

## Nowra CBD Revitalisation Strategy Committee

**Meeting Date:** Wednesday, 31 January, 2018  
**Location:** Jervis Bay Rooms, City Administrative Centre, Bridge Road, Nowra  
**Time:** 4.00pm

**Please note:** Council's Code of Meeting Practice permits the electronic recording and broadcast of the proceedings of meetings of the Council which are open to the public. Your attendance at this meeting is taken as consent to the possibility that your image and/or voice may be recorded and broadcast to the public.

### Agenda

1. **Apologies**
2. **Confirmation of Minutes**
  - Nowra CBD Revitalisation Strategy Committee - 15 November 2017 ..... 1
3. **Declarations of Interest**
4. **Presentations**
  - CBD18.1 Presentation from K. Akehurst
  - CBD18.2 Presentation - Wesley Hindmarch - New Member
5. **Reports**
  - CBD18.3 Election of Chairperson..... 7
  - CBD18.4 Alternate Membership - Options..... 9
  - CBD18.5 Nowra CBD Revitalisation Strategy - Budget and Projects Update..... 15
  - CBD18.6 Nowra CBD Contributions Discount Subsidy Policy Review ..... 19
  - CBD18.7 International Cities Town Centres & Communities (ICTC) - Mainstreet 2017..... 24
6. **General Business**

**Membership**

Mr Paul Keech or delegate  
Mr Phil Costello or delegate  
Ms Annie Aldous  
Mr James Caldwell  
Mr Scott Baxter  
Mr Brendan Goddard  
Mr George Parker  
Ms Lynnette Kearney  
Mr Luke Sikora  
Mr Wesley Hindmarch

**Non-voting members**

All Councillors

Quorum – Five (5) members

**Purpose**

- To direct the development and implementation of the Revitalisation Strategy for the Nowra CBD and review as appropriate.
- To determine overall capital works programs established by the Nowra CBD Revitalisation Strategy, as amended from time to time.
- To agree an annual capital works budget with council
- To identify and approve all expenditure of funds identified in the Nowra CBD Revitalisation Strategy, additional funds allocated by council for capital expenditure in the Nowra CBD including any loans, grants or from funds from any other source.
- To act as a communication conduit between Council and the CBD stakeholders in respect to the Nowra CBD Revitalisation Strategy with appropriate support from council as required.
- Assist council in advocating the adopted CBD Revitalisation Strategy to the community.
- Provide a report to council each year outlining progress towards achieving the goals set out in the CBD Revitalisation Strategy together with any recommendations for updating the Revitalisation Strategy.
- Consult with relevant stakeholders as needed.

**Delegated Authority**

- To expend funds allocated to the CBD Nowra Revitalisation Strategy Committee by Council within the approved budget.
- To establish sub Committees as deemed appropriate.
- To promote the advantages of the CBD inside and outside the area, including making press releases and promoting the Nowra CBD Revitalisation Strategy project.
- To raise funds other than rates and loans to fund the objectives of the Committee.
- To expend funds raised outside of Council as the Committee deems appropriate, e.g. promotions, entertainment etc.

## MINUTES OF THE NOWRA CBD REVITALISATION STRATEGY COMMITTEE

**Meeting Date:** Wednesday, 15 November 2017  
**Location:** Jervis Bay Rooms, City Administrative Centre, Bridge Road, Nowra  
**Time:** 4.05 pm

The following members were present:

Mr James Caldwell - Chairperson  
Ms Annie Aldous  
Mr Scott Baxter – arrived 4.15pm  
Mr Brendan Goddard  
Mr George Parker  
Ms Lynnette Kearney  
Mr Phil Costello - Director, Planning Environment and Development  
Mr Peter Knill – Acting Director Assets and Works

Others present:

Clr Nina Cheyne  
Clr Jo Gash  
Clr Patricia White  
Clr Bob Proudfoot  
Gordon Clark – Strategic Planning Manager  
Tom Dimec – Asset Management Manager  
Ros Holmes – Manager – City Design and Support  
Jessica Rippon – Executive Manager Communications  
Sara McMahon – Governance Manager

### Apologies / Leave of Absence

An apology was received from Luke Sikora, Wesley Hindmarch

### Confirmation of the Minutes

**RESOLVED** (By consent)

That the Minutes of the Nowra CBD Revitalisation Strategy Committee held on Wednesday 11 October 2017 be confirmed.

CARRIED

## Declarations of Interest

Nil

## REPORTS

### **CBD17.52 CBD17.42 - Pedestrian Counters in the Nowra CBD**

**HPERM Ref:  
D17/360833**

Brendan Goddard addressed the meeting in relation to this report and made the following comments:

Four (4) options have been identified for potential areas for the installation of pedestrian counters:

1. Holt Centre Building – Possibly Zest, facing the Kinghorne Street footpath
2. Berry Street – Outside the Old Grace Bros Building near Hunt and Gather
3. Cnr Kinghorne and Junction Streets – Teltra Shop of CBA
4. Worrigea Street – Florist/Integrity RE

The top two (2) are more relevant however we would need the last 12 months of statistics to show the different periods of the year.

The data will need to be provided prior to investing in the counters for those locations.

The Committee agreed on the first 2 locations (Holt Centre and Berry Street) to obtain costings on the counters.

Note: Scott Baxter arrived at 4.15pm

Gordon Clark to confirm the availability of the budget.

It was suggested that the counters be installed prior to December.

### **Recommendation (Item to be determined under delegated authority)**

That the Nowra CBD Revitalisation Strategy Committee:

1. Discuss the issue of pedestrian counters in the Nowra CBD.
2. Request a full historical analysis report on the current CBD pedestrian counter be provided to the Committee.

### **RESOLVED (By consent)**

That

1. The budget available and costings for the counters be provided at the next meeting of the Committee;
2. Subject to confirmation of the budget, Nowra CBD Revitalisation Strategy Committee agree to install additional counters at the 2 locations detailed in the Report being Kinghorne Street (Holt Centre) and Berry Street (Hunt and Gather).

CARRIED

**CBD17.62 Additional Item - Footpath Repair Locations**

Brendan Goddard provided a presentation on areas identified for repair of footpaths.

