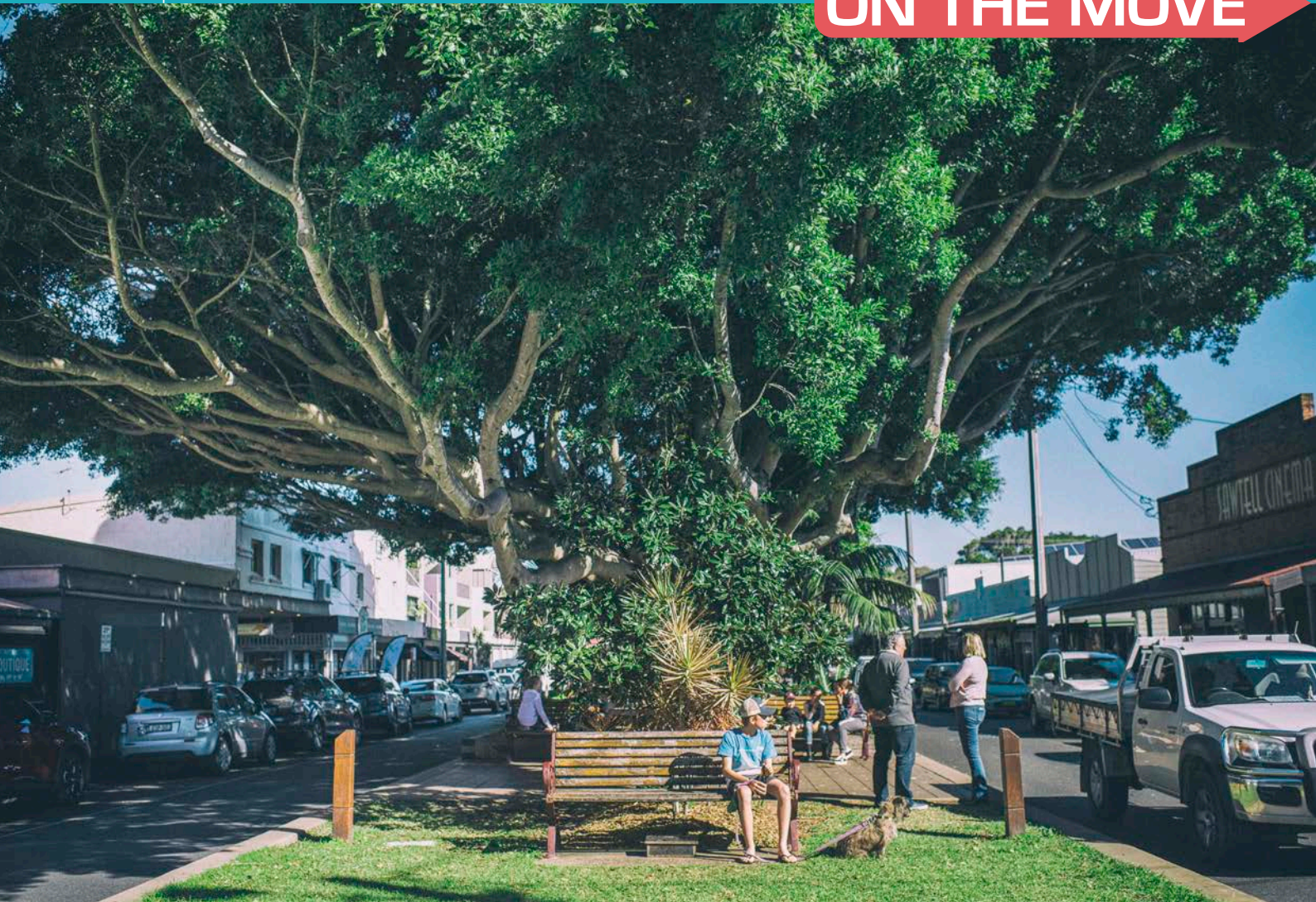




# Coffs Harbour Movement and Place Strategy

September 2023

EMERGING AND  
**ON THE MOVE**





Supported by



### **Coffs Harbour Movement and Place Strategy, City of Coffs Harbour**

Proudly supported by NSW Government

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#### **Acknowledgement**

This publication has been prepared by City of Coffs Harbour and the NSW Government in collaboration with PMP Urbanists.



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# Connecting with Country

City of Coffs Harbour acknowledges the traditional custodians of the land, the Gumbaynggirr people, who have cared for this land since time immemorial. We pay our respects to their elders, past, present and emerging, and commit ourselves to a future with reconciliation and renewal at its heart.

The Gumbaynggirr people, the traditional custodians of the Coffs Harbour region and beyond, have a long and continuing relationship and connection with the land. The Gumbaynggirr people form one of the largest coastal Aboriginal nations in NSW and are renowned as the 'sharing people' because their land was so rich that food and other resources were commonly shared with other nations.

The Gumbaynggirr nation covers a large area of the mid-north coast from the Nambucca River northward to the Clarence River and west to the Great Dividing Range. The Gumbaynggirr cultural landscape includes a complex series of pathways and places created by the movement patterns of mythological beings and Aboriginal people. These pathways extend through the country, linking people and places in a complex network of social and ceremonial links.

Many of the transport pathways we use today – from rail lines, to roads, to water crossings – follow the traditional Songlines, trade routes and ceremonial paths in Country that Aboriginal people followed for tens of thousands of years. As noted in Transport for NSW's vision for Reconciliation, "our transport system is a living, breathing network that connects us with each other and which carries our stories across cultural border lines."

These ancient traveling routes and songlines continue to endure while new layers of movement networks and places are laid down as Coffs Harbour grows into a future-focused and vibrant regional city.

The NSW Government and the City of Coffs Harbour are committed to ensuring the Gumbaynggirr nation is an integral part of planning the future of the Coffs Harbour LGA. The MyCoffs Community Strategic Plan recognises and acknowledge the traditional custodians of the Coffs Harbour local government area and through this: -

- Our Gumbaynggirr culture and heritage is honoured and acknowledged; and
- We walk together with our local Aboriginal community to honour, share and acknowledge their stories, heritage and culture.

The Transport for NSW Reconciliation Action Plan 2022–2025 acknowledges and pays respect to the role of Aboriginal and Torres Strait Islander peoples as custodians of the lands where Transport for NSW works. It also demonstrates Transport for NSW's commitment to working towards reconciliation both within Transport and in communities across NSW.

# EMERGING AND ON THE MOVE



# Executive summary

On a typical day in Coffs Harbour more than 26,000 residents travel to work, 13,000 children need to get to school and about 4,000 students travel to university or TAFE. Add to this the 42,000 trips made by people involved in unpaid domestic work, and the movement of goods associated with our 6,500 local businesses, and this all adds up to a lot of people and goods moving around our city. The majority of this movement occurs along our network of roads and streets that not only function as transport corridors but also as a network of public spaces or places where we live, shop, work and socialise.

The purpose of this strategy is to provide a shared vision and direction to change the way our places and transport networks are designed, planned and delivered in order to deliver maximum benefit for our community and visitors.

This Movement and Place Strategy has been led by the City of Coffs Harbour in collaboration with Transport for NSW and NSW Government agencies. This collaboration is part of a NSW Government initiative to deliver place-based transport plans in alignment with the NSW Future Transport Strategy.

City of Coffs Harbour worked with Transport for NSW in preparing this strategy to provide more choices for people to move around, to service our economy and to improve the quality of our streets where we live, work and play. Our goal is to assist and support the development of our city into a connected, sustainable and thriving compact regional city.

Our transport vision for Coffs Harbour is to use a variety of approaches that seize new opportunities to move around and at the same time improve the places in which we live and work.

We want to be smart about how we move people. We want to make it safe and convenient for our community to walk, cycle or catch a bus; where our kids can scoot to school, and our elderly can easily get around. That means sharing and improving our streets. Great cities are made with great streets.

The Coffs Harbour Movement and Place Strategy sets out goals for a viable transport system for the City of Coffs Harbour. The following 10 Big Moves have been identified to plan for and invest in, over the next 20 years to get us moving in the right direction.

1. Improving our walking and cycling networks
2. Better streets
3. Improving our public transport services
4. Investing in our blue and green grid
5. Beyond the bypass
6. Connecting the city's key precincts and growth areas
7. Careful parking management
8. Connecting our communities
9. Shovel-ready projects to create great places
10. Harnessing technology

Some moves will happen immediately. Others will take years to implement. By setting the direction now, we create a future that is connected, sustainable and thriving.



CAFFE AURORA  
MEDAGLIA D'ORO

atm

LET'S TAKO  
Veggie Fries & Drink \$10  
Friedo Hot Tolerant \$5  
3 Softies \$10



## Chapter 1

# A growing Coffs Harbour

# Who we are and how we travel

Coffs Harbour is a unique part of Australia, we have a proud rich history and some 81,000 people are lucky enough to call our beautiful community home. We also welcome millions of tourists to our City each year. How we move and travel around Coffs Harbour plays a big role in how we feel about our local community. The following provides a snapshot of who we are and our travel habits.



## Population

2023: **81,000**

expected to grow to 105,000 by 2040



## Age profile

0–11	12–17	18–34	35–59	60–69	70+
<b>14%</b>	<b>7%</b>	<b>18%</b>	<b>31%</b>	<b>14%</b>	<b>16%</b>



## Work and Live

**89.1%** of people who work in Coffs Harbour also live in the area

## Age

We have a higher proportion of persons aged 60 or older compared to the NSW and Australian averages. The recent changes in age structures in Coffs Harbour are Seniors (70-84) (+2,152 people in the last 5 years); Parents and homebuilders (35 to 49) (+1,238 people); Young workforce (25 to 34) (+1,139 people); and Empty nesters and retirees (60 to 69) (+665 people).

## Socio-economic profile

Coffs Harbour ranks in the lower half of NSW in regard to the relative level of socio-economic disadvantage compared to other LGA's. Some of our suburbs fall in the lowest 10% of socio-economic disadvantage compared to other areas in Australia.

## Diversity

We have a relatively diverse community that call Coffs Harbour home. Our local Aboriginal community makes up 6% of our population. Our top five languages (other than English) are Punjabi, Kurdish, Mandarin, German and Spanish.

The City of Coffs Harbour was declared a “Refugee Welcome Zone” in 2008. Since then over 1,600 permanent humanitarian arrivals have settled in our LGA. The City seeks to ensure Coffs Harbour is a welcome place for migrants, refugees and international students and that people from culturally and linguistically diverse backgrounds have access to community services and the ability and freedom to participate in everyday life in our community.



### Mode of travel to work

Most of our residents travel to work in a private motor vehicle.

**92%** drive to work (as driver or passenger)

**3.0%** walk to work (as only form of transport)

**0.8%** cycle to work

**0.7%** motorbike to work

**0.9%** bus to work

**1.1%** truck to work

Note: 10.7% of our employed population worked from home in 2021.



### Number of vehicles per household

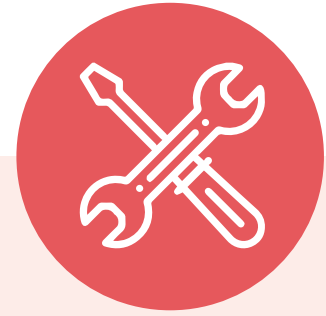
**5.2%** have no vehicle

**36.1%** have 1 vehicle

**35.2%** have 2 vehicles

**17.7%** have 3+ vehicles

Trends for vehicles per household have increased from earlier census data for 2 and 3 car households.



### Infrastructure

**230** km of footpaths and bike paths

**900** km of roads and streets

**316** bike racks across the municipality

**80** bus shelters

**1800+** on street car parks in the City Centre

Almost **2000** off street car parks in the City Centre

# A place to live, work and visit

Coffs Harbour is a key regional city within the broader context of NSW. The Mid-North Coast region has an annual economic output of \$33.8 billion, of which Coffs Harbour contributes about \$10.3 billion (or 30.5%).

## Our regional city

The region as a whole boasts more than 107,000 jobs of which more than 34,000 (or 32% ) are based within Coffs Harbour.

The top five industries within Coffs Harbour in regard to employment numbers are: Health Care and Social Assistance; Construction; Retail Trade; Accommodation and Food Services; and Education and Training.

The top four industries within Coffs Harbour by export value are: Agriculture, Forestry and Fishing; Accommodation and Food Services; Health Care and Social Assistance; and Manufacturing.

Tourism is an important contributor to the growth and character of the Coffs Coast region. In 2022, 1.4 million visitors came to Coffs Harbour and spent \$747 million. Most are domestic overnight visitors and daytrip visitors, with international visitors accounting for around 3% of the number of visitors but 16% of the visitor nights.

In 2021 the Coffs Coast region received NSW's first ECO Destination Certification<sup>1</sup> which announces the Coffs Coast as a nature-based tourism destination with a strong commitment to sustainability principles.

Supporting our tourism industry requires a place-based approach to our centres and more sustainable ways of moving around with improved infrastructure, amenity and services that support walking, cycling and public transport.

## Our challenges

As well as helping us move around, transport can have a big impact on social equity. A large part of our community face barriers to adopting active living behaviours or have difficulty in getting to essential services due to a lack of easily accessible or affordable transport options.

Groups of people that face significant barriers to adopting active living behaviours have higher rates of overweight and obesity and associated chronic disease. These include Aboriginal and Torres Strait Islander people, children, older people, people from culturally and linguistically diverse backgrounds, people from lower socio-economic groups, people with a disability and rural, regional and remote populations. Such groups need more support to reduce this burden<sup>1</sup>.

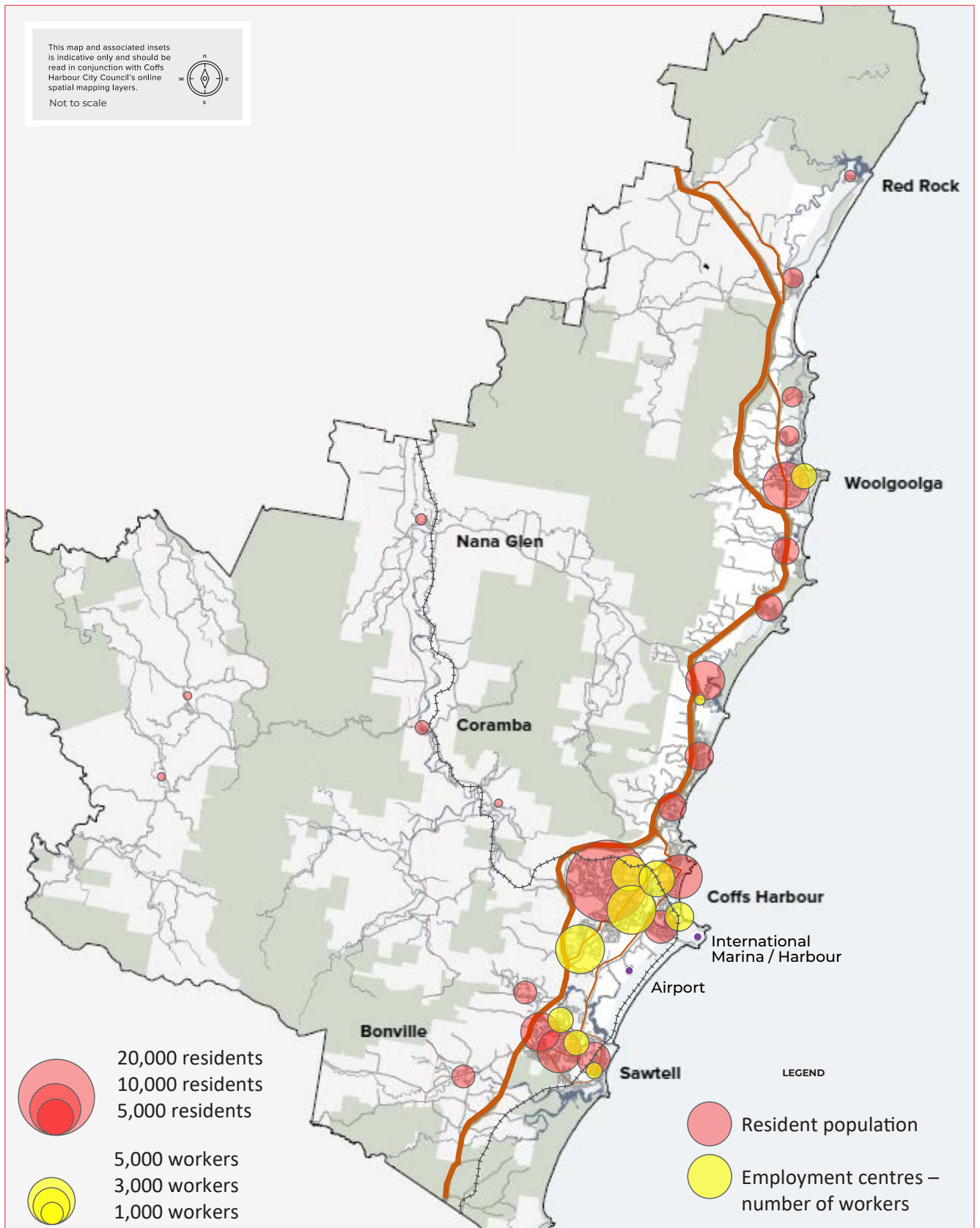
In 2021, about 5,400 people (7% of the population) in Coffs Harbour reported needing help in their day-to-day lives due to disability. About 1 in 5 of these people do not have access to a car which can severely limit access to services and employment.

There were 12,458 people (16% of the population) living in low income households with less than \$500 per week of combined income. About 1,650 households (5% of our total households) do not have access to a car.

