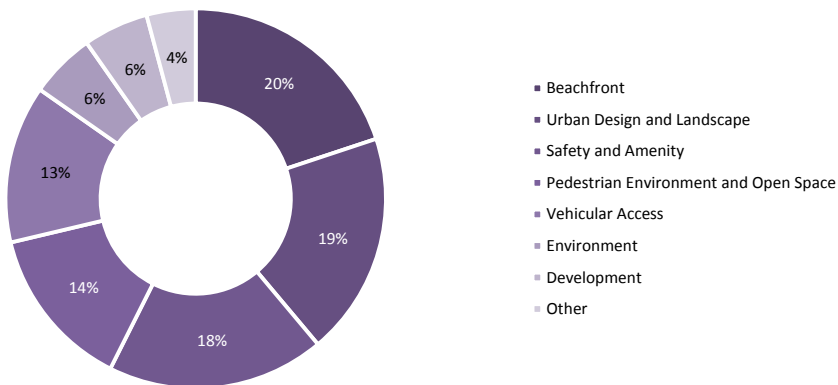
- My WOW idea 75 per cent
- Room for improvement 71 per cent
- What's great now 90 per cent

It is clear from these results that these broad areas are the most highly valued and important to the Woolgoolga community.

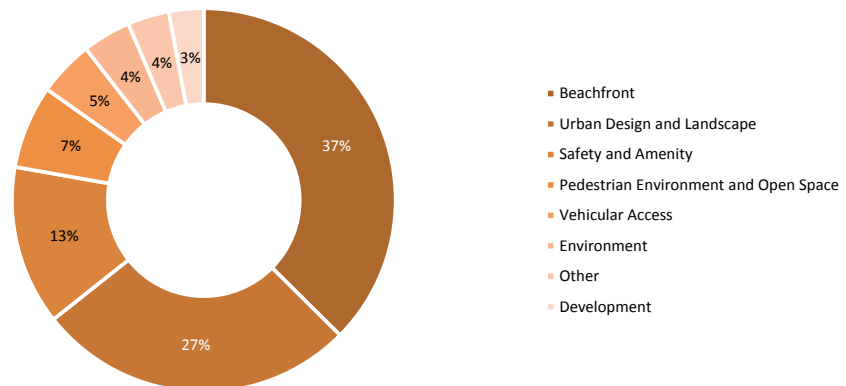
My Wow Idea (n = 156)



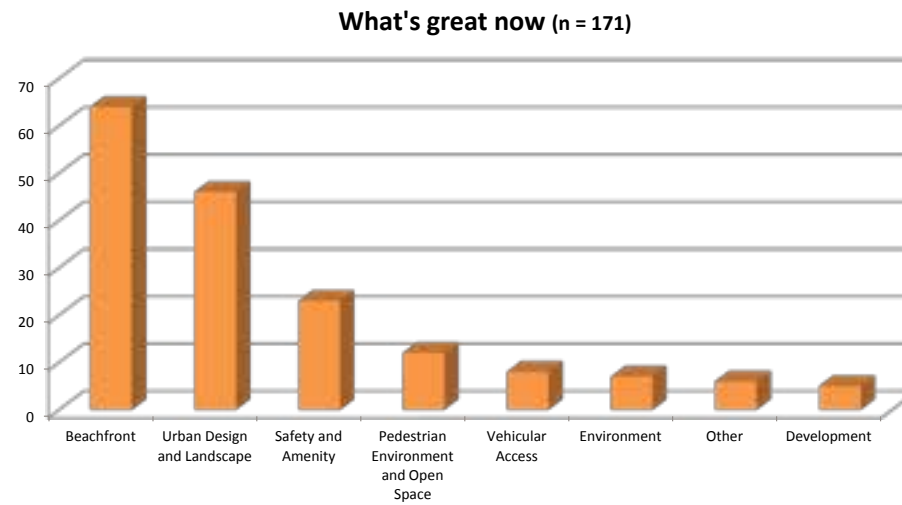
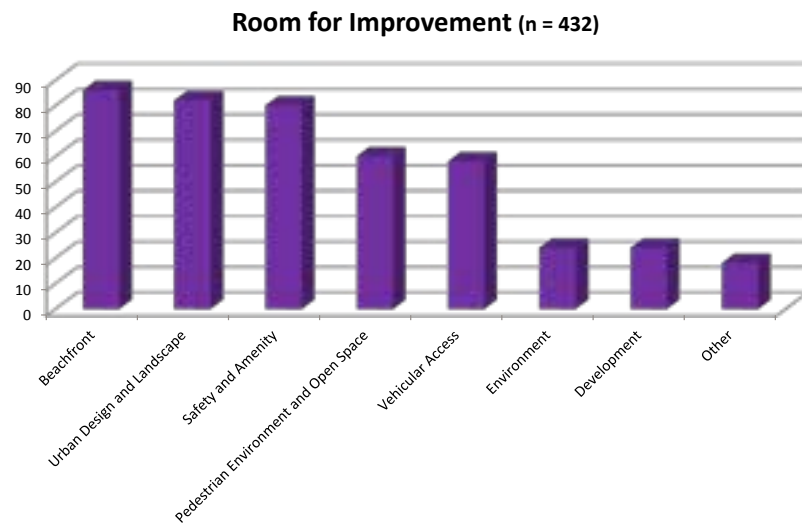
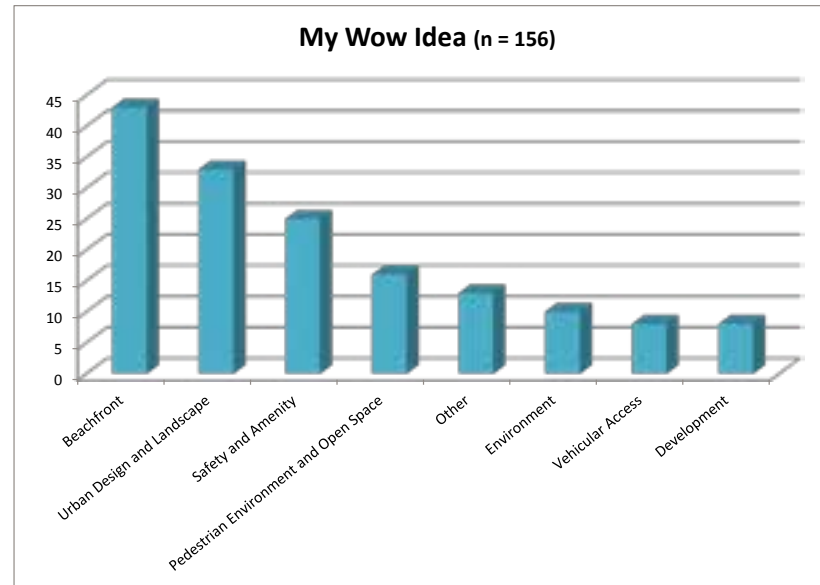
Room for Improvement (n = 432)



What's great now (n = 171)



The beachfront environment was viewed by the majority of respondents as the most important asset of the Woolgoolga township. In terms of room for improvement it rated almost equally to urban design and landscape issues and safety and amenity. Clearly the community, while valuing the beach and beach reserve, believe there are areas for improvement, with a significant proportion of respondents suggesting a 'WOW' idea for this area.



Significance of Beach Reserve

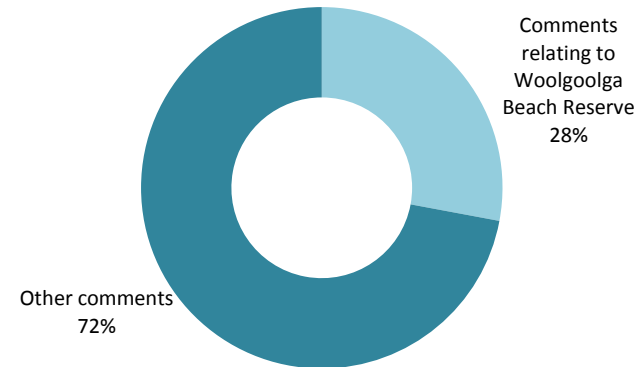
Of the 451 comments received 126 (some 28 per cent) related directly to the Woolgoolga Beach Reserve. These comments predominantly related to the caravan park, surf club, facilities, amenities and landscaping.

Significance of Caravan Park

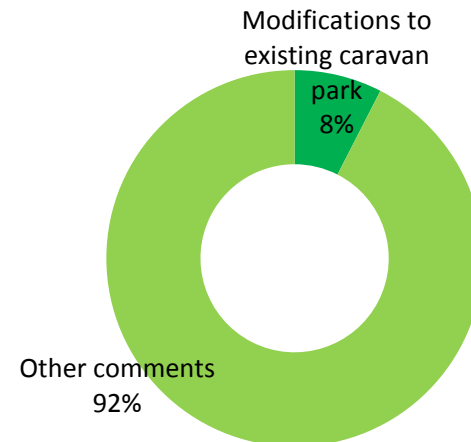
Of the 451 comments received 34 (some 8 per cent) related directly to the caravan park. Some of the key suggestions included:

- a request for no new villas in the park;
- no fencing around the park (closing the park off to Beach Street);
- retaining pedestrian walkways through the park;
- either moving or reducing the size of the existing caravan park.

