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Project: Harbour Drive Access (P-HDA)

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

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

Benefits:

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

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

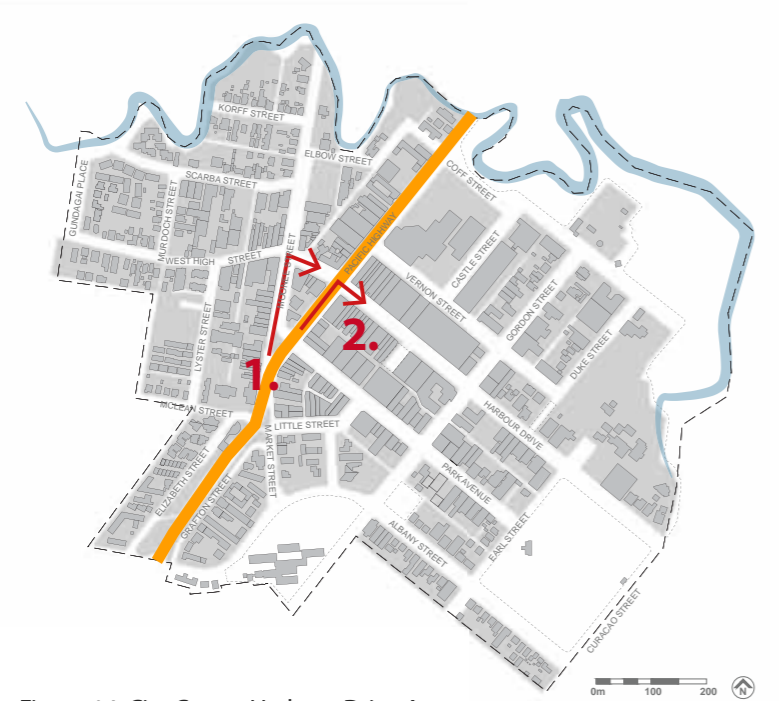
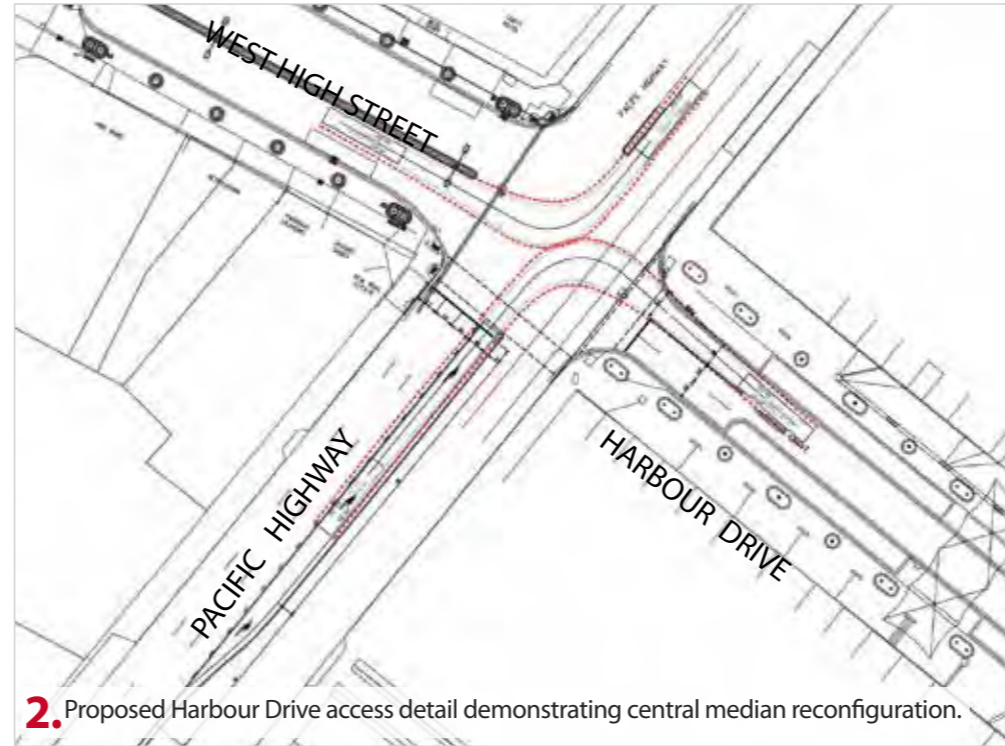


Figure 14. City Centre Harbour Drive Access.



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



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



Banana plant.

Potential recreational links signage.



Coffs Creek Bridge.



Figure 15. Signage Plan.



Entry Feature Toolkit.



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



Project: Wayfinding (P-WF)

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

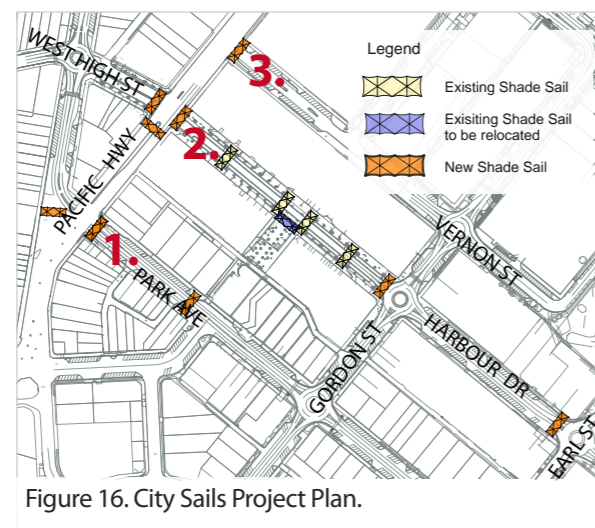
Finding: A clear wayfinding strategy is required within the City Centre in order to:

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

Benefits:

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

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



Project: City Sails (P-CS)

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

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

Benefits:

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

Projects Component:

Cost:

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





Existing Pacific Highway and Park Avenue entry.

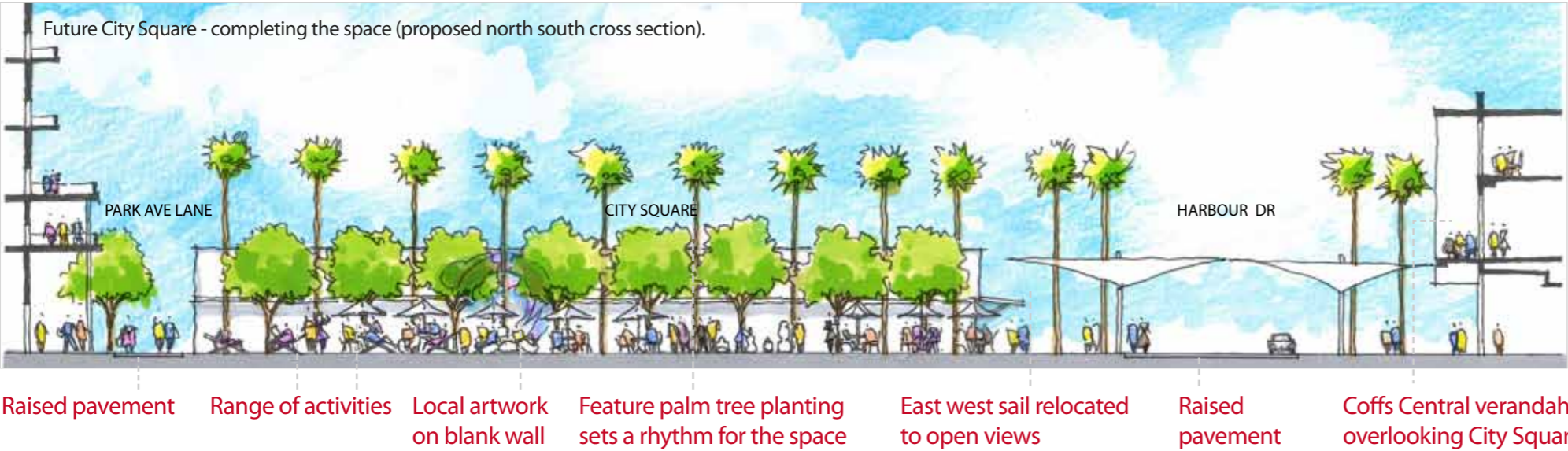


City Centre Entry- Pacific Highway and Park Avenue City Sails.

Project: City Sails (P-CS)



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



Project: City Square (P- CQ)

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

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

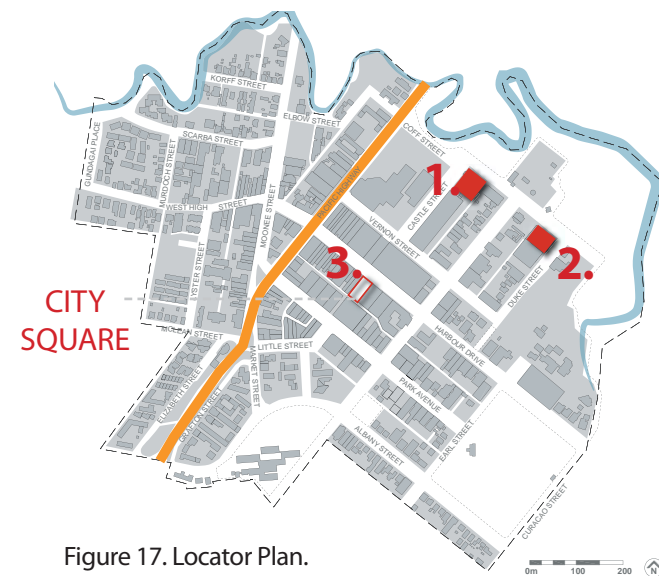
Benefits:

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

Projects Component:

Cost:

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



Project: City Square_ Cultural Building (P- CQCB)

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

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

Benefits:

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

Projects Component:

Cost:

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

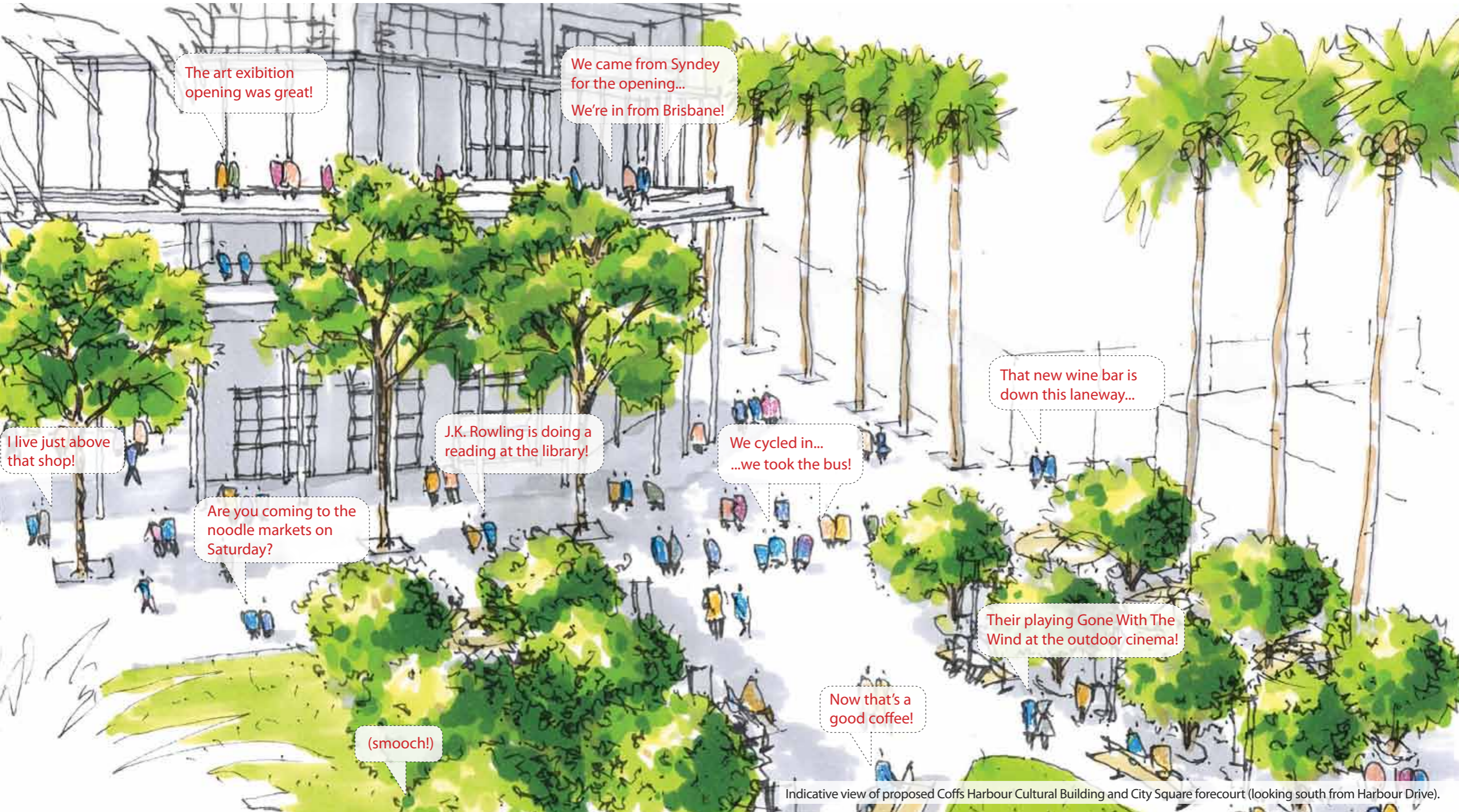
The City Square Cultural Building: Precedents

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



The City Square Cultural Building: Early Ideas

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





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

The 21st Century City Square Cultural Building: Northern Elevation

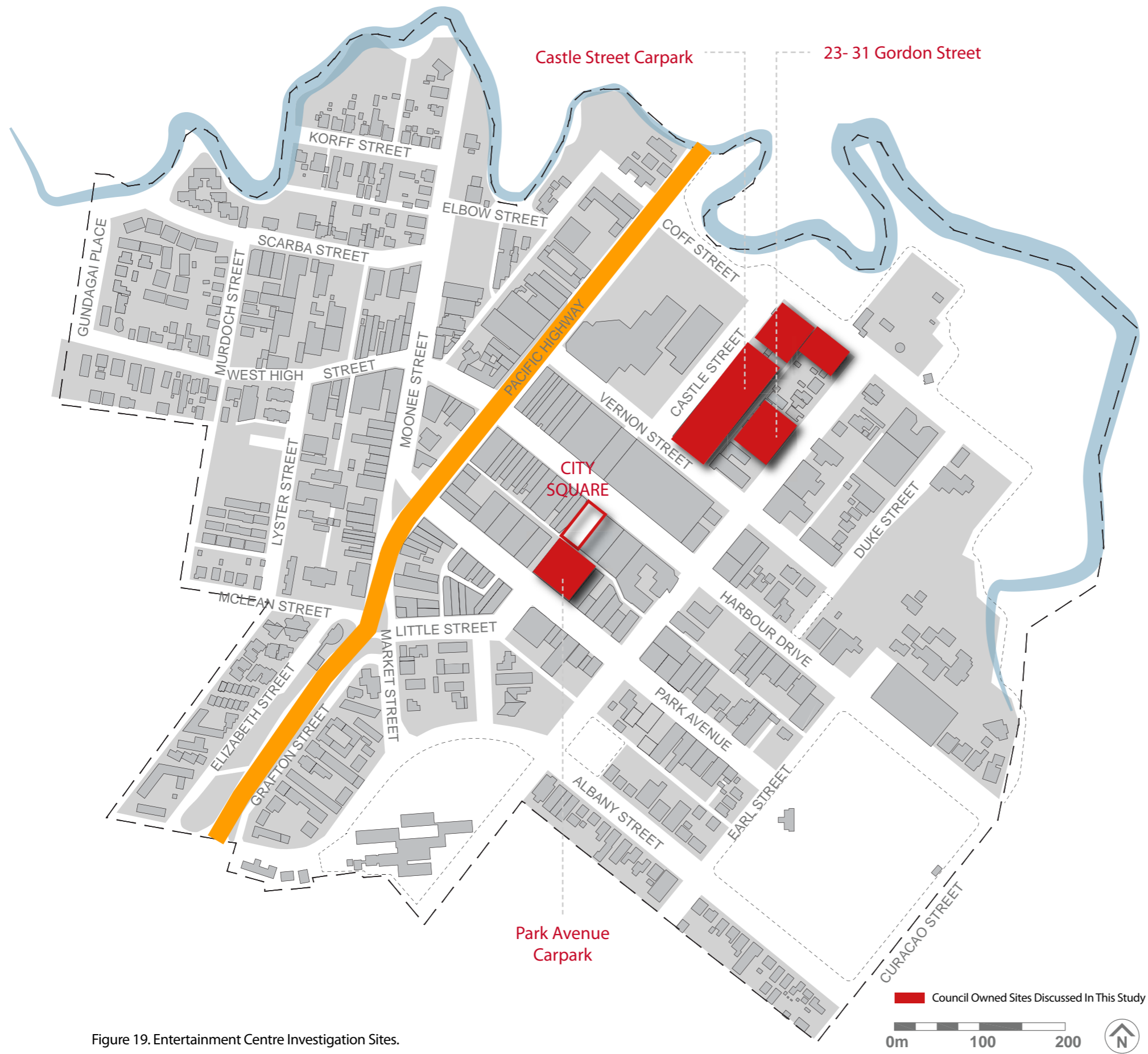


Figure 19. Entertainment Centre Investigation Sites.

Project: Entertainment Centre (P- EC)

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

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

Potential locations for the Entertainment Centre are shown opposite.

Benefits:

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

Projects Component:

Cost:

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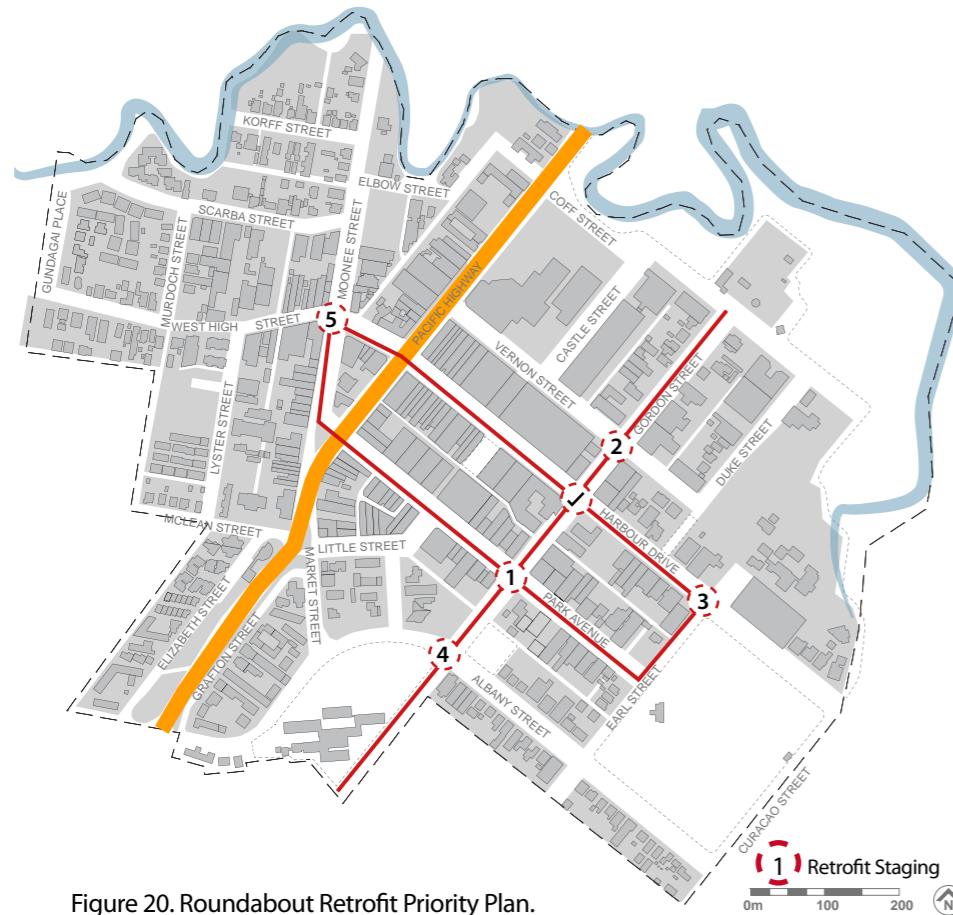


Figure 20. Roundabout Retrofit Priority Plan.

