
CORRIMAL TOWN CENTRE PLAN

including Memorial Park

2015 - 2025

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Executive Summary

The Corrimal Town Centre Plan 2015-2025 provides strategic guidance on the future of Corrimal Town Centre.

The Vision of this Plan seeks to create a future Corrimal Town Centre that has:

- A Distinct Identity
- A Thriving Community Heart (Memorial Park)
- Strong Connections
- Smart Growth
- Pride in Quality Spaces

Stakeholders (including Council, State agencies, residents and landowners, businesses, schools and community groups) working together will result in the most effective and efficient way to achieve this Vision for Corrimal.

The Plan seeks to guide change through actions related to infrastructure improvements, stakeholder partnerships and planning control amendments.

A focus of the Plan is encouraging temporary public space projects to enhance Corrimal's appearance and increase community use and appreciation of public parks and streets. The actions described within the Plan are further detailed in the accompanying Implementation Plan.

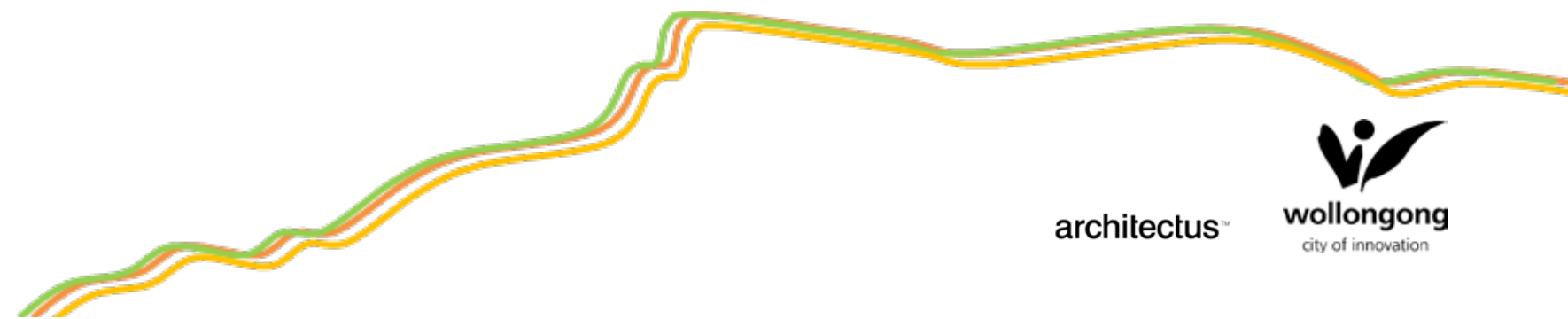
Acknowledgements

Wollongong City Council would like to show its respect and acknowledge the Traditional Owners of the Land to which this Plan applies, Elders past and present, and extend that respect to other Aboriginal and Torres Strait Islander people.

This Plan was developed in partnership with planning and urban design consultants Architectus.

The Corrimal Revitalisation Action Group (CRAG), made up of representatives of the Corrimal Chamber of Commerce, Neighbourhood Forum 4, Korrimul Bushcare and interested community members, have made a large contribution to this Plan. Wollongong City Council would like to acknowledge the time and effort and the ongoing contribution of the group and their partners to the revitalisation of Corrimal.

Wollongong City Council would like to thank members of the community who contributed to this plan by providing feedback at engagement activities throughout 2014 and 2015.



Introduction

What has been happening in Corrimal?

Background and Role of the Corrimal Town Centre Plan

In 2009, Council prepared the Corrimal Revitalisation Strategy with planning consultants Urbis. The primary role of the Strategy was to review Town Centre planning controls.

Council considered the Strategy in December 2009, and resolved to:

- retain the existing Town Centre boundary;
- not progress with a road link through Memorial Park linking Wilga and Railway Streets;
- change a range of height limit and density controls in the draft Wollongong Local Environmental Plan 2009; and
- use the Principles for Future Development described within the Strategy to prepare amendments to the Wollongong Development Control Plan 2009.

This report builds on the 2009 strategy and consultation themes, as well as the work undertaken by the Corrimal Revitalisation Action Group, and what we learnt during community engagement activities.