Percentage of Comments related directly to Beach Reserve (n = 451)

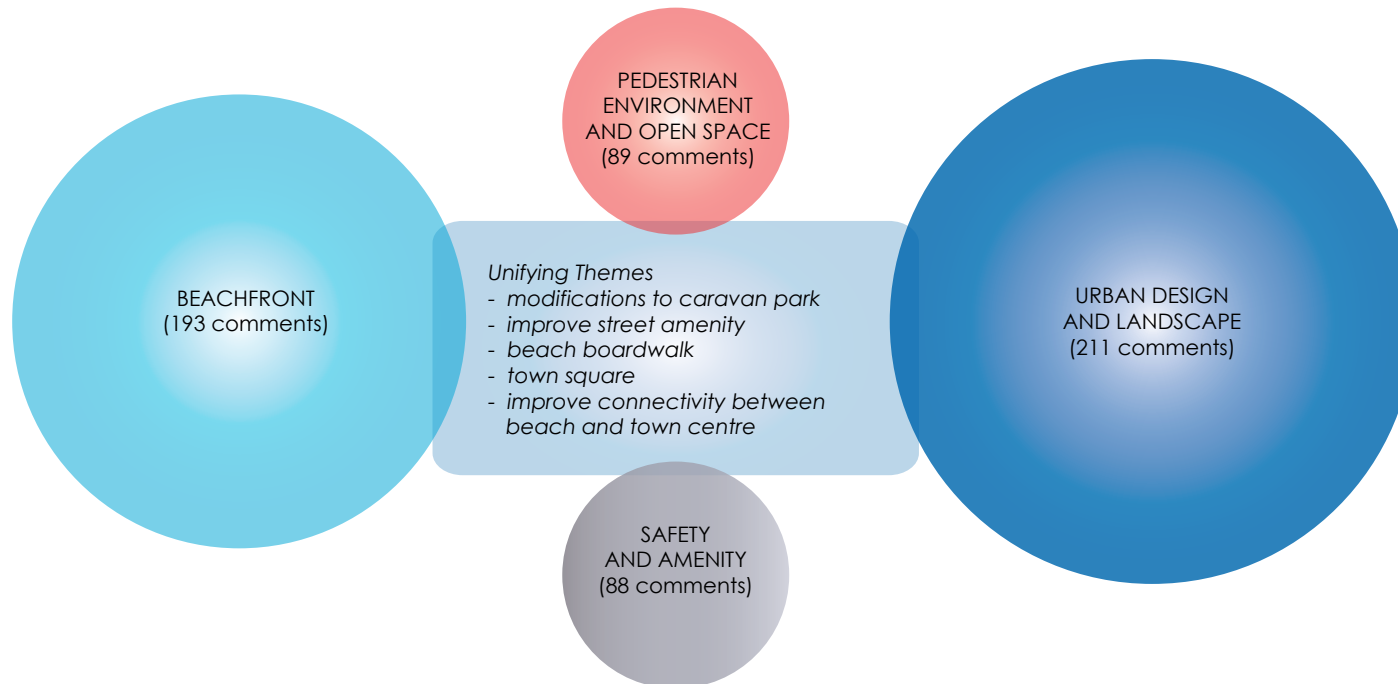


Percentage of Comments related directly to Caravan Park (n = 451)



Unifying Themes

Some 581 of the 759 total comments (76.5 per cent) related directly to the beachfront, pedestrian environment and open space, urban design and landscape and safety and amenity. Analysis of the actual comments revealed that there were several unifying themes which were consistently mentioned. These themes provide linkages between the areas which the community clearly regard as being the most important in the township of Woolgoolga.



BEACHFRONT

Headland

Key Themes:

My WOW idea

- provision of barbecue area and picnic facilities;
- commission artist to paint an attractive mural;
- pedestrian access only on movie nights.

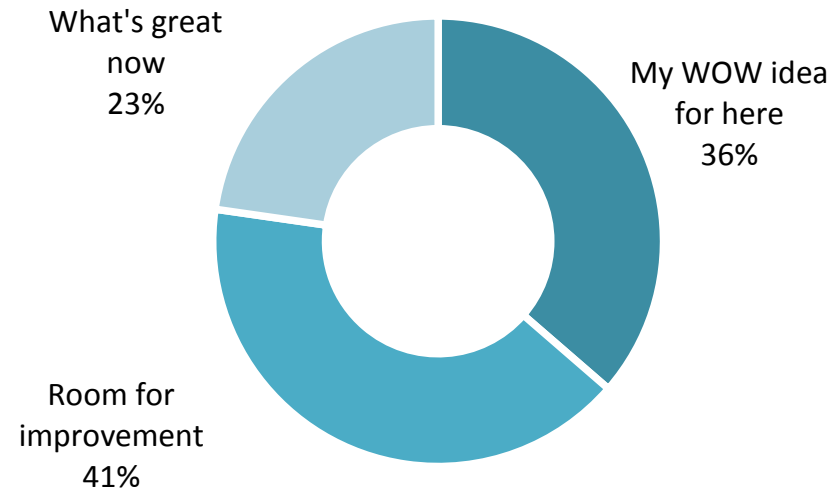
Room for Improvement

- improved pedestrian access;
- improved signage;
- repaint water tower white;
- new developments need to be appropriately designed.

What's great now

- wonderful amenity;
- great tourist attraction.

HEADLAND (n = 22)



BEACHFRONT

Beach Reserve

Key Themes:

My WOW idea

- development of a restaurant or cafe with ocean views (possibly using the existing jetty/pier);
- provision of beachfront children's playground;
- provision of outdoor amphitheatre;
- remodel caravan park to provide more public space and improve linkages between town and beach.

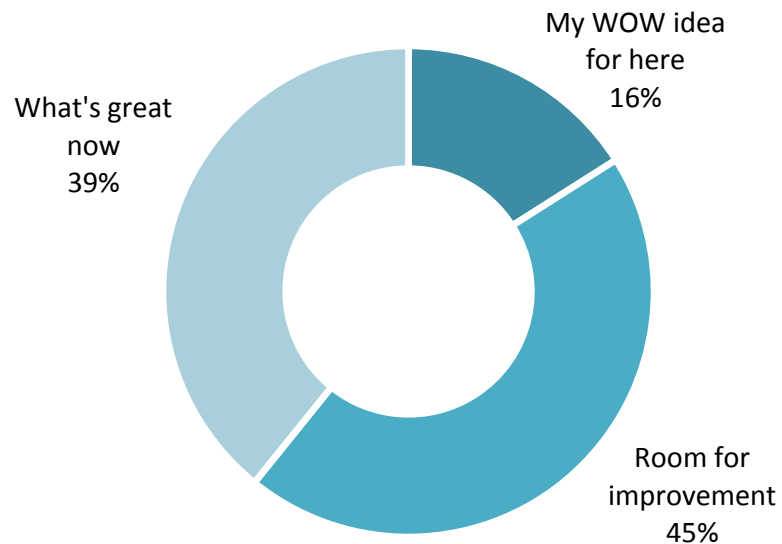
Room for Improvement

- move or reduce size of caravan park;
- need additional shade trees;
- improved gateway entry to town from highway with tree planting;
- improve pedestrian access to beach;
- Council needs to be mindful of overdeveloping the area.

What's great now

- iconic and appropriately located Surf Lifesaving Club;
- wonderful amenity for families;
- natural beauty of area.

BEACH RESERVE (n = 126)



BEACHFRONT

Beach

Key Themes:

My WOW idea

- construction of ocean pool/baths;
- sculpture exhibition and/or sand art created on weekends in off season;
- show beach movies in holiday season;
- winch from jetty - major historical element - could be displayed somewhere prominent.

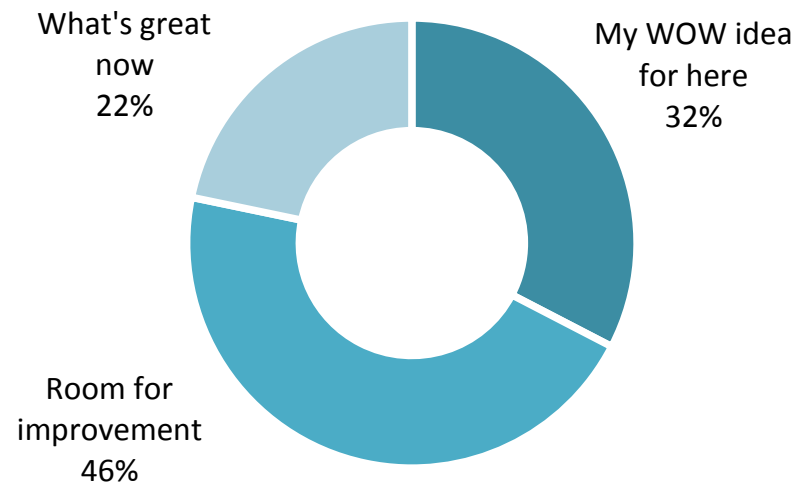
Room for Improvement

- improve amenity of pedestrian pathway to beach;
- turn existing caravan park into open space;
- boat ramp needs upgrading;
- extend headland walking path

What's great now

- iconic surf club;
- natural beauty;
- north facing beach.

BEACH (n = 46)



VEHICULAR ACCESS

Car Parking

Key Themes:

My WOW idea

- provide car parking at The Temple to attract tourists;
- need more parking at the pool area;
- improve public transport;
- move youth centre to allow more parking close to supermarket.

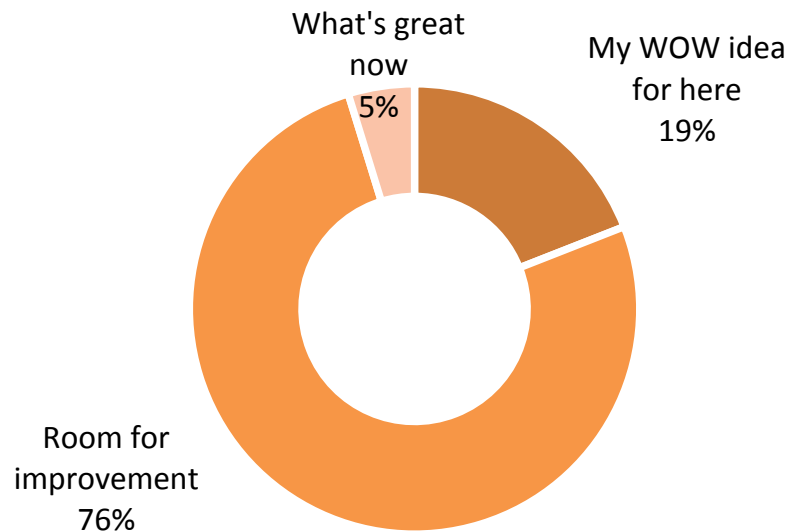
Room for Improvement

- improve amenity in existing car parks;
- don't agree with new car park in Plan for Reserve, this should be kept as recreation area;
- improve Back Beach car park.

What's great now

- current car parking works well.

CAR PARKING (n = 21)



VEHICULAR ACCESS

Roads/Traffic

Key Themes:

My WOW idea

- traffic calming measures in Beach Street business precinct and Scarborough Street;
- extend Hastings Street through to Fawcett Street to reduce traffic along Gordon Street;
- turn Beach Street into one way street from Nightingale Street north to Queen Street.

