



COFFS HARBOUR

LOCAL

STRATEGIC

PLANNING

STATEMENT

2020

June 2020

# Message from the Mayor.

**I am proud to present our Local Strategic Planning Statement, which will guide the future of our City to 2040. This is an exciting time for the Coffs Harbour Local Government Area.**

There are many things that make living in the Coffs Harbour Local Government Area (LGA) special, and we want to ensure that we plan well for our future. Our community has consistently rated our remarkable natural environment as the most important attribute for the quality of life enjoyed here.

Coffs Harbour is one of four growing regional cities on the NSW North Coast. Over the next 20 years, the LGA will grow to around 97,440 people, which will generate the need for at least 12,800 more homes. Around a third of this population increase will be people aged over 65. This future population and housing growth will be aligned with jobs and services that meet the needs of the growing population.

Additionally, the Coffs Harbour LGA will continue to provide an important role to surrounding local government areas as a major regional centre. The airport, university, stadium, City Centre and hospital anchors will play an active role in creating jobs, upskilling workers, providing significant tourism and economic benefits to the LGA.

## Acknowledgement of Country

Coffs Harbour City Council acknowledges 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.



It is important to provide a coordinated, strategic and planned approach to cater for this growth. We've heard from our community that this needs to occur in a sustainable way, integrating new development with existing areas, retaining and enhancing unique identities and minimising urban footprint expansion.

This Local Strategic Planning Statement is underpinned by the four key themes of the MyCoffs Community Strategic Plan, being:

- Community Wellbeing;
- Community Prosperity;
- A Place for Community; and
- Sustainable Community Leadership.

It is also responsive to the Strategic Directions contained within the NSW Government's North Coast Regional Plan 2036; and reflects the work adopted by Council in its Local Growth Management Strategy 2020.

A handwritten signature in black ink, reading 'Cr Denise Knight'.

Cr Denise Knight | Mayor Coffs Harbour City Council









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## **ABBREVIATIONS USED IN THIS PLAN**

<b>CSP</b>	<b>Community Strategic Plan</b>
<b>LGMS</b>	<b>Local Growth Management Strategy</b>
<b>CHCC</b>	<b>Coffs Harbour City Council</b>
<b>DPIE</b>	<b>Department of Planning, Industry and Environment</b>
<b>LEP</b>	<b>Local Environmental Plan</b>
<b>DCP</b>	<b>Development Control Plan</b>
<b>LGA</b>	<b>Local Government Area</b>
<b>LSPS</b>	<b>Local Strategic Planning Statement</b>

### **Coffs Harbour Local Strategic Planning Statement 2020 June 2020 Coffs Harbour City Council**

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# Contents.

- 1 Introduction ..... 1
  - 1.1 About this Statement..... 2
  - 1.2 Purpose of this Statement..... 2
  - 1.3 Policy Context .....3
  - 1.4 Consultation .....3
  - 1.5 How Council will use this Statement .....3
- 2 Context.....4
  - 2.1 Our Place in the Region ..... 6
  - 2.2 Our Community ..... 8
  - 2.3 Our Environment.....10
  - 2.4 Our Economy .....12
  - 2.5 Our Great Places .....14
  - 2.6 Our Challenges .....16
- 3 Our Vision.....18
  - 3.1 Coffs Harbour: Our Vision .....20
  - 3.2 Our Planning Priorities.....22
- 4 Achieving Our Vision .....24
  - 4.1 Overview .....26
  - 4.2 Planning Priorities 1-16 .....27
- 5 References and Informing Strategies..... 44











# Introduction.

About this Statement

Purpose of this Statement

Policy Context

Consultation

How Council will use this  
Statement

# Introduction.

## 1.1 About this Statement

**The Coffs Harbour Local Strategic Planning Statement ('this Statement') has been prepared by Coffs Harbour City Council to set out the 20 year vision for land use planning in the Coffs Harbour LGA.**

This Statement aims to outline how growth and change will be managed so as to maintain the high levels of liveability, environmental amenity and landscape quality that characterises Coffs Harbour. It is formulated from the recently drafted [Coffs Harbour Local Growth Management Strategy](#).

This Statement identifies the special characteristics that contribute to Coffs Harbour's local character and recognises that there are many shared community values which should be maintained and enhanced. It identifies 16 Planning Priorities in four themes to achieve Council's vision for the city to 2040. It also sets out the actions and the means for monitoring and reporting on these actions.

This Statement is consistent with the directions and actions contained within the North Coast Regional Plan 2036 and aligns with the North Coast Settlement Planning Guidelines 2019, both published by the NSW Department of Planning, Industry and Environment (DPIE).

The vision for the North Coast in the Regional Plan is "the best region in Australia to live, work and play thanks to its spectacular environment and vibrant communities". Coffs Harbour, as a Regional City, is identified as one of the growth anchors for the North Coast, delivering new jobs, and more diverse housing as well as high-quality essential services.

## 1.2 Purpose of this Statement

**All councils within NSW are required to prepare a Local Strategic Planning Statement.**

The Statement is designed to act as a link between the strategic priorities identified at a regional or district level, and the finer-grained planning at a local level expressed in all NSW councils' local environmental plans and development control plans (Figure 1). The purpose of the Statement is to ensure consistency in strategic planning approaches.

NSW Department of Planning, Industry and Environment (DPIE) population projections released in late 2019 forecast a population of 88,450 people within the Coffs Harbour LGA by 2041. However, more localised recent population projections undertaken by profile.id predict this to reach 102,900 by 2040 (Coffs Harbour Local Growth Management Strategy 2020, Chapter 2 Supply and Demand). Therefore a mid range number has been chosen for population projections, which is estimated to reach up to 97,440 people by 2040.

This will generate the need for approximately 12,800 more dwellings within the Coffs Harbour LGA by 2040. To manage this growth and change, the NSW Government's North Coast Regional Plan 2036 and Council's adopted Local Growth Management Strategy set out a vision and plan to integrate landuse, transport and infrastructure planning.

This Statement (and its Planning Priorities) has been prepared using findings and adopted actions contained within Council's [Local Growth Management Strategy](#). These Planning Priorities have also been aligned with Directions outlined in the North Coast Regional Plan and the objectives contained within the MyCoffs Community Strategic Plan 2017.



**Figure 1 Line of site between planning documents**  
Source: NSW Department of Planning, Industry and Environment



## 1.3 Policy Context

**This Statement has been prepared in accordance with Section 3.9 of the *Environmental Planning and Assessment Act 1979* (the Act).**

The Act requires that this Statement include or identify the following:

- a. the basis for strategic planning in the area, having regard to economic, social and environmental matters;
- b. the planning priorities for the area that are consistent with any strategic plan applying to the areas and (subject to any such strategic plan) any applicable community strategic plan under Section 402 of the *Local Government Act 1993*;
- c. the actions required for achieving those planning priorities; and
- d. the basis on which the council is to monitor and report on the implementation of those actions.

The Act requires that this Statement be reviewed at least every seven years pursuant to Section 3.9(1).

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## 1.4 Consultation

**Council prepared this Statement by building upon the results of extensive engagement undertaken in developing and adopting its MyCoffs Community Strategic Plan and Local Growth Management Strategy, as well as PlaceScore 2019 results and regular community satisfaction and wellbeing surveys.**

This included community feedback regarding what residents most like and dislike about the Coffs Harbour LGA, and what they would like to see retained and changed.

Workshops were held with Councillors at various times from 2018-2020 to confirm the values and planning directions for various components of the MyCoffs Community Strategic Plan and the Local Growth Management Strategy. The NSW Department of Planning, Industry and Environment, and other NSW government agencies have also been consulted during technical working group meetings held in 2019 and during the exhibition period.

The draft Local Strategic Planning Statement was placed on public exhibition from 1 April 2020 to 1 May 2020. Feedback received during the exhibition period was taken into account with the finalisation of the Statement.

## 1.5 How Council will use this Statement

**This Statement outlines the vision for land use planning in the Coffs Harbour LGA over the next 20 years, and will guide Council's planning decisions.**

This Statement was adopted by Coffs Harbour City Council at its Ordinary meeting on 25 June 2020. At that meeting it was resolved that Council:

1. Adopt the Coffs Harbour Local Strategic Planning Statement 2020 and forward it to the NSW Government for uploading to their NSW Planning Portal.
2. Inform persons who made a submission on the draft Coffs Harbour Local Strategic Planning Statement 2020 of Council's decision.
3. Notes, within the planning statement, that the Coffs Harbour Local Strategic Planning Statement 2020 is predicated on the current geographic restrictions on providing water and sewer services. Should solutions be found to supplying such services, a revised statement may be required particularly in the provision of residential and industrial land.

Now it is adopted, this Statement will inform several Council processes and procedures, including:

- the roll out of strategic and city-shaping projects within operational and delivery plans;
- infrastructure priorities;
- advocacy with other levels of government for new infrastructure and services to support growth;
- preparation of place plans; and
- amendments to local planning controls (Local Environmental Plan and Development Control Plan).

This document demonstrates Council taking a leading role in optimising growth and balancing environmental, social and economic outputs for the LGA.









# Context.

Our Place in the Region

Our Community

Our Environment

Our Great Places

Our Challenges



# Context.

## 2.1 Our Place in the Region

**The Coffs Harbour LGA is strategically positioned in the Mid North Coast of New South Wales, about 540 kilometres north of Sydney and 440 kilometres south of Brisbane. It is bounded by the Clarence Valley Council area in the north and west, the Pacific Ocean in the east, and Bellingen Shire in the south.**

With an estimated resident population of 74,670 (ABS 2016 Census ERP) persons as at June 2016, the LGA encompasses a total area of 1,173.7 km<sup>2</sup> of land stretching from Red Rock in the north, south to Bundagen, and west past Brooklana and Lowanna. As at 2016, the Coffs Harbour LGA includes:

- 29,200 rateable properties;
- 870 km of Council roads (sealed and unsealed);
- around 2,500 ha of reserves, parks and sporting fields;
- around 230 km of footpaths and cycleways; and
- 78.8 km of coastline.

Coffs Harbour is the traditional home of the Gumbaynggirr people, and has had an increasing number of European and other settlers from the second half of the nineteenth century onwards. It has since evolved from an agricultural centre into a vibrant, coastal city with an expanding economy.

Coffs Harbour is one of four regional cities on the North Coast (Figure 2). It provides a significant share of the region's housing and jobs, and delivers a variety of high-level services, including civic, entertainment and cultural venues. The LGA also comprises a number of coastal and hinterland villages, towns and localities and has several key employment areas.

As a regional city, Coffs Harbour both supports and is supported by the adjoining Bellingen, Nambucca, Macksville and Clarence Valley communities (Figure 3). The success of Coffs Harbour as a regional city requires a collaborative approach with these communities on a holistic approach to meeting housing needs, job opportunities, employment land supply and industry links. The NSW Government has prepared a Regional City Action Plan for Coffs Harbour, to support the city's growth.

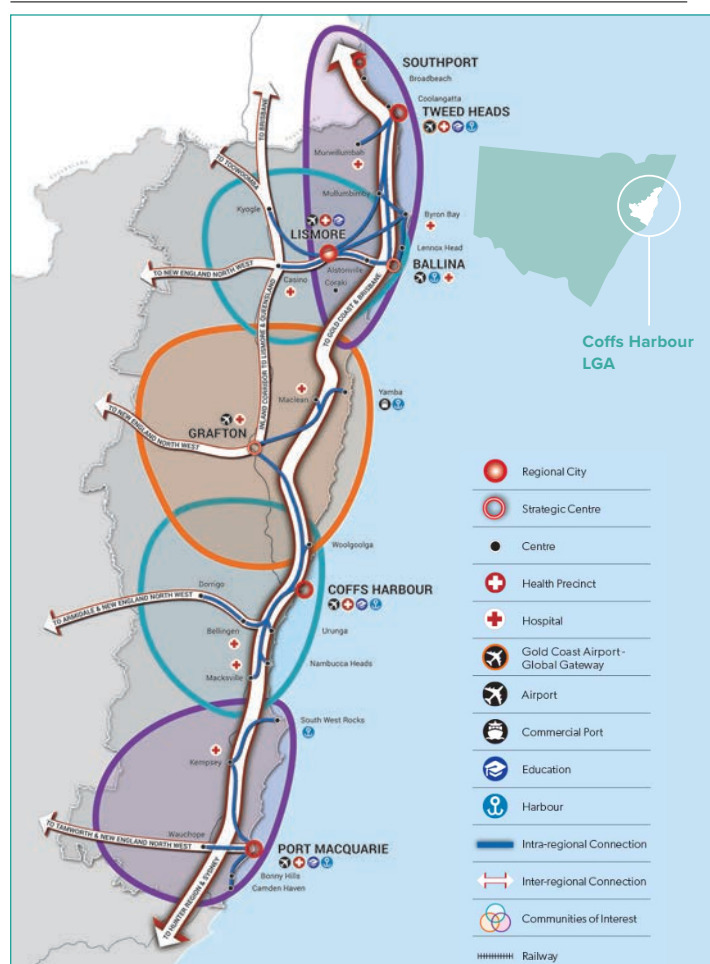
Coffs Harbour is served by the Pacific Highway, the North Coast railway line, Coffs Harbour Airport and international marina. The Pacific Highway bypass around Coffs Harbour scheduled for construction within a few years will assist to both service the subregion, and to also allow Coffs Harbour to capitalise on the opportunities that will arise from growth.