The role of this Plan is to provide direction and inform priorities in the Town Centre, specifically relating to planning control changes, infrastructure design and delivery, stakeholder partnerships and community projects.

This Plan provides a strategic direction for the Corrimal Town Centre. It is accompanied by an Implementation Plan which will deliver on actions prioritised in this Plan.

Vision for Corrimal Town Centre



A Distinct Identity



A Thriving Community Heart



Strong Connections



Smart Growth



Pride in Quality Spaces



Mural underway: Photo by G. Payne

2008

Corrimal
Town Centre
Revitalisation
Strategy

2009

Wollongong LEP
2009 adopted - led to
changes to planning
controls in town
centre

2010

Flood mitigation works
in catchment including
culvert improvements
and vegetation
removal

2011

Over \$2.3m spent
on Corrimal roads
and footpaths in
the past 3 years

2012

Corrimal Community
Centre and Library
refurbished

2013

New all abilities
playground opened.
Council contributed
\$200k to the project

2014

Review of Towradgi
Creek Catchment
Flood Study

2015

Draft Corrimal
Town Centre Plan
publicly exhibited
13 Jul - 28 Aug

Mural painted during
Creative Corrimal Arts
Festival

Corrimal Town Centre Location and Context

Corrimal is the major retail centre of the northern suburbs, framed by the Illawarra Escarpment to the west and the Pacific Ocean to the east. The town centre sits approximately 2 kilometres west of the ocean, separated by Memorial Drive and the Illawarra Rail line. The town centre is approximately 6.5 kilometres north of Wollongong City Centre and is approximately 80 kilometres south of Sydney.

The town centre sits across the Princes Highway with a strong grid network of east-west streets providing significant view corridors to the Escarpment. The town centre was established amongst a network of east-west creek lines and an open space network, and is supported by major sporting fields at Memorial Park and Ziems Park.