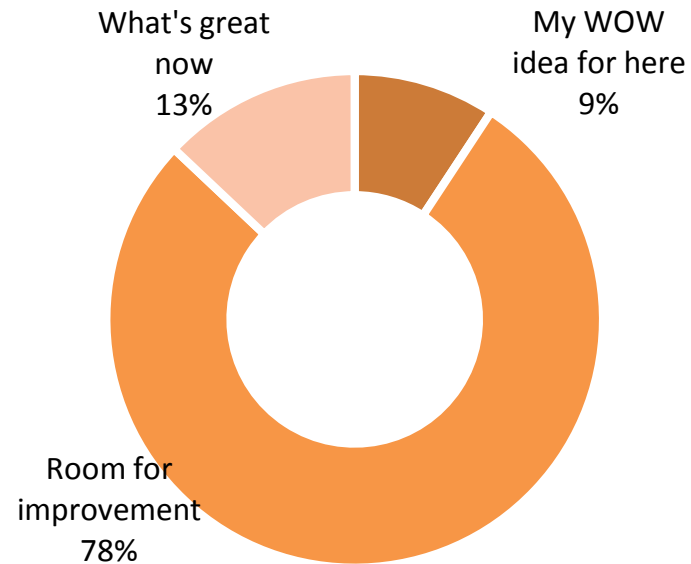
Room for Improvement

- road resurfacing required in Pullen Street and Beach Street;
- roundabouts needed at corner of Beach and Nightingale Streets and at corner of Beach and River Streets;
- traffic pacifying measures needed to Ocean Street.

What's great now

- Woolgoolga's rear lanes - part of original town subdivision, preserve and utilise as informal pedestrian through-links, no paving, guttering or hard edges to retain relaxed seaside feel.

ROADS/TRAFFIC (n = 54)



ENVIRONMENT

Drainage/Flooding

Key Themes:

My WOW idea

- improve amenity of open drains between River Street and Bosworth Road;
- initiatives for improvements in stormwater quality;
- creek near old pump station needs to be cleared of large blockage which currently disrupts water flow to mangroves.

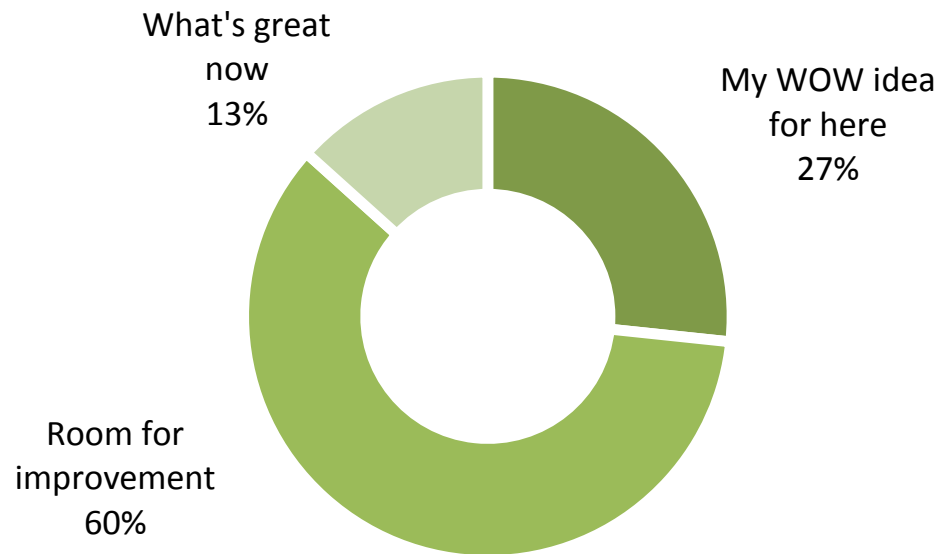
Room for Improvement

- kerb and gutter program in town needs to be completed;
- open stormwater channels in town need to be piped and grassed over.

What's great now

- informal pedestrian pathways with no paving, guttering or hard edges are a part of Woolgoolga's heritage.

DRAINAGE/FLOODING (n = 15)



ENVIRONMENT

Environmental Issues

Key Themes:

My WOW idea

- groups of pandanus palms planted at edge of dunes will help to prevent erosion;
- encourage use of sustainable energy practices in businesses and farms.

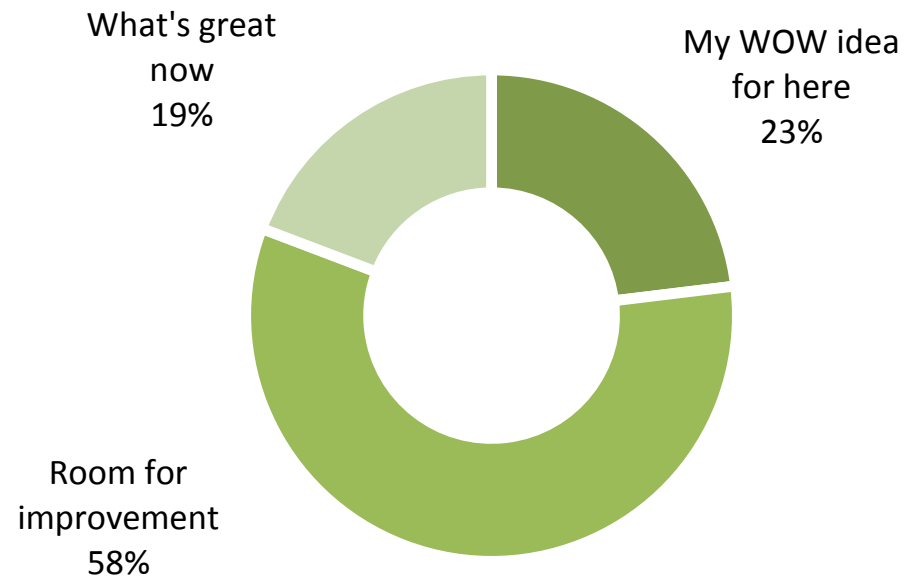
Room for Improvement

- need to capture rubbish before it enters the Woolgoolga Creek;
- turn existing caravan park into open space;
- need for measures to reduce erosion on main beach;
- need for effective weed eradication programs;
- need for program for protection of threatened species.

What's great now

- bike paths;
- local fauna;
- remnant trees on both public and private land - consider protection via the use of a Significant Tree Register.

ENVIRONMENTAL ISSUES (n = 26)



PEDESTRIAN ENVIRONMENT AND OPEN SPACE

Pedestrian Environment

Key Themes:

My WOW idea

- creation of town square area by creating a pedestrian island stretching from the post office to around the corner of Wharf Street and around to Market/Nightingale Street;
- continue headland walkway down Pollack Esplanade to the beach;
- improve pedestrian amenity in Beach Street business precinct.

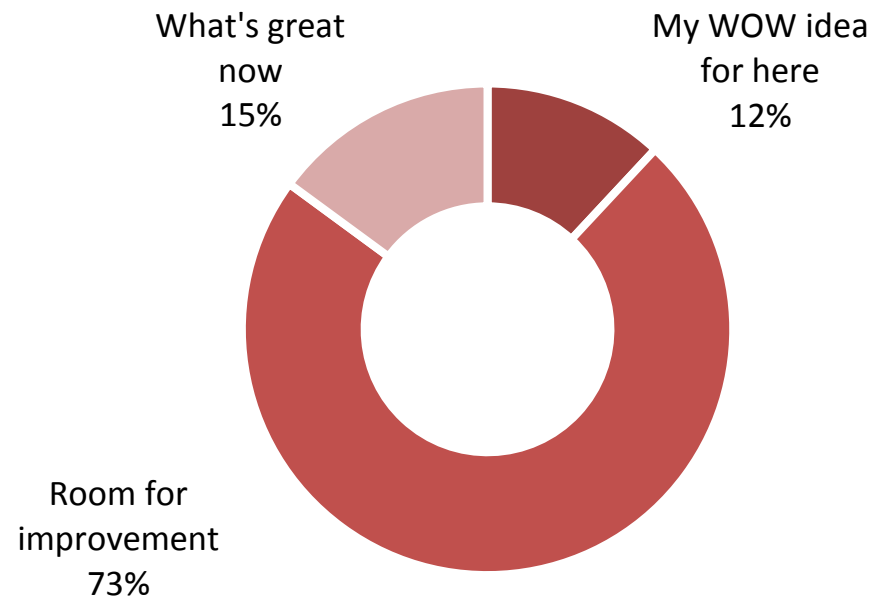
Room for Improvement

- improve pedestrian amenity at CBD end of Market Street;
- improve wheelchair access in main shopping area;
- installation of footpaths in areas around the town where they currently don't exist, so people do not need to walk on the road;
- improve pedestrian access to beach, including disabled access;
- addition of shared pathway along foreshore.

What's great now

- historic rear lanes;
- grassy road verges and no footpaths;
- walkway to the beach at Hofmeier Close.

PEDESTRIAN ENVIRONMENT (n = 67)



PEDESTRIAN ENVIRONMENT AND OPEN SPACE

Open Space

Key Themes:

My WOW idea

- permanent stage for outdoor concerts;
- maintain green spaces in residential areas on headland;
- develop a town green.

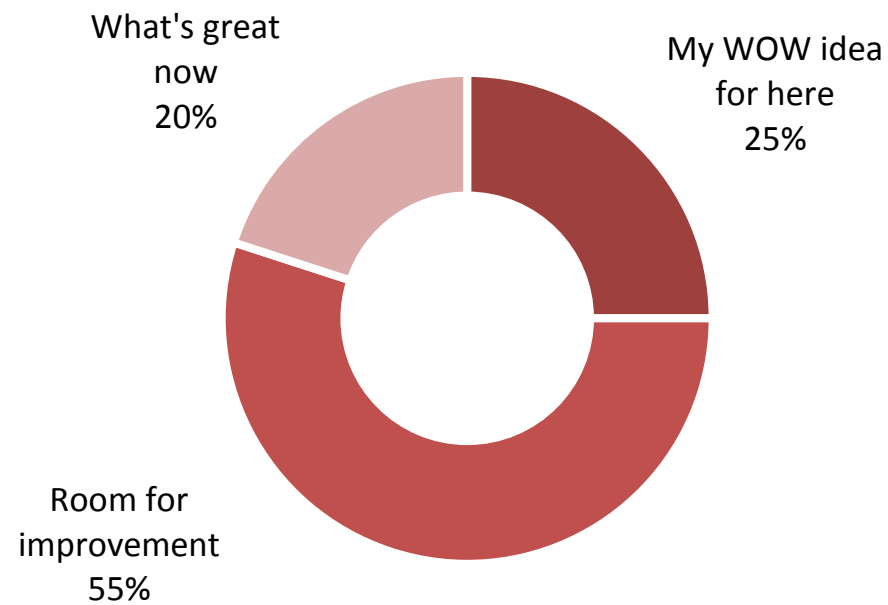
Room for Improvement

- move caravan park and convert to open space;
- move pool away from beach;
- establish more seating in shady areas;
- enlarge size of oval to accommodate proper cricket oval.