Industry and service anchors like the Coffs Harbour Regional Airport, international stadium, and the health and education campuses support a growing and diverse economy which also

includes the digital innovation and creative industries sector. Tourism, retail, manufacturing and construction, and government services also provide employment opportunities.

The agricultural hinterland is highly productive and includes broadacre crops, flowers, citrus fruit, grapes, vegetables, wool, milk, eggs, livestock, crops for hay and other fruit. The 'other' fruit sector accounts for the majority of the overall value of agricultural production in Coffs Harbour, mainly attributed to the nationally significant blueberry industry.

The region is renowned for its ecological diversity. Half of the LGA is dedicated as reserves, parks, National Parks and State Forest holdings including the Bongil Bongil and Bindarri National Parks – and is bounded offshore by the Solitary Islands Marine Park. The LGA is valued as a desirable place to live and as a popular holiday destination. Coffs Harbour is said to have one of the best climates in Australia with subtropical temperatures, cooling sea breezes and mild winters. The area has become a destination for international and national sporting events like the national titles for Oztog, touch football and football, and is home to the Big Banana.



**Figure 2 Context of Coffs Harbour in the North Coast region.**  
Source: NSW Department of Planning, Industry and Environment





Figure 3 Context of proximity of Coffs Harbour in relation to nearby communities.



# Context.

## 2.2 Our Community

**In 2016, the Coffs Harbour LGA had a total population of 74,670.**

The NSW Department of Planning, Industry and Environment (DPIE) population projections released in late 2019 forecast a population of 88,450 people within the Coffs Harbour LGA by 2041. However, more localised recent population projections undertaken by profile.id predict this to reach 102,900 by 2040 ([Coffs Harbour Local Growth Management Strategy 2020, Chapter 2 Supply and Demand](#)). Therefore a mid range population projection has been chosen to inform Council's Local Growth Management Strategy and this Statement. This estimates a population of up to 97,440 people within the Coffs Harbour LGA by 2040.

Around 5% of Coffs Harbour's population identified as Aboriginal or Torres Strait Islander people. The Gumbaynggirr people have occupied the Mid North Coast from Nambucca to the Clarence River and west to the Great Dividing Range since the Yuludarla or the Dreaming.

Coffs Harbour has one of the highest and fastest growing levels of cultural diversity in regional NSW. Since 2008, the LGA has been an identified Refugee Welcome Zone. As a designated migration resettlement area, Coffs Harbour has a larger proportion of people speaking a language other than English at home compared to other cities on the North Coast and regional NSW.

The bulk of the population at the 2016 census was aged between 40 and 69 years. Overall, the largest 5-year age group was 55 to 59 year olds. The largest change in age structure between 2011 and 2016 by a long shot was in the age group 65 to 69 years, with an additional 1,268 persons in this age group compared to 2011. This could be attributed to both the ageing of the older cohort of our baby boomer population and to migration into the area.

Into the future, using DPE population projections to 2036 and extrapolating these to 2040, it is predicted that by 2040, the proportion of the population over the age of 60 will have grown substantially, with the 'empty nesters and retirees' age group becoming our largest service age group. Importantly, the population over the age of 75 will more than double, which will require specific services and facilities within the LGA to service their needs.

Another notable projection is in relation to the "young workforce" population group - known as 'Millennials'. This 25 to 34 age group is expected to increase marginally by 2040. Whilst this is an increase rather than decrease, proportionally when weighed against the ageing population increase (67% increase in people over 60 by 2040), it will be insufficient to

allow for a balanced population bell curve in 20 years. As such, Council needs to consider interventions to attract this population age bracket to either stay within, or to return to, the LGA.

Extrapolation of population projections undertaken by the NSW Department of Planning, Industry and Environment imply that 45,300 dwellings are required by 2040. This is an additional 12,800 dwellings compared to the total number of dwellings counted at the 2016 census. Extrapolation of household projections undertaken by the same method implies that the number of households in Coffs Harbour City will increase by 11,402 by 2040, bringing the total of number of households to 40,850.

In 2016, the average household size in Coffs Harbour City was 2.43 persons. Into the future, based on DPE projections, it is predicted that our average household size will decline to 2.28 persons by 2040.

Extrapolated population projections suggests the number of dwelling projected by 2040 is 45,300 based on the population growth of 97,440 people. Demand for residential dwellings arising from population growth and demographic change up to 2040 is forecast between 10,650 and 13,267 additional dwellings. For simplicity, Council has adopted an estimated target of 12,800 additional dwellings by 2040.

It is anticipated that Coffs Harbour LGA will continue to be destination for retirees and more significantly families, with an increasing trend of domestic migration from southern areas, for climate and lifestyle reasons. Local demand is relatively strong as Coffs Harbour has reached a size where it is creating significant numbers of new households (children leaving home) seeking new dwellings.

Coffs Harbour house prices have increased substantially in recent years. Median weekly rents for both houses and units in Coffs Harbour have also been steadily increasing. Detached dwellings of 3 or 4 bedrooms are the predominant dwelling structure accounting for approximately 71% of Coffs Harbour's total private dwellings stock. However, as at 2018, the rental supply was predominately in the form of 2 and 3 bedroom dwellings, with nearly half the rental stock in the form of a standalone house.

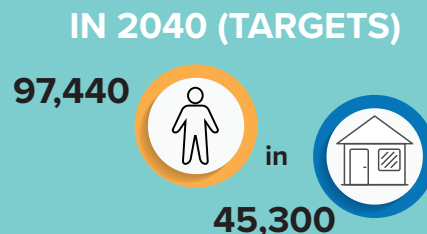
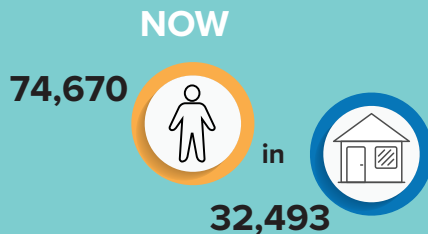
Over the past 4 years, average yearly rental vacancies in Coffs harbour have remained below 3%, indicating a shortage of rental supply in the area. There are a number of local factors which are squeezing rental supply and pushing up prices, including the Pacific Highway upgrade, which acquires short term worker housing, unregulated holiday letting and the Southern Cross University campus.





## People living in Coffs Harbour LGA

Total population LGA ABS Census 2016 ERP and DPIE Projections extrapolated to 2040



### OUR POPULATION GROWTH

**22,770**

additional people



**30%↑**

increase in population over the next 20 years

### HOUSEHOLD SIZE AND TYPES

**2.43**



**2.28**

the average number of persons per household will decrease



**31%↑**

the largest increase in housing types between 2016 and 2040 is forecast to be in Couples without dependents

### HOUSING



**12,800**

additional dwellings (implied dwelling requirements DPE 2016)

**71%**

of all dwellings in the region are currently detached houses



**24%↑**  
to **40%**

the increase in the proportion of attached or multi dwellings within the region

### ECONOMY

**12,300**

new jobs required by 2040  
an increase of 35%  
(total of 47,180 new jobs)



**1.56m**

total visitors per year

### AGE STRUCTURE CHANGE

% change 2016 to 2040



**26%↑**

Babies  
(0-4 years)

**27%↑**

Children  
(5-19 years)

**13%↑**

'Millennials'  
(25-34 years)

**67%↑**

Older persons  
(Over 60 years)

**Figure 4 Social Snapshot of the Coffs Harbour LGA today and targeted in 2040**

Source: Australian Bureau of Statistics Census 2016 Estimated Resident Population (ERP) and DPIE projections, extrapolated to 2040; Tourism Research Australia (TRA) National Visitor Survey June 2019.

Note that ERP is the official measure of the population of Australia and is based on the concept of usual place of residence.



# Context.

## 2.3 Our Environment

**The North Coast of NSW is one of Australia's most diverse regions. Coffs Harbour supports biodiversity that has local, regional and national significance. A significant proportion of the LGA is covered by native vegetation in National Parks and Nature Reserves, Forestry and private land. The conservation of biodiversity and the aesthetic appeal of the Coffs Harbour LGA is an attribute that is highly valued by residents and visitors.**

In early 2019, Council undertook extensive community consultation using the Place Score place-making tool. This 'place experience' measurement tool enabled residents and visitors within the Coffs Harbour LGA to share what they most value in their neighbourhood and then enabled them to rate how their neighbourhood was performing against such values.

Coffs Harbour received a Place Score of 65, which is below the NSW average of 72 for liveability. The strengths for Coffs Harbour identified by the community were the elements of the natural environment; and locally owned and operated businesses.

Rural lands are an integral part of the Coffs Harbour LGA that support a variety of agricultural and non-agricultural land use interests, including farming and rural industries, intensive plant agriculture, rural living, tourism and protected environment. These interests are critical to the economy, environment and community. They need to exist and prosper to realise Council's vision for connected, sustainable and thriving rural lands.

Council has a role providing a land use planning framework that enables the most efficient and effective use of rural land that responds to, and balances the competing interests of, development in the most equitable and sustainable way.

In recent decades the Coffs Harbour LGA has experienced continual pressure to change land uses and develop rural land for urban, large lot residential and intensive plant agricultural uses. These emerging land use conflicts have the potential to impact on the ongoing viability of rural land for agricultural purposes.

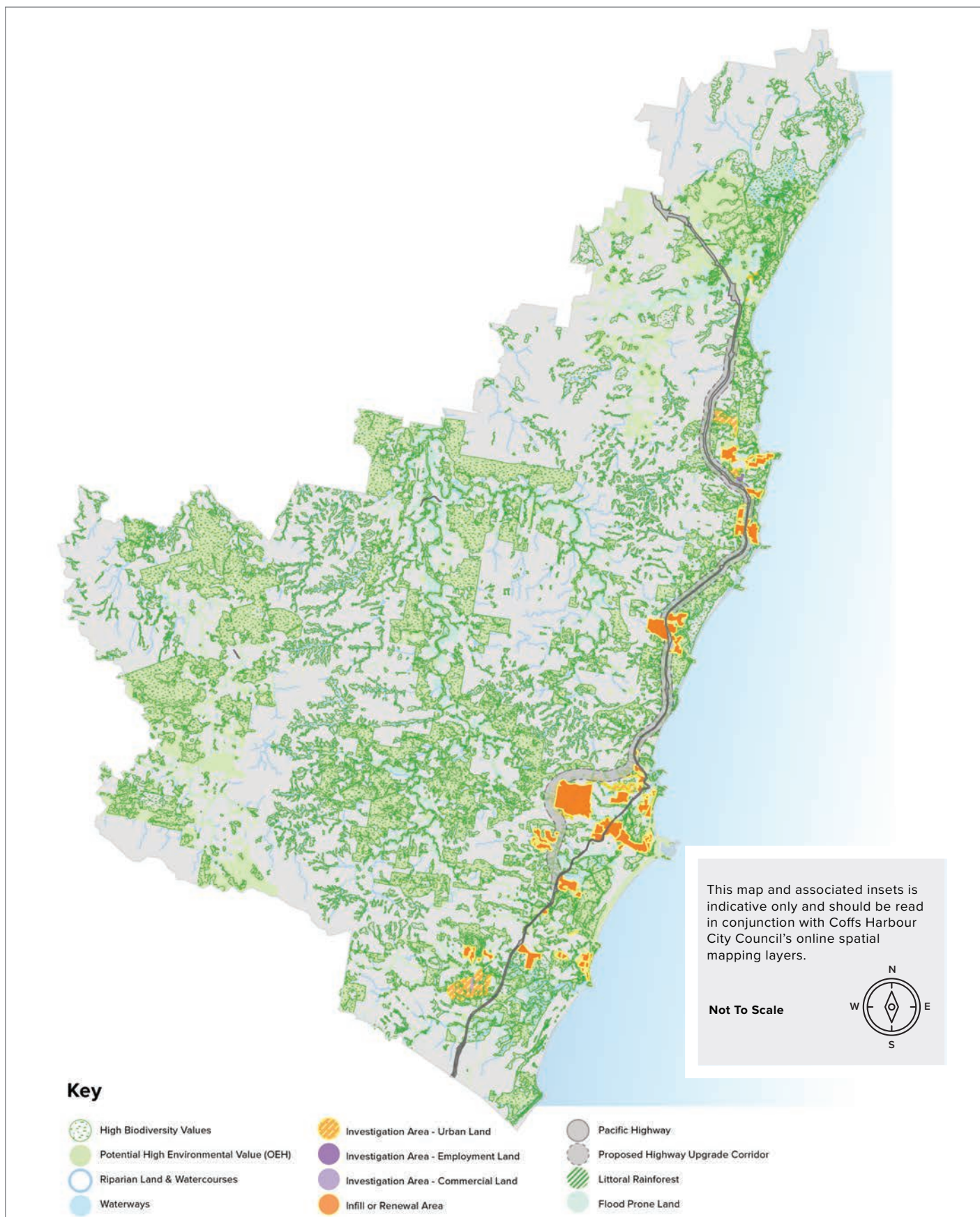
During the preparation of the Local Growth Management Strategy, a number of threats to the biodiversity value of the Coffs Harbour LGA were identified. These threats include private native forestry, unauthorised clearing of native

vegetation, weeds and pests, intensive plant agriculture, agricultural runoff into waterways and the Solitary Islands Marine Park, impacts on drinking water catchments and bushfire.