<sup>1</sup> Eco Tourism Australia. 2022. ECO Destination Certification | Eco Tourism Australia. [online] Available at: <<https://www.ecotourism.org.au/our-certification-programs/eco-certification-4>> [Accessed 30 August 2022].

<sup>1</sup> NSW Health's Healthy Eating and Active Living Strategy (2022-2032). Available at: <<https://www.health.nsw.gov.au/health/Publications/nsw-healthy-eating-strategy.pdf>> [Accessed 13 June 2023]

This map and associated insets is indicative only and should be read in conjunction with Coffs Harbour City Council's online spatial mapping layers.  
Not to scale



Populations and key employment centres (.idcommunity)

Transport is the most frequently reported barrier for older persons accessing health services and aged care services in our region. There are also other disadvantaged groups in our community that suffer from lack of easy or affordable transport to key services such as childcare, education and health care, or to employment, sport or simply meeting family, friends and general participation in our community.

Additionally, Coffs Harbour also has a substantial newly arrived culturally and linguistically diverse community. Amongst this group, transport is reported as the third highest barrier to education, and in the top ten barriers to employment for refugee and migrant women in Australia.

## Our transport systems

Coffs Harbour is served by a significant transport network that includes the Coffs Harbour Airport, international marina, the Pacific Highway and the North Coast railway line, which are both a part of the National Land Transport Network that provides access to port, distribution and market infrastructure in Newcastle, Sydney and Brisbane. The largest volume of freight movements within Coffs Harbour are associated with the movement of construction materials, agricultural commodities and forestry.

The Coffs Harbour Bypass - Pacific Highway Upgrade around Coffs Harbour is expected to be completed in 2027. This will bring benefits including reduced travel times, freight efficiency, improved safety, as well as enhanced local amenity for our City Centre and opportunities for improved connectivity for all modes on our local roads.

With recent investment in the airport as well as the Pacific Highway upgrades we are able to increase accessibility to, through and within the region. There is however more we can do to ensure that we continue to plan for and create a connected, sustainable and thriving Coffs Harbour.

## How we travel

Of the 32,600 people who work in the LGA, about 29,000 or 90% also live in the area. This provides excellent opportunities for a connected and sustainable transport network.

Driving is by far the most popular method of travel to work by Coffs Harbour residents, accounting for about 90% of the modal split for the journey to work. This is influenced by a variety of factors including relative ease of driving and parking in the LGA; simple habit; and the lack of public and active transport alternatives.

About half of our car trips to work are less than 5km. Walking and cycling are attractive transport options. Future investment could increase the use of active transport as a mode of transport and for recreational use, as well as providing significant health benefits to individuals and the wider community. Active transport also provides more choice for those people without a licence or access to a vehicle, particularly in areas with limited public transport.





# Strategic drivers

This Movement and Place Strategy is shaped by a wide range of broader influences:

## Planning for a growing population, economy and new urban areas

We want to deliver a better outcome for a growing Coffs Harbour through a placemaking framework that:

- provides safe and efficient access and connections for people walking and cycling, catching a bus, and driving freight and private vehicles;
- delivers roads and streets that form the urban structure and network of public open space that our neighbourhoods and centres are built upon; and
- creates the experience of a place visually, socially, environmentally and economically.

## The NSW Future Transport Strategy and Movement and Place Framework

The Future Transport Strategy provides the framework for informing transport and service plans such as the Coffs Harbour Movement and Place Strategy. The strategy outlines a multimodal approach to managing transport in NSW based on three outcomes:

- **Connecting our customers' whole lives:** Providing customers with more choice in how and when they travel.
- **Successful places for communities:** Improving liveability for our customers, protecting biodiversity and achieving net zero emissions.
- **Enabling economic activity:** A transport system that creates jobs and connects people and goods through efficient freight networks, reallocation of road space and optimising existing infrastructure.

Transport for NSW has developed a Road User Space Allocation Policy which considers all road users and supports the strategic aim to reduce car dependency and the mode share of private vehicle trips within built up areas. The purpose of the Policy is to deliver safe, equitable, physical and time-related allocation of space on our roads - for all road users. When considering the allocation of road space the vision for the network, its place intensity and movement function should all be established before considering how each of these functions can be supported by the different modes.

## Increasing active transport

Transport for NSW's Active Transport Strategy has a vision to double active transport trips in NSW in 20 years. The NSW Government wants walking and bike riding trips to be the preferred mode of transport for short trips and a viable, safe and efficient option for longer trips. Key focus areas for the City to achieve this vision is creating walkable and connected neighborhoods and delivering connected and continuous cycling networks.

## Improving bus services throughout regional NSW

The NSW Government is committed to improving local connections within regional cities and towns, and from smaller towns and villages to their nearest regional centre with a mix of improved scheduling of local bus services and the introduction of on demand services.



## Keeping people healthy

Promoting healthy behaviours and environments helps prevent illness and obesity and has wide ranging economic and social benefits.

Our built environment strongly influences our choices. Local streets and footpaths are consistently reported as the most frequently used facilities for physical activity<sup>1</sup>. Our neighbourhoods need to make it easier to be physically active. Creating green, open spaces along with walkable, shady streets and connected path networks helps to achieve this. This is a key direction in the NSW Healthy Eating and Active Living Strategy 2022-2032.

## Towards Zero - making our roads and streets safer

The NSW government has set ambitious safety targets to progressively work towards zero trauma on the road network by 2050. The 2026 Road Safety Action Plan<sup>2</sup> includes an interim target of halving fatalities and a 30% reduction in serious injuries by 2030.

<sup>1</sup> Dill, J., *Bicycling for transportation and health: the role of infrastructure*. J Public Health Policy, 2009. 30 Suppl 1: p. S95-110

<sup>2</sup> Transport for NSW. 2026 Road Safety Action Plan. State of NSW.

## Coffs Harbour bypass and City Centre revitalisation

The Coffs Harbour bypass project is an unprecedented opportunity to transform the cityscape, bringing in a new era of movement that will redefine links to the north and south and reunite east and west Coffs Harbour.

The bypass project will result in a redistribution and reduction of traffic volumes on our local and regional network. This provides an opportunity to stitch our city centre together and provide a better level of service for all road users - pedestrians, cyclists, bus passengers, freight and private vehicles.

## Greener Places: a green urban infrastructure framework

The NSW Government considers Green Infrastructure as essential infrastructure that needs to be integrated with other urban infrastructure, such as roads and streets to create high quality urban environments.

A key objective of the Coffs Harbour Regional City Action Plan<sup>3</sup> developed by the NSW Government is to cultivate Coffs Harbour's distinctive blue and green open space grid (our creeks, parks and bush reserves) for a healthier city, and to establish and maintain a canopy of trees along transport corridors and open spaces.

<sup>3</sup> Department of Planning, Industry and Environment, 2021. *Coffs Harbour Regional City Action Plan 2036*. State of NSW.

## What is green infrastructure?

'Green Infrastructure' is the network of green spaces, natural systems and semi-natural systems that supports sustainable communities and includes waterways; bushland; tree canopy and green ground cover; parks and open spaces that are strategically planned, designed and managed to support a good quality of life in the urban environment.<sup>1</sup>

<sup>1</sup> State of New South Wales (Department of Planning, Industry and Environment), 2020. *Greener Places, An Urban Green Infrastructure Design Framework for New South Wales*.

# Community aspirations

## MyCoffs Community Strategic Plan

MyCoffs reflects our community's ambition for where it wants Coffs Harbour to be in ten years:

### Connected sustainable thriving

- *Gawbarraygam gunuyurrun banyjarrambigam*

Transport and place related outcomes of MyCoffs are:

- We love having an active, safe and healthy community. Our physical and mental health, wellbeing and safety supports our social connection and resilience.
- Our neighbourhoods and villages are connected — to nature, to places and to each other.
- We are blessed with a diverse natural environment we want to protect and enjoy. We are aware of the footprint we leave and look to use our resources responsibly to live lightly.

Some specific outcomes in the MyCoffs Community Strategic Plan that relate to this strategy include:

- Our urban and business centres offer the amenity, connectivity and lifestyle and liveability options that encourage businesses and professionals to relocate to our area
- Our neighbourhoods are people-friendly and liveable environments
- Our public places and spaces are activated through good planning and design
- Population growth is focused within the existing developed footprint
- Active transport is encouraged through an integrated network of cycle ways and footpaths that connect our key spaces
- Our use of public transport increases
- We address the challenges of road safety.

## Place Score

Place Score is a 'place experience' measurement tool that lets communities share what they most care about. Place Score identifies elements that the community value and what needs improving.

**Place score identified 'Liveability Improvement Priorities' for Coffs Harbour based on the aspects of our neighbourhoods that are important to people but are currently under performing. Improving these attributes will have the most significant impact on our community. The top three liveability improvement priorities across the Coffs Harbour LGA are:**

- **Quality of public space (footpaths, verges, parks etc.);**
- **Access and safety of walking, bike riding and/or public transport; and**
- **Walking/jogging/bike paths that connect housing to shops, parks etc.**

The City of Coffs Harbour undertook a Place Score process that involved community engagement between November 2018 and February 2019. A total of 2,075 responses were collected.

The respondents identified the following top 10 things we care about in our towns and neighbourhoods (in order of priority):

1. Elements of natural environment (natural features, views, vegetation, water, wildlife etc.)
2. General condition of public open space (street trees, footpaths, parks etc.)
3. Sense of personal safety (for all ages, genders)
4. Sense of neighbourhood safety (from crime, traffic, pollution etc.)
5. Protection of the natural environment
6. Locally owned and operated businesses

7. Landscaping and natural elements (street trees, planting, water features etc.)
8. Walking/jogging/bike paths that connect housing to shops, parks etc.
9. Quality of public space (footpaths, verges, parks)
10. Access and safety of walking, cycling and/or public transport (signage, paths, lighting etc.)

The assessment also measured our community's lived experience and compared it to other LGA's in NSW. The area in which we are scoring the highest compared to the NSW average is "ease of driving and parking" which is potentially working against us in terms of:

- making it too easy to drive and reducing the relative appeal of walking and cycling as transport options; and
- unnecessarily absorbing an excessive share of our financial resources.

Some of our worst performing areas in comparison to NSW averages are:

- Access and safety of walking, cycling and/or public transport (signage, paths, lighting etc.);
- Amount of public space (footpaths, verges, parks etc.); and
- Access to shared community and commercial assets (library, bike/car share, sport facilities/gyms etc.)

The Place Score assessment reflects the transport and place related outcomes in MyCoffs Community Strategic Plan and provides us with a strong direction for change.

## What you told us

The City engaged with the community on the draft Coffs Harbour Movement and Place Strategy from 20 December 2022 to 27 February 2023.

There were 3,300 total visits to the Have Your Say page over the exhibition period, 44 formal submissions were received and 445 respondents to an online survey.

Feedback on the 10 Big Moves in this strategy showed strong support for the active transport initiatives with the top 3 Big Moves being (in order of importance):

1. Improving our walking and cycling network
2. Better Streets
3. Improving our public transport services.

The community's rating of importance for each Big Move is reflected in the new ordering of the Big Moves in Chapter 3.

Some of the draft strategy has been amended to help avoid misinterpretation - particularly for the Big Move previously titled 'Supporting 15-minute neighbourhoods'. The intent of this initiative is clarified in the renamed Big Move 8 – Connecting our communities.

# Opportunities and challenges

## Rethinking the space on our roads

We will aim to improve the use and efficiency of our roads.

Road space is a scarce public resource which historically has been allocated mostly for general traffic and private vehicle parking. We will aim to be more efficient with our road space to cater for all modes of travel, and to create better places.

A lot of that is to think less about building more and focus on reimagining what we already have. The approach is to put people first by considering the unique street environment for each circumstance. We want our roads and streets to do the right job in the right place. Is it a main road like Hogbin Drive where movement is the priority? Or is it a main street in one of our centres like First Avenue where place should take centre stage?

Transport for NSW's Road User Space Allocation Policy<sup>1</sup> outlines principles on how to safely and equitably allocate road space. We will aim to repurpose roads to support the creation of better places and ensure our assets are fully utilised and optimised to provide equity for all users that can benefit from how road space is used. Opportunities will also occur when space is planned or becomes available such as the when the bypass reduces traffic through our City Centre.

<sup>1</sup> Transport for NSW, 2021. Road User Space allocation Policy CPT21000. State of NSW.

Consider first



Consider last

Order of road user space considerations

## Rethinking the transport hierarchy

### **Walking**

By prioritising walking we create environments where everyone can feel connected. Regardless of age or ability, people should feel comfortable, confident and safe when they walk. Human movement creates connectedness and is at the heart of creating efficient environments.

### **Riding**

Moving on two wheels is a great way to get around. Creating safe and separated environments for people to ride a bike or a scooter, regardless of their ability, is a highly efficient, healthy, and sustainable way to move around.

### **Public transport**

Moving large numbers of people to and from key locations or destinations is best suited to traditional forms of public transport like buses. Ensuring reliability, frequency and service offering that is connected to a whole of network is critical to a successful public transport offering.

### **Freight and goods**

When we free up the road network from unnecessary vehicle movements we create more room for freight and goods to move around.

Ensuring that our service delivery vehicles, freight and trucks can easily access where they need to go as quickly as possible is good for the whole community.

### **Ride hailing and shared transportation**

Sharing transport with others or using services like taxis', UBER and community transport are a convenient and more efficient mode of transport than using a personal vehicle for single person trips. These cars are often always on the move and can be used to get people to where they need to go in the most direct route possible. As the purpose of these vehicles are to keep moving they do not require places to stop for long periods of times like car parks.

### **Private Vehicle**

For most people who live in Coffs, to cover long distances we know that using a personal car is currently the most convenient way to move around. However, in the future we want to encourage walking and cycling for smaller trips, and public transport along routes with direct and frequent bus services. Cars create congestion on our roads, they are costly on our economy and our environment. They require an inordinate amount of space for parking and create unfriendly environments especially in high-speed areas.

## Reimagine the city's spine and reunite east and west

The Coffs Harbour bypass will redirect through-traffic from the City Centre, which will reduce congestion, improve connectivity and provide opportunities for the former Pacific Highway to be enhanced by promoting a greater range of uses and street level activity along the corridor.

The City Centre can become a place-focused on people – a cultural live-work-play destination offering an attractive urban lifestyle, interlinked to green and blue spaces, arts and culture, and opportunities for learning and collaborating. More residents and a creative and entertainment presence will enliven the night-time and weekend economy.

The former Pacific Highway can be used to create a sense of arrival with vibrancy at street level, greenery along the edge and new public transport, cycling and walking links from north to south.

The Coffs Harbour bypass not only offers another way around our city but also helps to spread out the local traffic, easing congestion on other roads in our network. For example, future traffic on Hogbin Drive is predicted to be significantly less compared to its current level.



## Greener connections

Coffs Harbour's creeks and network of open spaces and nature reserves – our blue and green grid – offer opportunities for connections and to get more people out and about in parks and playgrounds or along walks and bike paths.

Our blue and green grid offers the potential to create magnificent path networks with committed infrastructure funding.

Coffs Creek has the potential to become an off-road pedestrian and bike path network that extends over the highway into the upper areas of West Coffs linking it with the City Centre, Jetty and Park Beach. Many of our other localities such as Woolgoolga, Boambee East, Toormina and Sawtell also contain networks of creek corridors, reserves and open space.

By reframing our reserves and waterways and carefully creating a network of walking trails and bike paths, we can protect these green corridors and connect our open spaces and urban centres to create a healthier and more liveable city.

## Walkable and rideable catchments

There are some 19,000 people who live within 2km of the Coffs Harbour City Centre. This includes West and Central Coffs, Park Beach and the Jetty Precinct. By providing the right environment and sensitively using our blue and green grid with safe and inviting infrastructure, a greater number of these people could be swayed to walk or ride into the City Centre or to other key destinations.

## Responding to climate risks

Climate risks are becoming increasingly evident in the frequency and magnitude of extreme weather events and natural disasters. Bushfire and flood events around NSW in recent years have shown the potential impacts on access, connectivity and supply chains both during events and recovery.

Other risks include an increase in the number and duration of extreme hot weather events. Urban heat islands develop in areas with hard, sealed surfaces and a lack of vegetation or 'green infrastructure' such as street tree canopies.

The NSW Government is working towards achieving a target of net-zero emissions by 2050. The transport sector is a large contributor to greenhouse gas emissions in NSW. In Coffs Harbour, transport accounts for about 30% of our emissions and motor vehicles account for the majority of these emissions. The pursuit of more sustainable forms of travel and the use of more sustainable fuels will go a long way to reducing our emissions.

Providing a resilient transport network and addressing the environmental sustainability of the transport system is essential to minimise direct and indirect social, environmental and economic impacts.

## Using new transport technology

New technologies can transform the way we move around and help us to better utilise existing transport infrastructure. Trials have already been undertaken in the Coffs Harbour LGA to understand the benefits technology can provide to our transport system. Trials involving an electric bus, a driverless mini-bus (BusBot) and on-demand mini-buses (Woopi Connect) have been undertaken in Coffs Harbour.

Technology is rapidly evolving and spans a wide range of applications and benefits, including: driverless and on-demand services, zero emission buses and electric vehicles, app-based information and services, sensors for better parking management, freight efficiency and electric bikes.

We need to consider how new transport technology can support our vision and outcomes and how it can be incorporated into our everyday lives to achieve our vision.







## Chapter 2

# A vision and direction for Coffs Harbour

# A shared Movement and Place vision for Coffs Harbour

## “Emerging and on the move - towards a connected and compact city”

As our region continues to grow, we continue to work collaboratively with the NSW Government to ensure that we plan, deliver and manage our transport infrastructure and networks to ensure the best outcome for the future.