What's great now

- trees and open space adjacent to school;
- it is great that there is a place for skaters to use.

OPEN SPACE (n = 20)



PEDESTRIAN ENVIRONMENT AND OPEN SPACE

Cycleways

Key Themes:

My WOW idea

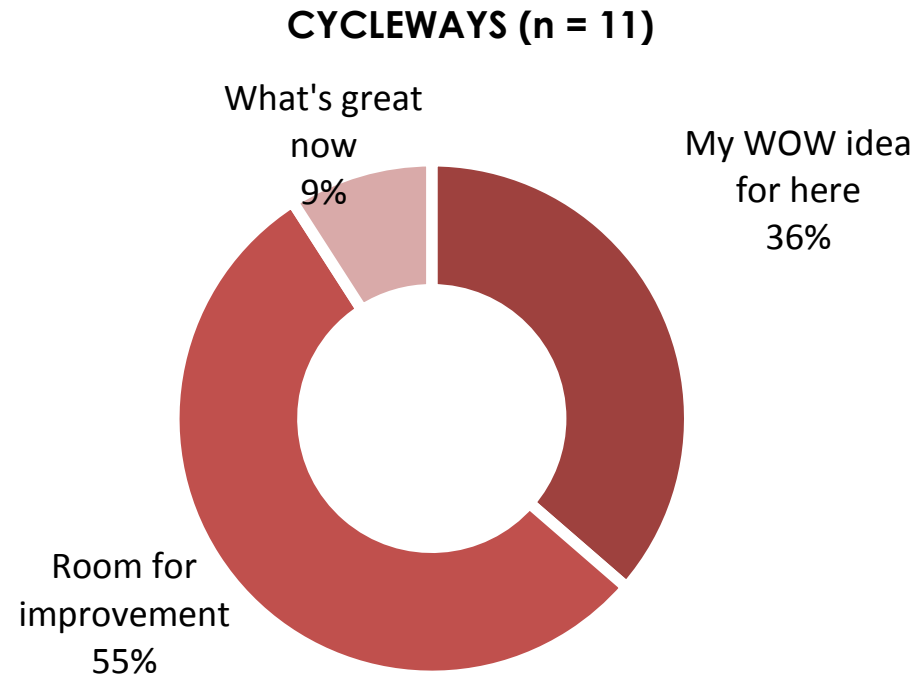
- Solitary Islands Cycleway is intended to run through Woolgoolga from Arrawarra to Sapphire as part of the S2W RMS project;
- continue the headland walkway down Pollack Esplanade to the beach;
- establish awnings of buildings in commercial areas for weather protection.

Room for Improvement

- prioritise pedestrian and bicycle access in planning for Woolgoolga;
- develop shared pathway along foreshore;
- create bike paths to link Woolgoolga to neighbouring villages.

What's great now

- bike path.



URBAN DESIGN AND LANDSCAPE

Landscaping

Key Themes:

My WOW idea

- plant pine tree in centre of roundabout that can be decorated at Christmas time;
- Pandanus palms at edge of dunes to provide shade and help prevent erosion;
- improve landscaping along Old Pacific Highway.

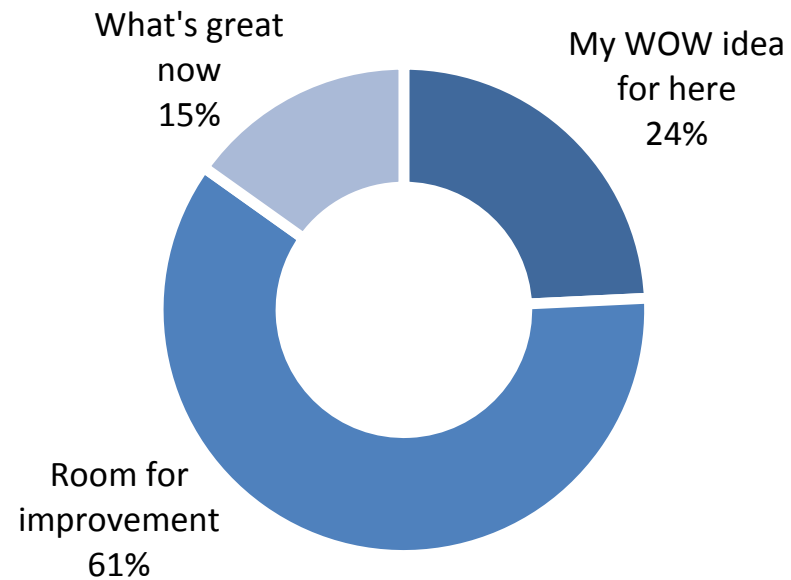
Room for Improvement

- increase tree planting around the town;
- improved landscaping on highway gateway areas to town;
- more effective weed control;
- plant palms along Solitary Islands Way.

What's great now

- Norfolk Island pines;
- Poinciana trees;
- landscaping in middle of road is well done.

LANDSCAPING (n = 33)



URBAN DESIGN AND LANDSCAPE

Streetscape

Key Themes:

My WOW idea

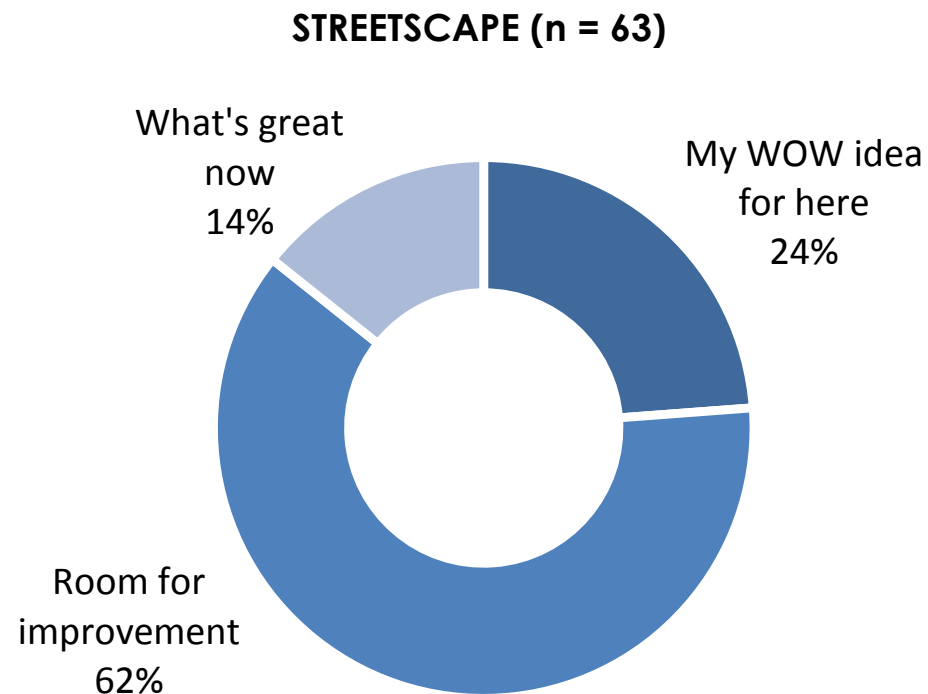
- fund the re-installation of the WW1 sandstone Woolgoolga war memorial which was removed years ago;
- plant more shade trees in town;
- use land in front of pools for cafes;
- reduce size of caravan park;
- improve landscaping along highway.

Room for Improvement

- activate street frontages;
- more designated parking spaces near headland;
- improve amenity of Market Street;
- provision of extra bus stop near Market and Queen Streets;
- improved street lighting;
- increase tree planting.

What's great now

- poinciana trees;
- traditional lack of fences;
- heritage listed buoys.



URBAN DESIGN AND LANDSCAPE

Building Scale/Appearance

Key Themes:

My WOW idea

- projection of coloured light on to the Temple;
- allow single residential development on headland sites;
- develop cafe/restaurant strip with ocean views;
- design buildings with awnings for weather protection.

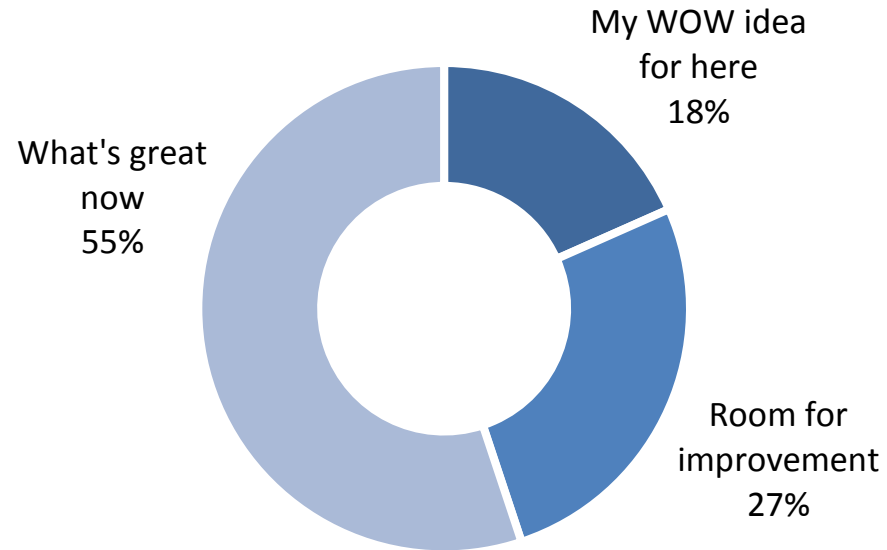
Room for Improvement

- activate shopfronts along Beach Street and move professional services to Market Street;
- soften starkness of road facing wall of RSL with trees, a mosaic or mural;
- develop design guidelines for new buildings in town.

What's great now

- village seaside feel created by small scale shops;
- heritage houses;
- lack of fences.