Coffs Harbour is one of the few Councils in NSW that has developed a comprehensive Koala Plan of Management. The Plan aims to identify, protect and enhance Koala habitat in the Coffs Harbour Area. Council is currently in the process of reviewing and updating its Koala Plan of Management, to ensure it remains relevant and is responsive to new legislative requirements.

Key environmental opportunities and constraints for the Coffs Harbour LGA are as shown in Figure 5. This map shows the general location of potential high environmental values (HEV) mapping prepared by the NSW government in 2017; as well as high biodiversity value mapping (includes endangered ecological communities, over-cleared vegetation types, high value arboreal habitat and koala habitat) prepared by Coffs Harbour City Council in 2012.

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**Figure 5 Environmental Snapshot of the Coffs Harbour LGA**  
Source: Coffs Harbour City Council



# Context.

## 2.4 Our Economy

The NSW government's North Coast Regional Plan 2036 identifies Coffs Harbour city as a regional city and identifies that a Regional City Action Plan will be prepared by the NSW government for the defined Coffs Harbour City area.

Coffs Harbour's success as a regional city will align with the growth of the region. The Coffs Harbour Bypass is a key piece of infrastructure which will enhance the efficiency and safety of freight and transport networks within the city, and also to align with the needs of the sub-region. This will assist Coffs Harbour to service the region as the regional city, and to support freight distribution activities, employment lands activities and other significant pieces of infrastructure within the region (such as Grafton Gaol).

Coffs Harbour provides a significant share of the region's housing and jobs, and delivers a variety of high-level services, and operates as a service centre for the surrounding area, including civic, sporting, entertainment and cultural venues. Local services are also supported within the major town centres at Toormina and Woolgoolga. The area has a growing and diverse economy based on services and industry anchors like the Cultural and Civic Precinct in the Coffs Harbour City Centre, Coffs Harbour Airport, International Stadium and the Health and Education campuses. The North Coast Regional Plan 2036 identifies the development of health, education, sport and aviation to drive opportunities in new sectors. The NSW Government is also well underway with its planning for the Jetty Foreshore Precinct masterplan (east of the North Coast railway line).

Industry and service anchors within South Coffs Enterprise Areas (including the Coffs Harbour Airport, Health, Education and Stadium precincts) support a growing and diverse economy, which also includes the digital innovation sector. Coffs Harbour is a base for the provision of local and regional community services, with approximately half of all the community services concentrated in the Coffs Harbour Central area.

Coffs Harbour Airport is 4km south of the city centre and is an important driver of the economy. Between 2000 and 2016, airport passengers grew by 134%. A funding commitment by the NSW Government was made to upgrade the airport. Works are now completed and the airport can now process over 1,000 passengers per hour during peak periods (Coffs Harbour Airport website).

Tourism, retail, manufacturing and construction, and government services are important contributors to the Coffs Harbour economy. In 2017, the Coffs Harbour LGA was one of the most visited areas by tourists on the North Coast with 1.56 million visitors and a tourism spend of \$525 million. Agriculture continues to underpin the economy, with the predominant land use in the wider Coffs Harbour LGA still being its productive rural farms and landscape.

Council's Economic Development Strategy 2017-2022 has identified three key strategic objectives:

- Champion business, innovation and technology to stimulate economic growth and local jobs.
- Attract people to work, live and visit.
- Prepare to exploit opportunities now and into the future.
- Create and manage vibrant public places.
- Effectively manage the planning and provision of regional services and infrastructure.

Future employment in the LGA has been forecast having regard for global and regional trends and requirements, local employment needs and projected population. The Coffs Harbour LGA currently provides a total of around 525 hectares of land within its employment precincts. The capacity and demand analysis determined that 73 hectares of this land is undeveloped and that a total land area of around 65 hectares of employment precinct land would be required to accommodate the projected demand. Investigation areas at North Boambee Valley and West Woolgoolga face servicing and environmental constraints. Further investigation will be necessary before these lands can be developed. The LGA currently provides a total of around 114 hectares of land within its business centres. Over the next 20 years, most business centres have sufficient capacity to accommodate future demand retail floorspace and commercial office space.

Delivering employment lands for a sustainable future will require some decisive actions by Council. Seven core directions have been identified in Council's draft Local Growth Management Strategy - Chapter 8 Employment Lands to guide the supply, development and efficient use of employment lands across the Coffs Harbour LGA:

1. Support and reinforce Coffs Harbour City Centre as the geographic and economic heart of the LGA.
2. Protect and strengthen industrial areas, to provide a reliable economic and employment base for the region.
3. Encourage renewal of centres and employment precincts in line with place-based strategies.
4. Promote Coffs Harbour LGA as the major regional centre by strengthening connections with surrounding LGAs.
5. Invest in strategic transport linkages to enhance the utilisation of employment lands and attract further investment.
6. Align and protect a diversity of jobs and services to meet the needs of the growing population.
7. Leverage anchor institutes through strategic partnerships and agglomeration of complementary uses.

An overview of employment lands and their locations around the LGA is shown in Figure 6.

## TOTAL EMPLOYMENT LAND

**525 hectares**

of **existing** zoned employment lands

**73 hectares**

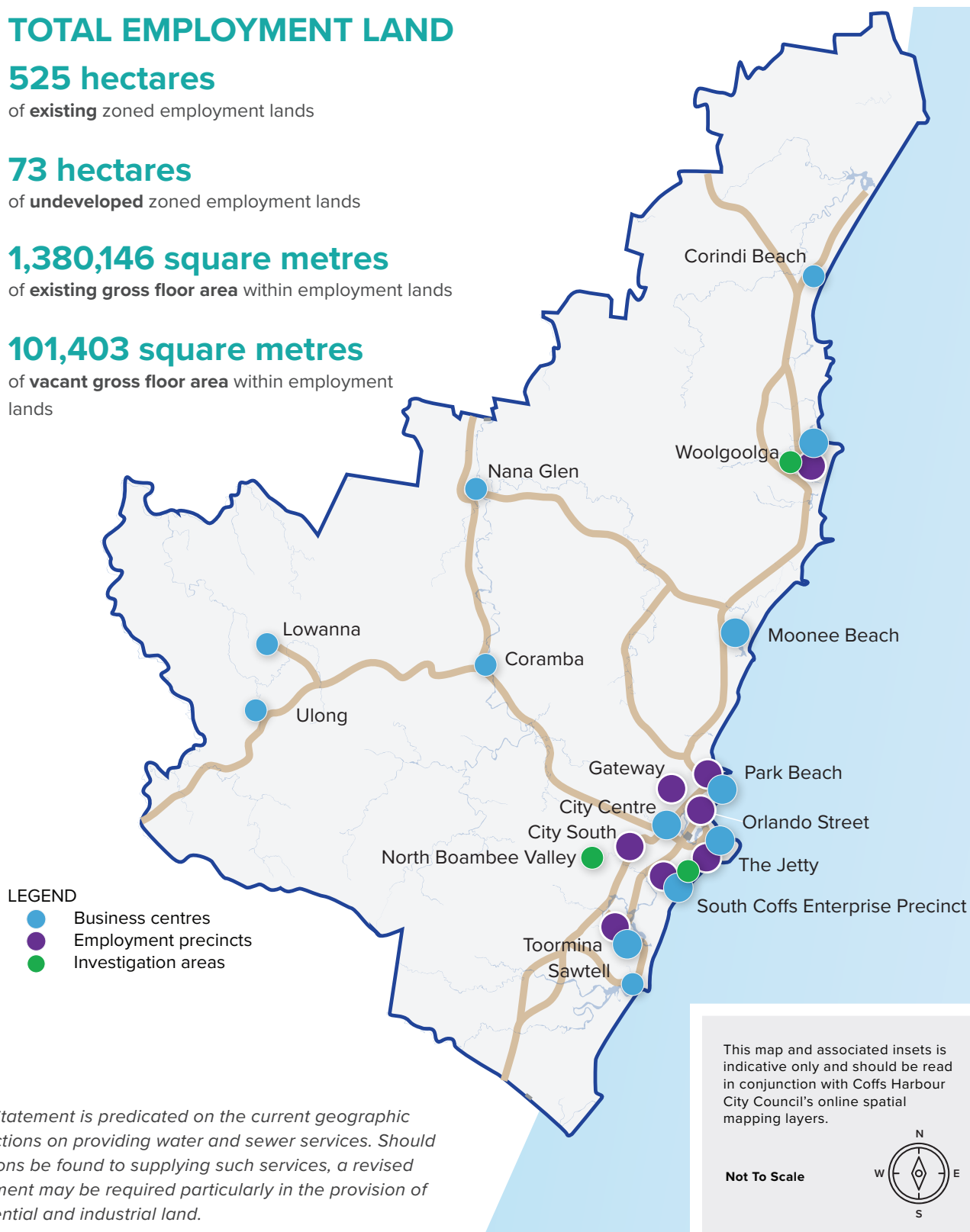
of **undeveloped** zoned employment lands

**1,380,146 square metres**

of **existing gross floor area** within employment lands

**101,403 square metres**

of **vacant gross floor area** within employment lands



*This Statement is predicated on the current geographic restrictions on providing water and sewer services. Should solutions be found to supplying such services, a revised statement may be required particularly in the provision of residential and industrial land.*

**Figure 6 Economic Snapshot of the Coffs Harbour LGA**  
Source: Compiled and presented by Hill PDA



# Context.

## 2.5 Our Great Places

### **Community and stakeholder feedback has consistently supported a compact urban development model to maximise environmental, social and economic sustainability.**

The proximity of the coast to the Great Dividing Range in Coffs Harbour provides an unusual 'mountains to the sea' experience offered in rare instances on the eastern seaboard of Australia. The community of Coffs Harbour has identified that retention of these natural assets and unique geography are important elements of lifestyle amenity for the city. The delivery of a compact yet balanced growth model is underpinned by strategies of both consolidating the existing urban footprint and making better use of land resources in existing greenfield investigation areas, whilst optimising place outcomes. In this way, housing choice, social, environmental and economic outcomes are achieved.

Key city shapers such as the proposed Pacific Highway Bypass, the Coffs Harbour City Centre revitalisation project, the Coffs Jetty Strip Streetscape Plan (west of the North Coast rail line) and the NSW Government's Jetty Foreshore Precinct masterplan project (east of the North Coast rail line), will present new opportunities to sustain and attract investment from the city centre to the Jetty and harbour area; and will see the corridor redeveloped from a car-dominated corridor to a place-focused, multi-modal city spine. This will also strengthen social, employment and transport links with the adjoining Bellingen, Nambucca and Clarence Valley communities.

The proposed Bypass will also improve the connectivity of the Coffs Harbour hinterland with the potential for housing opportunities in appropriate locations, balanced with the needs for ecological, tourism and agricultural uses of land.

Coffs Harbour's primary transport infrastructure is its road network. The Pacific Highway creates a north-south spine through the LGA and lower order collector and local roads run directly off the Pacific Highway. Coffs Harbour is also serviced by the Coffs Harbour Airport and the North Coast rail line which runs from Sydney to Brisbane with 2-3 daily services. Opportunities to make active and public transport services more viable will be a focus within the Local Growth Management Strategy and facilitated through the Coffs Harbour Place and Movement Strategy. A more compact settlement form, with an intensification of land use, will assist in making active and public transport services more viable.

Coffs Harbour is a base for the provision of local and regional community services, with approximately half of all the community services concentrated in the Coffs Harbour

central area. In summary, the facilities available are 36 schools (includes public and independent); one university and two TAFE campuses; 23 aged care facilities; and 10 community centres.

In the last 10 years Council has worked with state government to deliver release areas for residential land around the LGA, including Emerald Beach (approximately 120 additional dwellings); North Coffs (approximately 545 additional dwellings) and the Bonville Golf resort (approximately 720 additional dwellings).