Location and Context Map - Corrimal Town Centre

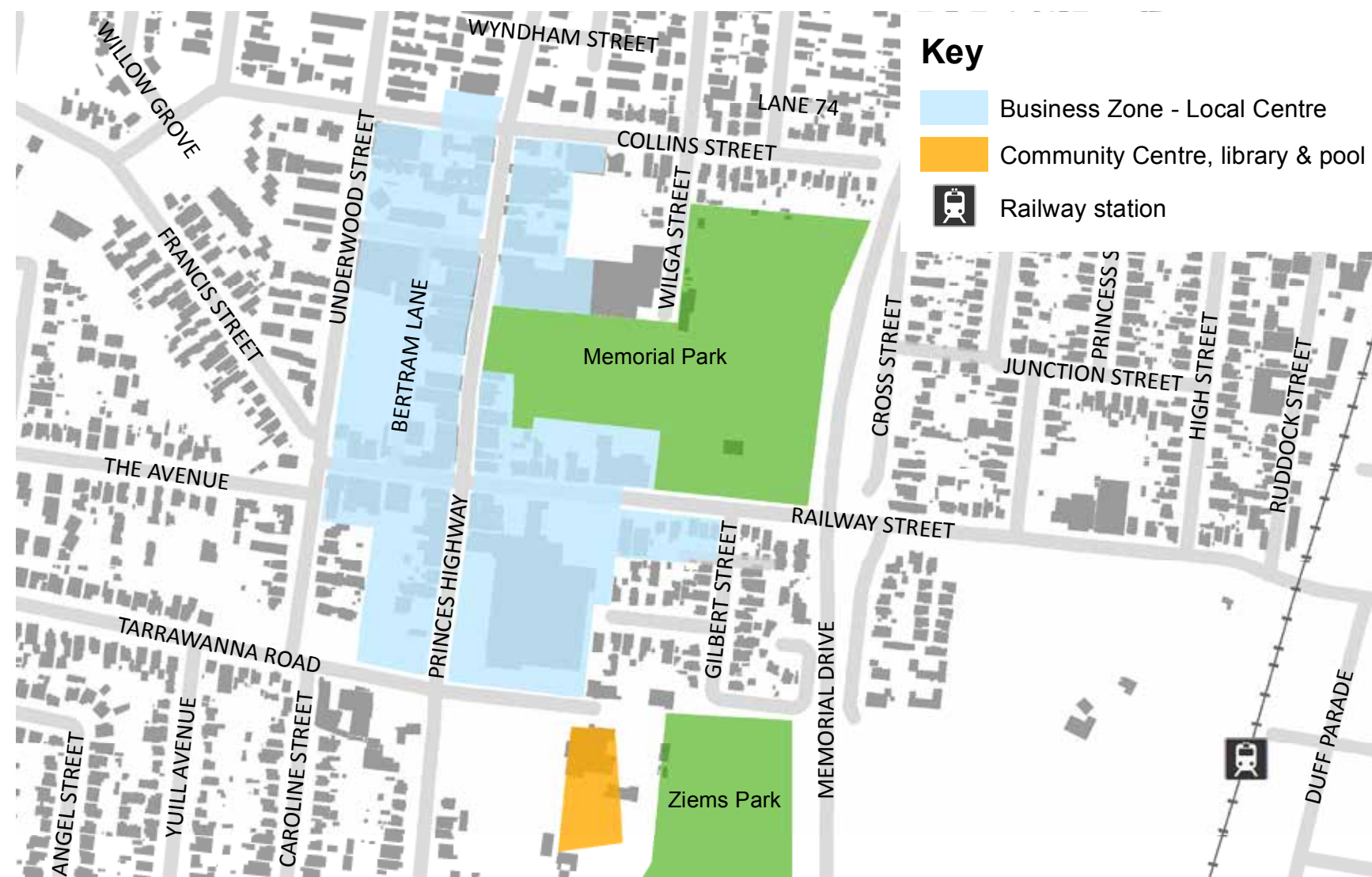
Defining the Town Centre

Corrimal Town Centre straddles each side of the Princes Highway, and is generally defined by Collins Street to the north, Tarrawanna Road to the south, Underwood Street to the west and Memorial Park to the east.

The Town Centre land is zoned B2 Business Zone - Local Centre by Wollongong Local Environmental Plan 2009.

The Centre is made up of a range of small retail shops, alongside two large format retail developments - Stockland and Corrimal Park Mall. Community facilities, including a community centre, library and pool are located to the south along Short Street (the eastern extension of Tarrawanna Road).

Memorial Park is centrally located, offering all abilities play and sport facilities for soccer and tennis.



Corrimal Town Centre Features Map

“Cultures and climates differ all around the world, but people are the same - they will gather in public space if you give them a good place to do it.”

Jan Gehl, Architect and Urban Designer

Community Consultation and Participation

This report is informed by a range of community input, including consultation from the 2009 Revitalisation Strategy, a community-led survey (early 2015); and community input into the Draft Corrimal Town Centre Plan (2015). Results from all of these consultation activities are summarised in this section, and importantly, inform the strategies within this Plan.

2009 Community Consultation Highlights

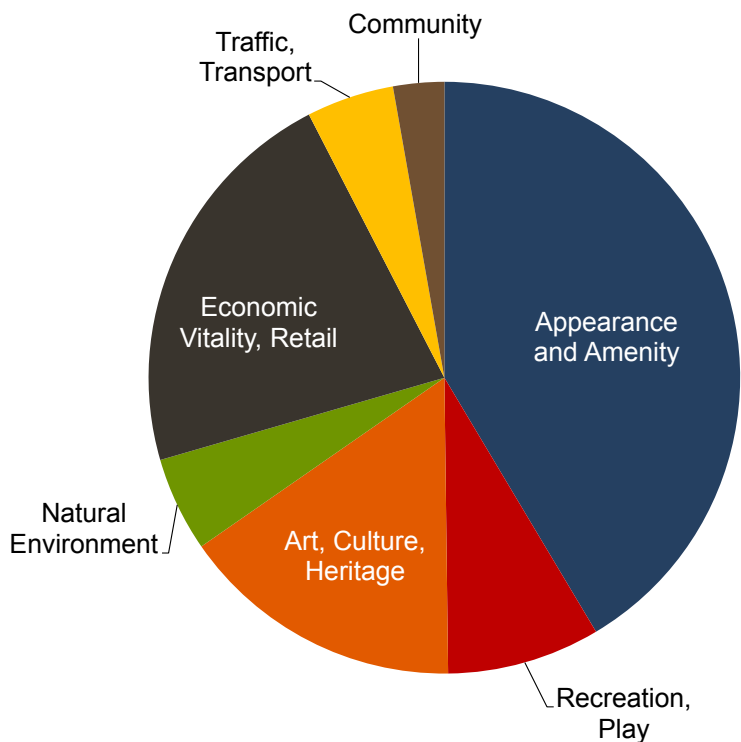
Community consultation undertaken as part of the 2009 Strategy identified a number of key themes, including:

- Maintain views to the escarpment from Memorial Park and the Town Centre
- Avoid increasing height limits above 4 storeys (6-8 was previously proposed)
- Enhance and activate public open spaces
- Avoid new road links through Memorial Park
- Provide cycleways and pedestrian walkway linkages
- Enhance and upgrade community facilities and parks
- Encourage more cafés, outdoor dining and outdoor activities within the Town Centre and Memorial Park
- Increase residential densities within and around the Corrimal Town Centre to assist in generating demand for the provision and retention of services
- Ensure enhanced public safety and increase community facilities

Community Consultation late 2014 / early 2015

The Corrimal Revitalisation Action Group conducted a survey of more than 200 residents and visitors to the Corrimal Town Centre and these results have informed the draft Plan.

44% of survey respondents stated that improvements to Corrimal's appearance would make it a more friendly and enjoyable place.



What improvements would you like to see to make Corrimal a more friendly and enjoyable place?



Community Engagement on the Draft Plan 2015

The draft Corrimal Town Centre Plan 2015 was placed on public exhibition between 13 July and 28 August 2015. A wide variety of promotion and engagement methods were used to seek the community and stakeholder’s views on the draft Plan, seeking input from students, business owners, residents and visitors.

- > **350 conversations** about the draft Plan (with community members, business and land owners and school students);
- Approximately **500 promotional flyers** distributed in hardcopy and **5621 letters** were sent to residents and landowners in Corrimal and surrounding suburbs;
- **371 written responses** to the draft Plan (including comments on survey responses, discussion forum posts and feedback forms, posted letters and emails and comments collected at the information kiosk);
- **1032** people visited the project webpage;
- **59** participants posted on the online discussion forum, producing **143 forum posts**
- **107** comments were received in the ‘Wishing Well’ at the information kiosk in Memorial Park
- >**100 students** offered **over 350 comments and ideas** for Corrimal Town Centre



What students told us

Empty shops should be filled with new shops / more restaurants

Winter festival and markets / ice skating rink

Nature walk – trees, Aussie plants, bush tucker

Orchard (more jobs)

Wheel chair access

Indigenous arts to pay respect to Aboriginal Elders

Quotes from the community

What we heard

The majority of responses were supportive of the Vision and Objectives of the draft Plan and excited by the prospect of revitalisation and investment in Corrimal's public spaces and streets. Significantly, there were no submissions that directly opposed the draft Plan, although some did offer suggestions for improvement or highlighted gaps.

The most common themes identified within the submissions were:

1. A desire for more shops and services;
2. Support for (and many ideas for) activating and beautifying public spaces through 'quick wins' - smaller infrastructure projects or community-led projects;
3. Planting of street trees, increased public space landscaping/urban greening;
4. Making the town centre more pedestrian and cycle friendly; and
5. Encouraging more events, artistic and musical displays or performances.

I'd love to see Memorial Park play host to things like Parkour classes and tai chi, yoga, dance, meditation or similar group classes – building community links and then supporting local business as people go for coffee/breakfast afterwards

Needs makeover & cleaned up - Clean whole place up. More cafe's etc - TOO TOO TOO Dull.

Shop fronts more attractive, street furniture, better parking, empty lots or council green areas to have a sustainable vegie garden for the people to become a part of. Removal of graffiti.

More social spaces, where people can just come and meet. Improve the disability access.

This is amazing! And for the record I liked all of these ideas and disliked just picking one [in each category].