Four areas have been identified that are in need of repair:

1. Western side of Berry Street (From Church down past the Roxy)
2. Eastern side of Kinghorne Street (South of IMB)
3. Western side of Kinghorne Street (opposite Nowra Mall)
4. Northern side of Worrige St (opposite car park)

A costing of the 1<sup>st</sup> option and another location as agreed by the Committee will need to be undertaken prior to construction.

Ros Holmes advised that she had anticipated some costings based on the following points:

- 201 Lineal Metres of Berry Street
- 20 Extra lineal metres if wrapped around the corner
- 3.5m wide
- The above would equate to approximately \$1200 per square metre

Other options to consider are retaining trees or adding some trees of the same variety.

The Committee has the option to go to the design and tender phase if this location (Berry Street) is approved.

The Committee discussed the previous footpath projects and were advised:

- Worrige Street came out at \$1629 per square metre
- Western side of Kinghorne Street came out at \$1450 per square metre
- Eastern side of Kinghorne came out at \$970 per square metre
- Other area such as North Street came out the cheapest as it's a flat area
- Council has applied for several Grant funding opportunities without success
- Some land owners may wish to contribute to enhance their property.

The Committee queried if the Council would make financial contributions to the works.

The Nowra CBD Committee has a budget to spend on the revitalisation of the CBD. There is also the option to stage projects over two or more years.

**Recommendation (By consent)**

That:

1. Council be requested to provide financial assistance for the footpath works
2. Subject to part 1 above:
  - a. Council undertake detailed design for the footpath on Berry Street and a more thorough estimate and report back to the committee.
  - b. Berry Street Land owners be approached for contributions

**CBD17.51 Nowra CBD Revitalisation Strategy - Budget & Projects Update****HPERM Ref:  
D17/367417**

Staff addressed the following matters in the report:

An updated budget was distributed to members in attendance which factors in the purchase of the Christmas Decorations and promotions.

In relation to the Flags/poles, a lot of the poles are owned by Endeavour Energy which makes the process for requesting installation of the flag system more difficult.

The plan for stage two (2) of the planter boxes will be email to the members.

The Committee agreed that the current process for the planter boxes continue.

The funding that has been identified for Egan's Lane facades be redirected to funding the planter boxes

### **Recommendation (Item to be determined under delegated authority)**

That the Committee:

1. Accept the Budget and Projects Update for information.

### **RESOLVED (By consent)**

That:

1. The funds for Egans Lane facades be redirected to fund more planter boxes
2. Staff seek advice from Endeavour Energy with regard to permissions for the installation of the flag raising system on the poles along the Princes Highway in the vicinity of the CBD.
3. Subject to part 2 staff further investigate the installation of flags along the Princes Highway on the entry to Nowra including the possibility of Council funding one side of the Highway and the Committee fund the other side.

CARRIED

### **CBD17.52 CBD17.42 - PEDESTRIAN COUNTERS IN THE NOWRA CBD**

**HPERM REF:  
D17/360833**

Item dealt with earlier in the meeting.

## **GENERAL BUSINESS**

### **CBD17.54 Additional item - Condition - Endeavour Energy Poles and Footpaths**

It was noted at the meeting that the condition of footpaths after Electrical companies are installing new poles and Council is often called on to fix the issues.

There are 5 poles in Haigh Avenue that have recently been placed in the footpath. Staff are aware of the issue and will be investigating it.

Clr Gash suggested that if needed Council and or Councillors need to go to the media to explain the issues and get the community on board.

### **CBD17.55 Additional Item - Christmas Decorations**

Lyn Kearney advised that the Christmas trees have been picked up and will be distributed to shops in the CBD within a few days.

Radio 2ST is on board and will commence advertising at no charge. An award of \$2225 worth of Advertising will be given to the best Shop Decoration.

The Committee have written to the Primary Schools and sent the flyer for the tree competition. The prizes for the tree competition will be 2 x \$250 vouchers for use in the contributing stores.

Clr Gash advised that Joy Sharpe and singers are prepared to sing Carols in Jellybean Park

Lyn Kearney will contact Stocklands to see if the Santa parade can come via the CBD on way to Stocklands. It was noted that it may be too late this year and need to consider coordinating for next year.

Council will install the trees on top of the awnings at CBA and opposite corner. It has been confirmed that the Council's Insurance covers any claims that arise as the result of any negligent acts or omissions of Council in relation to the installation of the Christmas Trees.

**RESOLVED** (By consent)

That the Committee endorse the 2017 Christmas promotion and the installation of the Christmas Trees on the awnings of the following premises:

- Commonwealth Bank – 136 Junction Street; and
- Telstra Shop – 20 Kinghorne Street

CARRIED

Brendan Goddard left 5.25pm

**CBD17.56 Additional Item for Information - Stairs outside Australia post - Junction Street**

Peter Knill advised the Committee that a letter had been sent to Australia Post regarding the stairs at the Nowra Post Office and inviting them to a joint venture to do more in that vicinity than just the stairs.

Ros Holmes advised that in relation to the Post Office corner Council has received plans and there are numerous issues and staff will work with them to achieve conformity with style guides for around the city.

**CBD17.57 Additional Item for Information - Advertisement - Electronic - Claude Advertising**

At the last meeting the Committee was advised that Council had approached Claude Neon advertising to exchange and or remove advertising structures on Worrige Street, Council will offer them an alternate location in exchange of removing their signs.

**CBD17.58 Additional item for Information - Multi-Storey Carpark - Request for Submission**

Staff sent an email to the Community members of the Committee in relation to the multi storey car park and is waiting for responses.

Staff will resend the letter.

**CBD17.59 Additional Item for Information - Murals**

Gordon advised that Council is working to source a renowned Muralist to do some work in the CBD in March 2018.

**CBD17.60 Additional Item for Information - Handrails Stewart Place**

The hand rails are not consistent in Stewart Place and from this point forward, all designs that occur in Nowra CBD are collaborated together.