BUILDING SCALE/APPEARANCE (n = 49)



URBAN DESIGN AND LANDSCAPE

Signage

Key Themes:

My WOW idea

- 'Welcome' sign near off ramp at north and south exits in landscaped setting;
- decorate streets with starfish, shells, mermaids and dolphins;
- signage in recognition of Aboriginal cultural heritage and use of Gumbayngir language

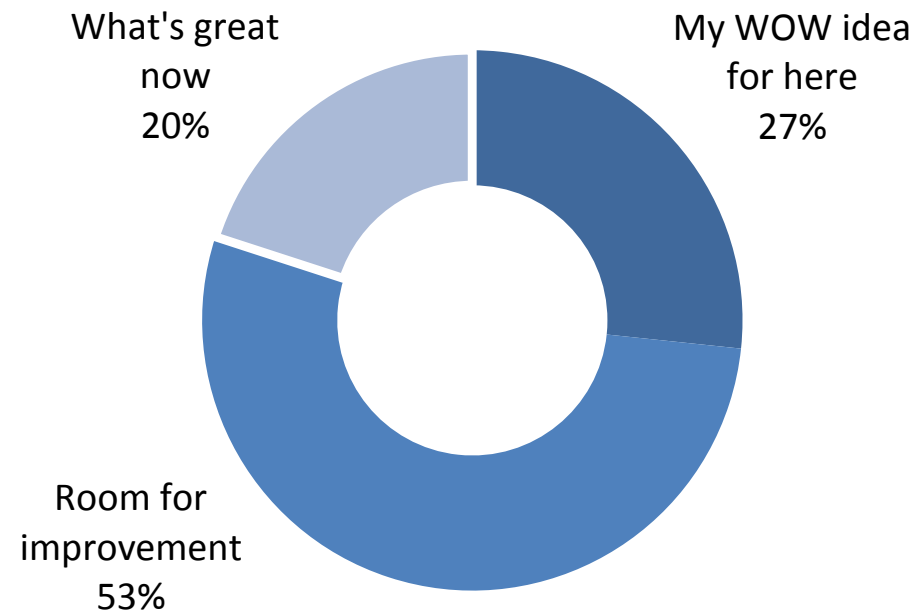
Room for Improvement

- better signage showing location of Woolgoolga Art Gallery;
- improved signage for library;
- improve signage to headland;
- street signs in both English and Punjabi.

What's great now

- signage saying Town Centre and Beach.

SIGNAGE (n = 15)



URBAN DESIGN AND LANDSCAPE

Public Amenities

Key Themes:

My WOW idea

- relocate ambulance, fire station and police station;
- rebuild youth centre;
- develop Apex Park as a co-ordinated bus stop for interstate buses and relocate information centre to here;
- build an outdoor bandstand.

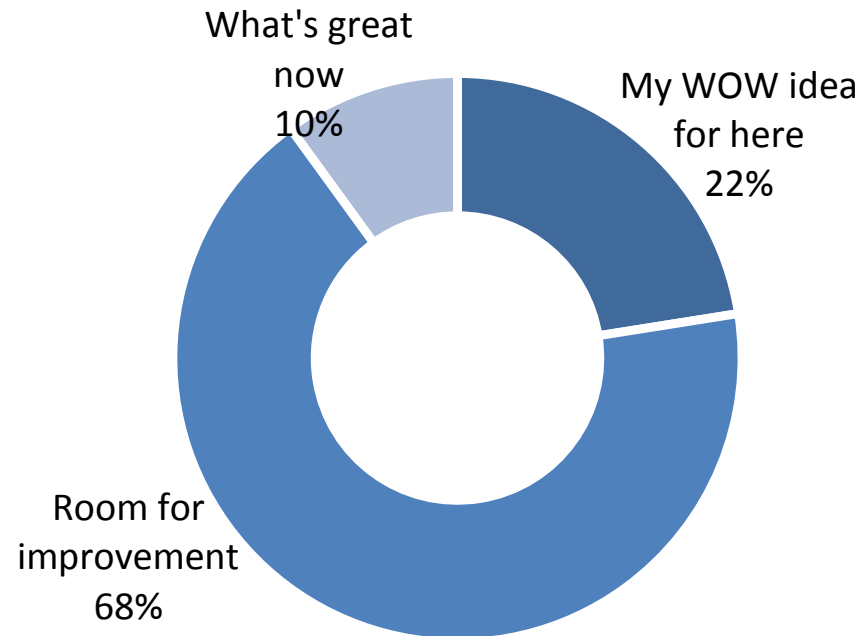
Room for Improvement

- major upgrade needed for beach showers;
- install drinking fountains on headland;
- update barbecue/picnic sheds;
- improve public toilets;
- upgrade swimming pool;
- separate rubbish bins from picnic tables;
- relocate caravan park.

What's great now

- outdoor showers.

PUBLIC AMENITIES (n = 40)



SAFETY AND AMENITY

Amenity

Key Themes:

My WOW idea

- develop heritage policy for rear laneways;
- reference the original jetty with a land based structure that provides pedestrian access and visual link to beach;
- develop Woolgoolga as a 'foodie' and eco-tourism destination and a halfway stop between Sydney and Brisbane.

Room for Improvement

- install shade sails in childrens playground;
- incentives to relocate larger shops and businesses to old highway;
- try to avoid installation of fences;
- additional shade trees;
- continue centre island divider in River Street;
- move caravan park in part or in full to the Lake Road precinct.

What's great now

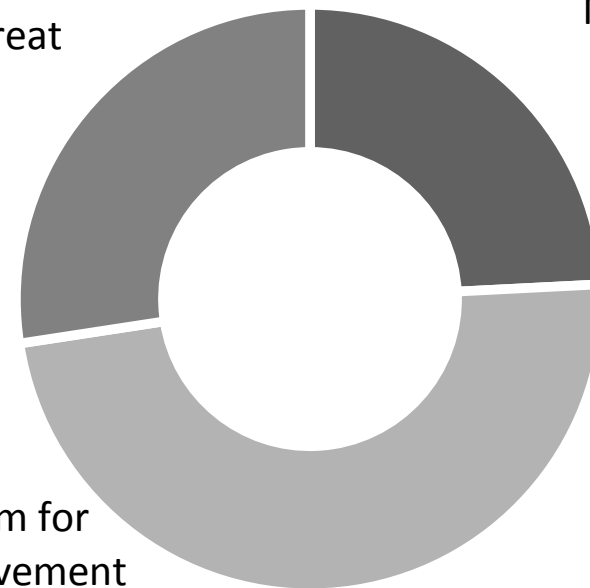
- heritage buildings;
- relaxed seaside village environment.

AMENITY (n = 62)

What's great
now
28%

Room for
improvement
48%

My WOW idea
for here
24%



SAFETY AND AMENITY

Safety

Key Themes:

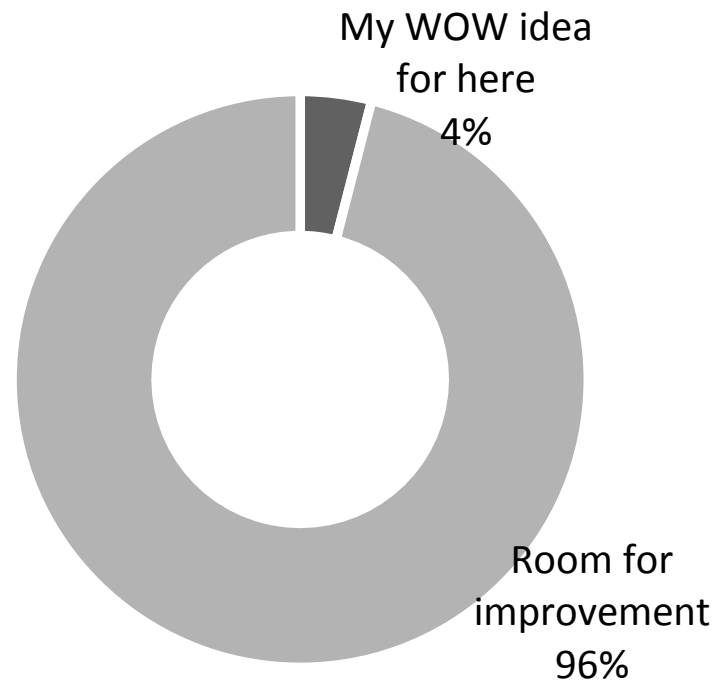
My WOW idea

- improve Beach Street landscaping, lighting and amenity.

Room for Improvement

- more prominent police presence;
- build new boat ramp;
- provide safe pedestrian and bicycle access;
- improve curbing on side of road;
- extend footpath on eastern side of Scarborough Street from Hastings Street to South Street;

SAFETY (n = 25)



DEVELOPMENT

Commercial

Key Themes:

My WOW idea

- retain village style character of central business district;
- develop a cafe/restaurant strip with ocean views;
- establishment of a quality Indian restaurant in town centre.

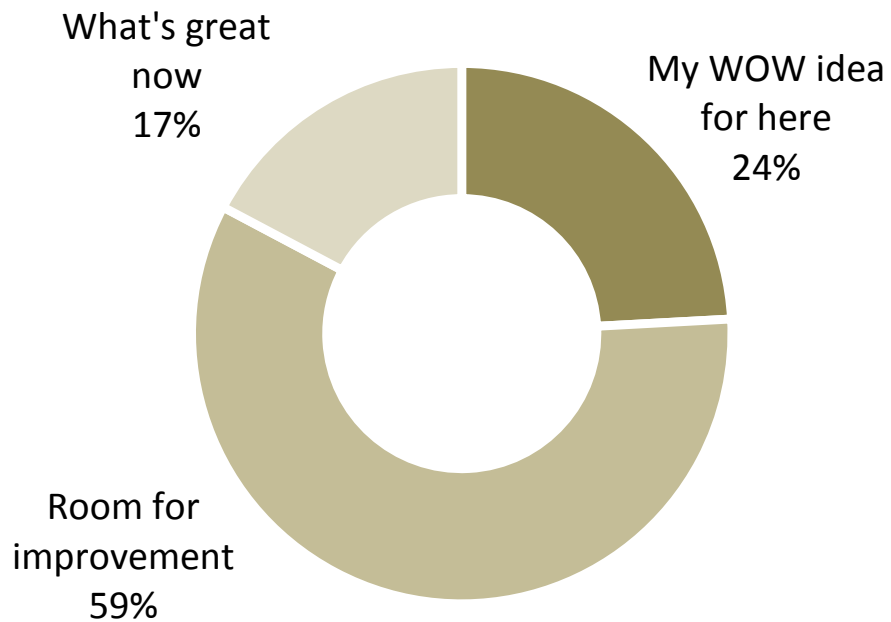
Room for Improvement

- activate shopfronts in Beach Street and move professional services to Market Street;
- establish a commercial precinct;
- need for improved facilities for health professionals in order to attract them to the area.

