

Nowra CBD Revitalisation Strategy Committee

Meeting Date: Wednesday, 12 May, 2021
Location: Council Chambers, 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 - 7 April 2021..... 1
3. **Declarations of Interest**
4. **Reports**
 - CBD21.11 Proposed Finalisation - Draft Revitalising Nowra Action Plan 2021-23.....4
5. **General Business**

Membership

Mr James Caldwell - Chairperson
Clr Jo Gash
Clr Patricia White
Clr John Wells
Mr Paul Keech or delegate
Mr Robert Domm or delegate
Mr Scott Baxter
Mr Brendan Goddard
Mr George Parker
Mr Wesley Hindmarch
Ms Alison Henry
Mr Christopher Williamson
Ms Catherine Shields

Non-voting members

All other Councillors

Quorum – Five (5) members

Role

Note: Tasks in relation to 1.4 will not be undertaken by Councillors

For the purpose of this Terms of Reference, Councils annual Capital Works Budget which is defined as any Special Rate on the CBD (currently \$500,000) plus any top up funding (such as grants or loans obtained by council or other council budgetary allocations) that Council provides to deliver a project initiated by Special Rate Funding.

Note: Any other Capital Works Funding in excess of \$100,000 within the CBD will be discussed with the Committee prior to expenditure of funding.

- 1.1. Recommend to Council possible refinement of, and improvements to, the Nowra CBD Revitalisation Strategy as the committee considers appropriate.
- 1.2. Develop a list of projects (with estimated costings) for Council to consider priorities over a rolling three year time frame, that will assist in achieving the ten elements of the Nowra CBD Revitalisation Strategy. The list is to be presented to an Ordinary Meeting of Council in February each year, and thus adopted by the Council.
- 1.3. Make a formal submission to Council's annual capital works budget as it relates to the Nowra CBD, in accordance with Council's budgeting process.
- 1.4. Monitor the expenditure of Council's annual capital works budget as it relates to the Nowra CBD, in particular;
 - 1.4.1. Approving design plans and specifications at the preliminary concept stage and prior to the detailed drafting and then at final approval stage.
 - 1.4.2. In cases where the General Manager (or delegate) determines that capital works within the Nowra CBD, will be tendered out, the Committee Chair (or delegate) will approve the tender documentation before tenders are advertised.
 - 1.4.3. The Committee Chair and delegate are to participate on tender evaluation panels for capital expenditure in the Nowra CBD.
 - 1.4.4. Assign a Project Steering Working Group to endorse the payment of progress claims and endorse the approval of variations, for capital expenditure in the Nowra CBD.

- 1.4.5. In the case where Council staff undertake substantial capital expenditure (greater than \$150,000) in the Nowra CBD, the Committee will receive a report outlining progress (including expenditure updates) and plans at each of the Committee’s Meetings.
- 1.5. Act as a communication conduit between Council and the CBD stakeholders in respect to the ten elements within the Nowra CBD Revitalisation Strategy and approved Capital Works within the Nowra CBD with reasonable support from Council, at Council’s expense, as determined by the General Manager.
- 1.6. Assist Council in advocating to the community the adopted list of projects that seek to deliver on the ten elements of the CBD Revitalisation Strategy.
- 1.7. Provide a report to Council each quarter outlining the year to date expenditure of Council’s annual capital works budget as it relates to the Nowra CBD and present a report to an Ordinary Meeting of Council in August each year that explains the capital expenditure and any non-expenditure, for the previous financial year.
- 1.8. Consult with relevant stakeholders as needed.