In partnership with Transport for New South Wales, we have developed this strategy to ensure that Coffs Harbour remains one of the most desirable places to live, work and visit.

City of Coffs Harbour is actively pursuing a more sustainable footprint for urban growth. A fundamental element of this is making existing and new neighbourhoods more walkable and connected, as well as ensuring that our precincts provide a mixture of housing, places of work and education.

To realise a more sustainable future, we need to consider how we want people to move around Coffs Harbour by linking people to places more efficiently and by providing more choices.

Our transport network also plays a key role in supporting economic and social opportunities by enabling the movement of goods and people, and by our streets performing as places to live, shop, work and socialise. Economic productivity will grow, as the transport network moves people more efficiently and sustainably to job centres. Our local centres and businesses rely on efficient freight access for deliveries and broader market access. We need to be sure in revitalising local streets that

we cater for access for both people and goods to support the needs of businesses.

The Coffs Harbour Movement and Place Strategy sets out our goals for transport systems that better support our places to achieve:

- vibrant and inclusive places;
- an active, safe and healthy community;
- a thriving and sustainable local economy;
- liveable neighbourhoods; and
- a natural environment that is sustained into the future.

Movement is a key enabler of places. Done well it can enhance and contribute to successful places, designed poorly movement can diminish places and contribute to their decline.

NSW GOVERNMENT ARCHITECT

## Movement and Place Strategy vision

We want to be smart about how we move people. We want to make it safe and convenient for you to walk, bike or catch a bus... where your kids can scoot to school, and our elderly can easily get around. That means sharing and improving our streets. Great cities are made with great streets.

<b>Emerging and on the Move – towards a connected and compact city</b>	<b>Courageously Moving Forward</b>	<p>We are a city on the move, making our streets for people and not just vehicles. We commit to prioritising walking, bike riding and public transport for a healthier community and a low carbon footprint. We embrace all forms of movement so it's easier to get around Coffs.</p>
	<b>City Life, Village Feel</b>	<p>Our streets support the character of our villages and the vibrancy of our centres. Everyone can afford to live and move around safely and conveniently. Your kids can safely play in the street and walk or ride to school. We want most aspects of your daily life located close at hand – within walkable neighbourhoods and villages.</p>
	<b>Creating Great Places</b>	<p>We make streets as public places - engaging, inviting and attractive where you can meet and mingle. Our streets support the culture and character of our communities. And great streets need great trees to provide shade, to shape our streets and make them safe, inviting and sustainable.</p>
	<b>Sharing our Streets</b>	<p>We embrace our streets as public spaces and encourage 'smarter' ways to get around within our existing networks. We are serious about walking – it doesn't matter whether you're 8 or 80 – our streets are designed for all.</p>
	<b>Thriving in Nature</b>	<p>Our growth has a sustainable footprint. We embrace our natural links to connect people and places. Our beautiful streets frame our dramatic views and connect us with our natural areas.</p>

## What is Movement and Place?

In the past we've considered roads as just a way to get vehicles from A to B. Movement and Place recognises that streets are not just about moving people and goods – they are also places for people to live, work and spend time. Movement and Place is about getting the right mix of transport in the right locations to create places we can all enjoy.

Movement and Place considers the whole street including footpaths, from property line to property line. It takes into account the needs of all users of this space including pedestrians, cyclists, deliveries, private vehicles and public transport, as well as people spending time in those places, whether moving around the place or enjoying street life including outdoor dining, waiting for a bus or watching the world go by.



Image source: NSW Movement and Place, Design of Roads and Streets Guide. Available at: < <https://www.movementandplace.nsw.gov.au/design-principles/design-road-and-streets-guide/about-guide> > [Accessed 11 August 2023]

# Objectives

Coffs Harbour is well placed to harness the opportunities afforded by our growth, regional setting and natural assets to drive change that provides improved transport choices and support the places where we live and work.

These overarching objectives support our vision and will capture the opportunities afforded by our LGA, a rapidly changing transport sector and directly address the challenges facing us in the next twenty years.

## Changing how we plan and design our roads and streets – the Movement and Place Framework and Road User Space Allocation principles

Across NSW, traditional transport classifications have been focused on the levels of motor traffic movement and not how people (pedestrians and cyclists) move.

This is still in use today in most NSW Councils including the City of Coffs Harbour. This functional classification system groups roads and streets by their capacity to keep vehicles moving and does not consider the movement of pedestrians or cyclists along or across these roads and streets. In turn our roads and streets often become barriers restricting active lifestyles.

The past ten years has seen a revolution of thinking to better reflect the broader spectrum of transport and place outcomes. We need to change our policies and processes to translate this thinking into practice.

Adopting the Movement and Place Framework, Road User Space Allocation principles and supporting NSW Government policies and guidelines will help us with this transition.

## Creating safer roads and streets using the Safe System Approach

In 2021 there were 119 crashes across the Coffs Harbour LGA resulting in injury. Of these 42 were seriously injured and 52 moderately injured. This is an improvement on previous years but regrettably we have experienced fatalities in the years since. And the human cost of crashes goes well beyond the individuals hurt in the incident itself.

Towards Zero<sup>1</sup> adopts the internationally recognised Safe System Approach. This approach acknowledges that road users make mistakes and advocates designing the street environment to not result in death or serious injury when users make mistakes. Street design, speed, and vehicle design all contribute to avoiding a crash or reducing its impact.

Movement and Place contributes to a Safe System Approach by creating roads and streets that are sensitive to place with self-explaining speed limits and infrastructure that aligns with the surrounding context. Movement and Place also considers other forms of safety such as personal safety. The Safe System Approach will be integral to the development of place-specific Movement and Place Plans for our key centres and precincts.

<sup>1</sup> Transport for NSW, 2022. Towards Zero. NSW Government. [online] Available at: <<https://towardszero.nsw.gov.au/>> [Accessed 30 August 2022].

## Providing a resilient transport system

We will ensure that our transport network is more resilient to significant weather events by working with NSW State Emergency Service and other relevant NSW Government agencies, and through our existing processes such as flood management and coastal hazard management.

Creating a greener network by establishing a canopy of trees along our roads and streets will assist in developing a healthier city that will both mitigate the impacts of urban heat and encourage more sustainable travel via walking and cycling.

Building more walking and cycling networks and improving our bus services will help shift us towards more sustainable forms of travel.

We will work with Transport for NSW to help enable a fast and smooth transition to more sustainable fuels for all vehicles - public transport, freight and private vehicles.

## Making walking and riding a better choice for short trips

The NSW Government wants walking and bike riding, known as active transport, to be the preferred way to make short trips and a viable, safe and efficient option for longer trips. And who doesn't want this! Our MyCoffs Community Strategic Plan lists providing active transport infrastructure as one of the key issues to focus on over the next 10 years.

Our plan is to make it safer and more convenient to walk and ride for all ages and abilities - from 8 to 80 years old. We will do this by building connected networks, safe crossings, providing better amenities and facilities, creating more inviting street and path environments (including more trees and better shading) to increase peoples want to walk and ride.

## Improving public transport

Like most cities, Coffs Harbour's bus network is the backbone of our public transport network and is likely to remain so in the foreseeable future. And, like the rest of regional NSW, currently the main purpose of our bus services is to ensure people with limited transport options have reasonable access to their local communities.

Improving our bus network in and around Coffs Harbour is a huge opportunity to improve the lives for a large part of our community who have difficulty in getting to essential services due to a lack of easily accessible or affordable transport options. It will also provide the whole community with a more viable option to driving.

Transport for NSW is committed to improving local bus and community transport in regional centres, with a focus on increased availability, improved reliability and consistent timetabling.

The City of Coffs Harbour will work with Transport for NSW and bus service providers to support the public transport program in delivering bus stops and walking connections to bus stops.

At the same time, the NSW Government is committed to transitioning buses across NSW to zero emissions technology. Electric buses will increase customers experience with quieter bus services and a cleaner and healthier environment due to the lack of harmful exhaust fumes. This transition delivers on the NSW Government's commitment to achieve net zero emissions by 2050.

Cycling is ten times more important than electric cars for reaching net-zero.

Electric cars have a lot of benefits over petrol and diesel cars - lower running costs, cleaner air, quieter, and lower greenhouse gas emissions. But if you're able to ride a bike then even better!

That's part of the reason we want to make walking and riding a bike the preferred choice for short trips.

## Embracing new technology

The NSW Government is committed to adopting and applying new technology to transport needs in regional NSW. As we continue to develop our understanding of the relationship between Movement and Place, the City of Coffs Harbour in collaboration with the NSW Government, will harness new technologies and innovations to make our movement networks and our places safer, greener and more sustainable.

### Electric vehicles

The global electric vehicle (EV) market is growing rapidly. The NSW Government is committed to increasing the uptake of EVs with the goal to increase EV sales to at least 50% by 2030-31. This means we need to prepare and be ready to support the uptake of EVs.

### E-bikes

E-bikes are a great solution to many of the common problems people face when cycling, especially for commuting. They make cycling easier for those who may not be very fit, help tackle hills and long distances, and reduce the issue of getting too sweaty and needing to shower at work. Studies show that when people switch to e-bikes, they tend to ride more frequently and cover greater distances. This has the potential to increase bike commuting to work and encourage retirees to either start or continue cycling well into their retirement.

To make the most of the advantages offered by e-bikes, we need to create safer, connected,

and inviting networks of paths and streets for cyclists to use. These networks will be designed to accommodate not only traditional bikes and e-bikes but also other forms of micromobility. In the future, this may also include e-scooters.

## Ensuring the delivery of services and goods to our local businesses

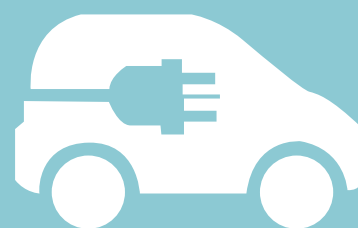
Freight, service and delivery demands will continue to grow in the Coffs Harbour LGA parallel to population and economic growth. Addressing the 'last-mile' freight needs of our urban centres will deliver place-making outcomes.

By considering urban freight logistics in early planning we can support centre revitalisation and renewal. Facilitating adequate off-street servicing and loading/ dock facilities can limit congestion and amenity impacts at street frontages, while securing freight connectivity for local businesses.

Switching to an electric vehicle can save about

**\$1000**

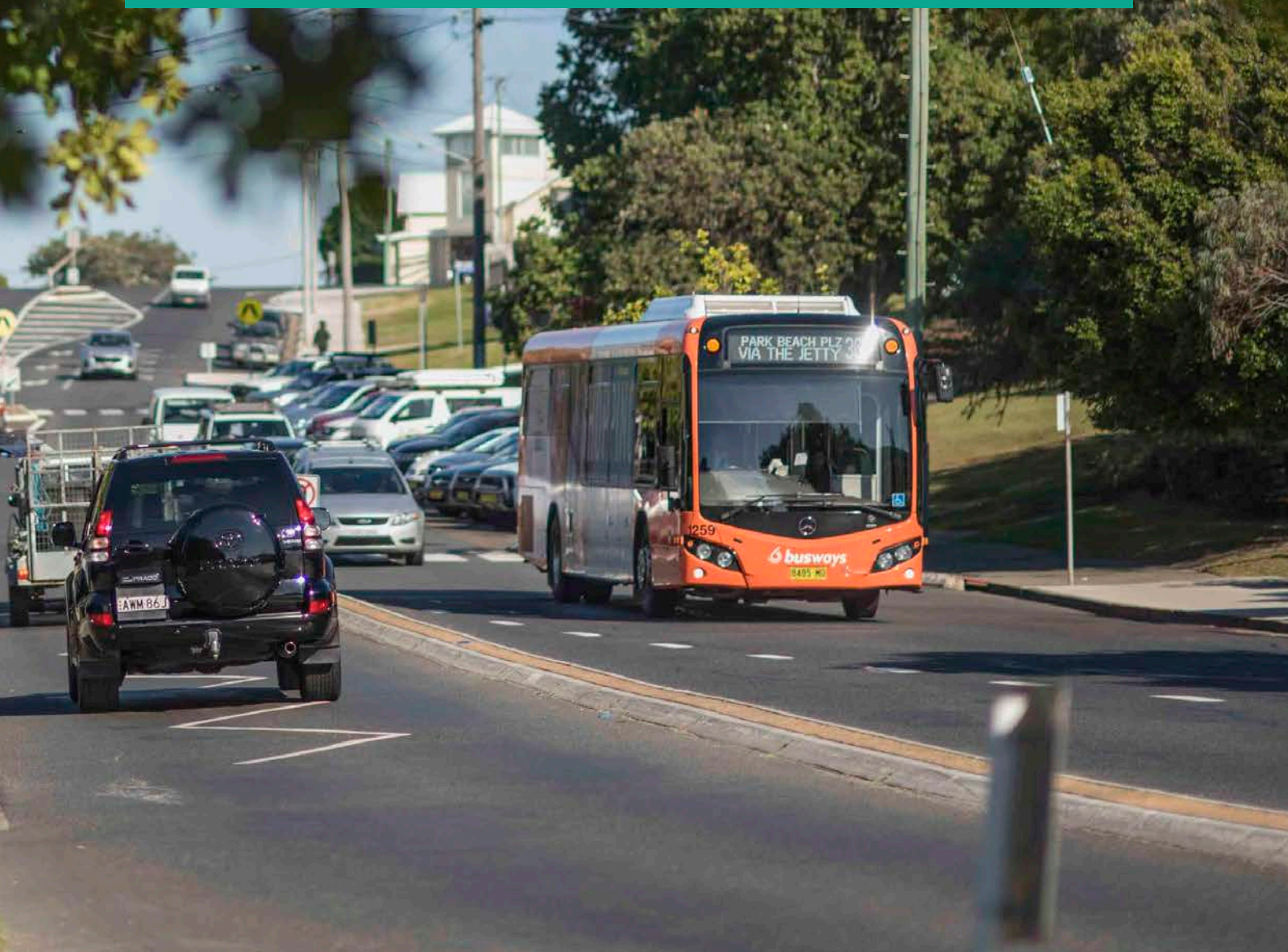
in running costs a year



## Statement of Commitments

To support the successful delivery of this Movement and Place Strategy, the City of Coffs Harbour will commit to the following:

- ▶ continue to work in partnership with the NSW Government and Transport for NSW to deliver future transport outcomes and adapt to changing trends and the needs of our community;
- ▶ review this strategy every five years to ensure it is responsive to the rapid advances in technology, our community's expectations and future growth planning;
- ▶ embrace a new approach to transport planning where we collaborate with our stakeholders and service providers early in planning and design processes to harness their innovation to develop the best possible solutions in the delivery infrastructure, services and place-making initiatives;
- ▶ adopt an agile, vision-led planning approach to allow us to adapt our plans to changing circumstances;
- ▶ incorporate the Movement and Place Framework, Road User Space Allocation principles and Safe System Approach into standard design practice and our local road safety Action Plans; and
- ▶ continue to update practices in response to evolving best-practice industry guidance.





## Chapter 3

# Our 10 Big Moves



# Our 10 Big Moves

We want to be smart about how we move people. We want to make it safe and convenient for you to walk, cycle or catch a bus ... where your kids can scoot to school, and our elderly can easily get around. That means sharing and improving our streets. Great cities are made with great streets.

We have identified the following 10 Big Moves that we will plan for and seek funding opportunities to invest in, over the next 20 years to get us moving in the right direction to achieve the vision. The initiatives are outlined in the following sections and the actions are summarised at the end of the strategy.

1. Improving our walking and cycling networks
2. Better streets
3. Improving our public transport services
4. Investing in our blue and green grid
5. Beyond the bypass
6. Connecting the city's key precincts and growth areas
7. Careful parking management
8. Connecting our communities
9. Shovel-ready projects to create great places
10. Harnessing technology

# Our 10 Big Moves – in brief

1

## Improving our walking and cycling networks

We will seek funding opportunities to invest between \$15 million to \$30 million over 10 years towards improving our active transport (walking and cycling) networks and facilities. This spending will be guided by an Active Transport Plan that will detail our priority networks over the next 10 years and funding opportunities.

At the same time, we will work collaboratively with schools and NSW Government to make it easier, safer and more enjoyable to walk, scoot or ride to school. This means building more paths, safer crossings, slowing down traffic and removing congestion in and around our schools.

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2

## Better streets

Roads and streets make up most of the public space in our LGA. They are frequently used by many different people for all kinds of activities and journeys.

The City of Coffs Harbour will ensure we plan, develop and re-engineer our roads and streets to provide for the necessary movement functions but also respond to the needs of different users and to different place contexts. We will focus on serving all the people who use roads and streets, starting with staying, walking and cycling.

---

3

## Improving our public transport services

The City is working with Transport for NSW to improve bus services across Coffs Harbour as part of the 16 Regional Cities Services Improvement Program. The improvements include simplified, more direct, and more frequent bus services, extension of on demand services, and improved weekend and night services. The City will support the services with improved bus shelters and walking connections to/from the network. Furthermore, Transport for NSW has committed to 100% electric buses being delivered across the whole of NSW.

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4

## Investing in our blue and green grid

Coffs Harbour's green cradle setting, coastline, bushland areas and creek system integrate with urban areas and support recreation, social interaction and the city's biodiversity, health and resilience. We will reframe our green reserves and waterways to carefully create a network of walking and cycling paths -an active transport grid - that protect these blue and green corridors and connect our open spaces and urban centres to create a healthier and more liveable city.