**CBD17.61 Additional Item for Information - Nowra Historical Society - History of the Nowra CBD**

The Historical Society are putting together a document around the history of the CBD and if any members of the Committee wish to make comment. Gordon Clark has already made comments. The Chairperson will be sent correspondence from the Historical Society in relation to this.

The Committee should consider making a financial contribution to this publication. Some words will also be added regarding the CBD Activation Strategy and the work of the Committee.

There being no further business, the meeting concluded, the time being 5.40pm.

Mr James Caldwell  
CHAIRPERSON



## CBD18.3 Election of Chairperson

HPERM Ref: D18/2875

**Group:** Finance Corporate & Community Services Group  
**Section:** Human Resources, Governance & Customer Service

### Purpose / Summary

To allow for the Election of the Committee Chairperson which, in accordance with the Committees Terms of Reference, is required annually.

### Recommendation (Item to be determined under delegated authority)

That the Committee elect (insert name) to be Chairperson for 2018.

### Options

1. As recommended

### Background

In accordance with 3.3 of the Terms of Reference (below) for the Nowra CBD Revitalisation Strategy Committee, the Committee is to elect a Chairperson annually.

- 3.3 *The Committee will appoint the position of chairperson annually*
- 3.4. *The role of the chairperson shall be:*
- *Chairperson of meetings of the Nowra CBD Revitalisation Strategy Committee*
  - *Representative on sub-committees as appropriate*
  - *Oversight of activities of a co-ordinator (if applicable)*
  - *Attend Council/Committee meetings as appropriate*

The role of Chairperson is open to all Committee members.

The Committee last formally elected Mr Caldwell as Chairperson on 15 June 2016.

Outlined below is the process that is followed for the Election of Office Bearers for Committees of the Council:

*At the time on the agenda when the election of office bearers is listed, the following process will be followed:*

- (1) *The chairperson to step down from the chair (unless their position is not up for election). An appropriately Senior Officer of the Council or other official should assume the chair for the nomination process.*
- (2) *Individually, for each position the following is to take place:*
  - a. *Nominations are called for that position and are acknowledged by the chair*
    - i. *They may be received in writing prior to the meeting or provided verbally at the meeting*

- ii. *The Officer conducting the election shall confirm acceptance of each nominee prior to his or her inclusion in the ballot.*
  - b. *If only one nomination is received, that person is declared as elected*
  - c. *If more than one nomination is received, the Committee will be asked to resolve whether the election is to take place by open voting (i.e. show of hands) or ordinary ballot (ie. written votes recorded and provided to the chairperson in secret).*
  - d. *Where a large number of nominations are received, the Committee may elect to proceed by a preferential ballot, whereby ballots are consecutively taken and the nominee with the least number of votes is excluded from running after each ballot, until there are two preferred candidates remaining and a final ballot is undertaken and declared.*
  - e. *The nominee with the most ballots is declared as elected.*
  - f. *In the event of an equal number of ballots being cast for nominees, the position shall be determined by draw. The name drawn by the chairperson will be appointed to the position.*

*At the conclusion of the elections, the Chairperson shall reassume control of the meeting and proceed with other business.*

## CBD18.4 Alternate Membership - Options

HPERM Ref: D18/15702

**Group:** Finance Corporate & Community Services Group  
**Section:** Human Resources, Governance & Customer Service

**Attachments:** 1. Terms of Reference [↓](#)

### Purpose / Summary

To provide options for the consideration of the Committee in response to their request for the appointment of an 'alternate member' for the Committee Members.

### Recommendation

That the report on Alternate Membership options be received for information

### Options

1. As recommended
2. The Committee recommend an amendment to the Terms of Reference.

### Background

At the meeting of the Nowra CBD Revitalisation Strategy Committee held on 11 October 2017, the Committee resolved as follows:

*"That a report be submitted to the Committee in relation to the appointment of an alternate member for the Committee members."*

This report provides options for consideration of the Committee for that proposal.

The request from the Committee has arisen from the advice from member, Mr George Parker, advising that *"for various reasons he may be unable to attend some of the future meetings and wished to send an alternate member in his place."*

In summary, the request is calling for a representative (delegate) as a 'stand in' when they are not available.

Membership of the Committee as outlined in the attached Terms of Reference is:

#### **"3. COMMITTEE MEMBERSHIP**

##### **3.1. Voting Members**

- Director of Assets and Works or delegate
- Director of Planning and Development Services or delegate
- Two (2) Community member (non-business operator or landowner)
- Two (2) CBD landowners
- Three (3) CBD Business owner/operators (not property owners)
- One (1) CBD Business retailer

### 3.2. *Non-voting Members*

*All Councillors can attend and speak but are non-voting members...*

## 6. **QUORUM**

6.1. *A quorum will consist of at least five members of the committee.*

## 7. **VOTING AND RECOMMENDATIONS**

7.1. *Voting on recommendations is made by consensus and all decisions regarding the allocation of funding for works must be stated precisely for the inclusion of the minutes.*

7.2. *Where a consensus cannot be reached at two consecutive meetings, then a majority of 60% of those present can adopt a recommendation. The alternate views are to be minuted."*

A review of the Minutes of the meetings of the Nowra CBD Revitalisation Committee shows that since the committee commenced in 2015:

- There has not been a resolution or recommendation which required formal voting, and therefore all voting to date has been made by consent.
- Twice (in 2017) a quorum was not reached. For the 17 May 2017 meeting, it was known before the meeting that a quorum would not be achieved and it was cancelled in advance. A quorum was not reached at the meeting of 20 September 2017.
- The Community Member category has been the only category of members which has not always been represented at the meetings. This was mainly due to a Community Member position being vacant for a period of time

With respect to appointing delegate members:

- It is considered that it would be difficult to attract and retain a member (Delegate) who was only to be given voting rights in the absence of other voting members, and whom those absent members would be confident would represent their views should voting be required.
- The Nowra CBD Revitalisation Committee has delegated authority to expend Council funds and therefore the Code of Conduct and Pecuniary Interest Declaration requirements under Section 449 of the Local Government Act apply to all members/ voters. Any 'delegate' would be required to complete an Annual Pecuniary Interest Returns prior to involvement in meetings. Therefore, any alternate delegate would be required to be appointed for a 'fixed term'.
- It is noted that the Membership does allow for Delegation from Council Group Directors who are members to staff, as is usual practice to ensure that a member can attend in the absence of the Director. Those staff whom attend are at a sufficiently senior level to have requirements in place for Pecuniary Interest Returns, and to be cognisant of requirements under the Code of Conduct and the Code of Meeting Practice as part of their employment should their attendance be required. .