What's great now

- Woolgoolga Art Gallery.

COMMERCIAL (n = 30)



TOURISM/CULTURE/HERITAGE

Tourism/Culture/Heritage

Key Themes:

My WOW idea

- erect a new ocean pool;
- improve parking at The Temple;
- develop Apex Park into a co-ordinated bus stop for interstate buses.

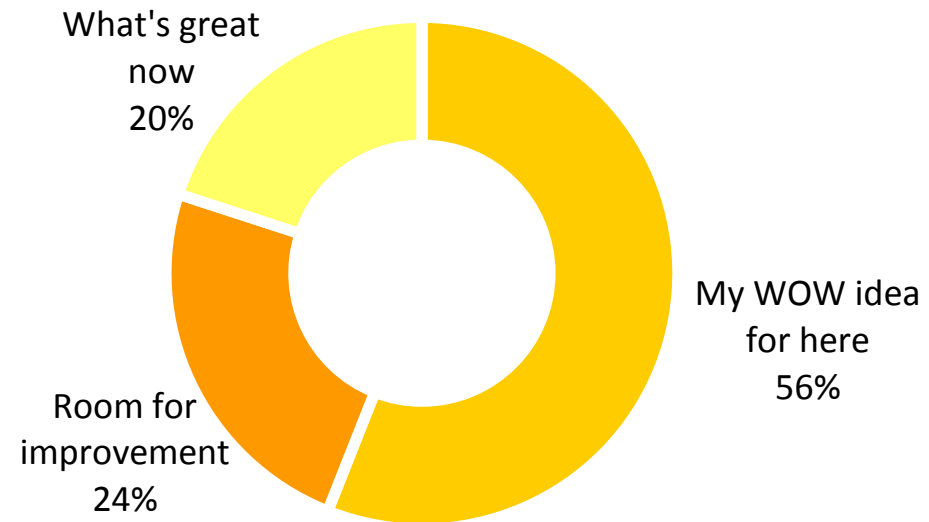
Room for Improvement

- Surf Club needs updating;
- need more cafes and restaurants in town.

What's great now

- Wreck of the Buster;
- Beach Street Caravan Park.

TOURISM (n = 25)



OTHER

Other

Key Themes:

My WOW idea

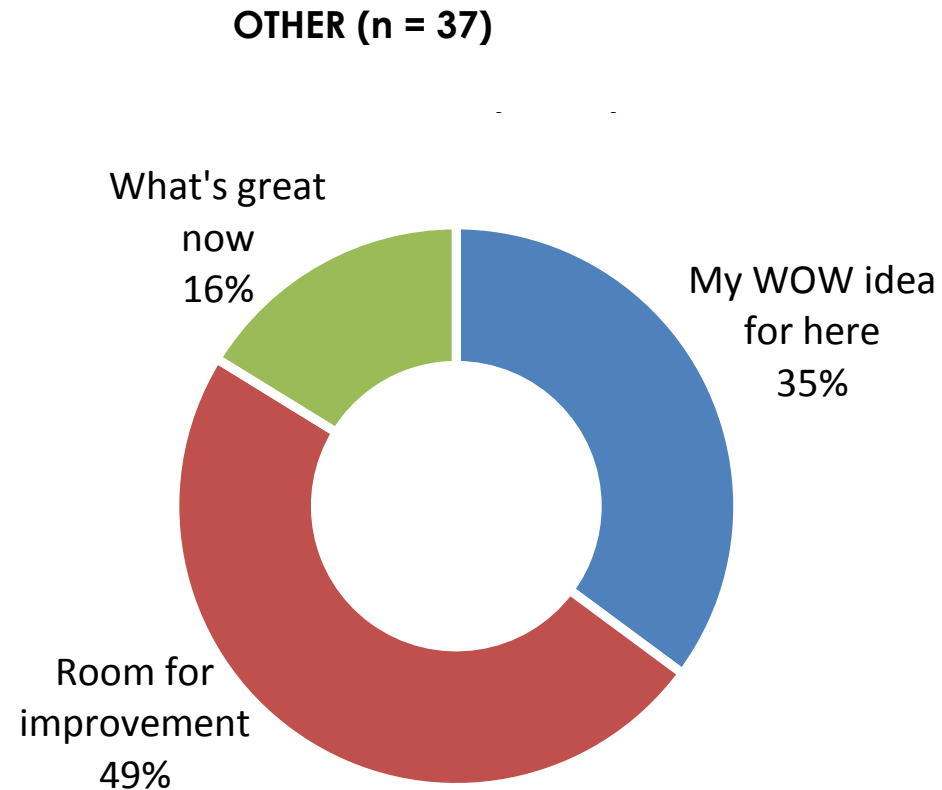
- provide free Wi-Fi for the Beach Street precinct and the beach reserve. If possible get support/promotion from the NBN. Use this to attract businesses and consumers;
- make Beach Street shopping precinct and adjoining areas non-smoking.

Room for Improvement

- along with the Indian culture, Woolgoolga's beach culture should be promoted as a unifying theme.

What's great now

- Congratulations CHCC - wonderful way to find out ideas. Put these ideas to the test and achieve some REAL results, not another paper trail.



4 CONCLUSIONS

In conclusion the Ideas Map generated a great deal of community interest (some 451 comments). Analysis of the commentary indicated that there are several critical areas of interest for the community including:

- beachfront (includes both beach and beach reserve);
- pedestrian environment and open space;
- urban design and landscape;
- safety and amenity.

A consistent theme throughout the comments was the importance of the beach reserve to the town centre, along with the location of the caravan park and the potential of this site to provide a public space improving both visual and pedestrian connectivity to the beach.

A large proportion of respondents highlighted the seaside amenity of Woolgoolga and the importance of enhancing and maintaining the quality of this element of the township. Whilst this is highly valued, there is also a general consensus that urban design and landscaping improvements were needed, however, these need to always be mindful of the valuable sense of place which Woolgoolga currently enjoys.

This report provides an overview of the general trend of comments generated by the Ideas Map. The actual Ideas Map contains a wealth of much more detailed feedback and community opinion which should be also taken into consideration when developing the masterplan.

WOOLGOOLGA WOW IDEAS MAP THEMATIC ANALYSIS*

IDEAS MAP OVERALL THEMES*	no	%					
AMENITY AND BUILT FORM	1327	30	CONNECTIVITY	1158	26%	ENVIRONMENTAL	721 16%
BUILDING SCALE AND APPEARANCE			ROADS AND TRAFFIC			ENVIRONMENTAL	
Heritage policy with DCP controls	241		Fix road surfaces	69		Retain natural environment and wildlife	86
Coastal village style centre (Beach Street) with DCP controls	191		Traffic calming measures various locations	44		Improve catchment / drain management	86
Need for appropriate Council design guidelines	119		Rectify various problems with traffic study / planning	23		Rectify degradation	33
Active street frontage requirements	92		Consider traffic controls on headland	16		Manage remnant trees	7
Create a town square	72		Lower speed limits (SI Way / Beach St)	17		Undertake effective weed control	7
Retain natural beauty and keep low rise	65		Create road access Nelson St to playing fields	12		Other	3
RSL club wall - provide mosaic or mural	42		Fix turning in River St	10		TOTAL	222
Light up the temple	31		Extend Hastings to Fawcett St to reduce traffic Gordon St	8		DRAINAGE	
Other	17		Provide direct access from Hawke Dr to SI Way	4		Retain unuttered rear lanes	61
TOTAL	870		TOTAL	203		Don't kerb & gutter streets	42
COMMERCIAL DEVELOPMENT			CAR PARKING			Fill open gutters on SI Way	29
Create more outdoor eating in CBD (Beach/Market Sts)	121		Replace Bluebottles parking with outdoor eating / landscaping	74		Complete kerb and gutter program	28
Provide café/cultural/recreational facilities Queen St	82		Provide added parking (Market, Queen, River Sts, B6)	65		Improve catchment management	23
Relocate bigger business, police & emergency services to B6 zone	74		Leave Back Beach carpark as is	37		TOTAL	183
Keep Beach St shopfronts small - no large businesses	58		Village café style in Beach St - to reduce parking pressure	24		HEADLAND	
Differentiate between business zones	43		No more off street carparks	20		More parking, facilities, landscaping, signage	92
Don't extend business zones	33		Shade trees over parking	9		Walkway connections beach-CBD-headland	65
Provide for doctors and allied health	28		Other	22		Retain as is, no more upgrades	52
Extend or join business zones	18		TOTAL	251		Need for appropriate Council design guidelines	37
TOTAL	457		PEDESTRIAN CYCLIST			Repaint tower (white)	35
STREETScape AND LANDSCAPING	471	11%	Walkway connections beach - CBD - headland	162		Feature occasions no vehicle traffic	20
CBD Increased street tree planting	174		Better pedestrian/ shared path connections	90		Better weed control	7
Landscaping along major streets and entryways	93		Pedestrianise Town Centre / Beach St	88		Other	8
Retain Norfolk Pines	44		Pedestrian use of unformed rear lanes	67		TOTAL	316
Plant a pine tree for a Christmas tree	41		Provide more linking cycleways	57		FACILITIES AND SERVICES	306 7%
Provide a village green	31		Less concrete - fewer formal paths - grassy verges	50		Cultural/recreational facilities Queen St	34
Landscape Woolworths corner	27		Provide street lighting	43		Buoys are important heritage items to be retained	49
Provide a leafy green park near CBD	19		More bus stops	41		Reinstall WW11 Sandstone war memorial	33
Add native, fruit and pollen trees to streetscape	16		More street lights needed	34		Stronger police presence	28
Provide shade trees near parking	16		Solitary Islands Cycleway is great	30		Provide public toilets	25
Attractive themed street lighting	10		More pathways around CBD	23		Relocate pool and use for cultural / café	25
TOTAL	471		Give pedestrians / cyclists priority over traffic	14		Enlarge oval for cricket	17
			Need wheelchair connections	5		Upgrade and retain pool	16
			TOTAL	704		Café/deck on pool building overlooking ocean	14
			PROMOTIONAL	417	10%	Bigger, better located bins	14
			SIGNAGE			Shaded seating	10
			Promotional signage (gallery, library, headland)	83		Outdoor stage	10
			Gateway signage on highway and entries	38		Youth centre	9
			Directional signage	17		Unlock basketball court for use	8
			Visitor signage confusing / lacking	10		Other	14
			Outdoor directory	5		TOTAL	306
			TOTAL	153			
			TOURISM				
			Promote cultural facilities	112			
			Promote natural environment	86			
			Destination for food/shopping/beach culture	38			
			Coach and caravan stops	11			
			Free WiFi in Beach St centre	6			
			Library makeover	6			
			Entertainment (putt putt, cinema)	5			
			TOTAL	264			

*NOTE Beach and Beach Reserve comments excluded

FURTHER NOTE: These stats represents ideas and votes for those ideas, negative votes not counted

Woolgoolga Town Centre Masterplan Workshop

Background:

The Woolgoolga Town Centre Masterplan workshop was held at the Woolgoolga Public School Hall on the 25 June 2014 from 4.30pm – 7pm. The workshop was held to gain feedback from a Community Reference Group; the list of attendees is included in Attachment A.