---

5

## Beyond the bypass

The Coffs Harbour bypass project provides an opportunity to stitch our City Centre together and renew some of our central connecting road corridors. This will include revitalising our gateways into Coffs Harbour and providing safer connections in our existing road networks for all users – people walking, cycling or driving.

6

## Connecting our city's key precincts and growth areas

While this strategy will provide improved connectivity in the broader Coffs Harbour LGA, an initial focus is improving connections for all modes of transport between our City's key activity areas of City Centre, Jetty Foreshore, Park Beach and South Coffs.

Growth of these activity nodes provides an opportunity to improve the existing links that connect them and provide more options to move people and goods while improving the character of each precinct.

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7

## Careful parking management

We will adopt a holistic approach towards parking management. Using advances in technology and tailoring solutions to each of our centres and villages we will be able to better manage car parking demand. This will support our local businesses, reduce the costs for development, and support our places by promoting access options that reduce traffic congestion and promote walkability in our centres.

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8

## Connecting our communities

The City of Coffs Harbour will adopt a holistic approach to planning our communities and creating safer roads, better streets and improved walking and riding connections that link us to daily necessities, nature, places and each other.

This provides people with convenience and choice – it's about having schools, grocery stores, cafes, medical centres, and parks just a short distance from home with a choice of ways to access them – by foot, bike, bus or car.

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9

## Shovel-ready projects to create great places

The City of Coffs Harbour will seek funding opportunities to develop detailed Movement and Place Plans and shovel-ready projects that tailor the broad initiatives of this strategy to each of our centres. These plans will involve developing key initiatives to 15% design development with sufficient rigour to consider appropriate safety and design standards. This will enable high order cost estimation for future budget planning, grant applications and a basis for future detailed design, as construction budgets become available.

---

10

## Harnessing technology

The City of Coffs Harbour will work with Transport for NSW and private industry to take advantage of technological advancements to deliver better transport options. Key initiatives include, designing flexibility to accommodate new forms of mobility such as e-bikes and e-scooters, transitioning to a zero emissions bus fleet and providing real-time bus service information to help customers better plan their journeys. We will also continue partnering with other providers to trial technologies like the BusBot autonomous vehicle trial, and the Woopi Connect on-demand transport service.

# How will we achieve our 10 Big Moves?

## Working together with Transport for NSW and the NSW Government to deliver the future.

Collaboration with Transport for NSW supports cross-government shared accountability and has enabled a shared vision for Coffs Harbour's transport systems to achieve our broad MyCoffs vision of connected, sustainable and thriving.

We will continue this cooperative approach with Transport for NSW and other NSW Government agencies to deliver future transport outcomes and adapt to changing needs. The 10 Big Moves Action Plan identifies the responsibility sharing between the City of Coffs Harbour and Transport NSW in terms of leading projects and the need for partnerships.

### **Leadership - working together to deliver the future**

To succeed in delivering our Movement and Place Strategy, we will work in partnership with the NSW Government and Transport for NSW.

At the same time, the City of Coffs Harbour will adopt a whole-of-City approach to work collaboratively across our different internal departments to ensure alignment and effective management and delivery of the initiatives.

This includes the spectrum of activities that constitute "taking a Movement and Place approach" – from setting a vision, to determining a preferred option for implementation. This requires collaboration and also "design thinking" to better understand the problem/opportunity, outcome and solutions. This can include co-design with State government agencies, industry professionals, stakeholders and the community.

Those involved will generally depend on the stage and scale of projects. Typically, the core team skills include: transport planning, strategic land-use planning, strategic urban design and project management in the early stages; and detailed design actions (road design, urban design, landscape design), assessment and delivery (traffic engineering, land-use integration, structure planning, evaluation) and project delivery, management, and monitoring in the later stages.

## Working collaboratively with industry partners to support our vision

The City of Coffs Harbour will introduce a new approach to transport planning where we collaborate with our stakeholders and service providers early in planning and design processes in the delivery of infrastructure, services and place-making initiatives. From the first stages of planning we will engage all levels of government, customers and industry, to test our understanding of the problem and harness their innovation to develop the best possible solutions.

## Long term planning with flexibility

Delivering our vision for the future will involve adapting our plans to changing circumstances. The rapidly evolving transport industry requires the

City to be increasingly agile and responsive in our approach to vision-led planning. To do this the City of Coffs Harbour will embed flexibility and strategic readiness into our activities:

- Committing to continuous improvement – Movement and Place Plans will be ‘living’ documents, which allow for adjustment and incorporation of changes as needed;
- Collaborating with government agencies, service providers and stakeholders – we can embed continuous and close consultation with industry, the technology sector and our community to maximise the benefits of future developments, while at the same time continually looking to the principles of connected communities; and
- Planning for outcomes – transport planning will move away from individual modes and focus on delivering flexible, integrated solutions for customers and the broader community.



## Our Volunteers and Our MyCoffs Community





## Our 10 Big Moves – in detail

The following chapter provides a look at our 10 Big Moves in detail. It highlights why we have chosen these as our priorities, the work that is currently underway, as well as the work that we will do over the next 10+years to ensure we achieve our vision.



# Improving our walking and cycling networks

To make Coffs Harbour more livable and vibrant we need to make people the focus of our cities and not cars. Towns and cities that prioritise people walking and riding are more prosperous and have a stronger connection with the community.

This move will support the NSW Active Transport Strategy which aims to double walking and bike riding trips in 20 years.

## Moving on two wheels

Encouraging walking and bike riding requires building the infrastructure. Broad targets around Australia and internationally indicate we should be spending in the order of \$20 to \$35 (per person per year) on walking and cycling infrastructure.

## Funding aspiration

City of Coffs Harbour will investigate funding opportunities to invest between \$15 million to \$30 million over 10 years to active transport (walking and bike riding) networks and facilities. This equates to between \$17 to \$34 per person per year and in the order of two to five kilometres of new path networks per year accounting for road crossings, bridges, street trees, lighting, etc. This is a healthy budget by NSW and Australian standards but it will be easily consumed with our existing path priorities. We currently have about 19 kilometres of unconstructed and unfunded 'Priority One' paths, not to mention identified medium and lower priority paths that remain unconstructed. The funding aspiration of between \$15 million to \$30 million over 10 years will be targeted from the following sources:

- \$6 million from City of Coffs Harbour's ongoing footpath budget
- up to \$10 million from developer contributions
- up to \$10 million from NSW Government grant opportunities or similar funding sources
- up to \$4 million from City of Coffs Harbour's capital projects that include complementary works to our planned active transport networks (eg. the recently installed shared path network and footbridge at the Wiigulga Sports Complex that forms part of a broader network connecting West Woolgoolga with the town centre).

## Active Transport Plan

City of Coffs Harbour will develop an Active Transport Plan to map out and prioritise networks to provide complete, continuous and safe routes to key destinations. This plan will resolve the routes, types of paths, priorities and outline a 10-year implementation plan.

## Design guidance

The Active Transport Plan will adopt contemporary guidance for walking and cycling such as Transport for NSW's Walking Space Guide and Cycleway Design Toolbox.<sup>1</sup>

This will provide a clear, consistent set of principles, standards and processes to be applied in designing, planning and implementing walking and cycling infrastructure that is suitable and accessible for all ages and abilities. It will also ensure that we achieve safe and comfortable environments which:

<sup>1</sup> Transport for New South Wales, 2020. Cycleway Design Toolbox - Designing for Cycling and Micromobility. NSW Government.

# We will investigate funding opportunities to invest between \$15M to \$30M over the next 10 years, to improve our active transport networks.

- encourage people to walk, ride or use other forms of micromobility, and
- integrate into urban and suburban environments in ways that balance movement and place outcomes.

## Active travel to schools

Coffs Harbour has about 40 education institutions and 13,000 school age children. Only 1 out of 4 children walk or cycle to school today compared to 3 out of 4 children four decades ago. Active travel to school can contribute to children achieving recommended physical activity levels.

This strategy will help us work on ways to make it safer and easier for more kids to walk, cycle, and scoot to school, and at the same time ease traffic congestion issues at school drop-off and pick-up times.

### School safe access plans

We will work with public and private schools, the NSW Department of Education, School Infrastructure NSW and Transport for NSW to

identify and align pedestrian, cycling and traffic improvements on priority streets.

We will assist schools to seek funding for the development of school safe access plans, which will include initiatives such as 'drop and walk' programs along targeted safe routes, encouraging cycling in combination with ride events and education and school 'walking buses' to promote walk and ride to school day.

### Prioritising paths and crossings to schools

As part of prioritising our path networks in an Active Transport Plan we will:

- target schools with agreed school safe access plans;
- target streets with higher traffic volumes and speeds or other high-risk issues;
- target schools with a greater proportion of students living within a 2km area; and
- fast-track low-cost walking and cycling improvements.

#### Actions:

- ▶ Develop an Active Transport Plan to prioritise walking and cycling path networks and facilities for the next 10 years. This plan will bring together and replace the City of Coffs Harbour's current Pedestrian Access and Mobility Plan and Bike Plan.
- ▶ Seek funding opportunities to invest between \$15 million to \$30 million over 10 years to deliver active transport priorities identified in the Active Transport Plan.
- ▶ Work with the NSW Department of Education and independent schools to seek funding to address barriers to walking and cycling to schools across the LGA, including: developing school safe access plans to identify priority footpath / bike path and crossing requirements, encourage school 'walking buses'; develop drop-off / pick-up strategies to reduce traffic and safety issues; and reviewing eligibility criteria for free school travel passes and promoting free bus travel regardless of close proximity (< 2km) to schools.

# 2

## Better streets

When we plan, develop and re-engineer the transport network, we need to consider the breadth of community needs and aspirations for the places where we live and work; and also the streets that integrate and connect these places. Aligning movement functions with the places they serve can make our transport networks and public spaces better contribute to the liveability and productivity of Coffs Harbour.

### Adopting the Movement and Place Framework and Road User Space Allocation principles

The Movement and Place Framework and Road User Space Allocation principles will be implemented across the organisation by a formal policy. This policy will:

- adopt a holistic, 'whole-of-City' design process;
- adopt the principles outlined in Transport for NSW's Road User Space Allocation Policy.
- implement the NSW Government Practitioner's Guide to Movement and Place as a base structure for place-based transport and town planning across the LGA, and as an approach to site-specific road and street environment projects;
- reference contemporary guidelines for strategic design and planning of transport networks such as the NSW Governments Network Planning in Precincts Guide;
- reference contemporary street design guidelines that support the framework (i.e. NSW Design of Roads and Streets Guide);
- acknowledge that Transport for NSW supplements, guidelines and technical directions apply to Classified Roads only and can be varied for other situations; and
- reference the Safe Systems Assessment Framework for Movement and Place Guide.

### Principles outlined in Transport for NSW's Road User Space Allocation Policy:

In urban areas, road user space allocation is based on the following principles:

Realise a balance between place and the movement of people and goods by first establishing a network vision and primary road functions based on strategies and plans

When allocating road user space based on the network vision and road functions, consider all road users in order of: walking (including equitable access for people of all abilities); cycling (including larger legal micro-mobility devices); public transport; freight and deliveries; and point to point transport ahead of general traffic and on-street parking for private motorised vehicles

Facilitate the movement of goods and servicing of property in a manner that responds to the local movement and place context

Aim for the reduction of the mode share of private motor vehicle trips within built up areas

Dynamically allocate road user space where it is not practicable to allocate physical space in line with these principles

Implement measures over time to achieve the strategic intent and outcomes identified as part of strategies or plans

Track how the road space allocation principles are being implemented against the strategic intent and outcomes identified as part of strategies or plans

Adhere to these principles ahead of any guidance that seeks to protect or maintain the level of service for private vehicles

*A design led and Safe System approach*

To assist in applying the Movement and Place Framework, the City of Coffs Harbour will classify its road and street environments to align with the framework. This will include mapping our transport networks for: walking; cycling; public transport; and private and heavy vehicles, and identifying both the current state and the planned intent.

New and existing streets need to be flexible to adapt for changes in use, advances in technology and evolving community expectations. Updating the City of Coffs Harbour's technical specifications that relate to road and street environments will prepare the organisation and the development industry to manage these imminent challenges and assist in the creation of the best possible roads and streets. This process will also improve efficiencies and minimise environmental and financial risks associated with substandard road and street environments.

-  Context is paramount
-  Remember the network
-  Treatments work best in combination with one another
-  Safe outcomes emerge from good street design

**NSW roads and streets...**

**... are on Country**



**... are for people**



**... are safe**



**... are healthy**



**... are public spaces**



**... are an ecological network**



**... carry people and goods efficiently**



**... create value**



**... are designed for context**



**... are always changing**



Image source: NSW Movement and Place, Design of Roads and Streets Guide. Available at: < <https://www.movementandplace.nsw.gov.au/design-principles/design-road-and-streets-guide/about-guide> > [Accessed 11 August 2023]

## Safer roads and streets

### Adopting a Safe System approach

Towards Zero<sup>1</sup> adopts the internationally recognised Safe System approach - an approach that acknowledges that road users make mistakes and advocates designing the street environment to not result in death or serious injury when users make mistakes. Street design, speed and vehicle design all contribute to avoiding a crash or reducing its impact.

The City of Coffs Harbour will incorporate the Safe System approach into standard design practice and work with relevant stakeholders to develop programs to improve road safety, particularly for 'at risk' road user groups, including children around schools, older people and the CALD community.

### Deliver road safety project in collaboration with Transport for NSW

Transport for NSW works in partnership with councils to co-fund Safety Officer positions and contribute to local road safety projects under the Local Government Road Safety Program (LGRSP). Under the LGRSP it is proposed that a Program Funding Agreement (PFA) will be implemented between Transport for NSW and Councils every four years. This cycle is to help integrate road safety goals into councils' four-year strategic planning and budget cycles. To inform the PFA, the City will continue to prepare an annual local road safety Action Plan setting out proposed projects based on local crash data analysis, council priorities, community feedback.

To establish a sound basis for the annual local road safety Action Plans, the City of Coffs Harbour will undertake a local crash data analysis to assist in determining priorities and aligning road safety programs with the development of Movement and Place Plans and site-specific projects.

<sup>1</sup> Transport for NSW, 2022. Towards Zero. NSW Government. [online] Available at: <<https://towardszero.nsw.gov.au/>> [Accessed 30 August 2022].

### Safe speeds

Safe speeds is one of the four pillars of the Safe System approach. Speed increases the risk of having a crash, as well as the severity of a crash. .

Speeding is still the major crash factor in Coffs Harbour LGA at 1.6 times the state average. 70% of crashes occur in the 50km/h & 60 km/h zones. Given the high number of serious casualties that occur in our urban areas, creating safer speed settings is a key factor in making our urban spaces safer and injury free.

The Movement and Place Framework supports this approach by helping to create roads and streets that are sensitive to place with self-explaining speed limits. Street environments need to be designed and built to reinforce the desired travel speed, naturally encouraging drivers to adapt their behaviour in a way that is compatible with the design, function and speed of a road.

As part of developing Movement and Place Plans for each locality, the City of Coffs Harbour will plan for roads and streets with self-explaining speed limits to help deliver safer and more comfortable environments for all road and street users including adjoining residents and businesses.



**30 is the new 40:** that's not to say it automatically replaces 40km/h zones. This acknowledges that a speed zone of 30 km/h is recommended where there is a high place function with large numbers of pedestrians and low traffic movement function. Simple mathematics is behind this shift, as pedestrians have a 40% risk of dying in a crash with an impact speed of 40 km/h, but this falls to a 10% risk when the impact speed is 30 km/h.

### **Getting our intersections right**

Intersections are where the demands of different street users come together – pedestrians, cyclists and motor vehicles. In our centres they are often key focal points of activity.

Intersections play a key role in shaping the overall safety, legibility and efficiency of our street networks. Intersections are also important nodes or entry points in our centres and neighbourhoods and good intersection design can tap into civic and economic potential to create better places.

When we upgrade or select the type of intersection the City will consider the place objectives of the location and the network operation objectives for all user groups. For example, in our 'main streets' we want to encourage walking and create comfortable public spaces and entry points to our commercial precincts. Roundabouts in these instances, while brilliant and safe for moving car traffic, are not a safe space for people who are crossing on foot or riding a bike. And roundabouts detract from framing an entry to a main street.

Coffs Harbour contains a significant number of multi-lane roundabouts along movement corridors that also have key cycling link crossings. The City will investigate safer ways of addressing these conflicts to provide better outcomes for all road users.

A large percentage of crashes occur at intersections therefore speed at intersections is a critical factor with pedestrians and cyclists being particularly vulnerable. As part of our commitment to local road safety Action Plans, the City will examine crash data to determine which intersections require attention. We will then develop a design-led and safe systems solution that addresses the safety of all users and supports the context of the place.

### **Building a resilient road network**

The City of Coffs Harbour currently addresses access relating to flood management through its floodplain management program.

The City will work with NSW State Emergency Service and other related agencies to ensure its transport system is resilient to severe weather events such as floods and bush fires. This includes ensuring our transport system enables efficient emergency management, evacuation and relief.

## Monitoring the traffic performance of our networks

Part of the Movement and Place Framework is understanding how transport networks perform and serve users' needs. This includes consideration of the different types of movement: through a place; to and from a place; and within a place.

Traffic modelling is a tool utilised during the assessment phase of a project to analyse movement through a place, as well as to and from that place. Transport for NSW has developed a transport model for the Coffs Harbour bypass project, which serves as a robust foundation for evaluating traffic considerations in forthcoming projects and monitoring the performance of our existing networks.

The City of Coffs Harbour will maintain a collaborative partnership with Transport for NSW for sharing and updating the transport model to assist in informing and testing potential changes in its road and street network.