- Council's Code of Meeting Practice does not provide options for delegates or proxy voting and it is noted that this is not available to Councillors as members of Advisory Committees.
- The advice in the Office of Local Government's Meetings Practice Note in relation to appointing delegates to Committees comprised of all Councillors is the following:

***"Practice Note 16 - Meetings***

***9.3.5.1 Can committee members fill absences on their committee so as to achieve a quorum?***

*..For temporary absences, council's Meeting Code could provide for an alternate councillor to act in the office of a committee member absent through illness, etc. The Meeting Code would need to state that an alternate or acting member has the authority and role of the member. Alternate members would be elected or appointed under clause 260 of the Regulation from among the councillors. When acting as a committee member, an alternative member would form part of the committee's quorum.*

*A council has various options to make sure that its committees have quorums. These include: determining or altering the number of members on a committee to ensure that it is not too large; timetabling committee meetings to take account of the regular commitments of councillors; and reducing the quorum for a committee meeting, if necessary."*

- It is considered that the introduction of alternate delegates or some other form proxy voting would both undermine the workings of a cohesive committee and would create administrative burdens for the notification and confirmation of the voting rights at meetings.

No extraordinary events have been identified which demonstrates the need to change Councils practice; therefore it is recommended that no delegates be provided.

Should the Committee remain of the opinion that greater coverage of certain membership types on the Committee is required, rather than pursuing alternate delegates, the Committee could recommend an amendment to the Terms of Reference. Changes that may be made to address quorum issues would include amendments to:

- Require a certain number of Members from a specific membership category/ies to achieve a quorum; or
- Increase membership levels on the Committee in certain membership categories.

As pointed out above, there has not been a history of failure to reach quorum and therefore no demonstrated need for this substantial and potentially disruptive change to meeting practice for this Committee. Should an issue arise which requires prompt Committee decision and a quorum is unable to be achieved across two meetings, as stated in the Terms of Reference, the current practice is first to utilise 'electronic voting' which has yet to be utilised for this Committee.



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For more information contact the Finance, Corporate & Community Services Group

## Nowra CBD Revitalisation Strategy Committee – Terms of Reference

**Policy Number:** POL17/59 • **Adopted:** 28/10/2014 • **Amended:** 21/02/2017, 16/05/2017 • **Minute Number:** MIN14.765, MIN17.96, MIN17.390 • **File:** 50242E • **Produced By:** Finance, Corporate & Community Services • **Review Date:** 1/12/2020

### 1. ROLE

- 1.1. To direct the development and implementation of the Revitalisation Strategy for the Nowra CBD and review as appropriate.
- 1.2. To determine overall capital works programs established by the Nowra CBD Revitalisation Strategy, as amended from time to time.
- 1.3. To agree an annual capital works budget with council
- 1.4. To identify and approve all expenditure of funds identified in the Nowra CBD Revitalisation Strategy, additional funds allocated by council for capital expenditure in the Nowra CBD including any loans, grants or from funds from any other source.
- 1.5. To act as a communication conduit between Council and the CBD stakeholders in respect to the Nowra CBD Revitalisation Strategy with appropriate support from council as required.
- 1.6. Assist council in advocating the adopted CBD Revitalisation Strategy to the community.
- 1.7. Provide a report to council each year outlining progress towards achieving the goals set out in the CBD Revitalisation Strategy together with any recommendations for updating the Revitalisation Strategy.
- 1.8. Consult with relevant stakeholders as needed.

### 2. DELEGATED AUTHORITIES

- 2.1. To expend funds allocated to the CBD Nowra Revitalisation Strategy Committee by Council within the approved budget. Budget adopted \$500,000.
- 2.2. To establish sub Committees as deemed appropriate.
- 2.3. To promote the advantages of the CBD inside and outside the area, including making press releases and promoting the Nowra CBD Revitalisation Strategy project.
- 2.4. To raise funds other than rates and loans to fund the objectives of the Committee.
- 2.5. To expend funds raised outside of Council as the Committee deems appropriate, e.g. promotions, entertainment etc.

**3. COMMITTEE MEMBERSHIP****3.1. Voting Members**

- Director of Assets and Works or delegate
- Director of Planning and Development Services or delegate
- Two (2) Community member (non-business operator or landowner)
- Two (2) CBD landowners
- Three (3) CBD Business owner/operators (not property owners)
- One (1) CBD Business retailer

**3.2. Non-voting Members**

- All Councillors can attend and speak but are non-voting members

**3.3. The Committee will appoint the position of chairperson annually****3.4. The role of the chairperson shall be:**

- Chairperson of meetings of the Nowra CBD Revitalisation Strategy Committee
- Representative on sub-committees as appropriate
- Oversight of activities of a co-ordinator (if applicable)
- Attend Council/Committee meetings as appropriate

**4. APPOINTMENT OF MEMBERS****4.1. That appointments to the Nowra CBD Revitalisation Strategy Committee be made by the Council following recommendation from the Committee.****4.2. Recommendations for appointment of members will be made to the Nowra CBD Revitalisation Strategy Committee by a Membership Appointment Panel comprising of:**

- Chairperson or Nominee of the Chairperson
- Council staff Committee member or staff nominee
- Governance Unit Business Manager

**5. MEETINGS****5.1. Meetings will be held at least quarterly depending on demand.****5.2. Topics for the agenda should be forwarded to the chairperson no later than 14 days prior to the meeting.****5.3. Agenda and minutes from the previous meeting will be circulated to members at least seven days prior to the meeting.****5.4. Members must declare in writing any interest in any report tabled at the meeting.****5.5. Council to supply a minute secretary.****6. QUORUM****6.1. A quorum will consist of at least five members of the committee.**

*Shoalhaven City Council – Nowra CBD Revitalisation Strategy Committee – Terms of Reference*

## **7. VOTING AND RECOMMENDATIONS**

- 7.1. Voting on recommendations is made by consensus and all decisions regarding the allocation of funding for works must be stated precisely for the inclusion of the minutes.
- 7.2. Where a consensus cannot be reached at two consecutive meetings, then a majority of 60% of those present can adopt a recommendation. The alternate views are to be minuted.