Delegated Authority

1. To expend the funds allocated by Council annually from the Business – Nowra subcategory (currently \$500,000) to the CBD Nowra Revitalisation Strategy Committee, as the committee deems appropriate in accordance with objectives of the Nowra CBD Strategic Plan.
2. To establish Working Groups as deemed appropriate.
3. To promote the advantages of the CBD inside and outside the Local Government area, including making press releases and promoting the Nowra CBD Revitalisation Strategy and its projects.
4. Council will provide “in-kind” support to the committee in relation to
 - a. Project Design and Documentation
 - b. Facilitation of meetings
 - c. Preparation of reports for the Committee consideration

Nowra Revitalisation Committee - Sub/Working Groups

	Events / Christmas Promotions	Infrastructure (including Wayfinding signs)	Writers / Historic Walk	Mural Proposal – Bonnie Greene	Banners / Perm Lighting	Logo / Communications	Architectural Ideas Comp
James Caldwell (Chair)	Yes	Yes	Yes		Yes	Yes	Yes
Clr Gash	Yes				Yes		
Clr White	Yes				Yes		Yes
Clr Wells						Yes	Yes
Wesley Hindmarch		Yes		Yes		Yes	Yes
Scott Baxter		Yes	Yes	Yes	Yes		
Brendan Goddard		Yes				Yes	Yes
George Parker	Yes						
Alison Henry	Yes						
Christopher Williamson							
Catherine							

Shields							
Robert Domm			Yes				Yes or Rep
Paul Keech		Yes			Yes		
SCC Contact (Director / Rep)	Kate Crowe	Tom Dimec	Gordon Clark		Tom Dimec	Kate Crowe	

MINUTES OF THE NOWRA CBD REVITALISATION STRATEGY COMMITTEE

Meeting Date: Wednesday, 7 April 2021
Location: Council Chambers, City Administrative Centre, Bridge Road, Nowra
Time: 4.11pm

The following members were present:

Mr James Caldwell - Chairperson
Clr Patricia White
Clr John Wells
Mr Paul Keech - Director City Services
Mr Robert Domm - Director City Futures
Mr Scott Baxter – (Remotely)

Others present:

Clr Amanda Findley
Ms Sara McMahon – Business Assurance and Risk Manager (Remotely)
Ms Melissa Dunn – Unit Manager – District Engineer – Central (Remotely)
Mr Micaiah Tipton – Manager Design Services (Remotely)
Mr Craig Exton – Manager Technical Services (Remotely)
Mr Matthew Rose – Coordinator – Strategy Planning Team

Apologies / Leave of Absence

An apology was received from Clr Gash and Wesley Hindmarch.

Confirmation of the Minutes

Notes:

- Paul Keech, Director City Services, provided an update on the Pop-up (Payday) Lender on Kinghorne Street.
- Clr White requested that the seat be moved to an alternate location and was advised by staff that this can be achieved.
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RESOLVED (Clr Wells / Clr White)

That the Minutes of the Nowra CBD Revitalisation Strategy Committee held on Wednesday 3 February 2021 be confirmed.

CARRIED

Declarations of Interest

Nil

REPORTS

CBD21.5 Committee Actions Ongoing / Completed Items

HPERM Ref:
D21/106251

The Committee held a discussion in relation to the Items in the Action Table and made the following comments:

- CBD21.3 - Matthew Rose (Coordinator – Strategy Planning Team) advised that in relation to the Food & Drink a Planning Proposal will be submitted to the May Development & Environment Committee.
- CBD20.24 - An internal meeting will take place in relation to Council's Alcohol Free Zones and Alcohol Prohibited Areas and an update will be provided to an upcoming meeting.
- Completed – CBD20.21 - Kylie has completed work on the Draft Action Plan – to be presented at meeting next week. – Completed and remove.

Recommendation (Item to be determined under delegated authority)

That the Committee Actions Ongoing / Completed Items report be received for information.

RESOLVED (James Caldwell / Clr White)

That the:

1. Actions Ongoing / Completed Items report be received for information;
2. Following completed items in the Action List attached to the report be removed from the listing:
 - a. CBD20.21 - Presentation - Kylie Legge - Place Partners - Engage - Consultant - Review - feedback - Commit Funding
 - b. CBD20.30 - Additional Item - Grant Support – 'Your High Street' Application for Nowra - Place Score - Fund \$8,500
 - c. CBD20.31 - Additional Item - Fee Proposal – CBD Revitalisation Action Plan - Fund - Place Score - \$70,350
 - d. CBD20.32 - Additional Item - Payday Lender - Complaints - Lease from Council - Catherine Shields - Submission - Follow up required
 - e. CBD21.1 - Election of Chairperson - James Caldwell - 2021

CARRIED

GENERAL BUSINESS

CBD21.6 Additional Item - Nowra By Night

Clr White reported on meeting with Tourism Unit regarding the street festival. A co-branded Council / Nowra CBD Revitalisation Strategy Committee stand will be part funded from the Promotions Committee, and four banners have been procured. A lucky-dip raffle with \$25 vouchers also is to be funded.