Transport for NSW will continue to own and manage the model with ongoing updates. The City of Coffs Harbour will provide details to Transport for NSW of key changes in its road and street network to assist with updates and to ensure its ongoing useability to inform future transport planning.

## Laneways

Laneways have evolved from their traditional role of providing service access to the rear of properties to provide a diverse range of uses and opportunities including becoming more-attractive destinations, facilitating infill development and affordable housing, and providing safer and more continuous links for people to walk and cycle.

The City should develop a Laneway Policy to support the objectives of this Movement and Place Strategy and provide further detail for the better use of our laneways.

### Actions:

- ▶ Embed the Movement and Place Framework and Road User Space Allocation Policy principles into the City's processes, by adopting the framework within a formal policy, including internal governance procedures for a 'whole-of-City' planning, design and delivery process that aligns with the Movement and Place Framework and Road User Space Allocation Policy; and ensure that the City supplements internal capabilities and disciplines with external resources as necessary to provide the right mix of practitioners that specialise in both 'movement' and 'place'.
- ▶ Improve the design of our roads and streets by categorising our road and street environments using the Movement and Place process to identify the existing and future desired state; and update the City of Coffs Harbour's technical specifications that relate to roads and streets for consistency with the Movement and Place Framework and best-practice design guidelines (i.e. NSW Design of Roads and Streets Guide).
- ▶ Utilise the Coffs Harbour bypass transport model to better inform traffic planning and road infrastructure projects as follows: Transport for NSW to own and manage the model; City of Coffs Harbour to update Transport for NSW on key changes to its transport network to keep the model up to date; and Transport for NSW to regularly update the model to ensure its ongoing useability to inform future transport planning.
- ▶ Prepare an annual local road safety Action Plan setting out proposed projects across the whole of the LGA, based on local crash data analysis, with special consideration of intersections, and City priorities and community feedback.





# 3

## Improving our public transport services

Public transport is an efficient and effective way to move lots of people. Good public transport services rely on high frequency, direct services that are reliable and comfortable.

Improving public transport access has a societal benefit through social inclusion, better health, increased employment and reduced crime.

### 16 Regional Cities Services Improvement Program

City of Coffs Harbour is working with Transport for NSW to improve bus services across Coffs Harbour. The NSW Government is rolling out the 16 Regional Cities Bus Services Improvement Program which includes Coffs Harbour. This is a commitment to improving regional bus services to provide better connections to where customers need to go for work, education, health and social and recreational activities.

Community consultation took place during September 2021. Using this valuable input, Transport for NSW developed a bus service plan in consultation with the City and the bus operators.

Transport for NSW is working with the local bus operators to finalise the new bus timetables. Service improvements are targeted to go live in late 2023.

Proposed service improvements to be implemented include:

- extension of the 'Woopi Connect' on demand services in the Northern Beaches;
- a simplified and more direct route between the Northern Beaches and Coffs Harbour reducing journey times by up to 10 to 15 minutes;

- More efficient and consistent primary routes between Sawtell/Toormina/Boambee East and the Health Campus and Park Beach Plaza;
- Providing 15 minute interval services at key routes ; and 30 or 60 minute intervals for minor routes; and
- Improved weekend and night services.

City of Coffs Harbour will work with the NSW Government and seek funding opportunities to help support the program with new bus shelters, walking connections and safe crossings to/from the bus network.

### Bus stop improvement program

Coffs Harbour has about 300 bus stops. Bus stop infrastructure including seats, shelters, concrete slab, kerb and associated roadworks are funded by City of Coffs Harbour. Transport for NSW and bus service providers are responsible for nominating the location of bus stops.

Given that every bus ride begins and ends with walking, City of Coffs Harbour will prioritise upgrading bus stops where they are supported

For Elton John’s ‘Farewell Yellow Brick Road’ tour in 2020, more than 17,000 concert-goers arrived at the stadium by bus. Encouraged by the frequent and direct services, coupled with the potential long queues and limited parking if they chose to drive – getting the bus was by far the best way to see the show!



Image source: Sinclair Black Photography

by appropriate path networks in centres, at key destinations and hubs, and where they are located on more direct, high-frequency routes. This prioritisation will be captured within the Active Transport Plan developed for the Coffs Harbour LGA.

Bus stop infrastructure should meet national disability standards. City of Coffs Harbour will prioritise seats and shelters for stops at busier locations including shopping and commercial areas, community facilities and developments for seniors and people with disabilities.

## Schools bus services

School bus services are an important part of our community transport network and critical to ensuring our future generations get to and from school everyday. School bus services should be supported with footpath networks (including road crossings) that are safe, convenient and inviting. By providing this ‘complete service’ we are also establishing positive associations and habits into commuters-for-life from a young age.

Eligibility criteria for free school travel passes should be reviewed and free bus travel promoted regardless of close proximity (< 2km) to school.

## Formalise bus service planning for new growth areas, subdivisions and estates

Transport for NSW's Guidelines for Public Transport Capable Infrastructure in Greenfield Sites<sup>1</sup> outlines the infrastructure required for new development areas to be public transport capable now and into the future. The document provides service coverage guidelines and guidance on designing and delivering a road network that is public transport capable.

In greenfield sites, City of Coffs Harbour will work with Transport for NSW during the masterplanning stage and/or during the development of landuse plans to ensure that an appropriate road network is being provided along potential future public transport routes.

City of Coffs Harbour will also review its processes for bus route and bus stop planning to align with Transport for NSW's service coverage guidelines for major regional cities.

## Community transport services

Community transport, taxis and private point to point services will also continue to serve an important role and our aim is to further integrate these options into the overall transport mix. These shared types of transport modes are a great way for people to get around and are preferable to single person car trips. Community transport services like shared point to point services also provide an important social inclusion function to those who are unable to drive or have mobility issues or concerns.

<sup>1</sup> Transport for NSW, 2018. Guidelines for Public Transport Capable Infrastructure in Greenfield Sites. NSW Government.

## Partnering with the private sector

Regional public transport will be planned within a strategic framework of servicing principles which allow for local adaptation tailored to local communities. This framework provides for partnering with the private sector to provide a level of service with flexibility for future improvements based on changing customer demands.

Community or private network and service design is increasingly important for more 'local' services within our towns and villages such as 'first and last-mile' connectivity.

The Community Transport Company (TCTC) is one example in Coffs Harbour. TCTC provides 'door to door' transport services (with 'elbow' service) for the community who have trouble getting out and about. TCTC is also actively looking at innovative ways to improve transport options such as a MaaS - Mobility as a Service.

Rideshare operators such as Uber are also establishing in Coffs Harbour.

## Bike racks on buses

Public bus services can facilitate travel by 'bike and bus' by allowing customers to bring their bicycle on the bus, on a rack. This has been trialled in Wagga Wagga with Transport for NSW to explore its application in regional NSW. If the trial is a success, Transport for NSW may consider a wider rollout of this service across regional NSW. The City will review the outcomes of this trial to consider its application around Coffs Harbour.

Regardless of the outcomes of this trial, our first priority is to provide safe, continuous and comfortable bike path connections to bus network hubs and to seek to improve our end of trip facilities for cycling throughout the local government area.

## What is MaaS (Mobility as a Service)?

It means the ability to allow someone to choose a host of transport services (e.g. ride-share, bus, etc) and the ability to be able to choose a route, book and pay all in one system - usually via an app. This gives people the flexibility of choosing different transport systems without the cumbersome need to connect to each, one by one. It allows people to get from A to B in the easiest way. MaaS is currently working in certain cities around the world in different ways. Usually the fundamental building block of all MaaS is public transport, as this is the key connector that allows all other services (car sharing, ride-sharing, bike sharing, etc ) to connect to it. The common theme is connecting to each other to create one package for the user.



### Actions:

- ▶ Deliver improved bus services through the 16 Regional Cities Bus Services Improvement Program by working with Transport for NSW to amend bus services to provide more frequent, direct and consistent services.
- ▶ Support improved bus services by seeking funding opportunities for new bus stops, safer road crossings and footpaths to support access to bus services; and reviewing 'bike racks on buses' trials in Wagga, Queanbeyan and Yass to consider application for Coffs Harbour.
- ▶ Formalise the City of Coffs Harbour's bus service planning processes for growth areas and subdivisions to ensure collaboration with Transport for NSW and bus service providers.
- ▶ Amend the City of Coffs Harbour's Development Control Plan to incorporate contemporary bus service planning requirements to help deliver road networks and road infrastructure that are public transport capable.

# 4

## Investing in our blue and green grid

A key objective of the City's Public Realm Strategy is to cultivate and protect the Coffs Harbour Green Grid - our distinctive network of parks, bush reserves and creek lines intertwined with our cultural heritage landscape. Active transport networks can form an integral part of our green grid to provide key links along our parks and reserves, our waterways and streets to help create a healthier city.

### Using our creek corridors and bush reserves for active transport connections

Coffs Creek is the city's urban lungs and it offers further potential to promote activity and create an off-road pedestrian and bike link that could extend to link West Coffs with the City Centre, Jetty and Park Beach.

Many other localities such as Woolgoolga, Boambee East, Toormina and Sawtell, contain networks of creek corridors, reserves and open space. By reframing our reserves and waterways and carefully creating a network of walking trails and bike paths we can protect these green corridors and connect our open spaces and urban centres to create a healthier and more liveable city.

In developing our Active Transport Plan we will optimise the use of our distinctive open spaces to achieve multiple benefits and synergies for healthier living, improved access and better use of public space, and more inviting active transport corridors.

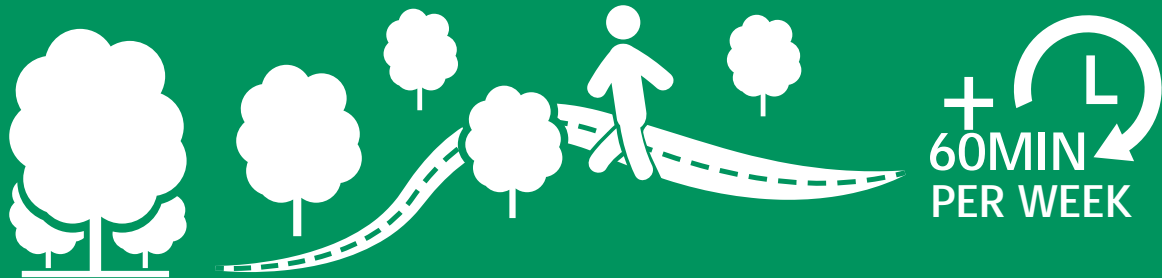
### Greening our path networks along road reserves

We want to create green connections along the path networks located along our roads and streets. To make sure this happens, our investment over the next 10 years to active transport will include street trees as part of the essential infrastructure for the identified path networks in road reserves or open areas.

### What is the Coffs Harbour Green Grid?

- our green reserves, parks, bushland and river and creek corridors that have the potential to create a connected network of walking trails, bike paths, and open spaces





**THE MORE STREET TREES ALONG THE FOOTPATH NETWORK, THE MORE LIKELY RESIDENTS ARE TO WALK FOR 60 MINUTES EACH WEEK**

Source: Hooper, P., et al. (2015). "The building blocks of a 'Liveable Neighbourhood': Identifying the key performance indicators for walking of an operational planning policy in Perth, Western Australia." *Health & Place* 36: 173-183.

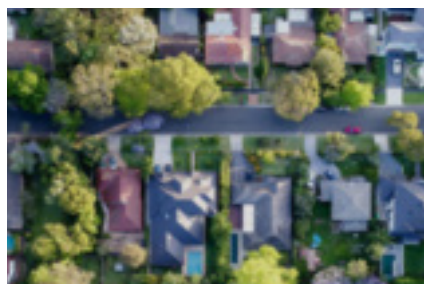
## Green infrastructure is essential infrastructure

Street trees and other green infrastructure is essential infrastructure for any road and street projects and needs to be considered at the outset of the design process from strategy and budgeting, through to concept design, construction and maintenance. As with any essential infrastructure, street trees also need to be accounted for in asset management plans consistent with the NSW Government's Greener Places Framework<sup>1</sup>. To embed this approach, the City of Coffs Harbour will develop a Public Realm Tree Delivery Program for priority streets to implement its Public Realm Strategy.

<sup>1</sup> State of New South Wales (Department of Planning, Industry and Environment), 2020. Draft Greener Places Design Guide.

### Green infrastructure outcomes we want to create:

- A resilient and sustainable city.
- Cool and connected neighbourhoods.
- A healthy community (mental and physical).
- A clean environment (air and water quality).



**If you had the choice which street would you live in?**

#### Action:

- ▶ Establish a Public Realm Tree Delivery Program as identified in the City of Coffs Harbour's Public Realm Strategy.

## 5

## Beyond the bypass

The Coffs Harbour Bypass - Pacific Highway Upgrade provides an opportunity to stitch our City Centre together, reallocate road space for improved outcomes and revitalise some of our entry corridors.

### City spine renewal project

The relocation of the Pacific Highway presents a transformative opportunity that can see the existing highway corridor reimagined from an interstate freight and transport link to a place-focused city spine.

The City of Coffs Harbour, in collaboration with key partners and stakeholders will develop a City Spine Renewal Strategy in combination with an update of the Coffs Harbour City Centre Masterplan 2031<sup>1</sup> to maximise opportunities from the Coffs Harbour bypass project by:

- reallocating road space to support the desired future form and function of the road corridor;
- creating a sense of arrival and place through streetscaping;
- greening the corridor to link with the city's blue and green open space grid;
- integrating public transport, pedestrian and cycling options; and
- delivering last mile freight connectivity to support the growth of the City Centre.

The city spine renewal strategy will map out the whole City Centre in regard to movement networks, traffic management and place outcomes to ensure a holistic approach.

The city spine renewal strategy is nominated as a key collaboration area in the Coffs Harbour Regional City Action Plan 2036<sup>2</sup>. Collaboration partners are the City of Coffs Harbour, Transport for NSW, Government Architect NSW and NSW Department of Health.

### Gateway strategy for Coramba interchange to City Centre

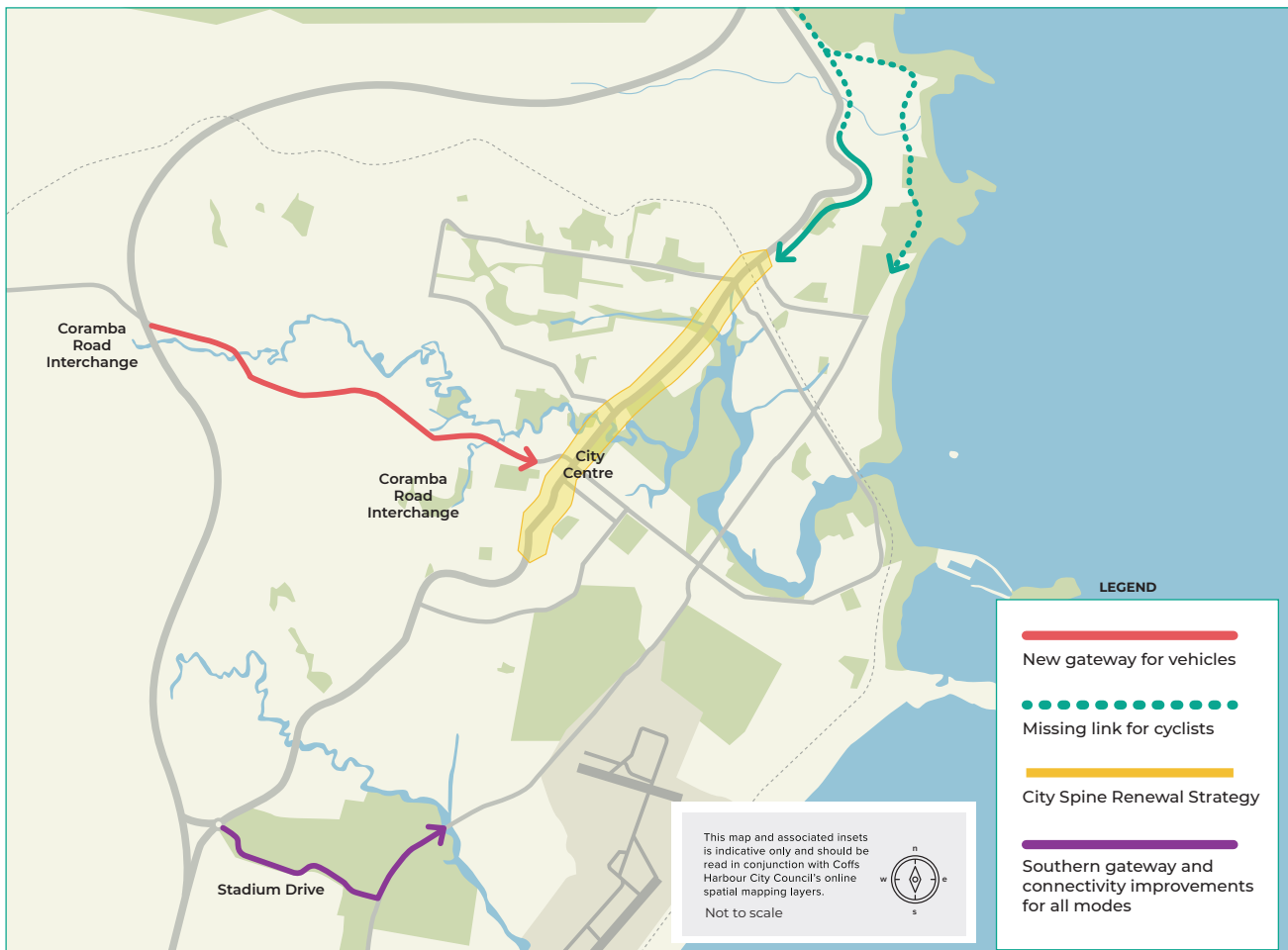
The Coffs Harbour bypass creates a west-to-east gateway into the City Centre from the Coramba Road Interchange.