## **8. COMMUNICATION**

- 8.1. Members of the Committee are not permitted to speak to the media as representatives of the Committee unless approved by the chairperson.
- 8.2. Where approval has been given by the chairperson, views and opinions expressed are those of the Nowra CBD Revitalisation Strategy Committee and not of Shoalhaven City Council.
- 8.3. When endorsement is required from Shoalhaven City Council, approval must be sought through the formal processes.

## **9. PARENT COMMITTEE**

- 9.1. Ordinary Council Meeting.

## **10. CODE OF CONDUCT**

- 10.1. All members of the Committee are to abide by Council's Code of Conduct and will be required to complete the necessary Pecuniary Interest Returns.

## **11. REVIEW**

This policy will be reviewed within 12 months of each Council election.

Council, in recognition of the need to ensure that the Nowra CBD remains a viable and attractive retail hub of our City undertakes to use its best endeavours at all times to update the CBD Revitalisation Strategy as appropriate, and to ensure that sufficient funds are made available to the Committee to undertake the capital works programs identified in the Revitalisation Strategy on a timely basis.

Council will also use its best endeavours to seek external funding to accelerate the capital works programs contained in the Revitalisation Strategy wherever possible and to work with the Committee on major projects and major capital works program which will have an impact on the operations of the CBD.



## CBD18.5 Nowra CBD Revitalisation Strategy - Budget and Projects Update

**HPERM Ref:** D18/2212

**Group:** Planning Environment & Development Group  
**Section:** Strategic Planning

**Attachments:** 1. Timeline and Budget - January 2018 [↓](#)  
2. Identifying the potential for a winter event to support Nowra's revitalisation - My Travel Research (under separate cover) [↗](#)

### Purpose / Summary

Provide an update on the 2017/18 budget and projects.

### Recommendation (Item to be determined under delegated authority)

That the Committee:

1. Accept the budget and projects update for information.
2. Allocate an additional \$5,550 (excluding GST) to cover the two additional Christmas trees that were purchased as part of the 2017 Christmas promotion.
3. Allocate \$11,100 towards anti-graffiti coating for murals.
4. Accept the report on "Identifying the potential for a winter event to support Nowra's revitalisation" by MyTravelResearch.com for information and request a further report that provides direction on next steps.

### Budget Update

The updated budget is provided as **Attachment 1**. The updated budget reflects the allocation of funds to the following projects and their associated values:

- Christmas decorations - \$14,481.95 allocated. It is noted that an additional 2 Christmas trees were purchased after the allocation of the budget, therefore this budget has been overspent by \$5,550 (excluding GST).

There are adequate funds available to cover the additional expenditure, however the Committee should pass a resolution in this regard.

- Planter Boxes - \$18,000 allocated. This budget is made up of the unused funds from the Egans Lane Façade Improvement project from the 2016/2017 Budget.

The updated budget also modifies the expenditure for the counters in the 2016/2017 budget. More information on this is provided in this report.

## Projects Update

### *Pedestrian Counters*

At the November 2017 meeting, the Committee resolved that:

1. *The budget available and costings for the counters be provided at the next meeting of the Committee;*
2. *Subject to confirmation of the budget, Nowra CBD Revitalisation Strategy Committee agree to install additional counters at the 2 locations detailed in the Report being Kinghorne Street (Holt Centre) and Berry Street (Hunt and Gather).*

In response to part 1 of the above resolution, the following has been established.

The Committee at its meeting on 15 June 2016, resolved:

- a) *A pedestrian counter be acquired immediately for a trial basis on Junction Street*
- b) *\$25,000 be allocated 16/17 budget from the Nowra CBD Revitalisation Program towards counters in the CBD for the acquisition of further units.*

In April 2017, an update on the expenditure was provided by Councils Asset & Works Manager which demonstrated total expenditure to date had been \$4,789 (excluding GST) for the installation and operation of the pedestrian counter on Junction Street at Sturgiss Newsagency.

The Committee at its meeting on 19 April 2017 resolved to purchase three more pedestrian counters (CBD17.23) from the existing budget subject to selection of appropriate locations. An additional \$15,000 was nominated as 'spent' which increased the expenditure to \$19,789. Despite money for the purchase of three additional counters being allocated and nominated as spent, the locations for the three counters were not however finalised and therefore the counters have not been purchased.

The total expenditure on the pedestrian counters for 2016/2017 remains at \$4,789 (excluding GST) and there is no expenditure logged for 2017/2018, therefore approximately \$20,011 remains unspent. The budget has been modified accordingly.

### *Murals*

As recently reported to the Committee, Council staff have been working on sourcing a renowned Muralist to paint the Nowra CBD's next mural in March 2018. A verbal update will be provided at the next meeting.

Anti-graffiti coating quote has also been obtained for the four murals in Egans Lane, Egans Lane carpark and Schofields Lane. The purpose of obtaining a quote was in response to the vandalism attack in late 2017 to the Guido van Helten mural and panels in the adjacent 'Thorough Fair'. The anti-graffiti coating will provide protection to the murals by enabling removal of vandalism without damage to the murals itself.

The quote received does not cover Claire Foxton's Mural on the southern façade of the Holt Centre. This mural was excluded as it is not accessible from ground level, and any application of coating to this mural would require the need for plant hire resulting in additional costs. The quote is \$11,100 (excluding GST).

*Possible Winter Event in Nowra CBD*

The consultants 'MyTravelResearch.Com' have now completed their report on identifying the potential for a winter event to contribute to Nowra's ongoing revitalisation. Their report is provided as **Attachment 2**.

There are twelve key findings and recommendations outlined in the report which conclude that there is a demand for an annual event in Nowra and provide insight into the viability / market for a potential annual event. This conclusion was based on research, investigation of relevant case studies and stakeholder engagement.