RESOLVED (Clr White / Clr Wells)

That the Nowra CBD Revitalisation Strategy Committee recommend the funding of promotional activities up to \$8700 from the Promotions Budget.

CARRIED

CBD21.7 Additional Item - Berry Street Pavers**RESOLVED** (By consent)

That staff investigate the cost of the pavers on Berry Street (i.e. Council Staff vs Contractor costs) and aim to report back in June 2021.

CARRIED

CBD21.9 Additional Item - CBD Lighting**RESOLVED** (By consent)

That staff:

1. Investigate the possibility of retrofitting LED lighting to the existing black poles; and
2. Investigate the dim lighting in Morisons Arcade, given that this Arcade is a public thoroughfare.
3. Aim to report back in June 2021.

CARRIED

CBD21.10 Additional Item - CBD Walkaround

Paul Keech recommended that another walkaround of the CBD be arranged. The list of items resulting from the walkarounds in 2019 has been mostly addressed and will be circulated during May 2021.

Other matters:

- **Music Recitals Proposal**
 - Clr Wells described a proposal to hold music events based around the piano at the Nowra School of Arts.
- **Christmas Evaluation Meeting Feedback**
 - Clr White reported on plans for a newsletter to be circulated to shopkeepers.
 - The proposal for the 2021 Christmas season is to be complete by the end of May and brought to the June/July meeting of the Committee. To ensure the appropriate licence for playing seasonal music is held.

There being no further business, the meeting concluded, the time being 5.18pm.

Mr James Caldwell
CHAIRPERSON

CBD21.11 Proposed Finalisation - Draft Revitalising Nowra Action Plan 2021 - 23

HPERM Ref: D21/189169

Department: Strategic Planning

Approver: Robert Domm, Director - City Futures

Attachments: 1. Action Plan - Revised Budgets and Timelines [↓](#)

Reason for Report

Enable the Committee to finalise the Draft *Revitalising Nowra Action Plan 2021 – 23* following the presentation by the project consultants Place Score Pty Ltd to the Committee briefing meeting on 5 May 2021 and feedback received as a result.

Recommendation (Item to be determined under delegated authority)

That the Nowra CBD Revitalisation Strategy Committee:

1. Adopt the *Revitalising Nowra Action Plan 2021 – 23*, in accordance with the contents of this report and its attachment (revised budget) and the plan be finalised accordingly.
2. Commence the relevant early preparatory work required to support the new Action Plan, including:
 - a. 2020-21 Preparation Work – obtain a fee proposal from Place Score Pty Ltd to assist in this regard (Action A2).
 - b. Place Manager for Nowra CBD – commence required discussions regarding the position logistics/arrangements (Action A3).
3. Commit to undertake the annual Action Plan Impact Review (Action A10) over each of the three years and obtain a fee proposal from Place Score Pty Ltd for this work.

Options

1. Adopt the Action Plan in accordance with the contents of this report and its attachment and finalise accordingly. The recommendation also covers some initial actions arising from the plan.

Implications: This is the preferred option and will enable the Action Plan to be finalised and work to commence on its implementation.

2. Adopt the Action Plan with adjustments and changes as resolved by the Committee and proceed to finalise it accordingly.

Implications: This will largely depend on the nature of any adjustments/changes.

3. Receive the report for information

Implications: This will effectively mean that the Action Plan is not finalised and then the Committee would need to consider where to direct their efforts (and budget) for potentially the next three years. This is not recommended.