Format: The workshop was conducted in accordance with the following agenda:

- Welcome and Purpose of Workshop
- Outline of Community Feedback
- Outline of Draft Town Centre Concepts
- Workshop
- Likes and dislikes
 - Strategic Land Use Concepts
 - Heights and Building Form
 - Landscape and Environmental Design Concepts
 - People Movement (cars, pedestrians and cyclists)
- Other issues
- Group Feedback
- Where to From Here?
- Close

Welcome and Purpose: Welcome and purpose of the Workshop was outlined by Rick Bennell, Bennell and Associates (facilitator). Stakeholders were advised that the Workshop purpose was to outline the main aspects of the Town Centre Masterplan and to obtain feedback in relation to the ideas, concepts and strategies within the plans before going to the wider community.

Outline of Community Feedback: An outline of the “Woopi WOW” community input process was provided by Sharon Smith. (Coffs harbour City Council). Sharon outlined the main themes in the responses from the community and the direction sought by the community.

Outline of Draft Town Centre Concepts: This involved a precinct by precinct outline of the Draft Concepts by Rick Bennell in terms of the purpose, main themes, places, options and plans.

Workshop: The stakeholders were then split into 5 groups, facilitated by members of the Council project team and the consultant project team. Groups were asked to put forward the likes and dislikes in relation to the plans in terms of strategic land use concepts, heights and building form, landscape and environmental design concepts and people movement (cars, pedestrians and cyclists).

The groups worked on large hard copies of the plans on which they drew ideas upon and marked up the components of the concept designs they liked and disliked. A scribe was appointed by each group to document the response to the issues where consensus was reached and where consensus could not be reached. A representative from each group then reported back to the whole group. Attachment B provides the written feedback from each group.

Where to From Here: The stakeholders were advised that the results of the workshop will be fed back into the process for the development of the masterplan.

Close of Meeting: The Mayor closed the meeting and thanked all in attendance.

Report:

This report addresses the main issues in relation to the Masterplan concepts. Only those concepts that received wide support and discussion are addressed. This report is provided without prejudice, however, in simplifying and clarifying the comments made by the stakeholder groups, some details of the workshop are necessarily omitted. Nevertheless, the summary provides adequate commentary to gauge the intent and sentiments of the stakeholder workshop in relation to the main issues.

General: The general themes to arise from the stakeholder groups are:

- Existing village atmosphere worthy of protection;
- Need for improved, integrated and themed signs throughout the township;
- Improved linkages between the business zones for pedestrians and cyclists;
- Improved green spaces and landscaping; and
- Support recreation precinct with relocated art gallery and ambulance station.

Recommendations:

- Develop a Masterplan that maintains Woolgoolga's village atmosphere, improves the linkages for pedestrian and cyclists and provides for integrated signage in the township as a priority.
- Improve the green spaces and landscaping and consider a relocated art gallery to a new Recreation/Cultural Precinct near the existing pool and relocate the ambulance station from this location in the longer term.

Height: One of the main issues that each group was required to consider was the height that should apply in the future for new buildings within the Township. The groups were advised that the current Local Environmental Plan 2013 allows for building heights ranging from 8.5m (generally 2 storeys) to 15.5m (4-5 storeys). The groups were also advised that the tallest building in Woolgoolga at present is three storeys and that an application for a four storey mixed use building on the northern side of Beach Street within the business zone was currently under consideration by Council.

Each group was given a set of reference maps showing the heights that apply in the various parts of the Township, a diagram showing how building envelope controls for the varying heights could apply and some photographic examples of the various building heights; these included 2 storey, 3 storey and four and five storey buildings; Attachment C shows this reference material.

The current permitted heights are shown in the graphic below and indicate 3 categories of height control, namely 8.5m, 11m and 15.5m.



Heights currently permitted under LEP 2013

There was general consensus within the groups that a height of 15.5m was inconsistent with a village character that is seen as desirable for Woolgoolga by the attendees. There was also general consensus that different heights should apply to the business areas and the residential areas; most groups considered the residential areas should have a lower height than the business areas. One group considered that a lower height should be applied to the northern side of Beach Street business area than the southern side.

Although not unanimous, there was general consensus for a three storey height limit (i.e. 11m height limit) in the B2 and B4 Business zones. For the residential areas a height limit of 2 storeys was considered appropriate by most groups.

The other important comments in relation to height related to the concept of setbacks to maintain a human scale at the street, need to retain the sunny character of Woolgoolga, need for awnings to provide shade and charm, need for building controls and encouragement of a contemporary village appeal.

Recommendations:

- The provision of a maximum three storey height limit (i.e. 11m height limit) in the B2 and B4 business zones will meet with most stakeholders' expectations.
- The provision of a two storey (i.e. 8.5m height limit) in the residential zones will meet with most stakeholders' expectations.
- The supplementing of the height controls with building envelope controls that provide for a human scale, a setback for levels above two storeys and a contemporary coastal architecture will meet with most stakeholders' expectations.

Town Square: The concept plans provide for a Town Square located on the south western corner of Wharf and Beach Streets as shown conceptually in the graphic below.



Town Square Concept

As outlined in the Draft Masterplan Presentation, the purpose of the Town Square is to provide a focal point, a meeting place and a point of arrival in the Town Centre; the urban design for Woolgoolga should reflect its new role and scale as it matures from a Village to a Town.

There was general consensus for the provision of a Town Square, but most groups considered its size too small and suggested it be enlarged. Some suggested alternative central locations be considered and there was general consensus with the need to integrate the Town Square with the Foreshore Reserve area. The groups put forward the idea of traffic calming and raised pedestrian areas and possibility for a focal point /sculpture.

Recommendation:

- The provision of an expanded Town Square that is integrated with the foreshore reserve will meet with most stakeholders aspirations.

Streetscape Masterplan: Each group was asked to mark on the Streetscape Masterplan the elements they like and dislike and to put forward suggestions for improvement or identify other ideas for consideration. The five groups made varying suggestions for the streetscape improvements within the various precincts that make up the masterplan. Attachment D includes a scanned marked up of the precinct plans prepared by each group.

The majority of the streetscape improvements were supported by the 5 groups despite some suggested modifications. There was general consensus with the following to be considered in the streetscape plans:

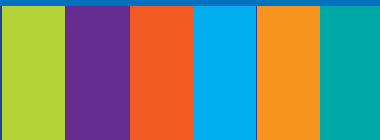
- Need to reduce speed of motor vehicles within the township;
- Consideration to be given for a large vehicle (i.e. mobile home, caravans, boat trailers etc) parking area within the township;
- Consideration should be given to having a second level over the public car park in Market Street.

Recommendations:

- Review the Streetscape Masterplan with a view to reducing the speed of motor vehicles within the Township.
- Investigate the location for a large vehicle (i.e. mobile homes, caravans, boat trailers etc) parking area within the Township.
- Investigate the potential for a second level over the existing car park in Market Street.
- Consider the comments and suggestions outlined in the marked up precinct plans in the review of the Draft Streetscape Masterplan.



COFFS HARBOUR CITY COUNCIL
Locked Bag 155 COFFS HARBOUR NSW 2450
www.coffsharbour.nsw.gov.au





ACCESS TO WOOLGOOLGA BEACH HOLIDAY PARK

RECOMMENDATIONS FROM PEER DESIGN REVIEW FOR WOOLGOOLGA TOWN CENTRE AND BEACH RESERVE

On 10 December 2015 a report was provided to Coffs Harbour City Council containing an update on the Woolgoolga Town Centre Masterplan, and presenting findings of an independent peer Design Review of the preliminary draft Woolgoolga Town Centre Masterplan and the draft Woolgoolga Beach Reserve Plan of Management (PoM).

During the community engagement processes for both of these Plans during 2014, Council received several requests for the integration of the two projects. Whilst the two projects have differing statutory requirements and need to remain as two separate final documents, it was recognised that the two Plans should work in harmony to provide beneficial outcomes to the Woolgoolga community.

On this basis, Council engaged consultants to undertake an independent peer Design Review and Traffic and Parking Assessment to test overall design principles and findings of both draft projects, centred on the Beach/Wharf Street interface. This work was completed in August 2015.

The Design Review identified a number of issues that should be resolved in and around the Beach Street town centre, such as the current disconnect between the beach and the town centre, limited pedestrian connectivity, and the need to protect the village atmosphere whilst simultaneously promoting the business centre.

A key change recommended in the Design Review and Traffic Study is the reconfiguration of the Woolgoolga Beach Holiday Park and relocation of its entry from Beach Street to Wharf Street as shown in Figure 1. Some improvement works are also recommended to beautify the reserve after the existing entry is relocated, including new public amenities, relocated and upgraded playground and new paths.

This recommendation will achieve long term benefits for the Woolgoolga Town Centre, such as reduced traffic impacts on shared zones, removal of an intersection from Beach Street, additional parking along Beach Street, less queuing on Beach Street, improvements to pedestrian experience along Beach Street and improvements to safety and efficiency for vehicles entering / exiting the Holiday Park.