Apr	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan	Feb	Mar	Apr	May	Jun
North Street	Egans Lane Stage 2							Kinghorne Street				
							Junction/Kinghorne					
	Sign Policy/Implementation											
							Junction St Lights					
				Mural						Mural		
Ongoing												
Promotion \$50k	2015/16 Budget						Committed			Spent		
Shop Façade \$21k	Sign Policy / Implementation						\$50,000			\$50,000		
Street Trees ?	Kinghorne Street Design						\$20,000			\$20,000		
	Kinghorne Street (stage 1)						\$300,000			\$300,000		
	Promotions/Activation						\$20,000			\$16,824		
	Activation						\$10,000			\$10,000		
	Junction Street Lights						\$20,000			\$20,000		
	Façade Improvement Program						\$21,000			\$8,346		
	Counters						\$4,400			\$4,400		
	Market DA Assistance						\$3,000			\$467		
	Resource						\$15,500			\$12,075		
	Total						\$463,900			\$442,112		
	Remaining									\$57,889		
	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan	Feb	Mar	Apr	May	Jun
	Façade Improvement Program											
										Mural		
											Planter boxes	
	Kinghorne Street											Worrigee Street
	2016/17 Budget						Committed			Budget Spent		
13008	Promotions						\$38,500			\$38,500		
13008	Radio Promotions						\$1,500			\$1,500		
74805	Activation						\$10,000			\$10,000		
	Façade Improvement Program						\$15,000			\$10,680		
	Kinghorne Street						\$213,000			\$213,000		
74801	Counters						\$25,000			\$4,789		
74801	Mural						\$10,000			\$10,000		
13008	Lions Club Banners						\$2,415			\$2,415		
	Planter Boxes						\$22,991			\$22,991		
	Egans Lane Façade Improvement						\$18,000			\$0		
	Worrigee Street						\$200,000			\$200,000		
	Heritage Plaques						\$6,000			\$0		
	Total						\$562,406			\$513,875		
	Remaining						-\$4,518			\$44,014		
	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan	Feb	Mar	Apr	May	Jun
	Façade Improvement Program											
	Access Improvement Program											
	2017/18 Budget						Budget					
	Promotions/Activation (Annual Activation Event/Festival)						\$50,000.00					
	Façade Improvement Program						\$15,000.00					
	Access Improvement Program						\$15,000.00					
	Parklet Program						\$20,000.00					
	Consultation for Possible Event						\$5,000.00					
	ThoroughFair Laneway - Local Artist Project						\$2,500.00					
	Christmas Decorations & Promotions						\$14,481.95					
	Footpath Upgrade - Location TBC											
	Planter Boxes - Forwarded Egans Lans Façade 2016/17FY						\$18,000.00					
	Total						\$139,982					
	Remaining						\$360,018					

## CBD18.6 Nowra CBD Contributions Discount Subsidy Policy Review

**HPERM Ref:** D17/428081

**Group:** Planning Environment & Development Group  
**Section:** Strategic Planning

**Attachments:** 1. Nowra CBD Contributions Discount Subsidy Policy [↓](#)

### Purpose / Summary

To obtain feedback from the Nowra CBD Revitalisation Strategy Committee on the review of the Nowra CBD Contributions Discount Subsidy Policy (the Policy) as requested by Councils Development Committee (MIN17.779).

### Recommendation (Item to be determined under delegated authority)

That the Nowra CBD Revitalisation Strategy Committee consider and provide feedback on the proposed rescinding of the Nowra CBD Contributions Discount Subsidy.

### Options

1. Provide feedback on the review of the Policy.

Implications: The views of the Nowra CBD Revitalisation Strategy Committee will be presented to the Development Committee to assist in deciding on the future of the Policy.

2. Not take this opportunity to provide feedback on the review of the Policy

Implications: Will mean that the views of the Nowra CBD Revitalisation Strategy Committee will not be considered in deciding on the future of the Policy.

### Background

On 12 September 2017, a report was presented to the Development Committee recommending that the Nowra CBD Contributions Discount Subsidy Policy be rescinded.

The Committee however resolved that:

*Council defer consideration of this report and seek feedback from the Nowra CBD Revitalisation Strategy Committee members, Nowra CBD Business Chamber, and the Shoalhaven Business Chamber on this matter before making a decision. [MIN17.779]*

As a result, requests for feedback were sent to the Nowra CBD Business Chamber and the Shoalhaven Business Chamber and no responses have been received to date. This matter is now being presented to the Nowra CBD Revitalisation Committee for any relevant feedback.

### *Analysis of the Policy*

The Policy (**Attachment 1**) was intended to encourage redevelopment within the Nowra CBD through the provision of a short-term discount subsidy applied to the Nowra car parking contributions project in the Shoalhaven Contributions Plan 2010.

During the three years of operation, the Policy has unfortunately only been utilised twice. The first was for a development that had already been completed with the subsidy being applied retrospectively. The second was a recent application for the expansion of an existing medical centre.

As such, the Policy has not had the initial desired outcome of encouraging new development within the CBD. The two instances where the subsidy has been issued were of a relatively minor nature and so the Policy has not necessarily acted as an incentive.

The cost of the Policy to date has been \$37,397.45. This money comes from Council's general revenue rather than from the relevant contributions project fund as direct refunds from contributions projects cannot be undertaken as the funds are still required to deliver the relevant infrastructure project. If the Policy is to continue, Council will need to provide a funding source for the period of the Policy.

### **Community Engagement**

As per the Development Committee resolution from the meeting held on 12 September 2017 (MIN17.779), the Nowra CBD Business Chamber and the Shoalhaven Business Chamber were notified with a request for comments, however, none have been received to date.

### **Policy Implications**

Shoalhaven Development Control Plan (DCP) 2014 Chapter G21: Car Parking and Traffic contains a related Clause 5.17 Nowra CBD – Development Incentive which allows for a 50% discount in car parking for development that meets certain criteria, with a view to encourage development in the CBD. This was introduced at the same time as the Policy and the status of the clause will be reviewed as part of the wider review of the DCP chapter.