Background

The Committee resolved to prepare an Action Plan to set out its intended work and how its budget of \$500,000 per year will be used over the three coming financial years (2021 to 2023). Using funding provided by the Committee, Place Score Pty Ltd were engaged to research and prepare the Action Plan.

The Committee were provided with a draft of the Revitalising Nowra Action Plan 2021 – 23 (draft Action Plan) for review and feedback on 14 April 2021 and were also briefed by Place Score Pty Ltd on 5 May 2021. Committee member feedback was received at briefing meeting and also subsequently in writing.

Proposed Approach to Finalisation

At present the Committee receives an annual budget allocation from Council of \$500,000 for its revitalisation activities.

The Action Plan was commissioned by the Committee to help guide and focus investment over the coming three financial years (2021/2022 onwards). The current Action Plan is focussed on the retail core area within the CBD.

Currently the Committee has approximately \$790,000 remaining in its budget from previous years funding.

The 'new' Action Plan should ideally start a fresh and focus on the \$1.5 million that is understood to be available for the financial years 2021/2022, 2022/2023 and 2023/2024. Note: at present the future funding beyond the 2021/2022 year still needs to be confirmed by the Council.

The draft Action Plan included a range of proposed actions (and their costings) that exceed \$500,000 a year. Largely no consensus was presented/reached on any ones that should be removed (for example).

Based on the content of the proposed Action Plan, feedback received from Committee Members, feedback internally within Council and discussions with Place Score, it is considered that the cleanest way to handle things at this point so as to not delay the finalisation of the Action Plan is to:

1. Focus the \$1.5 million on the 3 year action plan, to also be topped up (\$215,000) from the remaining budget from previous years funding
2. Create a 'residual fund (\$575,000) – retain whatever is currently left in the Committee budget as a 'Residual Fund' for the Committee to use on the following three activity areas:
 - Promotions and activities, as needed, within the CBD, but outside the initial focus area of the Action Plan
 - CBD Community Fund – small grants
 - CBD Infrastructure – for example getting projects 'shovel ready', preparing grant applications and similar. The Early preparatory work on projects in later years of the Action Plan

Note: It will be essential that the two funding streams work together and there is no 'doubling up' for example.

It is hoped that this general approach is acceptable as it provides the opportunity to maintain the integrity of the proposed Action Plan that has been prepared using data that has been gathered in the CBD and community feedback. It also provides the Committee opportunity and ability to respond in the future to ongoing requests etc for community assistance.

Text Adjustments – Action Plan Document

The following is an overview of the suggested changes that will be requested to the Action Plan document.

The page references relate to the version of the draft Action Plan document that was provided to Committee Members on 14 April 2021.

- Front Cover – add the combined Committee/Council logo
- Page 10 'Building on our Strengths' – add the Nowra School of Arts and Nowra Library.
- Page 11 'Facing our Challenges' – consider adding: 'Poor Highway Visibility', 'Poor Perception' and 'CBD Split by Highway'. Also amend 'Poor After Hours Trading' to 'Poor After Hours and Weekend Trading'.
- Page 11 'Regional Competition' – replace the Berry logo with another more suitable reference image.
- Page 12 'Key Directions' – consider revising heading 'Taking Forward what is working well' to 'Initiatives that have been well received' (*or similar*). The current wording implies that the identified initiatives will continue, when they may not or are not specifically provided for in the Action Plan.
- Page 12 'Celebrate Nowra' – Add 'CBD Mural Trail' and 'Café Culture' under 'Taking Forward what is working well' / 'Initiatives that have been well received'. Also add Nowra Library and the Regional Art Gallery under 'build & Improve on'.
- Page 13 'Build & Improve on' – Add 'Safer by design/consultation with Police'.
- Page 14 Three Year Action Plan summary table – revise consistent with text and indicative budget changes.
- Page 19 A2 2020-21 Preparatory Work – Include only one option for this action. It is recommended that this be Option 2 (and budget: \$50,000 – funded in 2020/21 budget and brought forward) as this is the most appropriate way to deliver the initial impetus once the new plan is adopted and has the least impact on the Committee and Council staff. There may also be a need to be flexible on the actual start date of the 'Surprise Saturday Program'.
- Page 20/21 A3 Place Manager for the Nowra CBD – Ideally it would be good to have this resource in place for the 2021/2022 year and the new budget. It is recommended that the budget for this action should be up to \$100,000 annually to allow for on costs etc.