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

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

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



Coffs Harbour: Park Ave & Gordon St roundabout.



South Melbourne: Cecil & Coventry St retrofit.



Port Macquarie: Horton & William Street 4-way.

Project: Roundabout Retrofit (P-RR)

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

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

Benefits:

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

Projects Component:

Cost:

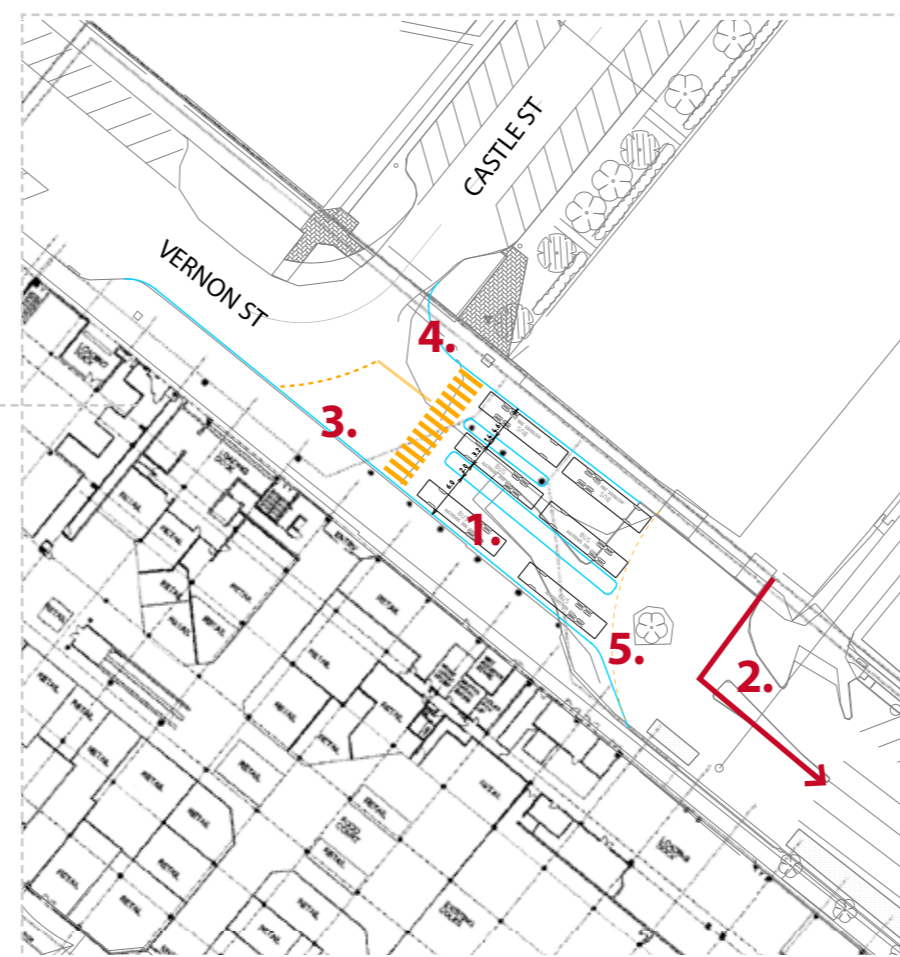
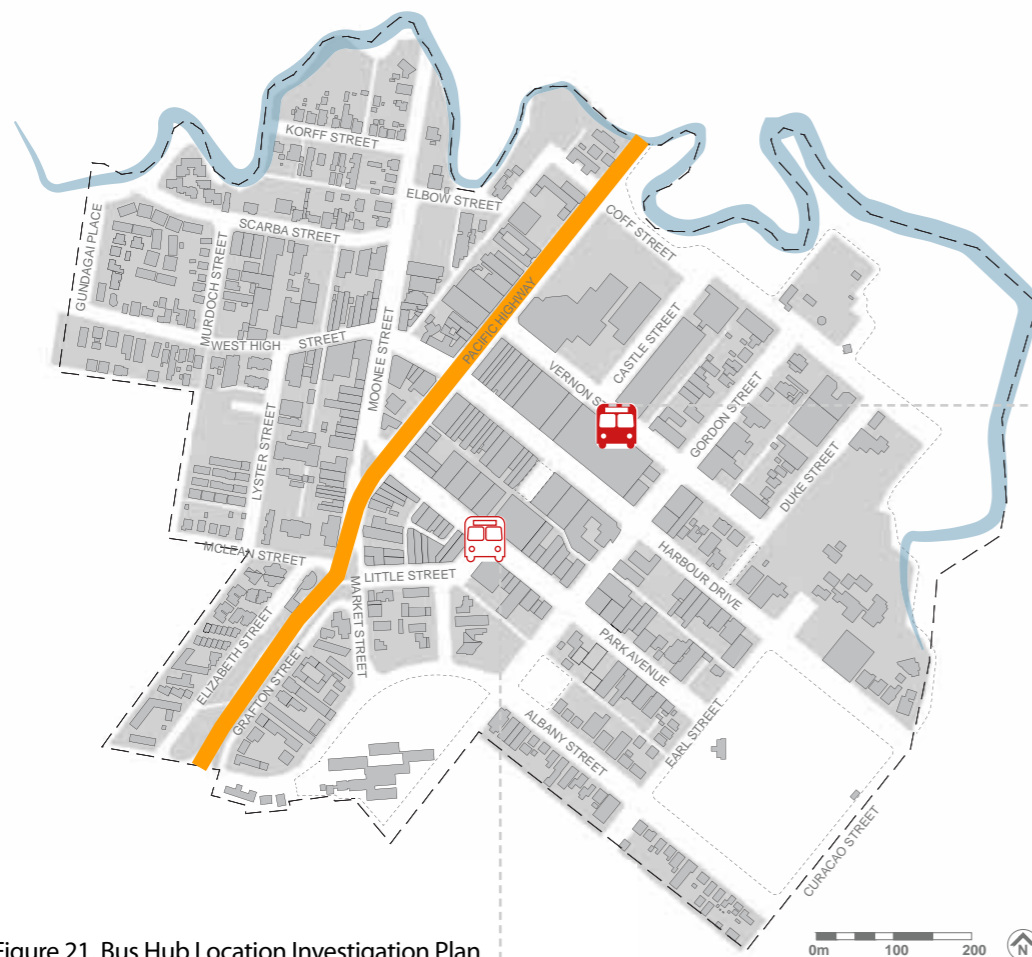
In order of priority opposite and concurrently with(P- SR), reduce the roundabout to one lane in each direction, remove pedestrian barriers and introduce zebra crossings.	\$49,000 (x 5)
Vehicle capacity of intersections will need to be reviewed in the future to assess the need for signals. If capacity requires, the roundabouts will be completely removed.	\$1.2 million (x 5)



Gordon & Vernon St Roundabout.



Shared pedestrian and vehicle intersection.



Preliminary Analysis of Alternative Bus Location

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



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

Project: Bus Hub Location (P - BHL)

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

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

Benefits:

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

Projects Component:

Cost:

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

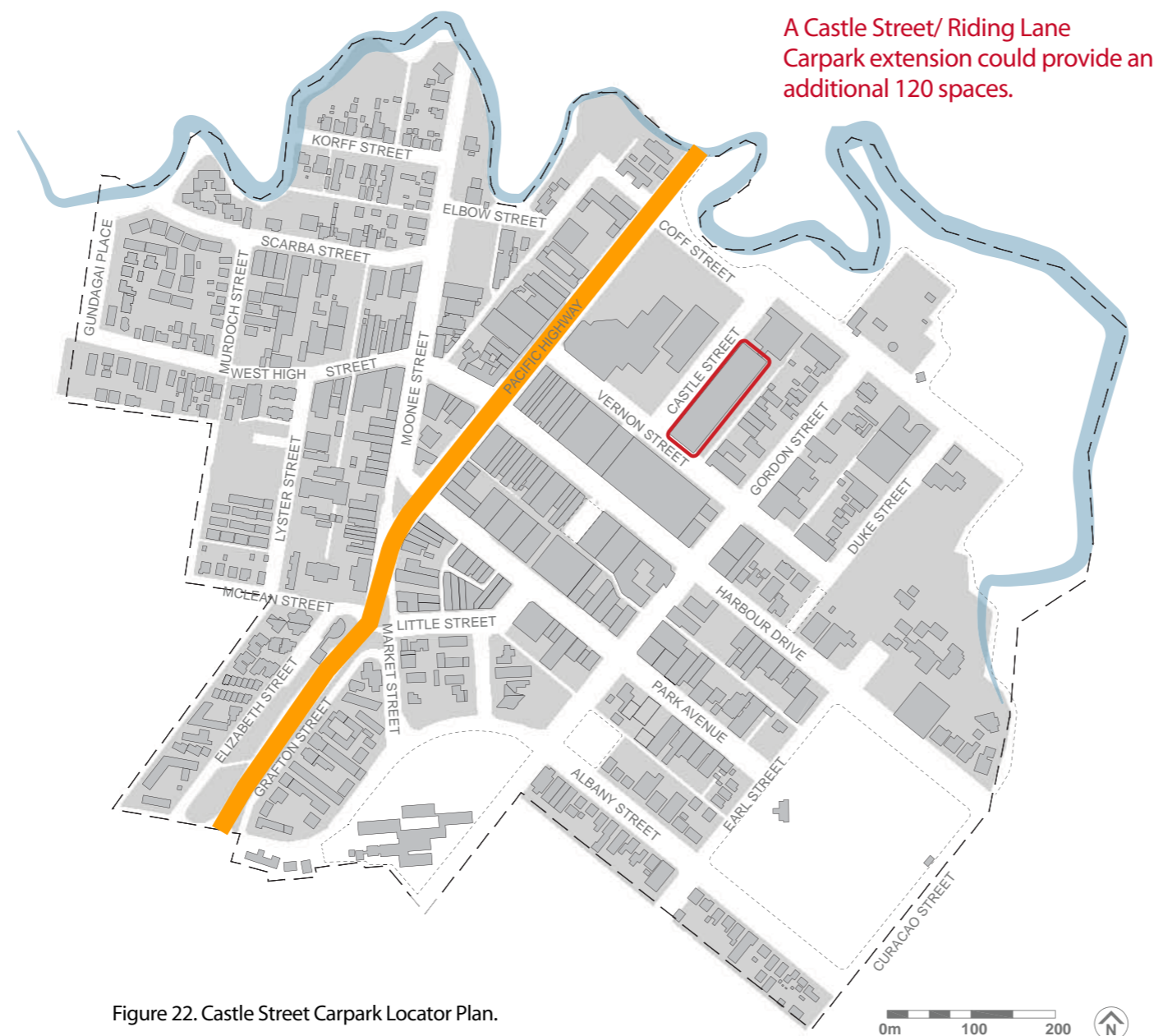


Figure 22. Castle Street Carpark Locator Plan.



Project: Castle Street Carpark (P - CSC)

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

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

Benefits:

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

Projects Component:

Cost:

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



- An attractive pedestrian environment with wide footpaths.
- Dedicated lanes for bicycles
- Adjusted road space without impact on vehicle capacity (1 lane in each direction)
- Street trees adding character and amenity.
- More space for al fresco dining.

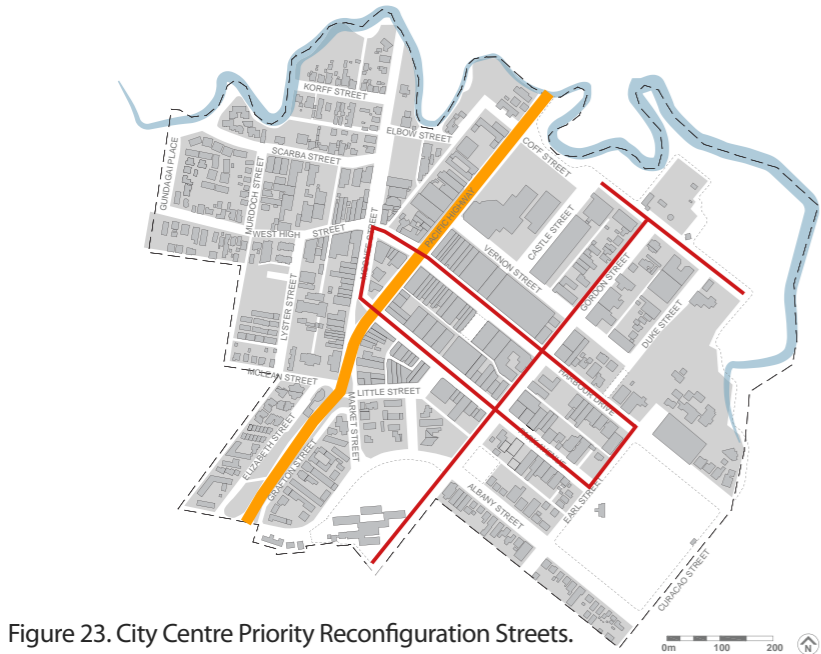


Figure 23. City Centre Priority Reconfiguration Streets.



Project: Street Reconfiguration (P-SR)

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

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

Benefits:


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

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


SURPLUS VEHICLE PAVEMENT
AFTER EFFICIENCY TESTING:

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


POTENTIAL SHOPPING
LIST:




1.5M
Verge Street Tree




1.5M
One- Way Cycleway



3.0M
Two-Way Cycleway



5.4M x 2.3M
On-Street Tree Well
Dimension



XM Reclaimed Street for Pedestrians

The Street Efficiency
Concept

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

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

A Summary of the Study:

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

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

Scale and Experience Comparison

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

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

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

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

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

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



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



Figure 25. Existing aerial photograph.

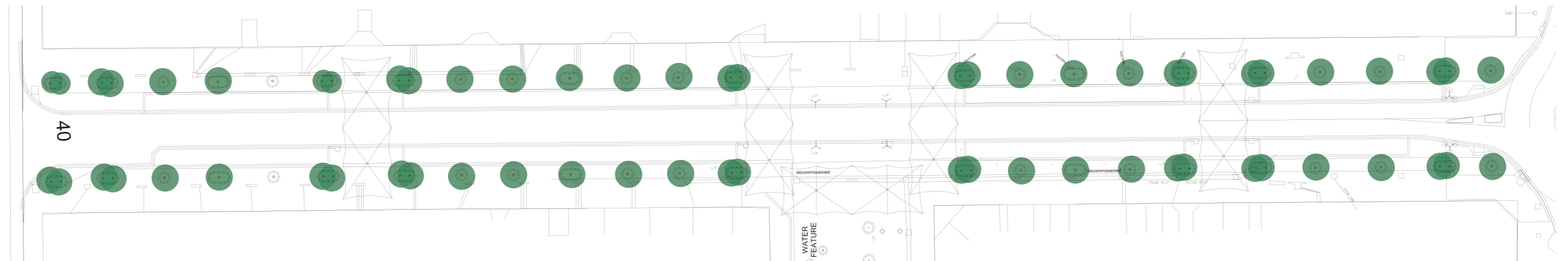


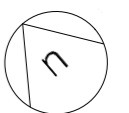
Figure 26. Existing plan view.

Harbour Drive

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

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

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



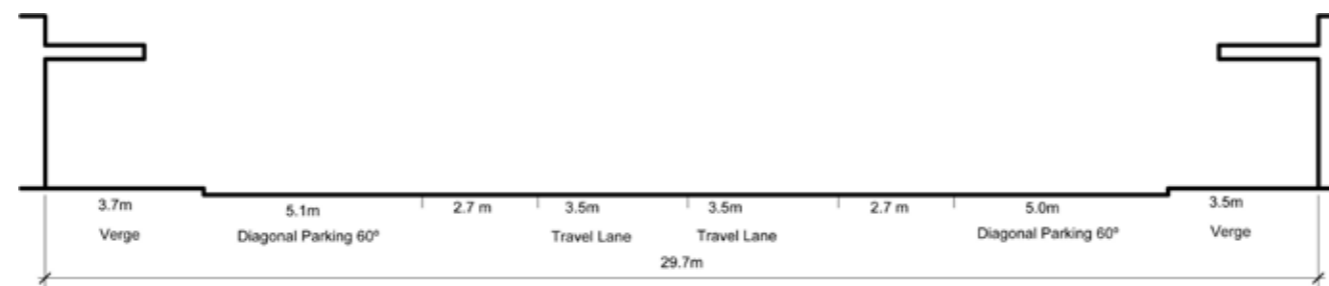


Figure 27. Existing section.



Figure 28. Proposed section.

Harbour Drive East Proposed

Principle: The Street Efficiency Concept.

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

Benefits:

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

Projects Component:

Cost:

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



Figure 29. Existing photograph.

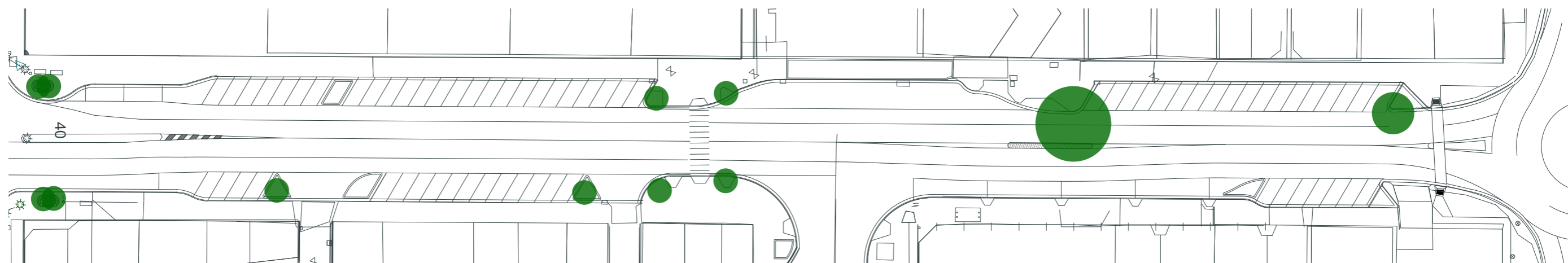


Figure 30. Existing plan view.