Definitely outdoor picnic areas, ping pong in the park and outdoor chess

There's plenty of options already in Corrimal (where I live) to spend money, which is why I've favoured free, creative things that will, hopefully, bring people together and encourage a true community feel.

TOP 3 PILOT PROJECTS:

as chosen by online survey respondents
July-August 2015



1st

Markets



2nd

Temporary Kiosks



3rd

Planter boxes and solar gadget charger



Analysis

What is Corrimal like now?

This section explores Corrimal's strengths and opportunities, according to the following key themes:

1. Corrimal's history and culture
2. The importance of Memorial Park as a central green community space
3. The visual connection from Memorial Park to Brokers Nose
4. Walkability and transport opportunities
5. The quality of buildings at street level
6. The impact of flooding on development capacity
7. Opportunities for growth
8. Key sites

A place rich in history

but this history is not visible in the Centre’s streets and public places

People are drawn to a town centre for local services and shopping, but also for different experiences, to spend time, play sport, meet friends, and just generally enjoy themselves. Culture, heritage, retail offerings, social interactions, natural environment and visual character all contribute to the uniqueness and appeal of a place.

Corrimal is a major town centre with strong community connections, rich Aboriginal and European history, nestled under a beautiful escarpment backdrop. This uniqueness needs to be visible and celebrated in the Centre’s streets and public spaces.

Events such as the hugely successful ‘Spring into Corrimal’ provide ways for the community to connect with each other, however more could be done to express Corrimal’s uniqueness in more everyday ways around the Centre, to improve its pull as a destination.