The KPI's for the role should be adjusted to include/reference: bookings for key public spaces (e.g. Junction Court and Jelly Bean Park) and applying for relevant grants. There would also be some merit in specifically identifying Stockland Nowra as a key stakeholder to partner with when or if needed.

- Pages 22/23 A4 Surprise Saturday program – Recognise safer by design considerations and similar in the overview. Adjust the key steps to recognise that May is basically nearly half way through and build in some flexibility as a result into the timing. For example, it may be more appropriate to start in July 2021 using the new

budget and give more time to arrange (for example recruiting volunteers), manage expectations etc.

Measure of success – question raised regarding how length of time customers stay will be measured? Suggested that it might be better to consider number of stores open, sales feedback or Google places traffic.

- Page 24/25 A5 Social Media and Graphics Support – Needs to coordinate with A7 Branding and Marketing Strategy.
- Page 26 to 29 A6 Junction Court – Adjust to reflect the successful ‘Your High Street’ grant – retain current A6.1 and remove A6.2. The budget of \$15,000 is retained in Year 1 to help support the overall project. In the Key Steps – possible events in other areas will be mentioned while upgrade works occurring, for example Junction Street (Kinghorn Street to Berry Street).
- Pages 30/31 A7 Branding and Marketing Strategy – Reword to ‘Create and Deliver Marketing Plan’ to enable flexibility. Recognise growing reputation for arts and cafes and leveraging the investment occurring at Bundanon in the overview. Consider replacing the Berry logo with another relevant example.
- Pages 34/35 A9 Annual Christmas Wonderland – Query raised whether the \$50,000 per year budget is enough? Also work with Stockland Nowra to cross promote if possible.
- Page 40 A11 Parklet Program – Some preliminary funding allowed for in Year 1 (21/22) to get ready for implementation in Year 2.
- Pages 42/43 A12 ‘Try Local’ Campaign – The text around this action should be generalised to enable more work on the best option for Nowra.
- Pages 44/45 A13 Monthly Fresh Food Markets – The text around this action be less prescriptive/set to enable flexibility or innovation if fresh food proves too hard or there is no interest. Some preliminary funding allowed for in Year 1
- Pages 46/47 A14 Major Activation Feasibility Study – The prospect of a new library and gallery space should be recognised under the commentary on Egan’s Lane. The activation of Nowra’s Laneways was also raised as an idea that should also be researched.

It was suggested that the Year 3 budget of \$200,000 be reduced to \$100,000. Was also suggested that: it should be brought forward to Year 1, Council should fund and manage it or the competition option should be pursued.

At this stage it is suggested that the Year 3 budget be retained at \$200,000.

- Pages 48/49 A15 Art and Light Project – Initial seed funding provided in Year 1. Amend the Action Overview to note that the existing Library, Art Gallery and School for Arts are on this street. Was suggested that some of the existing CBD Laneways could be an alternative in this regard?
- Pages 54/55 A16 Greening Nowra – Suggested that rather than one allocation of \$50,000 in Year 3 that an allocation of \$20,000 per year be provided (total = \$60,000). This adjustment is recommended.

Key Adjustments – Action Plan Budget

Based on the above commentary and key adjustments the following is an overview of the annual Action Plan budget the results:

Year 1 = \$470,000 (includes \$50,000 for the 2020/21 preparation work)

Year 2 = \$665,000

Year 3 = \$580,000

Three Year Total = \$1,715,000 (\$215,000 over 3 year budget – fund from the ‘residual fund’)

Attachment 1 to this report is a more detailed overview of the adjusted Action Plan budget and associated indicative times lines across the three years of the plan. The attachment is able to be printed/viewed as an A3 document to assist readability. Hard copies of this attachment will be available at the meeting.