Park Avenue

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

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



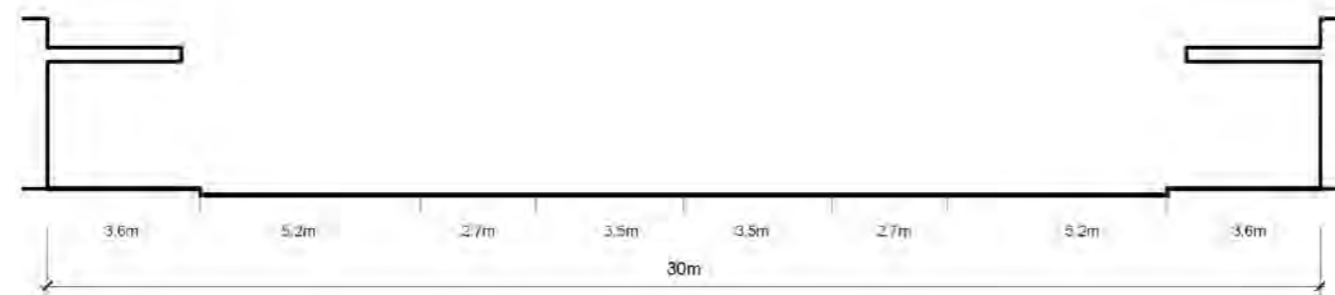


Figure 31. Existing section.



Figure 32. Proposed section.

Park Avenue Proposed

Principle: The Street Efficiency Concept.

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

Benefits:

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

Projects Component:

Cost:

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



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



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



Figure 33. Existing aerial photograph.

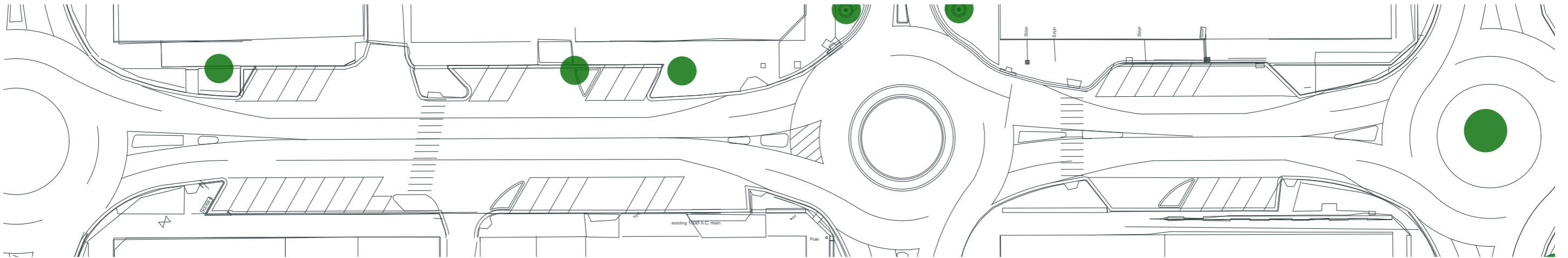
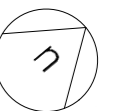


Figure 34. Existing plan view.

Gordon Street

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

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



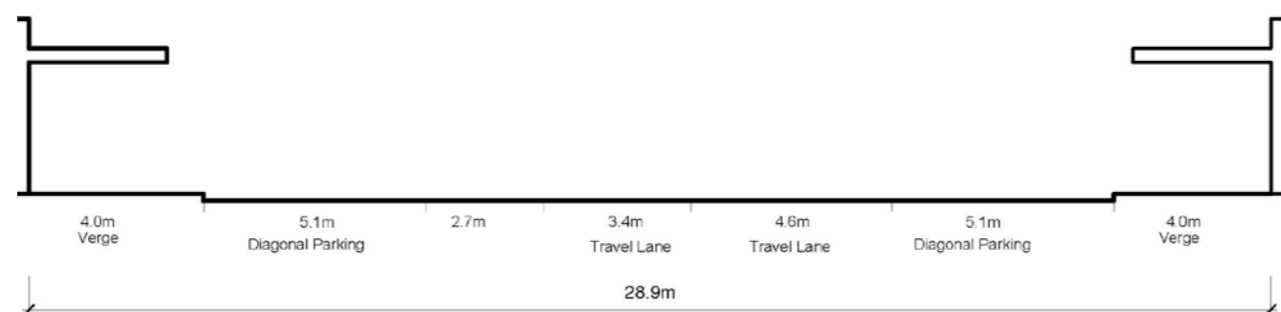


Figure 35. Existing section.



Figure 36. Proposed section.



The Stage 1 'display' street can reclaim pavement without the cost of pavement extension and kerb re-alignment.

Gordon Street Proposed

Principle: The Street Efficiency Concept.

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

Benefits:

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

Projects Component:

Cost:

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

Coff Street West

Principle: The Street Efficiency Concept.

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

Benefits:

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

Projects Component:

Cost:

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

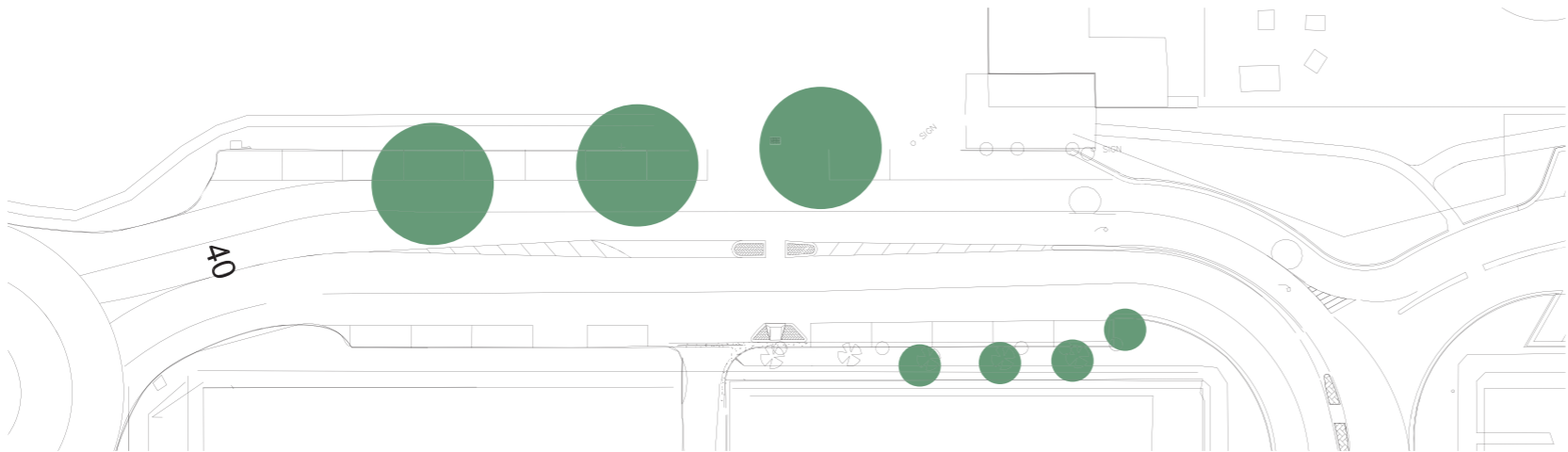


Figure 37. Existing plan view.

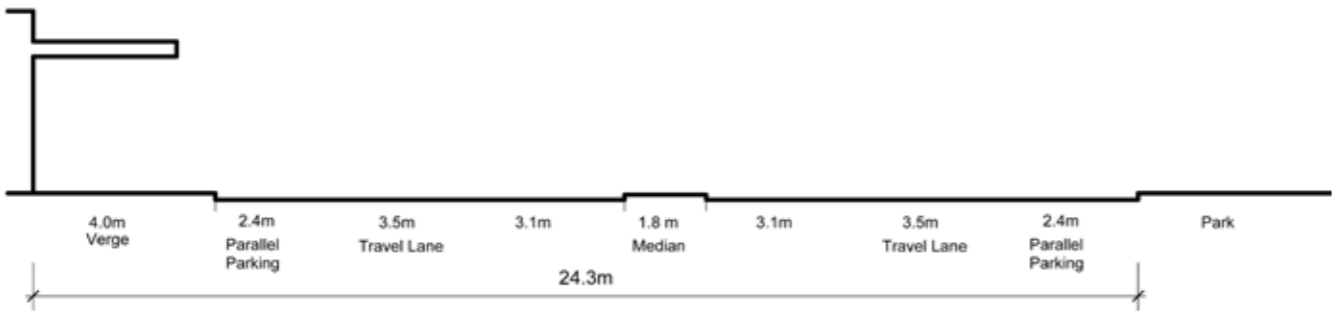


Figure 38 Existing section.