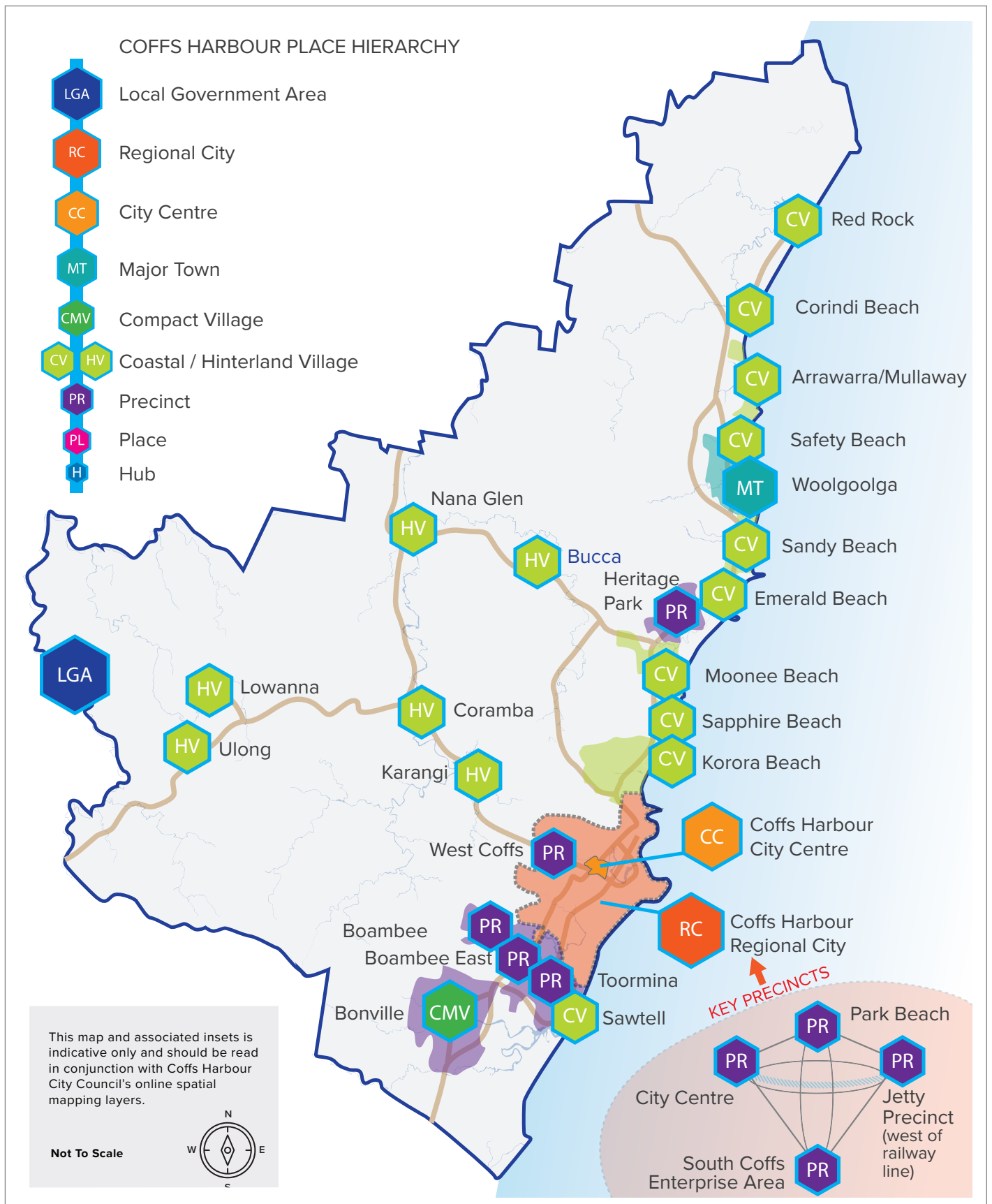
In 2011, land between the City Centre and the Jetty area (known as the City Centre Spine) was changed from Zone R2 Low Density Residential to Zone R3 Medium Density Residential, to allow a potential 5,000 more dwellings to be developed as infill and renewal development. Further master planning has recently been undertaken to revitalise the Coffs Harbour City Centre. This has allowed for increased heights in the City Centre, from 5 storeys to 14 storeys, allowing for higher density residential development.

Council delivered a large lot residential land release area in Bonville in 2017 with an approximate 340 additional dwelling yield by 2030; and a residential land release area in North Boambee Valley in 2019 with an approximate 590 additional dwelling yield by 2040.

In 2018 the Woolgoolga Town Centre Masterplan was endorsed by Council. This Masterplan aims to guide the orderly development around the town centre while delivering a mix of housing opportunities, active transport and public realm upgrades.

The Coffs Harbour LGA is estimated to have sufficient land to provide about 14,345 dwellings up to 2040. A wide range of residential land opportunities are available from north to south, including significant infill and renewal of urban zoned land as well as growth opportunities. Some of the infill areas such as the Coffs Harbour City Centre, the Jetty Precinct (west of the railway line) and Park Beach, have significant capacity for residential dwellings in the form of medium and high density that will come to fruition over a long time frame. Some growth areas will also yield dwellings in the long term as infrastructure is provided and constraints are resolved. The NSW Government is also well underway in its preparation of the Jetty Foreshore Precinct masterplan (east of the North Coast railway line), which may contribute additional opportunities for growth (subject to its final outcomes after community engagement).

A place hierarchy was adopted for the LGA in 2019 (Figure 7), which will be used to roll out a place making strategy across the LGA in future years.



**Figure 7 Place Hierarchy for the Coffs Harbour LGA**

Source: Coffs Harbour City Council

This Statement is predicated on the current geographic restrictions on providing water and sewer services. Should solutions be found to supplying such services, a revised statement may be required particularly in the provision of residential and industrial land.



# Context.

## 2.6 Our Challenges

**The most significant land use planning challenge facing Coffs Harbour City Council is ensuring that the future residential and employment land requirements for our regional city can be delivered in a manner which can both retain and enhance our unique identity; and minimise the urban footprint expansion into our remarkable natural environment.**

### Minimising Urban Footprint Expansion

Council has prepared a [Local Growth Management Strategy](#) for the LGA. It comprises the following chapters:

- Chapter 1 - Introduction;
- Chapter 2 - Supply and Demand Analysis;
- Chapter 3 - Strategic Approach;
- Chapter 4 - Compact City Program;
- Chapter 5 - Rural Lands;
- Chapter 6 - Large Lot Residential Lands;
- Chapter 7 - Residential Lands;
- Chapter 8 - Employment Lands; and
- Chapter 9 - Resources.

At the time of writing, Chapters 1-6 have been adopted by Council; Chapters 1-4 and 6 have been endorsed by the NSW government; and Chapters 7 and 8 are still in draft form (and at various stages of the community consultation process). This Local Strategic Planning Statement relies heavily on the actions and implementation strategy set out within the various chapters of the Local Growth Management Strategy.

The Chapter 4 - Compact City Program directs infill development into appropriate locations around the LGA. These locations have been planned to avoid environmental and other constraints, and to provide a good land use mix, high connectivity to services and to encourage more active living.

Chapter 7 - Residential Lands also constitutes a housing strategy for the LGA, to address issues of supply and demand. The housing strategy has established that there is enough land zoned in the existing urban areas to meet the forecast housing demand to 2040, with the adoption and implementation of the Compact City Program.

Council's planning provisions under the Local Environmental Plan (LEP) and supporting Development Control Plan

(DCP) may be presenting some barriers to achieving infill development and greater density. They also provide limited flexibility for more innovative urban design outcomes on land that could deliver a wider range of benefits.

To ensure this approach is successful, Council's planning controls need to be updated to enable a range of viable infill development opportunities, including encouraging smaller housing types; and infill and/or higher density development in nominated areas around the LGA. Urban design guidelines need to be introduced to improve the product being delivered to market. Additionally, a review of funding mechanisms will be undertaken to offer a coordinated approach to upgrading or improving infrastructure in existing residential precincts.

### Creating Great Places

The 2019 Placescore results indicate a strong community preference for good quality public spaces; access and safety of walking, cycling and/or public transport; dual mode pathways that connect housing to communal amenities; and protection of the natural environment. The top community priorities identified through the Placescore process highlight the need for a place based approach to coordinate well-designed neighbourhoods.

Our community and stakeholders have told us that the quality of our public spaces and built form is important and that we are not achieving design excellence in new development around the LGA. The consultation feedback validated the opportunity to encourage a design-led 'place-based' approach for residential development, in order identify and protect the unique landscape, values and built form character elements of Coffs Harbour's localities.

Council intends to develop Place Manuals for identified precincts in consultation with the community, to guide future development of precincts, providing the framework for differentiated neighbourhood character. This will assist Council to ensure that its planning provisions can provide for residential choice, quality and design options to accommodate changing preferences, affordability pressures and housing expectations. These expectations include sustainable and efficient housing design, universal housing design, proximity to public spaces, and connectivity to employment, services and centres.

The housing supply and demand analysis undertaken in Chapter 2 of the [Local Growth Management Strategy](#) has found that Coffs Harbour LGA has a dwelling stock profile where detached dwellings of 3 or 4 bedrooms are the predominant dwelling structure. This accounts for approximately 62% of Coffs Harbor's total private dwellings stock.

Population forecasts reveal that Coffs Harbour's empty nester and ageing population base is likely to increase. Average household size is predicted to decline from 2.43 to 2.28 persons by 2040. As such, there is a need to facilitate the delivery of a greater supply of smaller, and 1-2 bedroom homes, and meet the North Coast Regional Plan target of 40% of all housing being multi-dwelling housing.

The predicted increasing proportion of lone person households and dependents without children indicates a more diverse dwelling profile is needed to provide for social exchange and connections built into the core of each Place Manual. It also identifies there will be a greater demand for smaller dwellings, adaptable townhouses and unit arrangements, closer to retail and commercial services. Providing a diverse mix of housing options will seek to address the mismatch between the current household structure and housing typology, as peoples' lifestyle needs and budgets change.

Community feedback has supported that Coffs Harbour City Centre, the Jetty Precinct (west of the North Coast rail line) and Park Beach are locations that have capacity to deliver greater opportunities for higher density living, diversity and improved disability access. These inner city localities could address this multi dwelling housing target, and promote a broader range of benefits to residents around these service hub areas.

Attracting and retaining younger and working aged population groups (known as 'Millennials') is important, as this contributes to economic stability; helps to generate vitality and creativity, and adds to the demographic diversity of Coffs Harbour's future community. Attracting the 'Millennial' cohort, involves a multi-faceted approach, which considers education and training opportunities; working with key employers to encourage a locally-based workforce gain relevant skills and qualifications; and providing appropriate housing options, living environments, lifestyle and recreation opportunities that are attractive to this age group.

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## Housing Affordability

The Coffs Harbour LGA has experienced increasing land and property costs, and affordable housing supply is not meeting demand due to housing stock reductions. Homelessness is becoming an increasing issue. This could be influenced by an increase in short-term rental accommodation during tourist peak periods, and housing stock used for major infrastructure projects.

In 2016, 25% of Coffs Harbour's households were classified as "low income households" compared to 20% for NSW overall.

Moreover, 14% of Coffs Harbour's households who rented their homes were experiencing rental stress compared to 13% of NSW overall. The rate is much higher among lower income earning households, with 38% of low income earning residents classified as being in rental stress. This is significantly higher than the NSW rate of 28%.

The 2040 population forecast indicates that Coffs Harbour LGA will experience an increased proportion of the ageing population, as well as people experiencing disabilities. This may see an increase in staff to support the sectors that provide various assistance to these cohorts. As jobs in these sectors are not highly paid, affordable housing is essential for this workforce.

The Coffs Harbour LGA rental vacancy rate is tight, which results in a reduction in affordable housing rental stock. This can particularly affect very low, or low-income earners who are more susceptible to housing stress - people such as key workers, newly arrived migrant families and seasonal or itinerant workers, who need access to appropriate affordable housing options.

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## Rural Land Use Conflict

The most prominent issue identified in Chapter 5 Rural Lands of Council's Local Growth Management Strategy relates to the suitability of rural land use activities and the potential for land use conflict with residents who use their land for rural living and rural lifestyles. Education plays a significant role in improving communication between rural landowners in understanding 'Right To Farm' principles, providing opportunities for awareness of different land uses, recognising the mutual rights land owners have to enjoyment of their land, and maintaining connected rural communities.

Attention needs to be paid to both the planning and operational requirements of intensive plant agriculture to reduce the off-site impacts and minimise the opportunity for land use conflict. This involves working closely with industry bodies to be a leader in sustainable agriculture and land management best practice, and protect important agricultural land from fragmentation. In order to achieve this, the planning framework must support and manage suitable land uses. This involves analysing how the objectives of existing planning controls for rural land are achieving their original intended purpose, and if updates are necessary.

The challenge facing Council is how to facilitate a productive and economically sustainable long-term future for rural lands, whilst balancing the promotion of economic growth and diversity within the agricultural sector.







# Our Vision.

**Coffs Harbour: Our Vision**  
**Our Planning Priorities**



# Our Vision.

## 3.1 Coffs Harbour: Our Vision

The 20 year strategic planning vision for the Coffs Harbour LGA is shown opposite.

The vision for Coffs Harbour is identified in the MyCoffs Community Strategic Plan as 'Connected, Sustainable, Thriving'. Figure 8 outlines the key MyCoffs Community Strategic Plan objectives which are relevant to the Local Strategic Planning Statement. This Statement has refined the MyCoffs vision and provides the template for achieving the vision where it relates to strategic planning in the Coffs Harbour LGA.

In response to community consultation and key stakeholder engagement, commitments to achieving the community aspirations for sustainable growth are:

- A compact urban form is facilitated, focusing on infill and urban renewal and optimising greenfield development to deliver diverse housing stock and lifestyle benefits.
- Placemaking is undertaken to create great neighbourhoods with a range of housing choices and lifestyle options.
- Stewardship is provided for places and hubs, to improve the lifestyles and sense of belonging for residents.

- Anchors are optimised for employment lands in the well-located Airport, International Stadium, Health and Education precincts to deliver economic agglomeration and multiplier effects.
- Vibrancy and critical mass in business centres are promoted to support businesses.
- Integration with our neighbouring LGAs is encouraged, so as to deliver development typologies that are constrained in the Coffs Harbour LGA.

Figure 9 sets out the Coffs Harbour City Council's Local Strategic Planning Priorities to achieve this vision by 2040.