The financial implications associated with a new holiday park access off Wharf Street are estimated to be in the order of \$150,000 for works associated with the new access; and \$500,000 for improvements within the reserve (preliminary estimate only).

Traffic consultants Ardill Payne and Partners have concluded that the proposed Wharf Street entry, in conjunction with a one way access into the nearby lane, is able to satisfy relevant traffic and engineering requirements and guidelines; that the existing intersection at Beach and Wharf Street has adequate capacity to cater for a relocated holiday park access off Wharf Street; and that capacity can be provided for three caravans to queue in a right hand turning lane on Wharf Street in addition to two queuing spaces within the park (Figure 2).

Council is seeking feedback in relation to the proposal to relocate the access to the holiday park to Wharf Street. Submissions will be received until **4.30pm Friday, 12 February 2016** and should be emailed to woolgoolgawow@chcc.nsw.gov.au or coffs.council@chcc.nsw.gov.au.

The results of feedback relating to access to the holiday park will be used to inform the final draft Masterplan and Beach Reserve PoM.

Additional information about the Masterplan is available from www.woolgoolgawow.com.au and Council's mainpage: www.coffsharbour.nsw.gov.au.

If you are receiving this community update by email, it means you have left your contact details for Council, and you have probably completed at least one of the community consultation exercises for the WoolgoolgaWOW project. Council thanks you for your involvement and interest to date.

Full details of the project to date, including results of the peer Design Review and the Traffic and Parking Assessment can be viewed on Council's website www.woolgoolgawow.com.au or via a link from Council's main page www.coffsharbour.nsw.gov.au

Council is committed to openness and transparency in its decision making process. The Government Information (Public Access) Act 2009 requires Council to provide public access to information held unless there are overriding public interest considerations against disclosure. Any submissions received will be made publicly available unless the writer can demonstrate that the release of part or all of the information would not be made in the public interest. However Council would be obliged to release information as required by court order or other specific law.

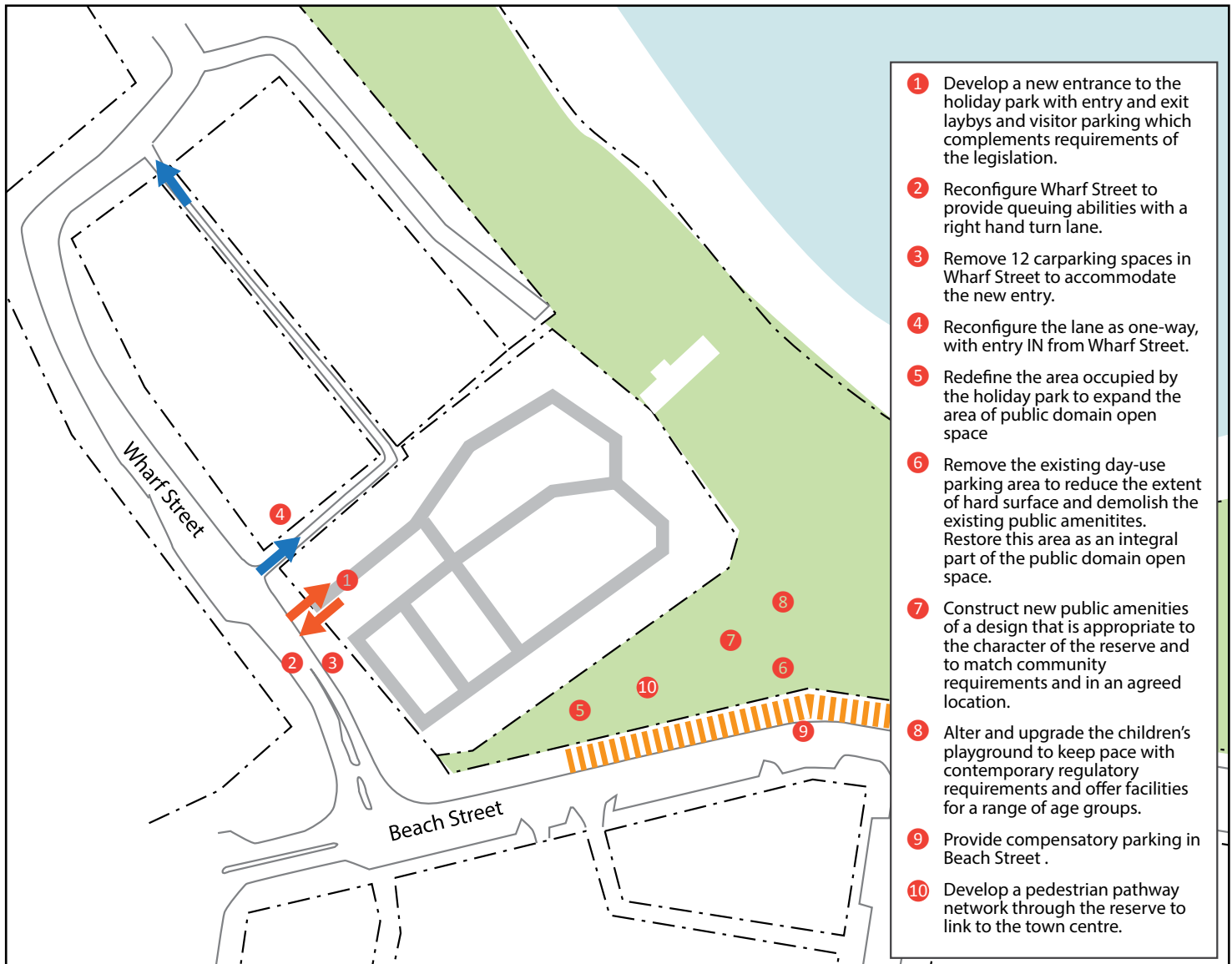
Lodge your submission with Council **via email to woolgoolgawow@chcc.nsw.gov.au or coffs.council@chcc.nsw.gov.au** prior to 4.30pm Friday 12 February 2016.

Further information can be obtained from www.woolgoolgawow.com.au or from Council's Local Planning section on 6648 4605.

ACCESS TO WOOLGOOLGA BEACH HOLIDAY PARK

RECOMMENDATIONS FROM PEER DESIGN REVIEW
FOR WOOLGOOLGA TOWN CENTRE AND BEACH RESERVE

FIGURE 1: PROPOSED ALTERNATIVE ENTRY POINT TO WOOLGOOLGA BEACH HOLIDAY PARK AND ASSOCIATED WORKS WITHIN THE BEACH RESERVE



- 1 Develop a new entrance to the holiday park with entry and exit laybys and visitor parking which complements requirements of the legislation.
- 2 Reconfigure Wharf Street to provide queuing abilities with a right hand turn lane.
- 3 Remove 12 carparking spaces in Wharf Street to accommodate the new entry.
- 4 Reconfigure the lane as one-way, with entry IN from Wharf Street.
- 5 Redefine the area occupied by the holiday park to expand the area of public domain open space
- 6 Remove the existing day-use parking area to reduce the extent of hard surface and demolish the existing public amenities. Restore this area as an integral part of the public domain open space.
- 7 Construct new public amenities of a design that is appropriate to the character of the reserve and to match community requirements and in an agreed location.
- 8 Alter and upgrade the children's playground to keep pace with contemporary regulatory requirements and offer facilities for a range of age groups.
- 9 Provide compensatory parking in Beach Street .
- 10 Develop a pedestrian pathway network through the reserve to link to the town centre.

Council is seeking feedback in relation to the proposal to relocate the access to the holiday park to Wharf Street

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ACCESS TO WOOLGOOLGA BEACH HOLIDAY PARK

RECOMMENDATIONS FROM PEER DESIGN REVIEW
FOR WOOLGOOLGA TOWN CENTRE AND BEACH RESERVE

FIGURE 2: PROPOSED LAYOUT FOR ALTERNATIVE ENTRY POINT TO WOOLGOOLGA BEACH HOLIDAY PARK



<p>project: Woolgoolga Caravan Park Wharf Street Entry</p>	<p>Client: Coffs Harbor City Council Title: Conceptual Layout</p>	<p>ARDILL PAYNE P a r t n e r s ENGINEERS PLANNERS SURVEYORS ENVIRONMENTAL PROJECT MANAGEMENT BALLINA 45 River Street Ph. 02 6686 3280 SOUTH BRISBANE 89 Grey Street Ph. 07 3123 6675 GUNNEDAH 285 Conadilly Street Ph. 02 6742 9955 A.B.N. 51 808 558 977 e-mail: info@ardillpayne.com.au</p> 	<p>Design M Drawn V Date 16.09.15 Checked B Job No. 78</p>
<p>Do not scale drawing. Use written dimensions only This plan is copyright © All rights reserved.</p>			

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Further information can be obtained from www.woolgoolgawow.com.au or from Council's Local Planning section on 6648 4605.

WOOLGOOLGA TOWN CENTRE MASTERPLAN



COMMUNITY UPDATE 4 > OCTOBER 2016

WORKSHOPS

PEOPLE, PLACES AND PARKING FOR WOOLGOOLGA TOWN CENTRE

Council is holding a series of workshops for traders and community members to discuss the impact of people movement, traffic and parking on the quality of Woolgoolga town centre.

These workshops will inform parking and traffic improvements for the Town Centre Masterplan and help build a vibrant and prosperous Woolgoolga.

Come to our workshops at our 'pop-up' shop in Suite 3, No. 8 Market Street, Woolgoolga:

Community Workshop: 6:00pm Thursday, 13 October

Traders Breakfast: 7:00am – 9:00am Friday, 14 October

Or, **Drop In** to discuss with
the project team from:

9:00am – 5:00pm Friday, 14 October

9:00am – 1:00pm Saturday, 15 October

Appointments with traders can also be accommodated – contact Murray West on 0499 044 491 on the day.

YOUR SPEAKER AND FACILITATOR

Steven Burgess of MRCagney will be running the workshops on behalf of Council. Steven is one of Australia's leading contributors to urban street design and the planning, design and development of liveable places.

Further information can be obtained from www.woolgoolgawow.com.au, Council's main website www.coffsharbour.nsw.gov.au, or direct from Council's Local Planning Section on 6648 4000.



For further information contact:

Local Planning
Sustainable Places Group
COFFS HARBOUR CITY COUNCIL
Locked Bag 155 | Coffs Harbour | NSW 2450
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