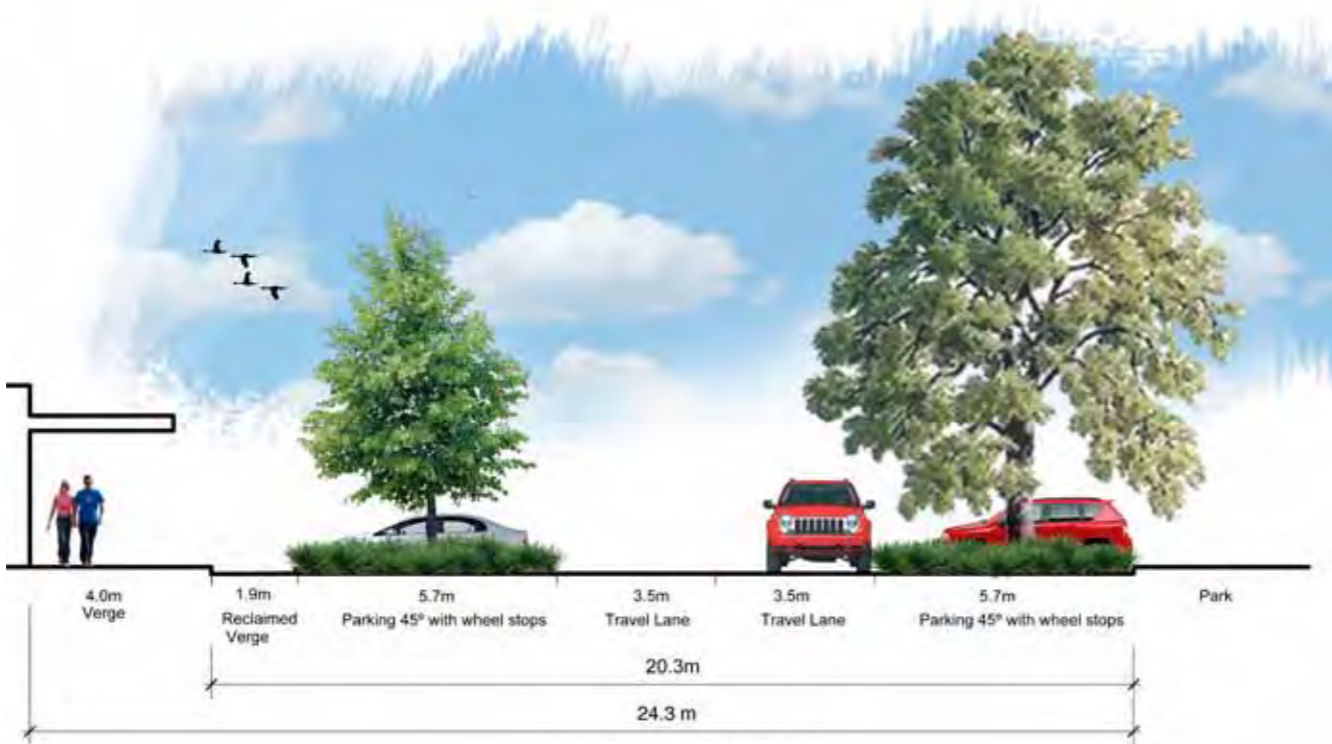


Figure 39. Proposed section.

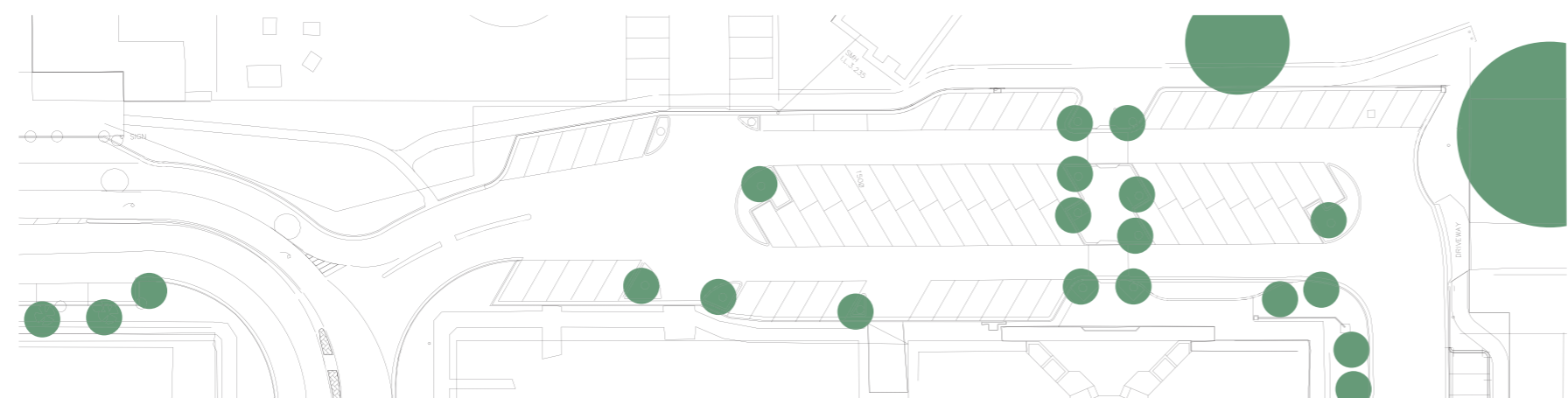


Figure 40. Existing plan view.

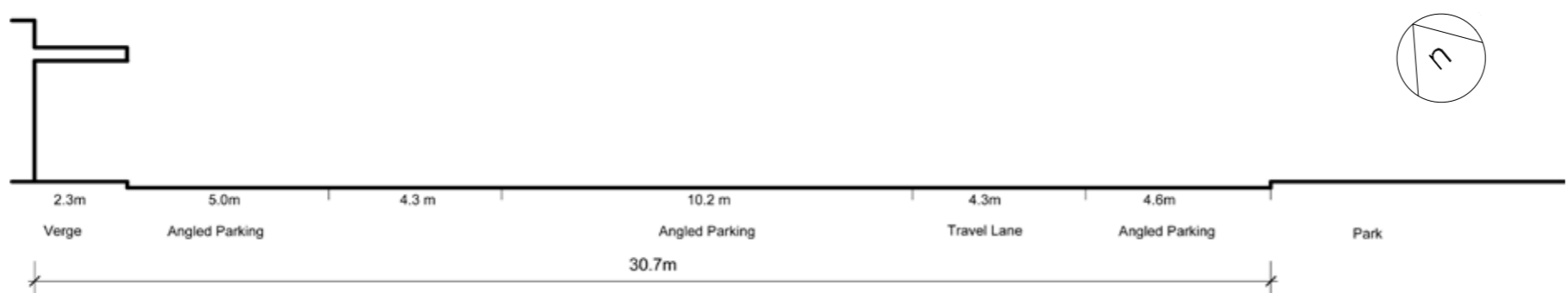


Figure 41. Existing section.



Figure 42. Proposed section.

Coff Street East

Principle: The Street Efficiency Concept.

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

Benefits:

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

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

Moonee Street

Principle: The Street Efficiency Concept.

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

Benefits:

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

Projects Component:

Cost:

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

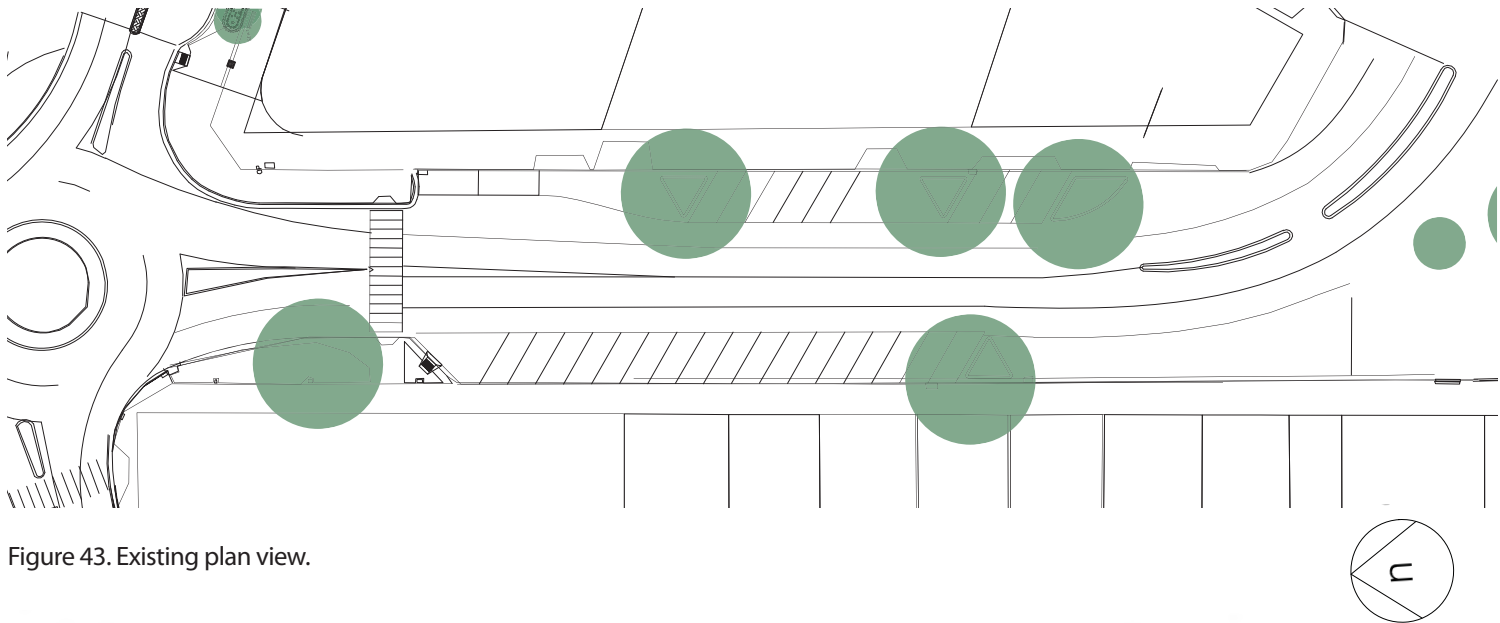


Figure 43. Existing plan view.

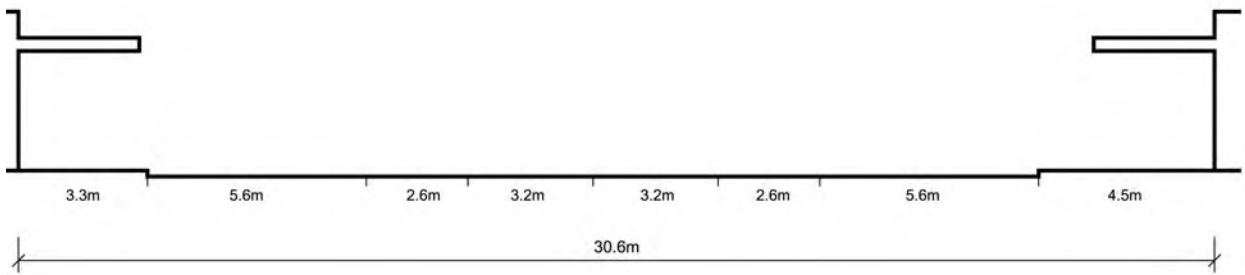


Figure 44. Existing section.