### Key MyCoffs Community Strategic Plan objectives relevant to this Local Strategic Planning Statement are:

#### Liveable neighbourhoods with a defined identity

- Growth is focused on our existing urban footprint.
- Land use planning and development is designed to protect the values and benefits of our LGA.
- Development responds to the changing needs and expectations of our community.
- Sustainable design and best practice development provide quality housing options.
- Cultural and European heritage is protected.
- Neighbourhoods are well designed.

#### A sustained natural environment

- Environmental impacts from agricultural production are minimised.
- Impacts on the natural environment are mitigated.
- Resource consumption is reduced.

#### A thriving and sustainable local economy

- Land use planning supports innovation and growth sectors.
- Urban and business centres offer amenity, connectivity and lifestyle to support economic growth.
- Tourism is promoted and investment in the sector is encouraged.
- Agricultural productivity is supported.

#### Connected and inclusive places

- Opportunities for people to connect through great places are provided.
- New residents and visitors are welcomed.
- Innovative solutions to affordable housing provision are explored.

#### Confidence in our leadership

- Strategic directions are inclusive and reflect community views.
- Communities have the opportunity to shape the future.

Figure 8 MyCoffs Community Strategic Plan - Objectives for the Coffs Harbour LGA

Source: Coffs Harbour City Council



# Our Vision.

*Coffs Harbour, located on the NSW North Coast where the Great Dividing Range almost touches the Pacific Ocean and Solitary Islands Marine Park, is one of Australia's most biodiversity rich areas. Coffs Harbour is both a growing city servicing the region; and an important food bowl for NSW and internationally.*

*In the Coffs Harbour LGA, our growth is focused on our existing urban footprint in key centres, prioritising growth in the City Centre, Jetty and Park Beach; along with Woolgoolga and Sawtell. We embrace coastal living, and celebrate our playground harbour with a key spine linking it to our City Centre. The City Bypass traverses the green hills surrounding the city; and the post-highway spine has become a vibrant city core.*

*A compact, cosmopolitan city is being delivered for Coffs Harbour through a placemaking framework, which is based on an efficient public transport system, an urban layout which encourages walking and cycling, low energy consumption and reduced pollution. This placemaking framework has allowed us to create great neighbourhoods with a range of housing choices and lifestyle options. Design excellence and quality housing options are encouraged and our development has responded to the changing needs and expectations of our community. We embrace positive ageing and enable older people in our community to live independently and age in place.*

*Our urban and business centres offer amenity, connectivity and lifestyle to support economic growth. Tourism is promoted and investment in the sector is encouraged. Our South Coffs Enterprise Area (including Airport, Health, Stadium and Education Precincts) is an anchor for the City, with our airport offering direct flights domestically. We work with the subregion to optimise our employment lands and to harness subregional connectivity. We offer world class sporting, tourism and visitor experiences.*





## 3.2 Our Planning Priorities

### COMPACT CITY PROGRAM KEY PRINCIPLES

1. Prioritising people, places and the place-making framework.
2. Protecting the natural environment.
3. Prioritising safety for all ages - day and night.
4. Promoting quality built form and urban design.
5. Providing quality public spaces.
6. Promoting walking and cycling as the preferred choice of transport.
7. Promoting 20 minute neighbourhoods.
8. Prioritise post-bypass planning.



**Figure 9 Coffs Harbour Local Strategic Planning Priorities to 2040**

Source: Coffs Harbour City Council

## PLANNING PRIORITIES

Priorities apply to the LGA and in specific locations as shown

- P1** Deliver and implement the Compact City Program Key Priorities
- P2** Deliver and implement the Place and Movement Strategy
- P3** Deliver the placemaking model by preparing local character statements and Place Manuals for priority areas around the LGA
- P4** Deliver and implement urban design initiatives
- P5** Deliver greater housing supply, choice and diversity
- P6** Implement actions within the Biodiversity Action Strategy
- P7** Protect and conserve the natural, rural, built and cultural heritage of Coffs Harbour
- P8** Prepare and implement Coastal Management Programs for the Coffs Harbour LGA
- P9** Deliver a Local Centres placemaking approach to revitalise local centres
- P10** Implement actions within existing town and city centre masterplans
- P11** Develop and implement a Precinct Plan for the South Coffs Enterprise Area
- P12** Develop and deliver a post-Bypass place strategy for Coffs Harbour City
- P13** Review and update Council's Development Contribution framework
- P14** Collaborate with neighbouring Councils to provide infrastructure, and tourist and visitor experiences
- P15** Work with relevant NSW agencies, organisations and the community to reduce the risk and impact of natural disasters and climate change
- P16** Work with relevant NSW agencies to educate, monitor and undertake compliance for best practice farming and environmental management









# Achieving our Vision.

Overview

Planning Priorities 1-16





# Achieving Our Vision.

## 4.1 Overview

**To achieve the 20 year vision for Coffs Harbour LGA outlined in this Local Strategic Planning Statement, Council has identified the following 16 Planning Priorities across 4 themes to indicate the focus of future strategic planning work in the Coffs Harbour LGA. These Planning Priorities are outlined in Figure 10.**

The 16 Planning Priorities are consistent with the North Coast Regional Plan 2036 and Coffs Coast Regional Economic Development Strategy 2022; strategic directions expressed in Council's MyCoffs Community Strategic Plan and adopted Delivery Plan; and actions outlined in Council's Local Growth Management Strategy (Chapters 1 to 9). It is anticipated that these priorities will also align with the Regional City Action Plan when it is written by the NSW Government. Figure 10 identifies how these documents align with the 16 Planning Priorities.

The Planning Priorities will be delivered through actions to be undertaken by Council over the coming years. These actions may include the research of identified planning issues; preparation and/or updates to Council strategies, policies and plans; implementation of specific projects; or amendment to local planning controls (Coffs Harbour Local Environmental Plan 2013 and Coffs Harbour Development Control Plan 2015). The nature of these actions are outlined in each Planning Priority in the remaining pages of this Statement.





Timeframes for delivery of the actions set out in the Planning Priorities are:

- short term - 2020-2024;
- medium term - 2025-2029; and
- long term - 2030-2040.

Council will monitor and report on the implementation of the Planning Priority actions to ensure that the Planning Priorities are being achieved. This will, as much as possible, be aligned to other Council review and reporting processes including:

- the Community Strategic Plan Integrated Planning and Reporting (IP&R) framework (ie. annual report, six monthly performance reporting and end of term report) under the *Local Government Act 1993*;
- Business as Usual reviews of local planning controls and strategies applying to the Coffs Harbour LGA; and
- State of the Environment (SoE) report.

It is proposed that this Local Strategic Planning Statement will be reviewed and updated by 2025, to ensure it continues to align with future Community Strategic Plans.

	 <b>CONNECTED</b>	 <b>SUSTAINABLE</b>	 <b>THRIVING</b>	 <b>LEADERSHIP</b>
LOCAL STRATEGIC PLANNING STATEMENT PLANNING PRIORITIES	<ol style="list-style-type: none"> <li>1. Deliver and implement the Compact City Program Key Priorities</li> <li>2. Deliver and implement the Place and Movement Strategy</li> <li>3. Deliver the placemaking model by preparing local character statements and Place Manuals for priority areas throughout the LGA</li> <li>4. Deliver and implement urban design initiatives</li> </ol>	<ol style="list-style-type: none"> <li>5. Deliver greater housing supply, choice and diversity</li> <li>6. Implement actions within the Biodiversity Action Strategy</li> <li>7. Protect and conserve the natural, rural, built and cultural heritage of Coffs Harbour</li> <li>8. Prepare and implement Coastal Management Programs for the Coffs Harbour LGA</li> </ol>	<ol style="list-style-type: none"> <li>9. Deliver a Local Centres placemaking approach to revitalise local centres</li> <li>10. Implement actions within existing town and city centre masterplans</li> <li>11. Develop and implement a Precinct Plan for the South Coffs Enterprise Area</li> <li>12. Develop and deliver a post-Bypass place strategy for Coffs Harbour City</li> </ol>	<ol style="list-style-type: none"> <li>13. Review and update Council's Development Contribution framework</li> <li>14. Collaborate with neighbouring Councils to provide infrastructure, and tourist and visitor experiences.</li> <li>15. Work with relevant NSW agencies, organisations and the community to reduce the risk and impact of natural disasters and climate change</li> <li>16. Work with relevant NSW agencies to educate, monitor and undertake compliance for best practice farming and environmental management</li> </ol>
ALIGNMENT WITH MYCOFFS CSP	<p>Community Wellbeing</p> <p>A1 - A vibrant inclusive place A2 - An active, safe, healthy community</p>	<p>A Place for Community</p> <p>C1 - Liveable neighbourhoods with identity C2 - A sustained natural environment</p>	<p>Community Prosperity</p> <p>B1 - A thriving sustainable local economy B2 - A community achieving its potential</p>	<p>Community Leadership</p> <p>D1 - Leaders give confidence in the future D2 - Effective use of public resources</p>
ALIGNMENT WITH DIRECTIONS OF NORTH COAST REGIONAL PLAN 2036	<p>D14 - Great places to live and work D15 - Engaged and connected communities D20 - Maintain built character D22 - Deliver greater housing supply D23 - Increase housing diversity and choice D24 - Well-planned rural residential housing D25 - Affordable housing opportunities</p>	<p>D1 - Sustainable growth D2 - Enhance biodiversity D3 - Manage natural hazards D4 - Promote renewable energy D16 - Indigenous collaboration D18 - Protect Aboriginal heritage D19 - Protect historic heritage</p>	<p>D6 - Centres of employment D7 - Growth of regional cities D8 - Promote tourism D9 - Strengthen transport corridors D10 - Air, rail and public transport D11 - Protect productive ag land D12 - Grow agribusiness D13 - Manage natural resources D17 - Indigenous economics</p>	<p>D5 - Strengthen cross-regional relationships D21 - Coordinate local infrastructure</p>

**Figure 10 Coffs Harbour City Council's Strategic Planning Priorities to 2040**  
Source: Coffs Harbour City Council





# Connected.

## PLANNING PRIORITY 1

### Deliver and implement the Compact City Program Key Priorities.

#### Rationale

To achieve a more compact city urban form, minimise urban footprint expansion and better utilise existing greenfield land resources, Council has adopted a Compact City Program in Chapter 4 of its Local Growth Management Strategy 2020. A Public Realm Strategy is being developed to assist in the delivery of the Compact City Program, to ensure that quality public spaces are provided, particularly in locations of increased density.

The Compact City Program will deliver significant renewal and infill development within the Coffs Harbour City Centre; it will promote appropriate infill and renewal in targeted locations of the LGA to offer greater housing choice and affordability; and it will optimise strategies for remaining greenfield development areas. Local planning controls will be modified to reflect infill development targets of the NSW Government.

Key principles of the Compact City Program include:

- prioritising people, places and the place-making framework;
- protecting the natural environment;
- prioritising safety for all age - day and night; promoting quality built form and urban design;
- providing quality public spaces;
- promoting walking and cycling as the preferred choice of transport;
- promoting 20 minute neighbourhoods; and
- prioritising post-bypass planning.

Draft Local Growth Management Strategy - Chapter 7 Residential Lands has identified the importance of implementing the Compact City Program across the LGA to facilitate the the following outcomes for residential areas:

- infill development and coordinated infrastructure delivery;
- development incentives;
- housing diversity and choice;
- population diversity; housing affordability; and
- design excellence.

Proposed actions to satisfy Planning Priority 1 are subject to funding. Unfunded actions will not commence unless funding becomes available.

Actions	Timeframe
• A1.1 - Finalise and implement a Public Realm Strategy for the LGA	Short term
• A1.2 - Implement the recommendations of the Coffs Jetty Strip Streetscape Plan, when finalised (this project is located west of the North Coast rail line)	Short term
• A1.3 - Work with the NSW Government during the development of the NSW Government's Jetty Foreshore Precinct masterplan (east of the North Coast rail line)	Short to medium term
• A1.4 - Work with the NSW Government to deliver outcomes associated with the Coffs Harbour Regional City Action Plan	Ongoing
• A1.5 - Finalise and implement recommendations for laneways in a Living Laneways Strategy	Short to medium term
• A1.6 - Implement remaining priority actions from the Compact City Program as funding allows	Ongoing

#### Relationship to Other Plans

- North Coast Regional Plan 2036 - D1, D7, D14, D15, D22, D23, D25
- MyCoffs Community Strategic Plan - A1, A2, B1, B2, C1, D1, D2

#### Monitoring and Reporting

- Actions completed within required timeframe, subject to funding.
- Annual Integrated Planning and Reporting framework documentation and performance reporting.
- MyCoffs Community Strategic Plan Performance Indicators.



**Connected.**

## PLANNING PRIORITY 2

### Deliver and implement the Place and Movement Strategy.

#### Rationale

Council is actively pursuing a Compact City Model for urban growth, fundamental to which is making existing and new neighbourhoods more walkable and compact, in turn requiring a mix of housing and businesses, schools, workplaces, and streets that accommodate all users, including pedestrians, cyclists and cars. This model will prioritise the 3Cs: compact, coordinated and connected. This is closely aligned with the 'hub and spoke' model radiating out from regional cities, developed by Transport for NSW in its Future Transport Strategy 2056. Promoting walking and cycling and 20 minute neighbourhoods, is central to this.