While traffic volumes will be reduced in the more constrained sections of Coramba Road between Shephards Lane and Robin Street, an improved urban design outcome is required to provide a gateway experience for visitors and an improved outcome for residents. The intent is not too encourage more traffic along this route, but make it an improved entrance to the City Centre. This will be planned in combination with mapping out the movement networks, traffic management and place outcomes for the City Centre Masterplan update.

<sup>1</sup> Coffs Harbour City Council, 2013. Coffs Harbour City Centre Masterplan 2031. Coffs Harbour City Council.

<sup>2</sup> Department of Planning, Industry and Environment, 2021. Coffs Harbour Regional City Action Plan 2036. State of NSW.





## Improvements to Stadium Drive corridor

At the southern end of the Coffs Harbour bypass, significant improvements to the Stadium Drive corridor will be required to facilitate this becoming a key gateway for both the expanding Regional Sports Hub and a southern access point to Coffs Harbour. Stadium Drive also forms a key link for our cycling network, bus network, as a freight link from the highway to the Airport Enterprise Park.

A masterplanned upgrade to the Stadium Drive corridor is necessary to resolve the challenges of providing for the various modal networks, as well as creating a safe and easy walking environment between fields and facilities in the Regional Sports Hub and to the adjoining health and educational campuses and residential area.

The masterplan will consider:

- aligning the access to Geoff King Motors Oval with Phil Hawthorne Drive to create a four-way signalised intersection for more efficient traffic

management and safer and easier pedestrian crossing of Stadium Drive; and

- a signalised intersection for the Stadium Drive and Hogbin Drive intersection to manage traffic and enable safer crossing of Hogbin Drive for pedestrians and cyclists.

The bypass project, the expanding Regional Sports Hub, and adjoining residential precinct provide an appropriate trigger for implementing these improvement works over the next 5 to 10 years.

Such network improvements will assist in servicing the growing cluster of economic and employment anchors and health and education facilities in the South Coffs Enterprise Area. The Coffs Harbour Regional City Action Plan 2036<sup>1</sup> identifies connection improvements for this area as a collaboration opportunity, in conjunction with Southern Cross University, University of NSW, TAFE NSW, NSW Health (Mid North Coast Local Health District) and the Department of Education.

<sup>1</sup> Department of Planning, Industry and Environment, 2021. Coffs Harbour Regional City Action Plan 2036. State of NSW.



Make it safer and easier for people walking and cycling between the education campus, sports precinct, health campus and the growing South Coffs residential area



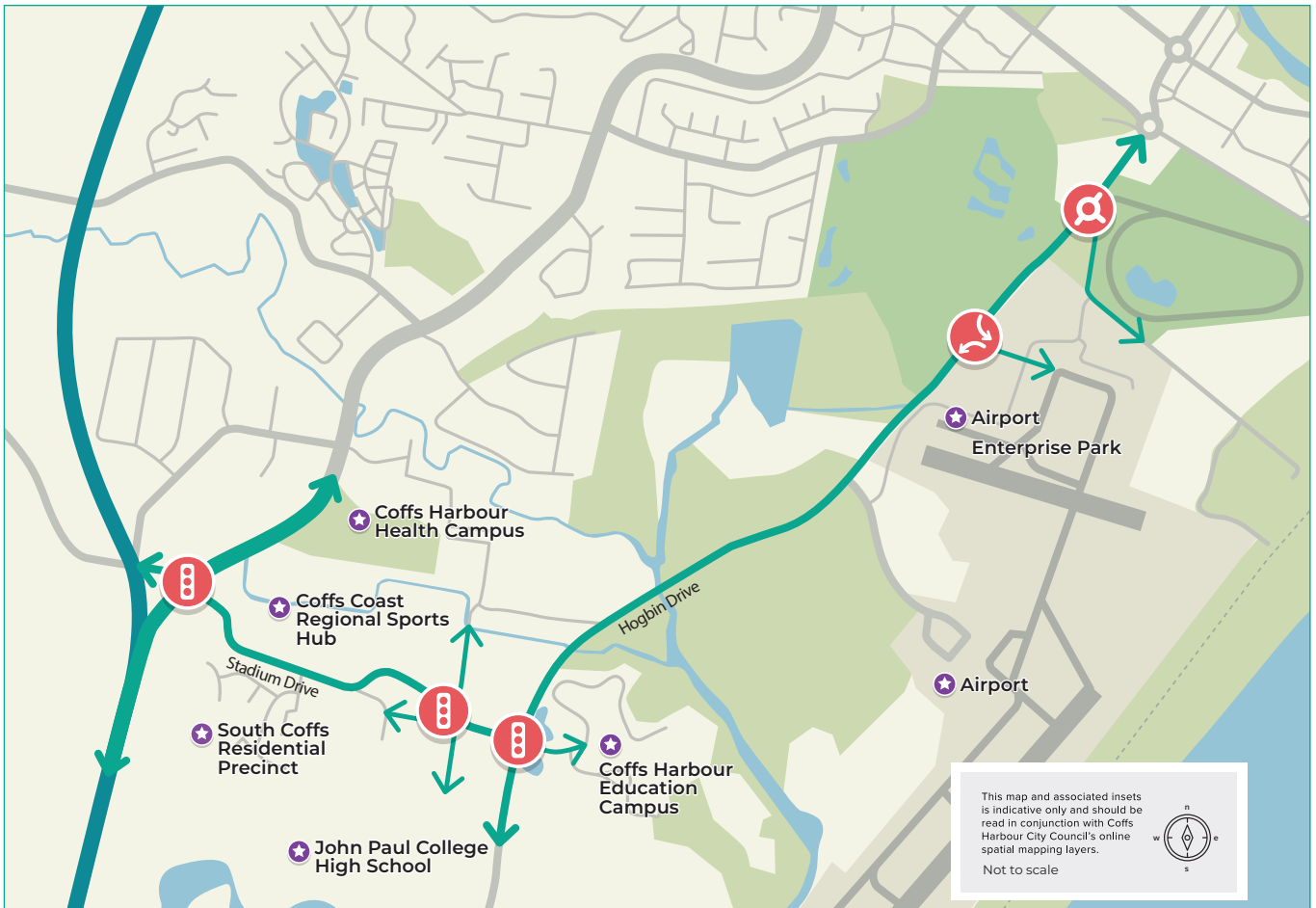
Provide a safer connection between the 'regional' bike routes along Hogbin Drive and Stadium Drive which will provide easier bike commuting through this area and also to the key attractors within this area



Provide for bus routes and safer and easier walking connections between the bus stops and the various precincts in this area



Provide for safe and efficient freight movements between the highway and Airport Enterprise Park.



**Action:**

- ▶ Collectively develop a 'Beyond the bypass' plan for Coffs Harbour to resolve and develop a city spine renewal strategy; a gateway strategy for the Coramba Road Interchange to the City Centre; a southern gateway strategy for Stadium Drive and Hogbin Drive South; the missing walking and cycling links from Pacific Bay to both the Big Banana and Park Beach to form a continuous link to the northern beaches; and access and connectivity improvements for identified growth areas and development near Pacific Bay Resort and the Big Banana.

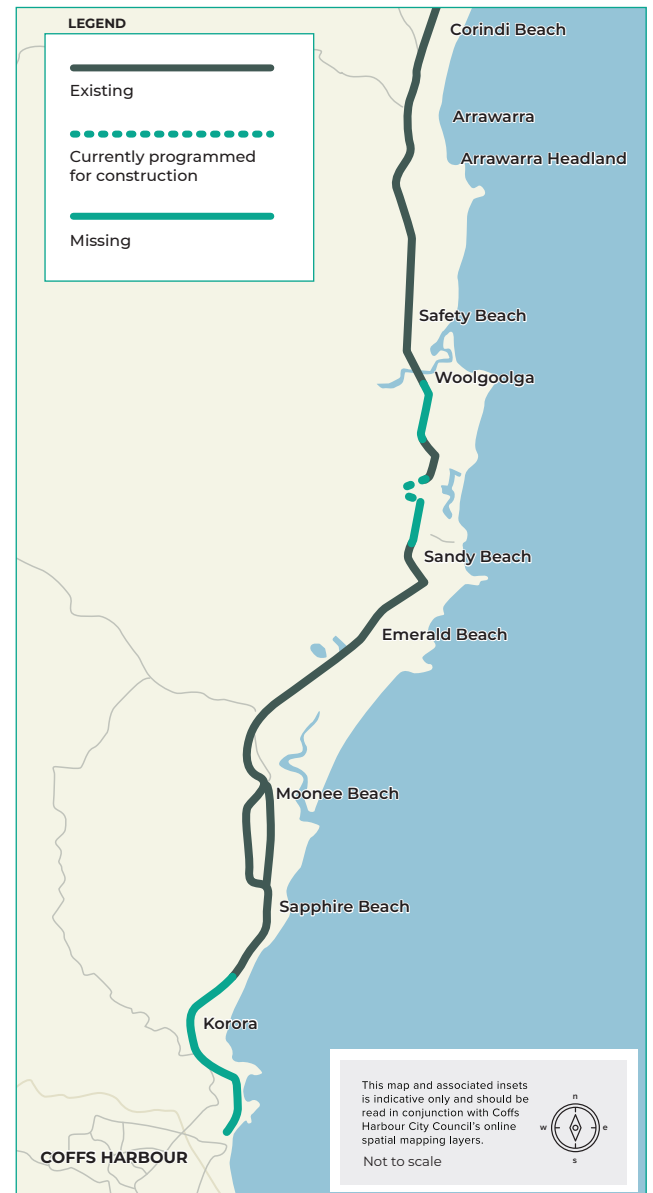
## Complete the missing shared path link between Park Beach and Korora

The bypass project at the northern end at Korora includes constructing a new shared path network (for cyclists and pedestrians) that extends from Sapphire Beach south to Korora and through to Charlesworth Bay Road near Pacific Bay Resort. This new path network creates an opportunity to complete a key missing link between the northern suburbs and Coffs Harbour. The City of Coffs Harbour will investigate funding opportunities for complementary works, in collaboration with

Transport for NSW to extend the path network from Charlesworth Bay Road:

- to Coffs Harbour via extension south along the existing highway to the path opposite the Big Banana; and
- to Park Beach via Diggers Beach.

This will result in a continuous network between Park Beach in the south to Sandy Beach in the north. With further works proposed north of Sandy Beach and at Woolgoolga, a connected and continuous network will be achieved from Coffs Harbour to Corindi.



# 6

## Connecting our city's key precincts and growth areas

Our pursuit of a more sustainable urban footprint, in combination with key city shapers creates opportunities to develop more sustainable transport connections between our City Centre, key precincts and growth areas.

Key actions leveraging off the bypass project involve a connectivity study between Coffs Harbour City Centre – Jetty Precinct – Park Beach that will include:

- A corridor strategy for Harbour Drive to achieve a multi-modal, place-focused boulevard link between the City Centre and Jetty Foreshores;
- A corridor strategy for Hogbin Drive North and Orlando Street to identify optimal movement corridors and address concerns of through-traffic in the City Centre and the disconnect of Park Beach;
- A City Spine Renewal Project and improvements to Stadium Drive corridor as outlined in Beyond the bypass Big Move; and
- Improving access to the Big Banana and West Korora residential area.

These priorities provide an opportunity to resolve traffic management for new development, improve streetscapes and improve public and active transport options, to help achieve the objective of connected communities.

### Harbour Drive corridor strategy

The City Centre revitalisation and the Jetty Foreshores precinct project are key city shapers. Infill development of these two precincts and potential NSW government-led development at the Jetty presents new opportunities and challenges for our road network to cater for movement in alternate ways.

Harbour Drive is the spine between these two precincts. The route is only three kilometres long, a 10-minute bike ride or an even shorter bus ride. At present, it acts more as a car-focused corridor, and a barrier between residential areas and the Coffs Creek reserves and path networks. Development along this spine is also creating pressure for a coordinated and holistic approach to transform it into a multi-modal, place-focused corridor.

The City of Coffs Harbour, in partnership with Transport for NSW and other stakeholders, will look at opportunities to develop a Harbour Drive Corridor Strategy to improve access between the City Centre and the harbour.



## Hogbin Drive north - Orlando Street corridor strategy

Transport studies supporting the City Centre Masterplan recommend the use of Hogbin Drive and Orlando Street as an 'outer ring road' to help remove local through-traffic from the City Centre.

The studies recommend that the future of inner City Centre streets like Duke Street and Coff Street would be narrow, low-speed and pedestrian-friendly streets to discourage high volumes of local through-traffic.

To help facilitate increased use of an outer ring road, refinements to the Orlando Street corridor are required to ensure safe and satisfactory functioning of intersections; efficient freight access to the industrial estate; and to address parking and cycling arrangements along the Orlando Street corridor.

This initiative will also address safer crossings around the Harbour Drive / Orlando Street roundabout to assist with safer walking access.

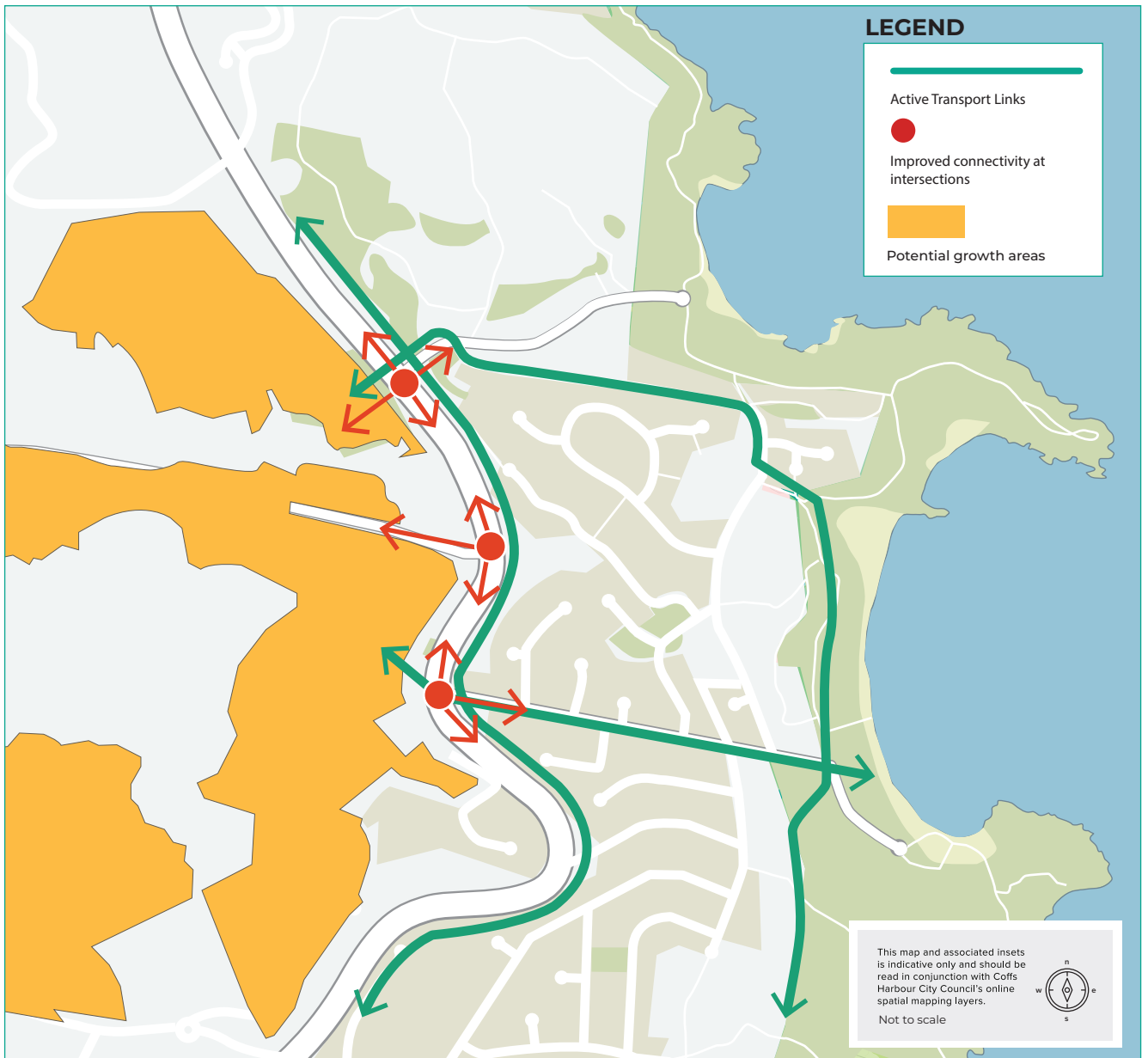
The City of Coffs Harbour, in partnership with Transport for NSW will investigate funding opportunities to develop a Hogbin Drive / Orlando Street Corridor Strategy to facilitate an outer ring road to help remove local through-traffic from the Coffs Harbour City Centre.

## Stitching Park Beach back together

Encouraging the use of the Hogbin / Orlando outer ring road will also assist in 'stitching' Park Beach together by reducing traffic along this section of Hogbin Drive North and enabling safer and easier pedestrian and bike access between the main Park Beach residential area, the beach and Ocean Parade.