Conclusion

The Committee’s commitment to fund and prepare an Action Plan to guide its work and associated budget over the next three years is commended. The input into the final plan from the Committee and Councils staff, working with the Place Score Pty Ltd (project consultants) has ensured that it has been a collaborative approach that has been informed by data about the centre.

It is now considered appropriate that the Committee finalise the Action Plan consistent with the approach outlined in this report to ensure that work can continue in earnest on implementing its actions.

Community Engagement

There is no requirement for formal community engagement on the Action Plan as it is essentially a document to guide the activities of the Committee. However the Action plan was informed by data gathered by Place Score as part of the process and also community surveys and workshops.

Financial Implications

The financial implications are discussed in the body of the report.

Risk Implications

The most significant risk associated with the Action Plan relates to the continuity of funding from Council. At present the Action Plan has been prepared to cover a three year period. However currently only the first (2021/2022) of the three years is secured.

REVITALISING NOWRA - DRAFT ACTION PLAN 2021-23 - BUDGETS AND TIMELINES

Actions	FY 2020-21						FY 2021-22											
	Budget	Apr-21	May-21	Jun-21	Budget	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	
A1 Endorse the Action Plan																		
A2 2020-21 Preparation Work	\$ 50,000																	
Annual Contingency					\$ 20,000													
A3 Place Manager for Nowra CBD			Recruitment		\$ 100,000													
A4 Surprise Saturday Program					\$ 75,000													
A5 Social Media and Graphics Support					\$ 20,000													
A6 Junction Court Revitalisation Project (via DPE grants)					\$ 15,000													
A7 Branding and Marketing Strategy					\$ 40,000													
A8 Monthly Cleaning and Maintenance Program					\$ 25,000													
A9 Annual Christmas Wonderland					\$ 50,000				Planning and prep		Activation							
A10 Action Plan Impact Review					\$ 20,000													
A11 Parklet Program					\$ 5,000						Clutter PD		Scoping study				Yr 1 review	
A12 Try Local Campaign																		
A13 Monthly Fresh Food Markets					\$ 15,000												Planning and prep	
A14 Major Activation Feasibility Study - Project Implementation					\$ 40,000													
A15 Art and Light Project					\$ 15,000									Scoping study				
A16 Greening Nowra					\$ 20,000													
Total Budget	\$ 50,000.00				\$ 420,000													

REVITALISING NOWRA - DRAFT ACTION PLAN 2021-23 - BUDGETS AND TIMELINES

Actions	FY 2022-23												FY 2023-24													
	Budget	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	####	Jan-23	Feb-23	####	####	May-23	Jun-23	Budget	####	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24
A1 Endorse the Action Plan																										
A2 2020-21 Preparation Work																										
Annual Contingency	\$ 20,000													\$ 20,000												
A3 Place Manager for Nowra CBD	\$ 100,000													\$ 100,000												
A4 Surprise Saturday Program	\$ 75,000													\$ 75,000												
A5 Social Media and Graphics Support	\$ 20,000													\$ 20,000												
A6 Junction Court Revitalisation Project (via DPE grants)																										
A7 Branding and Marketing Strategy																										
A8 Monthly Cleaning and Maintenance Program	\$ 25,000													\$ 25,000												
A9 Annual Christmas Wonderland	\$ 50,000													\$ 50,000												
A10 Action Plan Impact Review	\$ 20,000													\$ 20,000												
A11 Parklet Program	\$ 80,000													\$ 15,000												
A12 Try Local Campaign	\$ 20,000													\$ 15,000												
A13 Monthly Fresh Food Markets	\$ 35,000													\$ 20,000												
A14 Major Activation Feasibility Study - Project Implementation	\$ 40,000													\$ 200,000												
A15 Art and Light Project	\$ 160,000																									
A16 Greening Nowra	\$ 20,000													\$ 20,000												
Total Budget	\$ 665,000													\$ 580,000												