As a result, Council has resolved to prepare the Coffs Harbour Place and Movement Strategy with a five theme vision:

- Courageously moving forward: We are a city on the move, making our streets for people and not just vehicles.
- City Life, Village Feel: Our streets support the character of our villages. We want most aspects of daily life located close at hand - within walkable neighbourhoods and villages.
- Creating Great Places: We make streets as public places - engaging, inviting and attractive where people can meet and mingle. And great streets need great trees – to provide shade, to shape our streets and make them safe, inviting and sustainable.
- Sharing Our Streets: We embrace our streets as public spaces, and encourage 'smarter' ways to get around within our existing street networks.
- Thriving in Nature: Our growth has a sustainable footprint. Our beautiful streets frame our dramatic views, and connect us with our natural areas.

Once the Strategy is completed, a number of Place and Movement Plans are proposed to be developed, with priority given to the Jetty Precinct (west of the North Coast rail line), the Coffs Harbour City Centre, Park Beach and Moonee Beach. A set of Universal Standards are also being prepared to assist in the delivery of the public realm across the LGA.

Proposed actions to satisfy Planning Priority 2 are subject to funding. Unfunded actions will not commence unless funding becomes available.

Actions	Timeframe
• A2.1 - Prepare a Coffs Harbour Place and Movement Strategy	Short term
• A2.2 - Prepare a Universal Standards for delivery of public realm infrastructure	Short term
• A2.3 - Prepare a Place and Movement Plan for Woolgoolga	Short term
• A2.4- Prepare a Jetty Precinct Place and Movement Plan	Short term
• A2.5 - Prepare a Coffs Harbour City Centre Place and Movement Plan	Short term
• A2.6 - Prepare a Park Beach Place and Movement Plan	Short term
• A2.7 - Prepare a Moonee Beach Place and Movement Plan	Medium term
• A2.8 - Work with the NSW Government (Transport for NSW, and Planning, Industry and Environment) to deliver outcomes associated with the Coffs Harbour Regional City Action Plan and the Coffs Harbour Place and Movement Strategy	Ongoing
• A2.9 - Complete remaining priority Place and Movement Plans from the Place and Movement Strategy as funding allows	Ongoing

#### Relationship to Other Plans

- North Coast Regional Plan 2036 - D5, D7, D9, D10, D14, D15
- MyCoffs Community Strategic Plan - A1, A2, C1

#### Monitoring and Reporting

- Actions completed within required timeframe, subject to funding.
- Annual Integrated Planning and Reporting framework documentation and performance reporting.
- MyCoffs Community Strategic Plan Performance Indicators.





**Connected.**

## PLANNING PRIORITY 3

**Deliver the placemaking model by preparing local character statements and Place Manuals for priority areas throughout the LGA.**

### Rationale

In 2019, Council had Placescore complete a Strategic Planning Community Insights Report to assist Council in preparing this Statement. This document provides insight into the community's ideas for strategic growth and change around the LGA. This document has found that in the future, consideration should be given to the improvement and care of public open spaces, increased pedestrian and cycling infrastructure, and the integration and protection of the natural environment into local neighbourhood design. Maintenance and ongoing government investment in the care and management of places has been identified as highly important to the community.

The Compact City Program identified six Key Priorities for the LGA, being Coffs Harbour City Centre, Woolgoolga, the South Coffs Enterprise Area, Park Beach, the Jetty Precinct (west of the North Coast rail line) and Moonee Beach. There is significant development pressure in both the Park Beach and Jetty Precincts. As such, these areas need to be highly prioritised. It should also be noted that the NSW Government is currently preparing its own masterplan for the Jetty Foreshore Precinct (east of the North Coast rail line) which will be subject to ongoing community engagement as the project progresses. A holistic approach is needed in finalising strategic plans in the Jetty area, to ensure that plans created by different levels of government coordinate the delivery of connections and infrastructure within the overall locality.

The Compact City Program also identified the importance of place based priorities for the development of local character statements and Place Manuals. Local character statements will be prepared for coastal and hinterland villages and key precincts across the LGA. High priority residential locations identified for Place Manuals are the Jetty Precinct (west of rail line), Park Beach, South Coffs Enterprise Area, Moonee Beach, Sawtell, Toormina and West Coffs. It is important to ensure that creative placemaking opportunities, creative industries and local Indigenous cultural expressions are embraced during the development of Place Manuals.

Proposed actions to satisfy Planning Priority 3 are subject to funding. Unfunded actions will not commence unless funding becomes available.

Actions	Timeframe
• A3.1 - Use the Placescore Strategic Planning Community Insights Report to deliver character statements for coastal and hinterland villages and key precincts across the LGA	Short term
• A3.2 - Prepare a Place Manual for the Jetty Precinct (west of the North Coast rail line)	Short term
• A3.3 - Prepare a Place Manual for Park Beach	Short term
• A3.4 - Prepare a Place Manual for the South Coffs Enterprise Area	Short term
• A3.5 - Prepare a Place Manual for Moonee Beach	Medium term
• A3.6 - Prepare a Place Manual for the Toormina precinct	Medium term
• A3.7 - Prepare a Place Manual for the Sawtell Coastal Village	Medium term
• A3.8 - Prepare a Place Manual for the West Coffs precinct	Medium term
• A3.9 - Implement priority actions from these Place Manuals, including any recommended amendments to local planning controls, as funding allows	Medium to long term
• A3.11 - Develop Place Manuals for remaining villages and precincts of the LGA as funding allows	Long term

### Relationship to Other Plans

- North Coast Regional Plan 2036 - D1, D7, D14, D15, D16, D20, D21, D22, D23, D25
- MyCoffs Community Strategic Plan - A1, A2, B2, C1, D1, D2

### Monitoring and Reporting

- Actions completed within required timeframe, subject to funding.
- Annual Integrated Planning and Reporting framework documentation and performance reporting.
- MyCoffs Community Strategic Plan Performance Indicators.



**Connected.**

## PLANNING PRIORITY 4

### Deliver and implement urban design initiatives.

#### Rationale

Council can play an important role in encouraging excellence and design-led outcomes that contribute to the natural, cultural, visual and built character values of Coffs Harbour. Promoting quality built form and urban design is a key principle of the Compact City Program.

The NSW Government's Coastal Design Guidelines for NSW (2003), North Coast Urban Design Guidelines (2008), RTA Urban Design Policy, Procedures and Design Principles (2009), draft Urban Design Guide for Regional NSW (2017), Better Placed - An Integrated Design Policy (2017), and Better Placed - Green Guide (2018) all set out the importance of good urban design and the delivery of green infrastructure in urban areas across regional and coastal NSW.

The Placescore 2019 Strategic Planning Community Insights Report identified that top community priorities were the need for a place based approach to coordinate well-designed neighbourhoods. Our community and stakeholders have told us that the quality of our public spaces and built form is important to them and that we are not achieving design excellence in new development around the LGA.

In its Local Growth Management Strategy, Council has endorsed the need for its local planning controls to encourage a design-led 'place-based' approach for development, in order to identify and protect the unique landscape, values and built form character elements of Coffs Harbour's various localities. It is important that Council plans for healthy communities and healthy built environments. Actions outlined within that strategy propose use of a design review panel and design excellence awards.

Proposed actions to satisfy Planning Priority 4 involve consideration of the various mechanisms that exist to encourage design excellence in new development around the LGA. These actions are subject to funding. Unfunded actions will not commence unless funding becomes available.

Actions	Timeframe
• A4.1 - Review and amend Council's local planning controls relating to design excellence as outlined in the Local Growth Management Strategy to ensure they reflect NSW Government best practice	Short term
• A4.2 - Provide urban design training to relevant staff within Council	Ongoing
• A4.3 - Establish a Design Review Panel for development on key sites and significant development proposals	Short term
• A4.4 - Pilot a Coffs Harbour City Council Design Excellence Awards Program	Medium to long term
• A4.5 - Improve connectivity and character links within the Coffs Harbour Regional City area (City Centre, Park Beach, the Jetty Precinct, and South Coffs Enterprise Area)	Short to long term
• A4.6 - Work with the NSW Government to deliver actions associated with the Coffs Harbour Regional City Action Plan	Ongoing

#### Relationship to Other Plans

- North Coast Regional Plan 2036 - D7, D14, D15, D20, D21, D22, D23, D25
- MyCoffs Community Strategic Plan - A1, A2, B1, B2, C1, D1

#### Monitoring and Reporting

- Actions completed within required timeframe, subject to funding.
- Annual Integrated Planning and Reporting framework documentation and performance reporting.
- MyCoffs Community Strategic Plan Performance Indicators.





# Sustainable.

## PLANNING PRIORITY 5

**Deliver greater housing supply, choice and diversity.**

### Rationale

Chapter 7 - Residential Lands of the Coffs Harbour Local Growth Management Strategy takes the form of a Housing Strategy for the Coffs Harbour LGA. Its objectives for the delivery of greater housing supply, choice and diversity, include:

- Deliver quality housing that provides the choice our population needs, and caters to our changing population (including ageing, younger and working aged people).
- Increase housing affordability by facilitating a greater housing supply that encourages diverse built forms and typologies.
- Appropriately increase density in existing urban areas, effectively utilising existing infrastructure, enabling better public transport provision and ensuring quality access to goods and services.
- Encourage residential development in and around town centres, to support vibrant, mixed-use precincts, and a broad range of commercial functions and services.
- Deliver safe, connected neighbourhoods with distinctive characters, allowing space for walking, cycling and enjoying natural assets.
- Deliver a quality public realm environment, particularly in infill areas.
- Locate and manage residential development to minimise environmental impacts, risks and conflicts between residential uses, tourism and agriculture.

Chapter 7 has a number of actions contained within it to assist with the delivery of these objectives. Many of these actions relate to undertaking amendments to Council's local planning controls to achieve infill and housing diversity requirements of the NSW Government within the North Coast Regional Plan 2036. These are captured in the actions set out for Planning Priority 5.

Proposed actions to satisfy Planning Priority 5 are subject to funding. Unfunded actions will not commence unless funding becomes available.

Actions	Timeframe
• A5.1 - Review and amend Council's local planning controls relating to housing supply, choice and diversity as outlined in the Local Growth Management Strategy	Short term
• A5.2 - Work with the NSW Government to deliver outcomes associated with the Coffs Harbour Regional City Action Plan	Ongoing
• A5.3 - Monitor long term rental vacancies and housing affordability following the introduction of the NSW Government's Short Term Rental Accommodation planning reforms	Ongoing
• A5.4 - Work with housing providers to investigate renewal opportunities for social housing within the LGA in consultation with key stakeholders	Medium term
• A5.5 - Implement remaining actions from the Local Growth Management Strategy as funding allows	Medium to long term

### Relationship to Other Plans

- North Coast Regional Plan 2036 - D7, D14, D20, D22, C23, D25
- MyCoffs Community Strategic Plan - A1, A2, C1, D1

### Monitoring and Reporting

- Actions completed within required timeframe, subject to funding.
- Annual Integrated Planning and Reporting framework documentation and performance reporting.
- MyCoffs Community Strategic Plan Performance Indicators.



# Sustainable.

## PLANNING PRIORITY 6

### Implement actions within the Biodiversity Action Strategy.

#### Rationale

The North Coast of NSW is one of Australia's most biologically diverse regions and Coffs Harbour LGA is a focal area for the biodiversity of this region. The LGA supports biodiversity that is important from national, state, regional and local perspectives.

Council has written, and is well underway in implementing, a Biodiversity Action Strategy (2012 - 2030). This has allowed Council to adopt a more holistic landscape approach that aims to protect and restore ecosystem function and biodiversity viability from the ocean to the ranges.

Key objectives of the Strategy include:

- maintaining and improving biodiversity and ecological processes by protecting, rehabilitating and managing native vegetation across the area;
- contributing to identifying and mitigating threats to the area's biodiversity;
- promoting landscape connections as a basis for biodiversity conservation and as a means to mitigate climate change;
- providing targeted actions that contribute to a consistent, coordinated and prioritised approach to the recovery of ecosystems;
- improving community awareness of biodiversity through education, landowners support and community participation;
- recognising and incorporating cultural values into biodiversity landscape planning and encouraging ongoing Aboriginal engagement; and
- working cooperatively to meet the priority actions and outcomes of regional, state and federal biodiversity targets.

The actions listed for Planning Priority 6 are some of the remaining key deliverables of the Biodiversity Action Strategy.

Proposed actions to satisfy Planning Priority 6 are subject to funding. Unfunded actions will not commence unless funding becomes available.

Actions	Timeframe
• A6.1 - Complete the review and update of the Coffs Harbour City Koala Plan of Management	Short term
• A6.2 - Undertake a review of Environmental zones within the LGA and amend local planning controls to reflect outcomes of the review	Short term
• A6.3 - Align revisions to Council's local planning controls to the NSW Government's cadastre	Short term
• A6.4 - Review and amend local planning controls in relation to environmental matters outlined in the Local Growth Management Strategy and Biodiversity Action Strategy	Short to medium term
• A6.5 - Continue to partner with the Orara Valley Rivercare Groups Management Committee Inc to deliver the Orara River Rehabilitation Strategy 2012-2023	Ongoing for the life of the Terms of Reference
• A6.6 - Implement remaining priority actions from the Biodiversity Action Strategy as funding allows	Ongoing

#### Relationship to Other Plans

- North Coast Regional Plan 2036 - D1, D2, D3, D13, D16
- MyCoffs Community Strategic Plan - A2, B1, C2

#### Monitoring and Reporting

- Actions completed within required timeframe, subject to funding.
- Annual Integrated Planning and Reporting framework documentation and performance reporting.
- MyCoffs Community Strategic Plan Performance Indicators.