The Park Beach Precinct and Design Analysis<sup>1</sup> recommends transforming Hogbin Drive North from a barrier into a subtropical avenue (between Prince Street and Park Beach Road) including intersection improvements to enhance connectivity. The aim is to make it easier, safer and more inviting for pedestrians and cyclists to move between the beachside area and central area of Park Beach. The analysis also recommends that Park Beach Road become a subtropical avenue forming a stronger connection from Park Beach Plaza to the foreshores and the Hoey Moey node. These works should be investigated as part of the development of a Park Beach Place Manual and Movement and Place Plan.

<sup>1</sup> Deicke Richards, 2018. Park Beach Precinct and Design Analysis. Deicke Richards.



Improving access to the Big Banana and West Korora growth areas

### Improving access to the Big Banana and West Korora residential area

Coffs Harbour’s Big Banana is a key destination for both visitors and locals and has potential for expanding tourist and visitor accommodation. The adjoining land around West Korora Road is also planned for future residential development. Whilst it is located adjacent to the Diggers Beach residential area and less than a kilometre from major tourist resorts, walking and cycling access is currently severed by the Pacific Highway.

Access to these areas will require forward planning to design for optimal intersections arrangements that provide safe and easy access for all modes while maintaining the performance of traffic movement along the existing highway. This should include connecting proposed residential areas to Diggers Beach and coastal reserves that are only a 10-minute walk along Diggers Beach Road.

## Freight delivery strategy

To ensure the delivery of services and goods to local businesses, a freight route hierarchy will be developed for the Coffs Harbour LGA. This will include mapping 'last mile' routes through engagement with high-street businesses and industry around 'last-mile barriers' for urban centres and industry precincts. This process will also identify and protect future freight activities, freight rest stops, freight corridors and local freight access. This will include a review of the supply and management of loading zones and off-street servicing facilities.

## Future projects

The following connectivity projects are currently being designed and programmed by the City of Coffs Harbour:

- improvements to Harbour Drive at the Jetty Strip, Marina Drive and Orlando Street to create a more vibrant, pedestrian-friendly gateway and a more direct connection to the harbour for vehicles, pedestrians and cyclists;
- upgrading the Hogbin Drive / Christmas Bells Road intersection to a roundabout in collaboration with Transport for NSW and the federal government to provide safer dual access to Airport Enterprise Park;
- a new roundabout at the intersection of Solitary Islands Way and Newmans Road in Woolgoolga to accommodate residential growth from the West Woolgoolga area; and
- a signalised intersection (traffic lights) at the intersection of Solitary Islands Way, Centenary Drive and new access to the Wiigulga Sports Complex. Traffic lights provide the optimum solution in this situation to cater for safe and easy walking and cycling over Solitary Islands Way and for traffic volumes from sporting and cultural events. This will also serve a potential future residential area on the north side of the sports complex.

### Action:

- ▶ Collectively develop a 'Beyond the bypass' plan for Coffs Harbour to resolve and develop the future design of the key connections between the Coffs Harbour City Centre - Park Beach - Jetty Foreshores; a Harbour Drive corridor strategy; a Hogbin Drive North and Orlando Street corridor strategy; and connectivity to the Big Banana and west Korora residential area.
- ▶ Develop a freight delivery strategy for the LGA by: mapping freight route hierarchy and 'last mile' routes; and identifying controls to include within the City of Coffs Harbour's Development Control Plan to protect freight corridors, address freight rest stops, and protect industrial and urban services land for freight uses.

# 7

## Careful parking management

Access to reliable parking underpins our everyday activities, from grocery shopping to visiting friends. For many workers in trades, construction, deliveries or home services, parking is critical to doing a day's work. The way we manage parking is a powerful opportunity to shape the kind of city, centres and neighbourhoods we want.

### Careful parking management

Careful parking management can free space on our roads and streets to make them more liveable and sustainable, with more space for footpaths, safe crossings, street trees, outdoor dining and bike lanes. It can encourage more people to walk, ride or use public transport – reducing traffic in our neighbourhoods and centres.

Well managed parking can also keep space available for those who really need it including tradespeople, freight delivery, taxis, people with reduced mobility and their carers.

Over-supplying parking is not sustainable. We must focus our effort on better utilisation of our existing parking resources. This can be achieved through actively and effectively managing parking, using time restrictions and other tools in combination with complementary strategies such as improving walking, cycling and public transport options to and within our town centres.

### A parking-neutral approach

A balanced parking management approach will be applied by City of Coffs Harbour when developing Place Manuals and Movement and Place Plans for each of our key centres and precincts.

When changes to existing parking supply are required for improved outcomes (e.g. street trees), City of Coffs Harbour will identify supplementary parking supply to achieve a parking-neutral approach. This will be tailored to each locality to improve the efficiency and availability of parking.

### Clever parking management

Recent thinking in parking management promotes a strategic approach with a focus on efficiency. Parking demand and supply are managed through consideration of several elements that work together:

- Prioritisation of parking users;
- Flexibility;
- Accessibility;
- Occupancy; and
- Turnover.



Parking management tools typically include time restrictions, enforcement and pricing (in areas that attract high parking demand). These places are typically activity centres, high streets or other active areas that support local communities but also draw people from afar.

The following key initiatives will be considered by City of Coffs Harbour when developing Movement and Place Plans for specific locations and in the assessment of development applications:

- Actively monitor parking supply and demand and respond to changing parking conditions;
- Provide for people with mobility issues, such as adequate accessible parking in appropriate locations with accessible connections;
- Optimise the availability and convenience of parking by encouraging high turnover of parking spaces in the core of centres. Low turnover, longer-term parking spaces are to be located at the edge of the centre;
- Identify opportunities for 'satellite' parking around our centres for longer term parking supply, including 'banks' of unformed on-street parking in wide road reserves that can be formalised to angle parking to achieve greater supply (where appropriate to the context of the street and adjoining land uses);
- Balance the need for on-street vehicle parking with other access and mobility options, including access for services and placemaking functions such as footpath dining, streetscape works, dedicated bike lanes and wider footpaths;

- Ensure that the planning and enforcement of parking restrictions is transparent and equitable for all users including members of our community that are less mobile such as the elderly; and
- Ensure that on-site parking requirements are not over-prescribed and limiting to new development, while ensuring that development or businesses adequately provide for the needs of the business / employees (which in some cases may mean employee parking available on the premise where there are non-standard considerations in regard to safety or convenience).

## Transport choice

To improve walking, cycling and public transport options to and within our centres City of Coffs Harbour will consider the following when developing Movement and Place Plans:

- Recognise the impact parking supply has on the viability of walking, cycling and the use of public transport to and within our town centres;
- Enhance the amenity and public realm within our centres to ensure a pedestrian-focused environment;
- Ensure that nearby residential and other activity nodes are well serviced by walking and cycling infrastructure; and
- Continue to increase the number of people living in, and close to, our town centres to minimise any increase in parking demand associated with urban spread outside our centres.

## Parking efficiency and flexibility

To make the best use of our parking resources City of Coffs Harbour will:

- Provide parking space markings in areas where demand is increasing, in combination with simple consistent signage to improve efficiency of on-street parking;
- Formalise on-street parking in high-demand areas around centres where streets are currently 'unformed' with kerb and gutter;
- Investigate real-time information to improve customer service for users of parking and assist in the efficient management of parking in our City Centre;
- Employ new technologies, such as parking sensors, web portals and electronic signage, to improve the efficiency of parking, and to inform people of parking availability in our City Centre; and
- Investigate emerging technologies, such as licence plate recognition systems, to encourage turnover of high-value spaces through effective enforcement and to assist in understanding usage patterns to help plan for future parking.

## Cost of parking

To understand and recognise the real cost of parking and provide choice to consumers City of Coffs Harbour will:

- Improve the understanding of the true social, environmental and economic costs of subsidised parking;
- Ensure that development in our town centres is viable and provides choice to consumers and end users;
- Investigate efficiencies in the supply of off-street parking areas particularly in our City Centre and optimise underutilised areas with safer, easier walking connections;
- Investigate alternative arrangements such as business leasing of off-street parking spaces and the appetite for a demand-based pricing structure for high-demand public parking spaces in our City Centre; and
- Invest any parking-related revenue into streetscape, public realm and active transport improvements to enhance local accessibility and urban amenity.

### Actions:

- ▶ Complete a parking plan for the Coffs Harbour City Centre to map out future parking supply and incorporate contemporary parking management approaches outlined in this strategy.
- ▶ Monitor parking supply and demand across the Coffs Harbour LGA with regular surveys (i.e. every five years) for key centres to better manage and plan for future parking.
- ▶ Update parking requirements in the City of Coffs Harbour's Development Control Plan to ensure they are based on best practice guidelines.



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LET'S TANGO  
JUICE UP FOR DAY





## Connecting our communities

Creating connected communities: enabling convenience, choice and active living.

The MyCoffs Community Strategic Plan 2023 envisions connected communities where neighborhoods and villages are linked to nature, places, and each other.

Connected communities support local living, enabling easy access to daily necessities within a short walk, scoot, or bike ride from home. We understand that this may not be practical for everyone - many of us need to travel further for work and other destinations, or we just may prefer to use our car. And that's totally fine. We will ensure our roads and streets cater to these needs and desires.

The aim is to provide everyone with convenience and choice - in terms of what's on offer and how to access it. It's about having schools, grocery stores, cafes, medical centres, and parks just a short distance away. The village feel right at your doorstep.

The focus is on creating well-designed roads and pathways that prioritise safety while providing a pleasant environment with more shading and amenity for everyday use. These high-quality roads, paths, and public spaces, coupled with safe local streets and vibrant centres cultivate a sense of everyday enjoyment, fostering inclusive and inviting environments for all.

An essential aspect of connected communities is thoughtful urban planning, incorporating appropriate density, a mix of land uses and diverse housing options that cater to different lifestyles.

For the City of Coffs Harbour, this strategy focuses on creating transport networks that support the vision of connected communities. However, it goes beyond transportation, encompassing the creation of a sense of place, ensuring safety, promoting public health and well-being, preserving the environment, and driving economic prosperity. This mindset will shape our planning strategies and development controls to deliver a higher level of connectivity in the future.

### Action:

- ▶ Update the City of Coffs Harbour's Development Control Plan to incorporate best-practice principles for transport network planning, such as the NSW Governments Network Planning in Precincts Guide



## Shovel-ready projects to create great places

Movement and Place Plans - tailored to each place and shovel-ready.

City of Coffs Harbour will seek funding opportunities to develop detailed plans and shovel-ready projects that tailor the broad initiatives of this strategy to the local context of each of our centres.

The plans will be prepared in conjunction with Place Manuals (which will incorporate land use planning considerations) and will involve developing key initiatives to 15% design level. This level of detail provides confidence that proposals have been developed with sufficient rigour and consideration to appropriate safety and design standards for street and road layout, lane widths, pedestrian crossing, turning manoeuvres, sight distances and parking. This level of detail enables high order cost estimation for future budget planning, grant applications and to provide a basis for future detailed design development as construction budgets become available.

The plans and detailing will address:

- **improved walking and cycling** at a local level for each centre including more 'regional connection' to other centres;
- **public transport** – collaborating with Transport for NSW for improved services and supporting infrastructure such as bus shelters and walkable connections;
- **local freight** – mapping and protecting 'last mile' freight routes and identifying any last mile barriers to businesses/industry. This will also include a review of supply and management of loading zones and servicing facilities;

- **street and road networks** – giving regard to safety outcomes, place-based outcomes such as street tree delivery programs, consideration of all types of movement (walking, cycling, buses, freight and private vehicles), traffic management and maintenance requirements and;
- **parking management** including consideration of existing parking supply and demand characteristics and mobility issues with the local community. An objective will be making better use of existing parking with safer and more comfortable walking connections while adequately accommodating for businesses and people with mobility challenges. The plans will identify strategies such as parking times and other measures to optimise the availability and convenience of parking in high-demand commercial areas and opportunities for longer term parking supply such as 'satellite' parking for workers around the edge of our village centres.
- **Implementation priorities and funding strategies** for the place-specific actions arising from the plan.

An example of these plans is the Woolgoolga Movement and Place Plan which was a priority action in the Woolgoolga Town Centre Masterplan. The Woolgoolga Movement and Place Plan maps out walking and cycling path networks, road network improvements, and a parking management plan.

## Priority Movement and Place Plans

City of Coffs Harbour's Local Strategic Planning Statement<sup>1</sup> lists the delivery and implementation of a number of Movement and Place Plans as initial planning priority actions to help achieve our vision for Coffs Harbour.

<sup>1</sup> Coffs Harbour City Council, 2020. Coffs Harbour Local Strategic Planning Statement. Coffs Harbour City Council

Priority Movement and Place Plans include:

Woolgoolga Movement and Place Plan

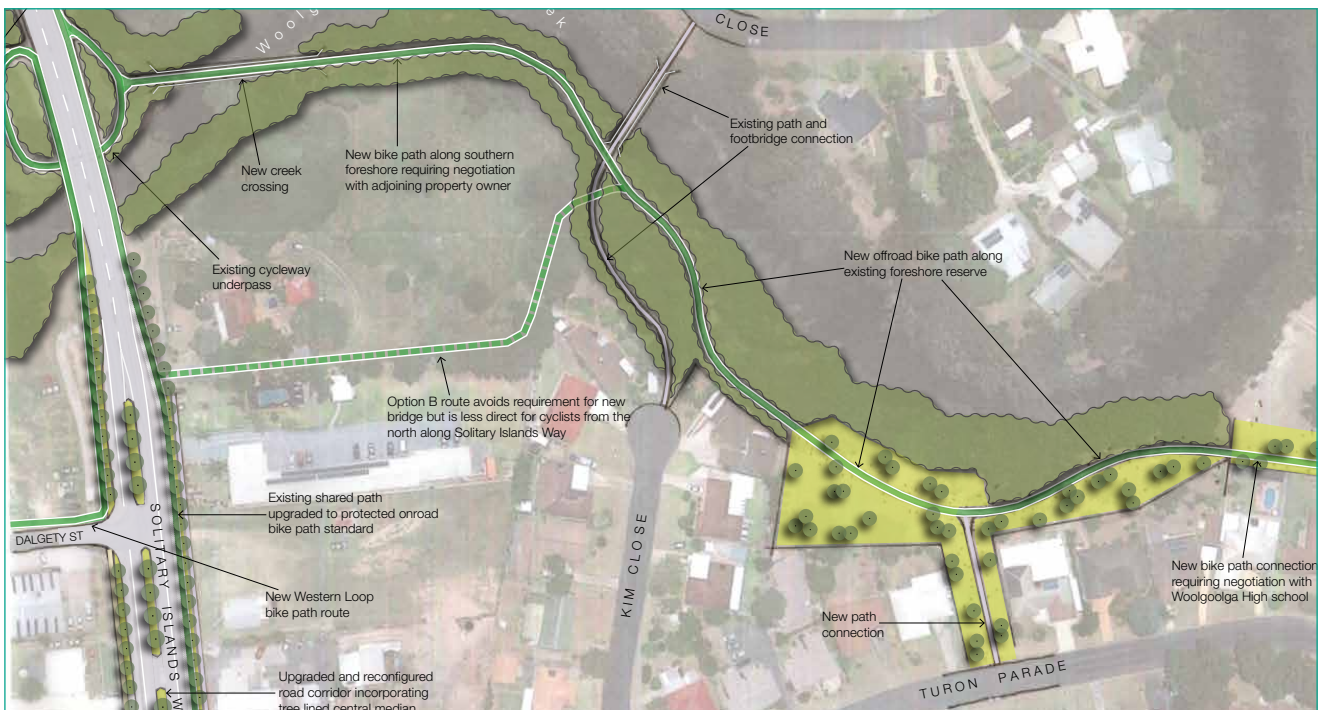
Jetty Precinct Movement and Place Plan

City Centre Movement and Place Plan (Masterplan Update)

Park Beach Movement and Place Plan

Moonee Beach Movement and Place Plan

Boambee East/Toormina/Sawtell Movement and Place Plan



Example of detail in Movement and Place Plans

### Actions:

- ▶ Investigate funding opportunities to prepare Movement and Place Plans for key centres with the following priorities: Woolgoolga ; Coffs Harbour City Centre; Park Beach; Jetty Precinct; Moonee Beach and Boambee East/Toormina/Sawtell.

# 10

## Harnessing technology

The NSW Government is using technology to make transport safer and more enjoyable for everyone. City of Coffs Harbour will work with Transport for NSW, and form local partnerships to take advantage of technological advancements to deliver better transport options.

Current technology programs in NSW include:

- using on demand transport to complement bus services;
- extending and integrating Opal Connect and Opal Contactless payment platforms to a wider range of public and privately operated transport services;
- providing real-time information on our bus services;
- trialling connected and automated vehicles (like the BusBot) on a range of services;
- supporting the adoption of electric passenger and freight vehicles; and
- supporting local partnerships with regional businesses, universities and transport innovation partners to support local skills and business development opportunities and attract investment to regional communities.

### Electric vehicles

#### Electric vehicle charging

City of Coffs Harbour will develop an electric vehicle charging strategy in collaboration with Transport for NSW. The strategy's aim will be to set a long-term vision and provide electric vehicle charging network principles to ensure investment aligns with actions in the NSW Electric Vehicle Strategy<sup>1</sup> and NSW

Electric and Hybrid Vehicle Plan<sup>2</sup> for the installation of fast charging in regional NSW.

The strategy will provide a framework for consistent deployment of charging infrastructure across the Coffs Harbour LGA by the private sector. This includes providing guidance and support to businesses, community sectors and residents installing their own chargers.

Transport for NSW are looking to:

- co-invest in fast chargers in regional NSW major regional corridors;
- co-invest in charging points in commuter car parks and investigate commercial models for operation; and
- adopt preferred charging standards to guide councils, companies and investment.