### **Financial Implications**

If the Policy is continued, Council will possibly need to provide a funding source for the period of the Policy. The amount required cannot be accurately predicted given the nature of the Policy, however, it should at least be a similar amount to the current expenditure to date.



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For more information contact the Planning, Environment & Development Group

## Nowra CBD Contributions Discount Subsidy

**Policy Number:** POL17/69 • **Adopted:** 28/10/2014 • **Amended:** 6/12/2016 • **Reaffirmed:** 9/05/2017 • **Minute Number:** MIN14.777, MIN16.947, MIN17.378 • **File:** 48884E • **Produced By:** Planning, Environment & Development Group • **Review Date:** 28/10/2017

### 1. PURPOSE

To encourage the delivery of redevelopment within the Nowra CBD through the provision of a short term discount subsidy that is applied to the following contributions projects:

- Nowra Car Parking Contributions Project

### 2. STATEMENT

In accordance with Council's Contributions Plan, contributions are levied on development (including redevelopment) where community / public infrastructure (identified in a contributions project) is required as a consequence of this development. The identification of a nexus and apportionment related to the infrastructure cost determines the amount that development will be levied per contributions project (i.e. it is a user pays system). The specific contributions project which development is levied and supporting information can be viewed in the Contributions Plan at: <http://s94.shoalhaven.nsw.gov.au/> .

Within the Nowra CBD the current contributions amounts levied on development have been identified as a potential hindering factor in regard to the delivery of development. Therefore, a lower contributions amount may stimulate new development within the Nowra CBD. The application of contributions discount subsidy is an incentive to attract the delivery of development within the Nowra CBD for a defined period.

### 3. PROVISIONS

The application of this policy is primarily aimed at small to medium development scenarios that generally have a net development area of less than 1,500m<sup>2</sup> and excludes supermarkets, clubs, hotel and motel developments.

This policy applies to Development Applications (including section 96 applications) received after the exhibition period for the draft of this Policy commenced (i.e. 30 July 2014) where the development is not complete and an Occupation Certificate has not been issued.

The policy requires full payment of the contributions applicable to a Development Consent within the Nowra CBD (as shown in the attached plan) and for Council to pay a discount subsidy after this payment is received.

The discount subsidy applied to the contributions projects listed in this policy is 50% of the amount paid for a period of 2 years which commences on Council adoption of this policy. The policy was extended for another 12 months [MIN16.947].

Payment of the subsidy will be made upon provision of a tax invoice to Council from the identity which made the related contribution payment to Council.

#### **4. IMPLEMENTATION**

This policy operates separately and in isolation to Council's Contributions Plan. Therefore any discount subsidy is paid from Council's General Revenue funds and not from the contribution projects funds. Therefore, Council will retain all contributions funds for the purpose that they were collected.

The application of the policy results in the requirement for Council to provide a funding source in its annual Management Plan for the period of the subsidy. The amount of subsidy paid per financial year is estimated to be \$100,000 however this amount cannot be accurately predicted. Therefore, the status of the remaining subsidy will be monitored every 3 months in Council's quarterly budget reviews.

#### **5. REVIEW**

The application of a discount subsidy will be monitored in Council's quarterly budget reviews. Depending on the uptake and financial implications of Council applying such a policy, Council reserves the right to review or amend the policy within its intended 2 year period. The policy was extended for another 12 months [MIN16.947]. Any future review may involve rescinding the policy with 21 days notice.

#### **6. APPLICATION OF ESD PRINCIPLES**

The application of the policy is aimed at encouraging the delivery of development in the short term within the Nowra CBD. The outcome of such development is to provide greater employment and retail opportunities in Nowra CBD and the associated community benefit.





## **CBD18.7 International Cities Town Centres & Communities (ICTC) - Mainstreet 2017**

**HPERM Ref:** D17/426160

**Submitted by:** Cllr Annette Alldrick

**Attachments:** 1. Conference report [↓](#)

### **Purpose / Summary**

To provide a report (Attachment 1) from Cllr Annette Alldrick on the International Cities Town Centres & Communities (ICTC) held in Melbourne VIC on 25-27 October 2017 in accordance with Clause 3.3(e) of the Council Members – Payment of Expenses and Provision of Facilities Policy.

This report was previously submitted to the Ordinary Meeting 28 November 2017.

### **Recommendation (Item to be determined under delegated authority)**

That the committee receive the report from Cllr Annette Alldrick on the International Cities Town Centres & Communities (ICTC) for information.

### **Options**

1. Receive the report for information
2. Request further information on the conference

## ICTC MAINSTREET CONFERENCE

“Great streets make great cities.”

### MELBOURNE CBD.

Mixed use brings vibrancy to downtown areas. This includes a mix of downtown accommodation, good open spaces, food and beverage outlets and retail.

The accommodation does not to be high rise. Six to eight stories is thought to be a good height as a firefighter can run up fully clothed. Green areas need to contain diverse tree species with no more than 5 percent of trees from any one species.

Steps need to be made to maintain the health of all trees with soil moisture being maintained at a level to provide healthy growth of vegetation. The community should have a broad understanding of the importance of urban forest, increasing their connection to it.

It is important that sunlight isn't cut out. This can be achieved by stepping buildings back from the street.

Small blocks, whilst more difficult to maintain, are necessary to maintain character.

An even, easy to maintain walking surface is essential for safety and for the placement of street furniture. In Melbourne CBD all streets are bluestone. It is important not to over pave as this reduces moisture to tree roots. Water saving devices such as tanks and tree pits to capture street water are also essential. Permeable asphalt under roads also collects water for the trees.

To save money on buying land roads with light traffic can be narrowed and the land used for greenspace and car parks can be built underground and the rooves can be used for greenspace. Car park entrances should be kept off main streets as this is more aesthetically pleasing.

### THE REVITALISATION OF LISMORE

An architecture design firm was used.

Lismore has a Local Government Area of 1267 sq. km and a population of 45,000. It has a university and a hospital. The CBD is a maze of arcades with cafes and galleries.