# Sustainable.

## PLANNING PRIORITY 7

### Protect and conserve the natural, rural, built and cultural heritage of Coffs Harbour

#### Rationale

Rural lands of the Coffs Harbour LGA support a variety of agricultural and non-agricultural land use interests, including farming and rural industries, intensive plant agriculture, rural living, tourism and protected environment. These interests are critical to the economy, environment and community. They need to exist and prosper to realise Council's vision for connected, sustainable and thriving rural lands.

Council's Local Growth Management Strategy aims to balance the competing interests of development in rural areas in the most equitable and sustainable way. These emerging pressures have the potential to impact on the ongoing viability of rural land for both agriculture and lifestyle development. The challenge is to facilitate a productive and economically sustainable long-term future for rural lands, whilst balancing the promotion of economic growth and diversity within the agricultural sector. There must be sufficient flexibility to respond to change and provide opportunities for rural housing and other compatible land uses.

Conserving the natural environment, managing resources and providing for buffers to preserve the long-term health and sustainability of the natural assets, particularly water, is imperative. This involves recognising and managing the opportunities and challenges presented by the environmental values of the area. Key issues include private native forestry, unauthorised clearing of native vegetation, weeds and pests, intensive plant agriculture, agricultural runoff, impacts on drinking water catchments and bushfire.

European and Aboriginal heritage items are important for preservation and consideration, in both urban and non-urban contexts. The LGA has two Heritage Conservation Areas (Sawtell and Coramba) protected by local planning controls; and a number of heritage sites located around the LGA. Additionally, Council is currently preparing an Aboriginal Cultural Heritage Management Plan.

Proposed actions to satisfy Planning Priority 7 are subject to funding. Unfunded actions will not commence unless funding becomes available.

Actions	Timeframe
• A7.1 - Prepare an Aboriginal Cultural Heritage Management Plan	Short term
• A7.2 - Review and amend Council's local planning controls in relation to recommendations of the adopted Aboriginal Cultural Heritage Management Plan	Short term
• A7.3 - Implement actions from the Local Growth Management Strategy as funding allows	Ongoing
• A7.4 - Continue to work with the NSW Government to investigate opportunities to minimise land use conflicts and environmental impacts associated with intensive plant agriculture and other rural land uses	Ongoing
• A7.5 - Continue to resource Council's Heritage Program and Heritage Advisor	Ongoing
• A7.6 - Undertake compliance action for any unauthorised clearing of native vegetation within environmental zones	Ongoing

#### Relationship to Other Plans

- North Coast Regional Plan 2036 - D1, D2, D11, D12, D13, D14, D15, D16, D17, D18, D19
- MyCoffs Community Strategic Plan - A1, A2, B1, C2, D1

#### Monitoring and Reporting

- Actions completed within required timeframe, subject to funding.
- Annual Integrated Planning and Reporting framework documentation and performance reporting.
- MyCoffs Community Strategic Plan Performance Indicators.



**Sustainable.**

## PLANNING PRIORITY 8

### Prepare and implement Coastal Management Programs for the Coffs Harbour LGA.

#### Rationale

The coast is Coffs Harbour's premiere natural asset, and like other coastal areas in Australia is facing increasing pressures from competing land and resource users. The LGA covers approximately 70 kilometres of coastline extending from Bundagen in the south to Station Creek in the north.

Coffs Harbour has a special and unique coastal landscape which is defined by short steep catchments, varying estuary types ranging from permanently open estuaries to smaller intermittently closed and open lakes or lagoons (ICOLLs), rock platforms, mangrove forests, seagrass meadows, wetlands and world class beaches.

The Coffs Harbour Coastal zone is home to the majority of the main centres in the LGA and hence most of the population. This population concentration and intensive land uses along the coastal fringe has the potential to place great demands and stresses on the coastal environment, individual ecosystems and their inherent resources. As both residential and tourist populations increase, so too do the scale and intensity of coastal management and planning issues.

The coastal zone is facing increased pressures from population growth, climate change and intensive industries, and hence a strategic management approach is required to protect these fragile and important resources. Coffs Harbour City Council recognises these increasing threats on the coastal zone and is making a concerted effort to ensure coastal management is a key consideration in land use planning within the LGA.

To this end, Council is preparing a range of Coastal Management Programs over the coming years to ensure the best practice management of our natural coastal assets. Further, it is proposed to update relevant planning controls to address coastal hazards within the LGA by amending the State Environmental Planning Policy (Coastal Management) 2018 (via a planning proposal to update mapping) and Coffs Harbour Development Control Plan 2015.

Proposed actions to satisfy Planning Priority 8 are subject to funding. Unfunded actions will not commence unless funding becomes available.

Actions	Timeframe
• A8.1 - Prepare a Planning Proposal and DCP amendment to amend relevant planning controls to address coastal hazards	Short term
• A8.2 - Prepare the Arrawarra Creek, Pipe Clay Lake and Corindi River Coastal Management Program	Short term
• A8.3 - Prepare the Darkum Creek, Woolgoolga Lake, Willis Creek and Hearnes Lake Coastal Management Program	Short term
• A8.4 - Prepare the Moonee Creek, Coffs Creek and Boambee Newports Creek Coastal Management Program	Medium term
• A8.5 - Prepare the Coffs Harbour Coastal Management Program - Coastal Hazards	Medium term
• A8.6 - Implement priority actions from Coastal Management Programs as funding allows	Ongoing

#### Relationship to Other Plans

- North Coast Regional Plan 2036 - D1, D2, D13
- MyCoffs Community Strategic Plan - C2.1, C2.2

#### Monitoring and Reporting

- Actions completed within required timeframe, subject to funding.
- Annual Integrated Planning and Reporting framework documentation and performance reporting (noting that the *Coastal Management Act 2016* requires Councils to embed coastal management within the IP&R Framework).
- MyCoffs Community Strategic Plan Performance Indicators.



# Thriving.

## PLANNING PRIORITY 9

### Deliver a Local Centres placemaking approach to revitalise local centres.

#### Rationale

In 2014 Council adopted a Place Precinct Strategy for the whole LGA. Considerable work has been undertaken to establish a Place/Precinct management model, particularly for high profile locations throughout the LGA.

The key issues identified with the Place/Precinct model is that it has not yet been formalised or implemented consistently across the organisation. Council has recently adopted the Placemaking Hierarchy and framework for its delivery within the Local Growth Management Strategy (Chapters 1-4 Strategic Approach).

Implementation of the placemaking hierarchy and framework will assist to determine the identification of locations that 'qualify' as a place/precinct, the size and scope of a place/precinct, the 'ownership' (defined roles and responsibilities) of a place/precinct and the need for formal owner/service provider arrangements in each of these places and precincts.

Draft Chapter 8 - Employment Lands of Council's Local Growth Management Strategy has identified a series of specific directions for employment centres (City South, Gateway, South Coffs Enterprise Area, Orlando Street, Park Beach, Toormina Industrial and Woolgoolga Industrial) and investigation areas; as well as for business centres: Coffs Harbour City Centre, Jetty Precinct (west of the North Coast rail line), Park Beach, Moonee Beach, Toormina and Woolgoolga. It is important that a placemaking approach be used to revitalise these centres in accordance with draft Chapter 8. Most of these specific actions will be addressed in other planning priorities.

Council has also adopted its Creative Coffs Cultural Strategic Plan 2017-2022. Council is committed to the vitality and cultural life of the area. It is important that creative placemaking opportunities and creative industries are embraced during the development of local character statements and Place Manuals, to foster healthy, creative, culturally rich, safe and socially connected communities.

Proposed actions to satisfy Planning Priority 9 are subject to funding. Unfunded actions will not commence unless funding becomes available.

Actions	Timeframe
• A9.1 - Implement the Placemaking Hierarchy and framework outlined in Council's Local Growth Management Strategy	Short term
• A9.2 - Establish a Place Precinct Management Model to deliver the Placemaking framework for high profile locations throughout the LGA	Ongoing
• A9.3 - Resource a role to coordinate aspects of place making across key employment anchors and key centres of the LGA	Short term
• A9.4 - Allocation a Place/Precinct "Champion" or Strategy "Owner" to undertake full cycle of management responsibilities in accordance with the Place Precinct Management Model	Medium term
• A9.5 - Deliver on strategic directions for local employment and business centres outlined in the Local Growth Management Strategy, as funding allows	Ongoing
• A9.6 - Plan for arts, culture, health and social interaction opportunities in all centres in accordance with the Creative Coffs Cultural Strategic Plan	Ongoing
• A9.10 - Work with the NSW Government to deliver actions associated with the Coffs Harbour Regional City Action Plan	Ongoing

#### Relationship to Other Plans

- North Coast Regional Plan 2036 - D1, D6, D7, D9, D10, D14, D15, D20, D21
- MyCoffs Community Strategic Plan - A1, B1, B2, C1, D1, D2

#### Monitoring and Reporting

- Actions completed within required timeframe, subject to funding.
- Annual Integrated Planning and Reporting framework documentation and performance reporting.
- MyCoffs Community Strategic Plan Performance Indicators.





# Thriving.

## PLANNING PRIORITY 10

**Implement actions within existing town and city centre masterplans.**

### Rationale

Council has two adopted masterplans for its centres:

- The Coffs Harbour City Centre Masterplan (2012) provides a vision for the city to achieve world class outcomes for the defined central business district (CBD) of the Coffs Harbour Regional City by 2031. It contains a number of strategies and projects that support key priorities identified in consultation with the community and City Centre traders during the development of the plan. It identifies that the City Centre constitutes the cultural, civic and entertainment heart of the city. A CBD special rate was levied to allow for the implementation of the recommendations of the Masterplan.
- The Woolgoolga Town Centre Masterplan (2018) provides a vision and strategic planning framework to guide growth and change in Woolgoolga's three business centres to 2036. It identifies the role, character and future opportunities of key places within the Town Centre and presents a prioritised implementation plan for achieving the recommendations of the Masterplan.

Both documents contain a series of actions to be delivered over time in their respective localities. The Coffs Harbour City Centre Masterplan is now in need of updating to ensure that new strategy work undertaken within the CBD is incorporated into the strategy. Council adopted a Library Gallery Precinct Analysis in 2017 and confirmed its priorities of the importance of the Coffs Harbour City Centre as the central cultural, civic and entertainment hub for the Coffs Harbour LGA. Outcomes from the precinct analysis also need to be added into the updated Coffs Harbour City Centre Masterplan.

Proposed actions to satisfy Planning Priority 10 are subject to funding. Unfunded actions will not commence unless funding becomes available.

Actions	Timeframe
• A10.1 - Update the Coffs Harbour City Centre Masterplan to incorporate new strategy work	Short term
• A10.2 - Continue to develop the Coffs Harbour City Centre as the cultural, civic and entertainment heart of the city.	Ongoing
• A10.3 - Undertake a detailed concept design and contributions plan to deliver revitalisation within the three precincts of the Woolgoolga Town Centre Masterplan	Medium term
• A10.4 - Undertake detailed concept designs for high priority projects and a contributions plan within the Coffs Harbour City Centre Masterplan	Short to long term
• A10.5 - Implement priority actions as funding allows for both the Coffs Harbour City Centre Masterplan and the Woolgoolga Town Centre Masterplan	Short to long term
• A10.6 - Work with the NSW Government to deliver actions associated with the Coffs Harbour Regional City Action Plan	Ongoing

### Relationship to Other Plans

- North Coast Regional Plan 2036 - D6, D7, D8, D14, D15, D20
- MyCoffs Community Strategic Plan - A1, A2, B1, B2, C1, D1, D2

### Monitoring and Reporting

- Actions completed within required timeframe, subject to funding.
- Annual Integrated Planning and Reporting framework documentation and performance reporting.
- MyCoffs Community Strategic Plan Performance Indicators.



# Thriving.

## PLANNING PRIORITY 11

### Develop and implement a Precinct Plan for the South Coffs Enterprise Area.

#### Rationale

The Coffs Harbour Airport and associated Airport Enterprise Park; Coffs Harbour Education Campus incorporating Southern Cross University, TAFE, Coffs Harbour Senior College, and Coffs Harbour Innovation Centre; Coffs Harbour Health Campus and International Stadium and Sports Hub offer significant opportunities for strategic actions to improve the economic benefits for each of these anchors.

The South Coffs Enterprise area which encompasses all of these anchors has the potential to grow and expand with public and private investment. It is in need of holistic treatment in the form of a Precinct Plan, Place Manual, character statement and a strategic partnership alliance between the anchors. This will ensure that future land use planning and decision making is undertaken in a collaborative manner.

These outcomes are particularly important to the growth of Coffs Harbour as a regional city. It is anticipated that the importance of this area will be identified in the Coffs Harbour Regional City Action Plan to be developed by the NSW Government. Council needs to work with the NSW government to ensure opportunities for the holistic development of the precinct, as well as to ensure connections into and out of the area to nearby Coffs Harbour City Centre, the Jetty precinct, the NSW Government's Jetty Foreshore Precinct masterplan area east of the North Coast rail line) and the new Bypass are maximised.