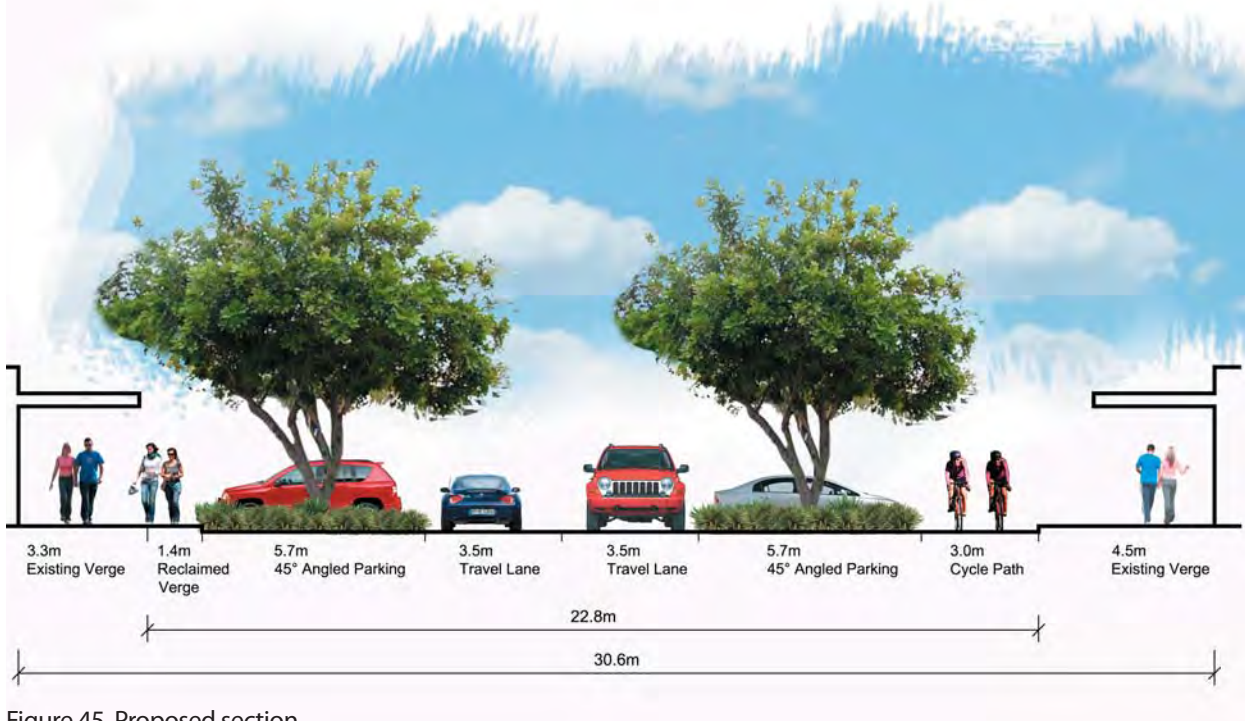


Figure 45. Proposed section.

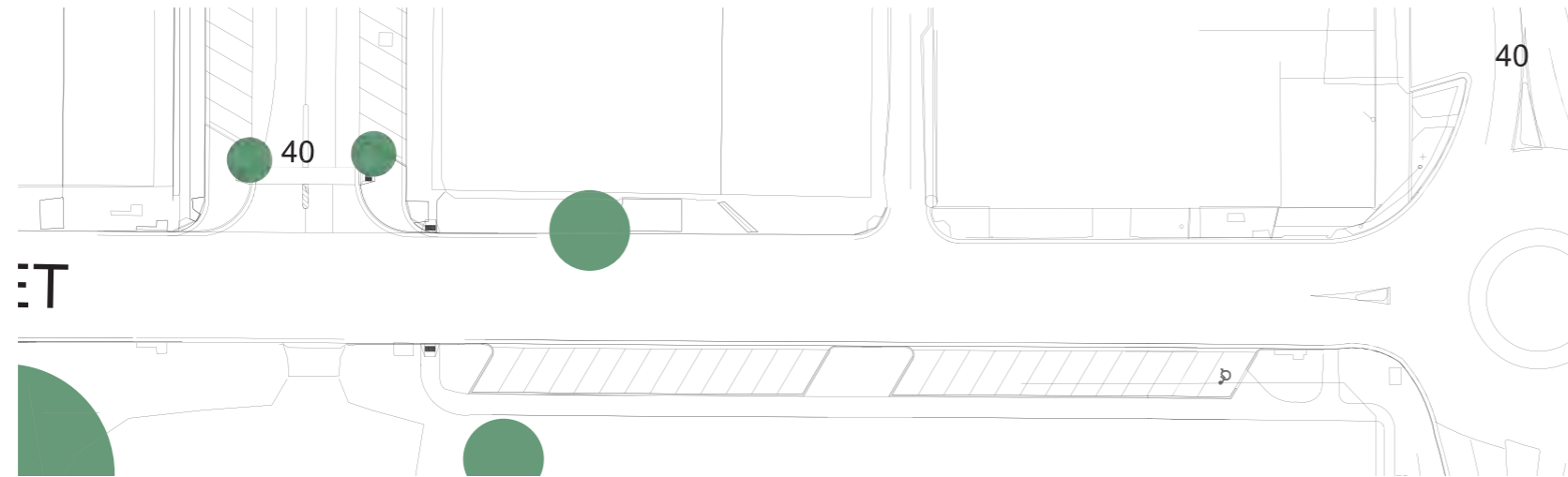


Figure 46. Existing plan.

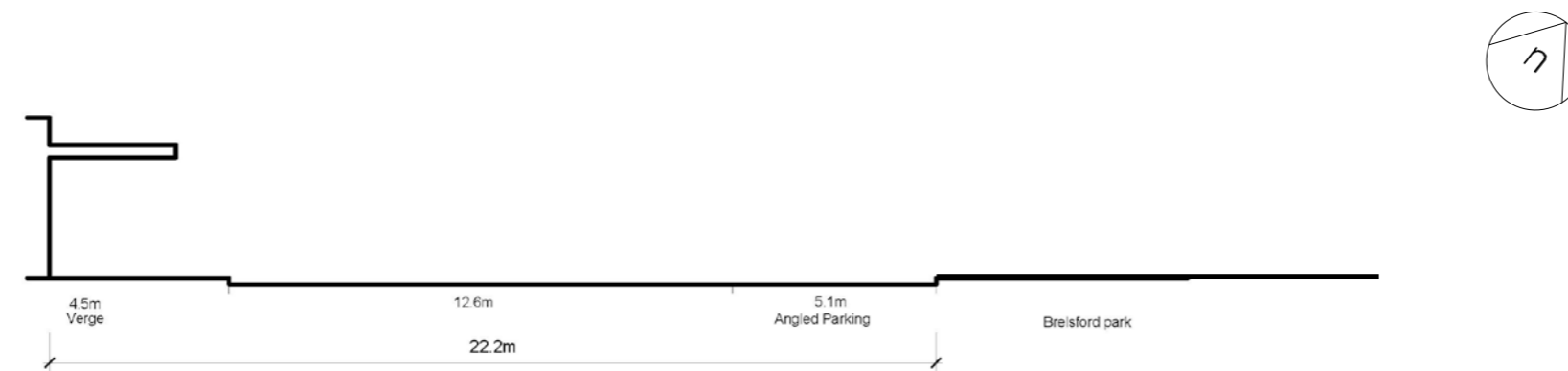


Figure 47. Existing section.

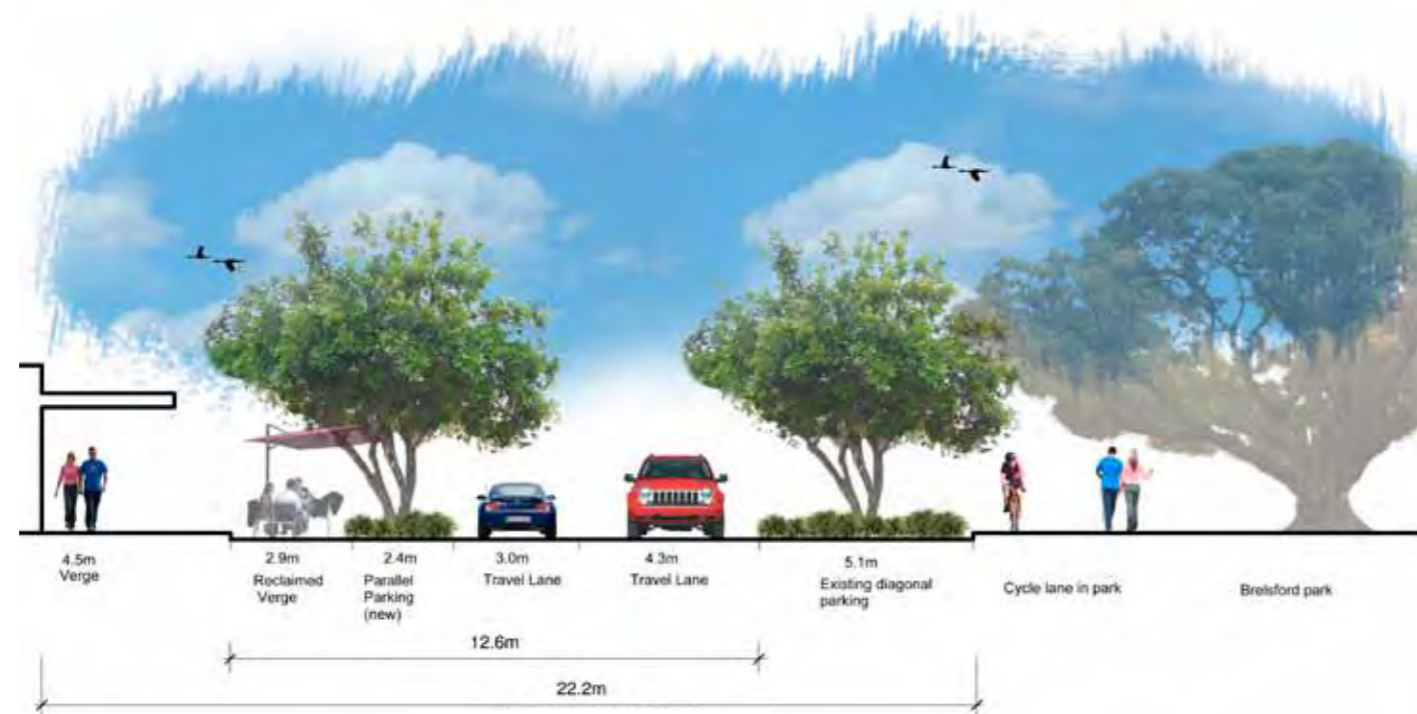


Figure 48. Proposed section.