#### Electric bus fleet

The NSW Government is committed to reaching net zero greenhouse gas emissions by 2050 and achieving net zero public transport emissions is part of this agenda. In regional areas, to help transition the NSW bus fleet to zero emissions, Transport for NSW will prioritise operations that are best suited to current battery electric technology and will trial both battery electric and hydrogen fuel cell technologies to understand what best suits more

<sup>2</sup> Transport for NSW, 2019. NSW Electric and Hybrid Vehicle Plan. NSW Government.

<sup>1</sup> Transport for NSW, 2021. NSW Electric Vehicle Strategy. NSW Department of Planning, Industry and Environment.



# “Tech for good’: using technology where it helps us achieve our vision.”

CHRISTIAN LOUS LANGE

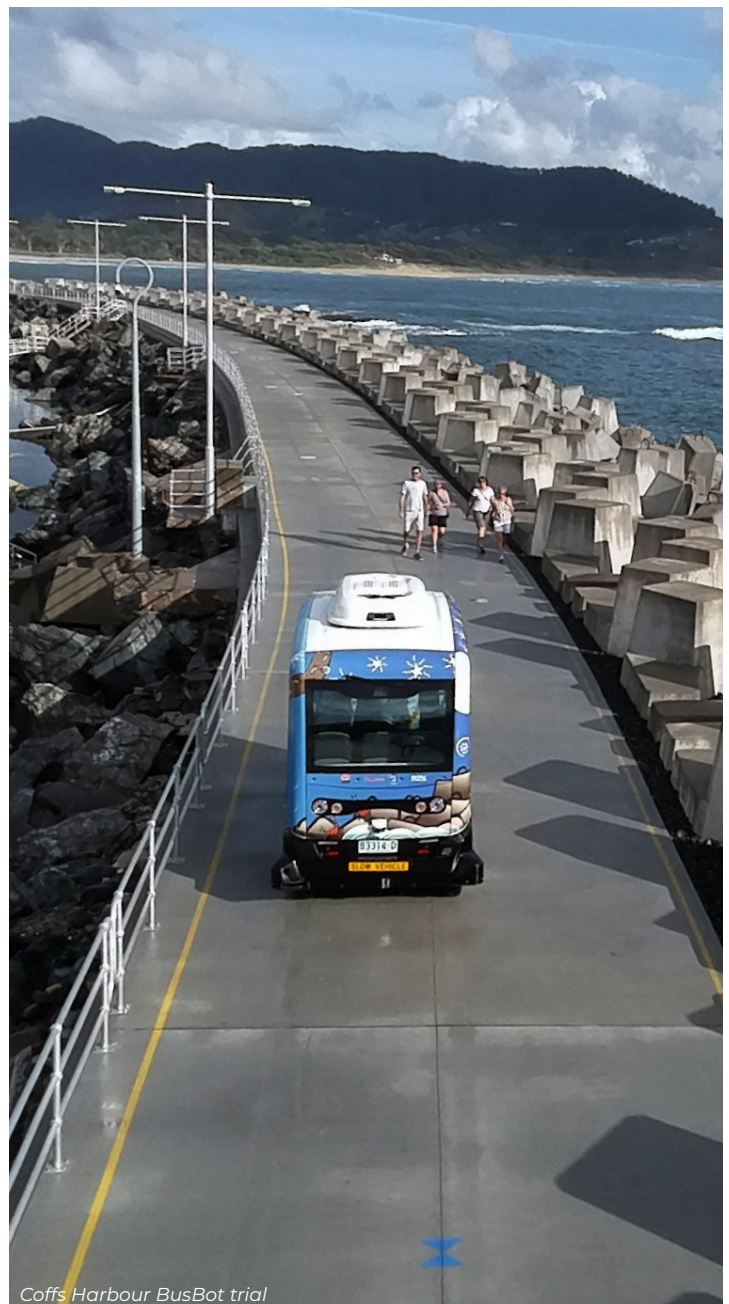
challenging regional and remote operations. The City of Coffs Harbour will work with Transport for NSW and local bus operators to assist with these trials.

## Future freight

‘Last mile freight’ will be transformed by technology delivering efficiencies in logistics and small parcel movements, incorporating innovative direct-to-consumer deliveries and supporting ‘freight as a service’ models.

Enabling the development of appropriate freight facilities in commercial areas can reduce congestion, improve local amenity and free up kerbside space for other uses. The scale, operational and amenity considerations associated with new and emerging freight and logistics facilities are not common. Industry is developing innovative, appropriately scaled responses to the ‘last-mile’ freight task.

The City of Coffs Harbour will work with Transport for NSW in regard to the future proofing capacity for freight vehicles with the delivery of common vehicle charging or battery recharging facilities within new industrial precincts. There is growing interest in the freight industry for electric vehicles. Battery swapping is also being trialled. There is also scope for these facilities to be integrated with on-site or off-site renewable energy generation.



Coffs Harbour BusBot trial

Image source: Transport for NSW, Future Transport Technology Roadmap. Available at: < <https://www.future.transport.nsw.gov.au/future-transport-plans/future-transport-technology-roadmap> > [Accessed 14 August 2023]

## Innovative and more sustainable ways to move around

The City of Coffs Harbour is currently working with Transport for NSW to utilise technology and to improve how we move around.



### On demand services

On demand services for the Northern Beaches of Coffs Harbour, 'Woopi Connect', began operating in 2019 and was made permanent in July 2022.

This on demand service has been allowing many people from Woolgoolga, Safety Beach, Mullaway, Arrawarra, Arrawarra Headland and Corindi Beach, to access more flexible and cost-effective public transport.

The service can be booked using an app or the phone and picks up customers at or near their home and takes them to any destination within zoned areas on the Northern Beaches.

The trial was delivered by Forest Coach Lines in partnership with Transport for NSW, to help us understand how this can provide a complementary service to more traditional bus services. This successful trial was made permanent in 2022.



### Transport Connected Bus (TCB) program

To help improve bus services, Transport for NSW is rolling out its Transport Connected Bus (TCB) program. The TCB program is delivering state of the art vehicle tracking and automatic passenger counting technology across NSW.

This technology provides customers with real time trip information and is also providing Transport for NSW and bus operators with access to more accurate data and tools to improve services and keep buses running on time.

Coffs Harbour is one of three regional centres statewide that is leading the charge on real-time tracking. About 150 of these tracking devices have been installed across our buses as part of the first phase. This allows customers to track the location of a bus; its estimated arrival time at a stop; and how full the bus is.

### Actions:

- ▶ Enable the delivery of electric vehicle charging infrastructure by developing an electric vehicle charging strategy for the Coffs Harbour LGA to provide a framework for charging infrastructure; and updating the City of Coffs Harbour's Development Control Plan to ensure that development provides electric vehicle ready connections (to accommodate market growth in electric vehicle ownership).
- ▶ Work with industry to achieve net zero public transport emissions through regional trials and charging infrastructure opportunities with the goal of conversion to a zero-emission bus fleet in line with the NSW Government Strategy of net zero by 2050.



### Electric vehicles – cars and buses

Over the next decade, electric vehicles and buses will increase, making our transport networks cleaner and greener.

The NSW government is leading the nation with its commitment to turn all 8,000 buses across the State to zero emissions technology. Coffs Harbour has already trialled an electric bus in March 2021 to test the vehicle and charging technology in a regional environment.

For Coffs Harbour, this means working with our bus operators and the broader community to understand the need for public charging facilities to ensure we provide services that enable early adoption of zero emission vehicles. The City of Coffs Harbour will work collaboratively with our neighbouring Councils to connect our regional centres.

The NSW Government's NSW Electric Vehicle Strategy<sup>1</sup> and the NSW Electric and Hybrid Vehicle Plan<sup>2</sup> commits to co-investing in fast chargers in regional NSW on major regional corridors and helping Councils prepare for electric vehicle charging.



### Autonomous vehicles

Automated vehicle technology has huge potential to improve the way we live. Coffs Harbour is the first regional city in Australia to be home to the trial of an autonomous vehicle. Our very own BusBot has delivered trips in three distinct locations:

1. Northern Breakwall, Coffs Harbour
2. Marian Grove Retirement Village
3. North Coast Regional Botanic Garden




This initiative was led in partnership between Transport for NSW, local bus operator Busways, the City of Coffs Harbour and vehicle manufacturer EasyMile (BusBot). Local input into future planning of connected and automated vehicles will help to determine if automated vehicles are the answer to regional transport challenges. We are demonstrating leadership in promoting transport innovation in regional centres.




<sup>1</sup> Transport for NSW, 2021. NSW Electric Vehicle strategy. NSW Department of Planning, Industry and Environment.  
<sup>2</sup> Transport for NSW, 2019. NSW Electric and Hybrid Vehicle Plan. NSW Government.



# 10 Big Moves Action Plan

No.	Initiative	Responsibility	0–5 years	5–10 years	10+ years
1	Develop an Active Transport Plan to prioritise walking and cycling path networks and facilities for the next 10 years. This plan will bring together and replace City of Coffs Harbour’s current Pedestrian Access and Mobility Plan and Bike Plan.	<p><b>Lead:</b> City of Coffs Harbour</p> <p><b>Supporting:</b> Transport for NSW</p>	✓		
2	Seek funding opportunities to invest between \$15 million to \$30 million over 10 years to deliver active transport path priorities identified in the Active Transport Plan	<p><b>Lead:</b> City of Coffs Harbour</p> <p><b>Supporting:</b> Transport for NSW NSW Government</p>	✓	✓	✓
3	<p>Work with NSW Department of Education and independent schools to seek funding to address barriers to walking and cycling to schools across the LGA, including:</p> <ul style="list-style-type: none"> <li>▶ developing school safe access plans to identify priority footpath / bike path and crossing requirements, encourage school ‘walking buses’ and similar, and develop drop-off / pick-up strategies to reduce traffic and safety issues; and</li> <li>▶ reviewing eligibility criteria for free school travel passes and promoting free bus travel regardless of close proximity (&lt; 2km) to schools.</li> </ul>	<p><b>Lead:</b> DEC / private schools</p> <p><b>Supporting:</b> City of Coffs Harbour Transport for NSW School Infrastructure NSW</p>	<div style="background-color: #008080; color: white; border-radius: 15px; padding: 10px 20px; display: inline-block;">Ongoing</div>		

No.	Initiative	Responsibility	0–5 years	5–10 years	10+ years
4	<p>Embed the Movement and Place Framework and Road User Space Allocation Policy principles into processes, by:</p> <ul style="list-style-type: none"> <li>▶ adopting the framework within a formal City policy including internal governance procedures for a ‘whole-of-City’ planning, design and delivery process that aligns with the Movement and Place Framework and Road User Space Allocation Policy; and</li> <li>▶ ensuring that City of Coffs Harbour supplements internal capabilities and disciplines with external resources as necessary to provide the right mix of practitioners that specialise in both ‘movement’ and ‘place’.</li> </ul>	<p><b>Lead:</b> City of Coffs Harbour</p>			
5	<p>Improve the design of our roads and streets by:</p> <ul style="list-style-type: none"> <li>▶ categorising our road and street environments using the Movement and Place process to identify the existing and future desired state; and</li> <li>▶ updating City of Coffs Harbour’s technical specifications that relate to roads and streets for consistency with the Movement and Place Framework and best-practice design guidelines such as the NSW Design of Roads and Streets Guide and Safe Systems.</li> </ul>	<p><b>Lead:</b> City of Coffs Harbour</p>			
6	<p>Utilise the Coffs Harbour bypass transport model to better inform traffic planning and road infrastructure projects as follows:</p> <ul style="list-style-type: none"> <li>▶ Transport for NSW to own and manage the model;</li> <li>▶ City of Coffs Harbour to update Transport for NSW on key changes to its transport network to keep the model up to date; and</li> <li>▶ Transport for NSW / City of Coffs Harbour to update the model every 10 years.</li> </ul>	<p><b>Lead:</b> Transport for NSW</p> <p><b>Supporting:</b> City of Coffs Harbour</p>			

No.	Initiative	Responsibility	0-5 years	5-10 years	10+ years
7	Prepare an annual local road safety Action Plan setting out proposed projects across the whole of the LGA, based on local crash data analysis, with special consideration of intersections, and City priorities and community feedback	<p><b>Lead:</b> City of Coffs Harbour</p> <p><b>Supporting:</b> Transport for NSW</p>	<b>Ongoing</b>		
8	Deliver improved bus services through the 16 Regional Cities Bus Services Improvement Program by amending bus services to provide more frequent, direct and consistent services.	<p><b>Lead:</b> Transport for NSW</p> <p><b>Supporting:</b> City of Coffs Harbour</p>			
9	Support improved bus services by: <ul style="list-style-type: none"> <li>▶ seeking funding opportunities for new bus stops, safer road crossings and footpaths to support access to bus services; and</li> <li>▶ reviewing the 'bike racks on buses' trials in Wagga, Queanbeyan and Yass to consider application for Coffs Harbour.</li> </ul>	<p><b>Lead:</b> City of Coffs Harbour</p> <p><b>Supporting:</b> Transport for NSW</p>	<b>Ongoing</b>		
10	Improve the City's bus service planning processes: <ul style="list-style-type: none"> <li>▶ formalise bus service planning processes for growth areas and subdivisions to ensure collaboration with Transport for NSW and bus service providers;</li> <li>▶ amend the City's Development Control Plan to incorporate contemporary bus service planning requirements to help deliver road networks and road infrastructure that are public transport capable.</li> </ul>	<p><b>Lead:</b> City of Coffs Harbour</p>			
11	Establish a Public Realm Tree Delivery Program as identified in City of Coffs Harbour's Public Realm Strategy.	<p><b>Lead:</b> City of Coffs Harbour</p>			

No.	Initiative	Responsibility	0-5 years	5-10 years	10+ years
12	<p>Collectively develop a 'Beyond the bypass' plan for Coffs Harbour to resolve and develop:</p> <ul style="list-style-type: none"> <li>▶ the future design of the key connections between the City Centre - Park Beach - Jetty Foreshores;</li> <li>▶ a city spine renewal strategy;</li> <li>▶ a gateway strategy for the Coramba Road Interchange to the City Centre;</li> <li>▶ a Harbour Drive corridor strategy;</li> <li>▶ a Hogbin Drive North and Orlando Street corridor strategy;</li> <li>▶ a southern gateway strategy for Stadium Drive and Hogbin Drive South;</li> <li>▶ the missing walking and cycling links from Pacific Bay to both the Big Banana and Park Beach to form a continuous link to the northern beaches; and</li> <li>▶ access and connectivity improvements for identified growth areas and development near Pacific Bay Resort and the Big Banana.</li> </ul>	<p><b>Lead:</b> Transport for NSW City of Coffs Harbour</p> <p><b>Supporting:</b> NSW Government</p>	✓		
13	<p>Develop a freight delivery strategy for the LGA by:</p> <ul style="list-style-type: none"> <li>▶ mapping freight route hierarchy and 'last mile' routes; and</li> <li>▶ identifying controls to include within the City of Coffs Harbour's Development Control Plan to protect freight corridors, address freight rest stops, and protect industrial and urban services land for freight uses.</li> </ul>	<p><b>Lead:</b> City of Coffs Harbour</p> <p><b>Supporting:</b> Transport for NSW</p>			✓
14	<p>Complete a parking plan for the Coffs Harbour City Centre to map out future parking supply and incorporate contemporary parking management approaches outlined in this strategy.</p>	<p><b>Lead:</b> City of Coffs Harbour</p>	✓		
15	<p>Monitor parking supply and demand across the Coffs Harbour LGA with regular surveys (i.e. every five years) for key centres to better manage and plan for future parking.</p>	<p><b>Lead:</b> City of Coffs Harbour</p>	Ongoing		



No.	Initiative	Responsibility	0-5 years	5-10 years	10+ years
16	<p>Amend City of Coffs Harbour's Development Control Plan to:</p> <ul style="list-style-type: none"> <li>▶ update parking requirements to ensure they are based on best practice guidelines; and</li> <li>▶ ensure that development provides electric vehicle (EV) ready connections to accommodate market growth in EV ownership.</li> </ul>	<p><b>Lead:</b> City of Coffs Harbour</p>	✓		
17	<p>Update City of Coffs Harbour's Development Control Plan to incorporate best-practice principles for transport network planning such as the NSW Governments Network Planning in Precincts Guide.</p>	<p><b>Lead:</b> City of Coffs Harbour</p>	✓		
18	<p>Seek funding opportunities to prepare detailed Movement and Place Plans for key centres with the following priorities:</p> <ul style="list-style-type: none"> <li>▶ Woolgoolga</li> <li>▶ Park Beach</li> <li>▶ Coffs Harbour City Centre</li> <li>▶ Jetty Precinct</li> <li>▶ Boambee East/Toormina/Sawtell</li> <li>▶ Moonee Beach</li> </ul>	<p><b>Lead:</b> City of Coffs Harbour</p>	✓	✓	
19	<p>Develop an electric vehicle charging strategy for the Coffs Harbour LGA to provide a framework to enable delivery of charging infrastructure.</p>	<p><b>Lead:</b> City of Coffs Harbour</p> <p><b>Supporting:</b> Transport for NSW</p>		✓	
20	<p>Work with industry to achieve net zero public transport emissions through regional trials and charging infrastructure opportunities with the goal of conversion to a zero-emission bus fleet in line with the NSW Government Strategy of net zero by 2050.</p>	<p><b>Lead:</b> Transport for NSW</p> <p><b>Supporting:</b> City of Coffs Harbour</p>		✓	

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