The Special Area controls for South Coffs contained within Coffs Harbour Development Control Plan 2015 need to be updated to resolve access and connectivity issues along Stadium Drive, which provides significant access to the anchors within the precinct. Traffic assessments (currently being undertaken) will inform this work.

Proposed actions to satisfy Planning Priority 11 are subject to funding. Unfunded actions will not commence unless funding becomes available.

Actions	Timeframe
• A11.1 - Work with the NSW Government to deliver actions associated with the Coffs Harbour Regional City Action Plan	Ongoing
• A11.2 - Review and amend Council's local planning controls relating to the South Coffs DCP to resolve collector road issues for South Coffs	Short term
• A11.3 - Resource a role to coordinate anchors within the South Coffs Enterprise Area to facilitate planning outcomes for the area	Short to medium
• A11.4- Seek funding to Implement key priorities outlined in the South Coffs Enterprise Area Place Manual.	Medium term
• A11.5- Work with the NSW Government (Transport for NSW, and Planning, Industry and Environment) to deliver sub-regional connectivity and character outcomes associated with the Coffs Harbour Regional City Action Plan and the Coffs Harbour Place and Movement Strategy	Ongoing

#### Relationship to Other Plans

- North Coast Regional Plan 2036 - D6, D7, D9, D10, D14, D15, D20, D21
- MyCoffs Community Strategic Plan - A1, A2, B1, B2, C1, D1, D2

#### Monitoring and Reporting

- Actions completed within required timeframe, subject to funding.
- Annual Integrated Planning and Reporting framework documentation and performance reporting.
- MyCoffs Community Strategic Plan Performance Indicators.



# Thriving.

## PLANNING PRIORITY 12

### Develop and deliver a post-Bypass place strategy for Coffs Harbour City.

#### Rationale

The relocation of the Pacific Highway further west will provide significant economic, environmental and community benefits as Coffs Harbour grows into its Regional City status. This will be a transformational opportunity for the city to maximise post-Bypass outcomes.

These post-Bypass opportunities include:

- better connections between the eastern and western side of the city, with extensions of this spine from west of the City Centre down to the Jetty Precinct and across the railway line into the Jetty Foreshores area;
- exploring opportunities with the NSW Government for additional connectivity into and out of the Jetty Foreshores precinct within the Jetty Foreshore Precinct masterplanning project east of the North Coast rail line;
- creative placemaking in the form of public art and entry statements and streetscaping along both the north-south and east-west city spines;
- active and public transport opportunities and linkages;
- mixed use renewal along both spines; and
- establishment of a pedestrian friendly and high amenity environment.

One of the Planning Priority 12 actions is to negotiate funding from the NSW Government to implement the post-Bypass streetscape masterplans. Council has been attempting to secure funds for post-Bypass works for Coffs Harbour in recent years.

Proposed actions to satisfy Planning Priority 12 are subject to funding. Unfunded actions will not commence unless funding becomes available.

Actions	Timeframe
• A12.1 - Work with the NSW Government to deliver actions associated with the Coffs Harbour Regional City Action Plan	Ongoing
• A12.2 - Resource a role to coordinate and facilitate planning outcomes for the post-Bypass place strategy	Short to medium term
• A12.3 - Prepare post-Bypass streetscape masterplans for the east-west and north-south spines, and incorporate these into the Coffs Harbour City Centre Masterplan	Short to medium term
• A12.4 - Ensure that creative placemaking opportunities in the form of public art and entry statements are included in all public realm projects as they are delivered	Short to long term
• A12.5 - Review and amend local planning controls in relation to recommendations contained within the post-Bypass streetscape masterplans	Medium term
• A12.6 - Continue to seek funding from the NSW Government to implement the post-Bypass streetscape masterplans	Short term

#### Relationship to Other Plans

- North Coast Regional Plan 2036 - D6, D7, D8, D9, D10, D14, D15, D20, D21
- MyCoffs Community Strategic Plan - A1, A2, B1, B2, C1, C2

#### Monitoring and Reporting

- Actions completed within required timeframe, subject to funding.
- Annual Integrated Planning and Reporting framework documentation and performance reporting.
- MyCoffs Community Strategic Plan Performance Indicators.





# Leadership.

## PLANNING PRIORITY 13

### Review and update Council's Development Contribution framework.

#### Rationale

As a growing regional city, Coffs Harbour will need to invest in its infrastructure so that it matches the pace of development and growth. Council has a significant responsibility in the development of the Compact City Model, to ensure that the public realm and infrastructure is sufficient to deliver the needs of the city.

Great places and supporting infrastructure do not happen by accident. They require vision, careful planning and effective partnerships across government and private providers. Providing great infrastructure requires an effectively managed, longterm and sustainable funding model. Infrastructure investment needs to be made in the right place at the right time.

As a city-shaping and place management model, the Compact City Program will seek out all available funding models, including Council special rates, NSW and Commonwealth Government grants, development contributions and public/private partnerships. Incentive programs will also be considered. Projects will be prepared to be grant fund ready, by the development and use of Place Plans and Place infrastructure projects which are incorporated into Council's Delivery Plan.

Proposed actions to satisfy Planning Priority 13 are subject to funding. Unfunded actions will not commence unless funding becomes available.

Actions	Timeframe
• A13.1 - Continue to review and update Council's Development Contributions Plans as Place Plans are developed	Ongoing
• A13.2 - Undertake a review of Council's Voluntary Planning Agreement Policy to ensure it is achieving the outcomes for which it has been set up	Medium term
• A13.3 - Undertake a review of Council's Developer Incentives Policy and update if necessary	Medium term

#### Relationship to Other Plans

- North Coast Regional Plan 2036 - D6, D7, D14, D15, D20, D21
- MyCoffs Community Strategic Plan - A1, A2, C1, D1, D2

#### Monitoring and Reporting

- Actions completed within required timeframe, subject to funding.
- Annual Integrated Planning and Reporting framework documentation and performance reporting.
- MyCoffs Community Strategic Plan Performance Indicators.



# Leadership.

## PLANNING PRIORITY 14

### Collaborate with neighbouring Councils to provide infrastructure, and tourist and visitor experiences.

#### Rationale

In delivering the Compact City Model, Coffs Harbour will support and be supported by the adjoining Bellingen, Nambucca, Macksville and Clarence Valley communities. The success of Coffs Harbour as a regional city requires a collaborative approach with these centres to meeting housing needs, job opportunities, employment land supply and industry links, as well as preservation and progression of tourism and visitor experiences.

The NSW Government in its North Coast Regional Plan 2036 requires these local Councils to work together to maximise their relationships in terms of supplying these needs. Coffs Harbour can provide the higher order services of a regional city to the wider sub-region. Freight plays an important role in creating a thriving regional city.

The upgraded Pacific Highway to the north and south of Coffs Harbour, and the future Coffs Harbour Bypass, ensure that these sub-regional communities are closer than ever before. The NSW Government will prepare a regional transport plan for the North Coast which will offer strategic guidance for the region. Council will continue to work with the NSW government to deliver services, infrastructure and connections that will benefit all.

The Coffs Coast Tourism Strategic Plan 2020 identifies how Coffs Harbour City Council and Bellingen Shire Council, along with the Destination Coffs Coast Committee, will market the Coffs Coast as a tourism destination. This is a collaboration model for guiding the strategic direction of tourism on the Coffs Coast.

Proposed actions to satisfy Planning Priority 14 are subject to funding. Unfunded actions will not commence unless funding becomes available.

Actions	Timeframe
• A14.1 - Work with Clarence Valley Council to ensure planning controls protect Shannon Creek Dam	Ongoing
• A14.2 - Collaborate with neighbouring Councils to deliver housing and employment landstocks in appropriate locations to meet the needs of the sub-region.	Ongoing
• A14.3 - Continue to implement the Coffs Coast Region Resource Recovery and Waste Management Strategy and progress investigations to extend the life of the current landfill and waste management options in the longer term to meet the future needs of the LGA	Ongoing
• A14.4 - Work with the NSW Government to deliver actions associated with the Coffs Harbour Regional City Action Plan	Ongoing
• A14.5 - Work with the NSW Government to identify strategic local and regional freight corridors and access within regional city and town centres	Ongoing
• A14.6 - Continue to deliver key directions outlined within the Coffs Coast Tourism Strategic Plan 2020	Ongoing

#### Relationship to Other Plans

- North Coast Regional Plan 2036 - D1, D5, D6, D7, D8, D9, D10, D21, D22
- MyCoffs Community Strategic Plan - A1, B1, B2, D1, D2

#### Monitoring and Reporting

- Actions completed within required timeframe, subject to funding.
- Annual Integrated Planning and Reporting framework documentation and performance reporting.
- MyCoffs Community Strategic Plan Performance Indicators.



# Leadership.

## PLANNING PRIORITY 15

**Work with relevant NSW agencies, organisations and the community to reduce the risk and impact of natural disasters and climate change.**

### Rationale

Resilience and climate proofing are important considerations for Coffs Harbour City Council in the next 20 years. Council's Climate Change Policy acknowledges the reality of climate change and that climate change will impact on both the current and future way of life of the whole Coffs Harbour LGA community and our natural and built environment.

Council is committed to:

- Reducing Council's contribution to climate change and supporting the community to reduce their contribution to climate change.
- Adapting Council's activities and services to become more resilient to climate change and realise the opportunities it provides.
- Working with the community to help build the resilience of our residents and local ecosystems to adapt to the effects of climate change.
- Switching to 100% renewable energy.

Council aims to implement its Climate Change Policy by reducing our greenhouse gas emissions, adapting our existing activities and practices to become more resilient and to lead and encourage our community to adapt and build their resilience to climate change.

Council continues to implement its Renewable Energy and Emissions Reduction Plan (REERP) 2016, seeking to develop pathways to switching to 100% renewable energy (by 2030). Recent actions include upgrading street lighting to LED, solar panels, energy efficiency of Council facilities, renewable energy or offset purchasing, large-scale solar PV generation, waste-to-energy generation, and fleet energy efficiency and biofuels.

Proposed actions to satisfy Planning Priority 15 are subject to funding. Unfunded actions will not commence unless funding becomes available.

Actions	Timeframe
• A15.1 - Complete the review and update of the Coffs Harbour Bush Fire Prone Lands Map	Short term
• A15.2 - Review, update and implement Floodplain Risk Management Studies and Plans for catchments within the Coffs Harbour LGA	Ongoing
• A15.3 - Continue to work with SES and other emergency services providers when planning to manage future risk (climate and growth); when developing place based risk reduction and avoidance strategies; and as required before and after natural hazards in resilience and recovery matters	Ongoing
• A15.4 - Continue to implement the Coffs Harbour City Council Climate Change Policy	Ongoing
• A15.5 - Continue to implement the Coffs Harbour City Council Renewable Energy and Emissions Reduction Plan	Ongoing

### Relationship to Other Plans

- North Coast Regional Plan 2036 - D1, D2, D3, D4, D13
- MyCoffs Community Strategic Plan - A1, A2, B1, B2, C2, D1, D2

### Monitoring and Reporting

- Actions completed within required timeframe, subject to funding.
- Annual Integrated Planning and Reporting framework documentation and performance reporting.
- MyCoffs Community Strategic Plan Performance Indicators.





# Leadership.

## PLANNING PRIORITY 16

**Work with relevant NSW agencies to educate, monitor and undertake compliance for best practice farming and environmental management.**

### Rationale

It is important that Council facilitates a productive and economically sustainable long-term future for rural lands, given that there has been a recent shift in the local economy's reliance on tourism to newer emerging industries in areas including intensive plant agriculture. The changing face of the community and character of our rural lands in terms of social and cultural considerations needs to be addressed by both Council and the NSW Government to ensure our planning provisions can provide for our ageing rural population and changing land use pressures.

Recognising and managing the opportunities and challenges presented by the environmental values of the area, by undertaking a broad-scale strategic analysis of whether the existing planning controls for rural lands are achieving their original intended purpose and whether updates are necessary, is an important consideration.

The NSW Government has a number of responsibilities in relation to providing information and compliance for best practice farming and environmental management. Council undertakes to work with and encourage these agencies to achieve these outcomes

Proposed actions to satisfy Planning Priority 16 are subject to funding. Unfunded actions will not commence unless funding becomes available.

Actions	Timeframe
• A16.1 - Work with NSW agencies to assist land owners to manage private land with high conservation value	Ongoing
• A16.2 - Continue to encourage the NSW Government to support rural communities by providing information and resources about local farming and agricultural practices	Ongoing
• A16.3 - Continue to encourage the NSW Government to undertake compliance action for any unauthorised clearing of native vegetation within rural zones	Ongoing

### Relationship to Other Plans

- North Coast Regional Plan 2036 - D1, D2, D3, D14, D24
- MyCoffs Community Strategic Plan - A2, B1, C2

### Monitoring and Reporting

- Actions completed within required timeframe, subject to funding.
- Annual Integrated Planning and Reporting framework documentation and performance reporting.
- MyCoffs Community Strategic Plan Performance Indicators.







# References and Informing Strategies.



# References and Informing Strategies.

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