The revitalisation of the Lismore CBD was based on the following best practice formula-

- Focus on the greater CBD over the last 8 years
- City centre manager, business panel business plan and branding.
- Place making and events programme
- Extensive CCTV camera network for the CBD
- Working with the chamber on business training
- Additional CBD cleaning and toilets

- 2016 Mainstreet programme and champion awards.

Events were organised for the CBD throughout the year, such as Eat the Street, Carols by Candlelight, What's Your Style, 12 days of CBD Christmas and a huge stocktake sale, to bring people into the CBD.

Eat the Street attracted approx. 10,000 people to the 60 stalls in its first year and approx. 20,000 in its second year with 75 stall holders.

On 31/03/2017 there was a major flood event in the Lismore CBD breaching the 15 year old flood levy for the first time. Many new businesses didn't have flood plans. There was approx. 10000 tons of rubbish in the CBD. An estimated 68 percent of businesses suffered damage. Combined total damage to infrastructure and agriculture is estimated to be \$40 million.

The community rallied to help clean up businesses and council was very proactive from the start sending business facilitators to help business owners fill out forms and setting up a chaplaincy programme through local churches to council business owners.

#### **THE REVITALISATION OF QUEANBEYAN.**

Queanbeyan is a town with a population of approx. 45,000. It is 17km from Canberra CBD and has a family friendly country feel. 53 percent of businesses in the CBD are in the service provision industry and 26 percent belong to the retail sector. In 2009 a master plan was developed. It included a lifestyle precinct and activation of the riverfront.

Many problems were encountered including the perception of Queanbeyan as a "struggle town", poor connectivity, difficulty in competing with Canberra for retail dollars, people having to commute out of town for work and lack of identity. There was no proper town centre and many heritage buildings were torn down in the 70s. The remaining buildings were old and rundown with a poor street appearance. There were low levels of foot traffic in the CBD. There was no new private investment, with no new property ownership.

In developing the masterplan the central focus was on developing a viable economy. The vision was for a flourishing commercial centre providing a vibrant social lifestyle. The strategic focus was to create an identity for the CBD, connect the CBD and to enable investment in the CBD.

To achieve this the following was needed-

- A defined and distinctive identity
- Streetscape beautification
- Welcoming public spaces
- High workforce and pedestrian density
- Cultural and promotional activities

- An entrepreneurial and small business ecosystem that contributes to identity
- Compact- smaller blocks and densified retail footprint
- Pedestrian focused environment
- Transport linkages
- Connecting the CBD to parks and green spaces
- Activate the river corridors
- An enabling business environment
- Proactive private sector and business community

### **SHOPFRONTS AND PLACE**

Retail businesses are the bloodline to many successful places. The shopfront is the customer's first interaction with any bricks and mortar business. The physical face of the business serves many purposes- it identifies the business, provides an understanding of the retail mix in a shopping precinct, creates a perception of place and potentially adds character and beauty to a main street.

80 percent of main street businesses are shops. Streets can be made beautiful but the business owners have to cooperate. New signage and painting lift morale and boost confidence. Traders work long hours and don't often have time to do the work themselves. To cooperate traders need a before and after and a how much. New shopfronts look fresh and good shopfronts make streets look safer.

### **POP UP PARKLETS**

Pop up parklets are modular parks which can be erected and removed after a three month trial. After the trial local businesses can choose to make them permanent if they think they work. The object of these parklets is to-

- Provide a sense of community
- Provide an open space in a dense community
- Activate streets
- Test public appetite for a park
- Extend outdoor dining areas

The average costs of a trial pop up parklet are - Installation and council fees \$3000 and plants \$500-\$1000

If the park is made permanent the costs are design- up to \$5000, materials and construction up to \$8000.

So far all areas that have had short term trials have applied for long term installations.

*How a Pop Up Parklet at a suburban shopping centre reconnected a community.*  
The community was given total ownership of what they wanted and the park was

designed to meet their needs. It included an event zone, a crossing zone, a picnic zone, a kids zone and an active zone. The local residents were involved in the setup and maintenance of the park, including watering of plants. There were programmes for older adults, young people, children families and school groups. At the end of the trial the community was surveyed so that the success of the park could be measured. The overwhelming response was that the community loved the park. The takeaways from this trial were- Create a vision –what do you want to see, here, feel. Community ownership is the key. Build relationships with the community and the key stakeholders.

Passive surveillance is important for a sense of safety and security.

Take risks, you'll be surprised.

#### **PENRITH OPEN SPACE REINVESTMENT PROJECT**

Penrith has 1200 hectares of open space. For this project some underutilised small open spaces were sold and the money reinvested in larger, more utilised spaces.

The first step was community engagement and for this a private company was engaged. The community was asked which open spaces were their favourites and which land they thought was underutilised and could be sold.

Landscape architects were engaged to devise framework to assess open space usage.

The theory was that all residents should have access to open spaces within 400 metres of their homes. Mapping was done to outline which areas were to be sold and where the funds were to be redirected to.

Broad and extensive community consultation was undertaken by a private research company. Several pop up parks were built and trialled and these were eventually adopted as permanent parks because of their popularity with the communities.

It has been concluded from this project that the extensive community involvement was the key to its success and led the community to accept something which they might otherwise have been against.

#### **THE WORLD'S MOST SUSTAINABLE SHOPPING CENTRE**

A mixture of dwellings, aged care, shops and roof gardens was the basis for the concept. In striving for success the following considerations were made-

- Who would visit?
- How long would they stay?
- How frequently would they visit?

It was decided that creating a comfortable environment was important. It needed to have human and financial benefit and to have the lowest possible environmental impact. For this to happen the buildings needed to be regenerative and improve the

environmental performance of the site in its operation. It needed to have sustainability in the following areas-

- Climate change
- Business sustainability
- The development of waste awareness
- Skills and future generations

To achieve their goals 20 percent of the site was to be used for urban agriculture with fruit and vegetables being grown on the northern and western walls. PV cells on the roof provide 6 hours of sunlight /day. Extra solar energy is purchased offsite. All water is recycled. 4 hours sunlight per day was to be available to the interior as studies have shown that people are more likely to shop where natural sunlight is available.