Earl Street

Principle: The Street Efficiency Concept.

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

Benefits:

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

Projects Component:

Cost:

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



BRELSFORD PARK CONCEPT NOV 2012



Project: Brelsford Park (P- BP)

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

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

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

Benefits:

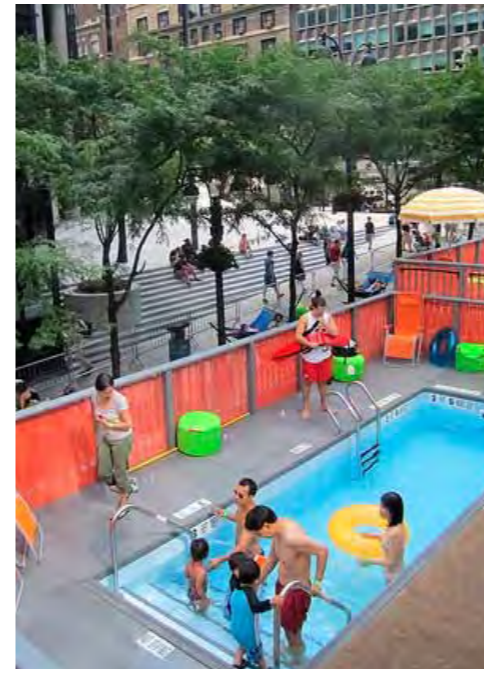
- To support the City Centre Strategies for City Centre Legibility, Bike Masterplan, City Centre Management, Strategic Sites and Brand Positioning;
- To provide an enhanced recreation experience with safety, security and amenities on the fringe of the City Centre;
- To be a quality, vibrant focal point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

Projects Component:

Cost:

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

* Subject to external funding.



Project: Events Program (P-EP)

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

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

Benefits:

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

Projects Component:

Cost:

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



Implementation

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

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

Step 1 – Adopt the Masterplan

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

Step 2 – Promote the Masterplan

Council should proactively promote the Masterplan by:

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

Step 3 – Implementation Matrices

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

Step 4 – Establish Priorities for the City Centre Management Group

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



Implementation: Strategies and Projects Matrices

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

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

prioritising projects.

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

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

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

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

Implementation Matrix - Special Rate Variation Funding Allocation

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

A Little Can Go a Long Way...

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



Crowdfunding

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

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

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

There are a number of models:

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

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

Implementation Matrix- To Be Realised Through Alternative Funding Mechanisms

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

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

0-3 years 3- 6 years 6+ years



Premise of the Vision

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

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

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



The iconic Harbour Drive Main Street City Sails.

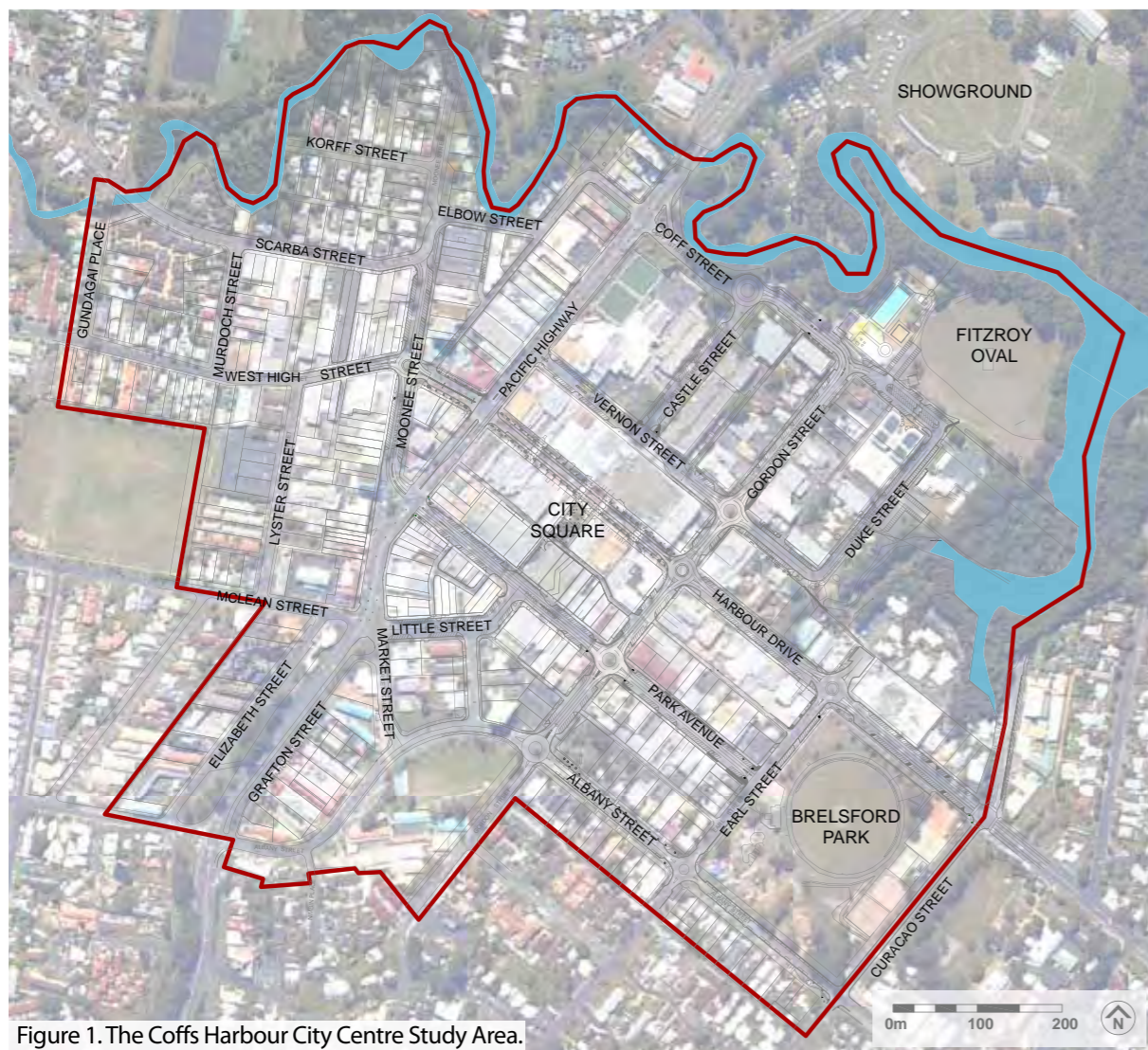


Figure 1. The Coffs Harbour City Centre Study Area.

Baseline Data Assessment- A City With A Fantastic Foundation

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

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

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

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

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



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

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

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

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



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

Baseline Data Assessment- City Centre Challenges

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

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

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

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

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



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



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



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



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

Community Engagement

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



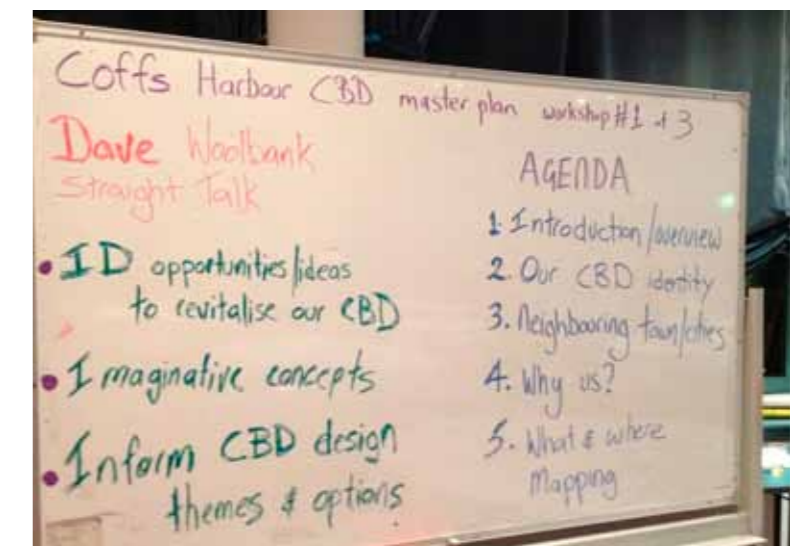
Consultation was undertaken in multiple stages to feed into the evolution of the Masterplan.

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

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

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

The community feedback throughout this process has



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

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

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



robertsday

Andersen Hunter Horne



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

The team is led by:

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

and in association with:

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

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

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Title:	City Centre Masterplan 2031
Prepared for:	Coffs Harbour City Council
Prepared by:	Roberts Day
In conjunction with:	AndersonHunterHorne (AHH: Jeppe Aagaard Anderson, Environmental Partnership, Turf Design Studio), I&BM , GTA, Northrop and Straight Talk .
Report Design:	Image & Brand Management
Reference:	COF CBD
Status:	Final
Date:	February 2013

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