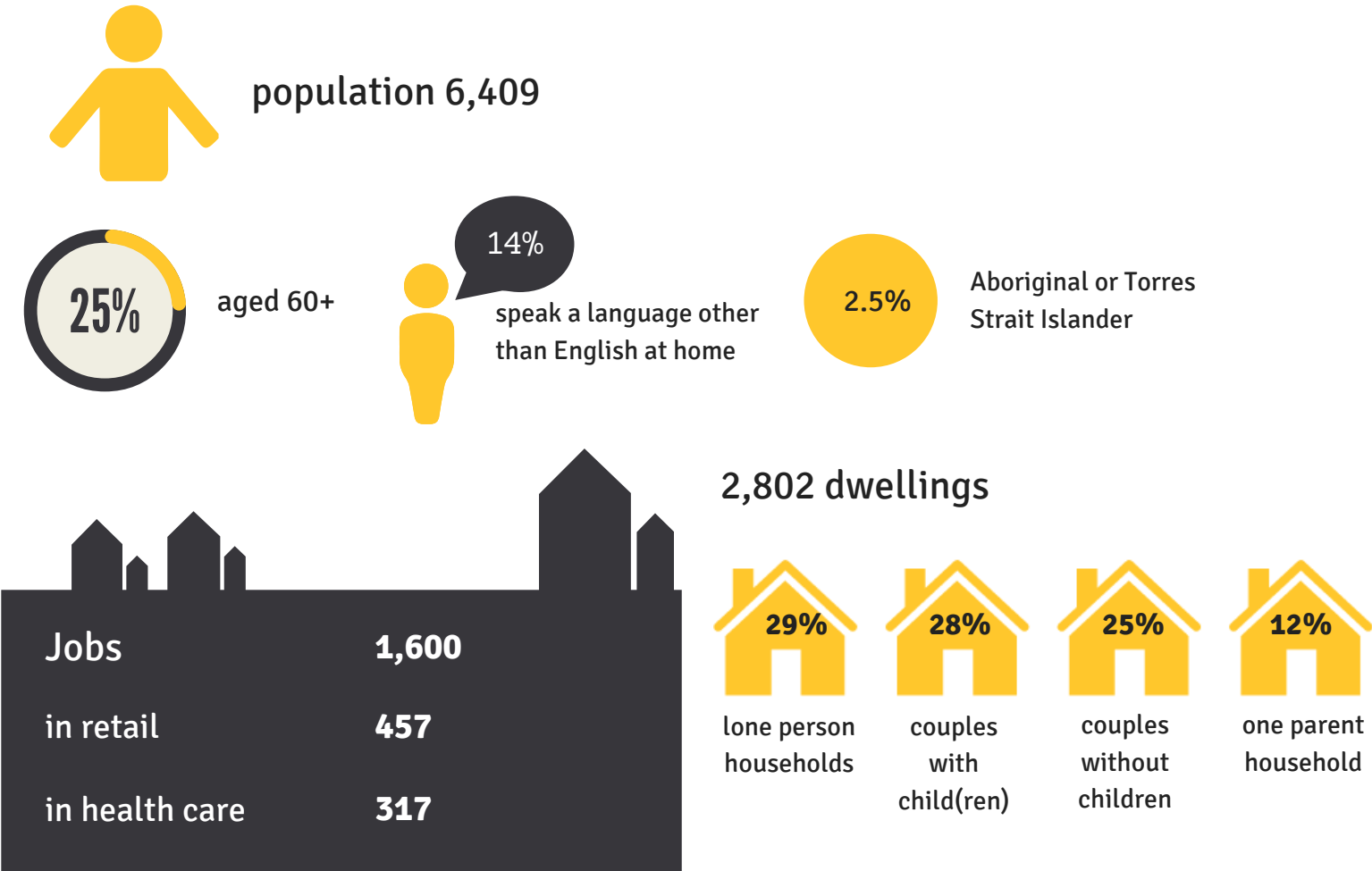
Aboriginal heritage

Source: Lyons, Leo. Ca.1940 from the collections of the Wollongong City Library and the Illawarra Historical Society

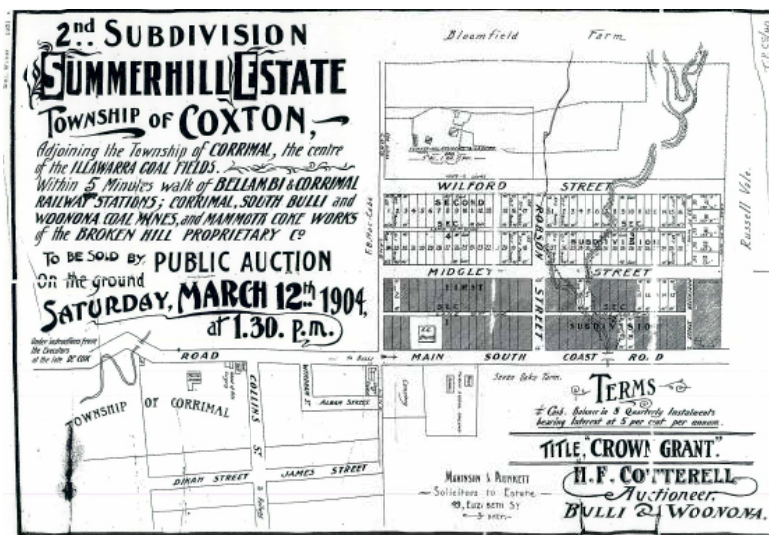
Aboriginal people’s connection with the Illawarra has a history that began tens of thousands of years before European colonisation. Traditional stories tell of Aboriginal people’s relationship with the landscape.

One story, on Wollongong City Council’s website, speaks of a point on the range known as Mount Corrimal (now Brokers Nose) after the Aboriginal warrior “Kurimul” or “Kurumul” (kori-mul).

“ In the Dreaming, “Kurumul” was a warrior who took another man’s wife. When pursued by the husband, Kurumul raced up the mountain and climbed a tall tree. The husband gathered wood and set fire to the tree, and Kurumul was carried up in flames into the sky above the mountain. ”



Population statistics are for the Corrimal suburb only (excluding neighbouring Bellambi, East Corrimal and Tarrawanna) and are sourced from the Australian Bureau of Statistics Census Data 2011 compiled in Profile id. by id. the population experts - for more information see www.profile.id.com.au/wollongong; Employment data for Corrimal destination zones sourced from REMPLAN incorporating ABS June 2014 Gross State Product, 2009 / 2010 National Input Output Tables and 2011 Census Place of Work Employment Data. Job numbers reflect total number of employees without conversion to full-time equivalents. For more information see www.economicprofile.com.au/wollongong/



1800s early land grants

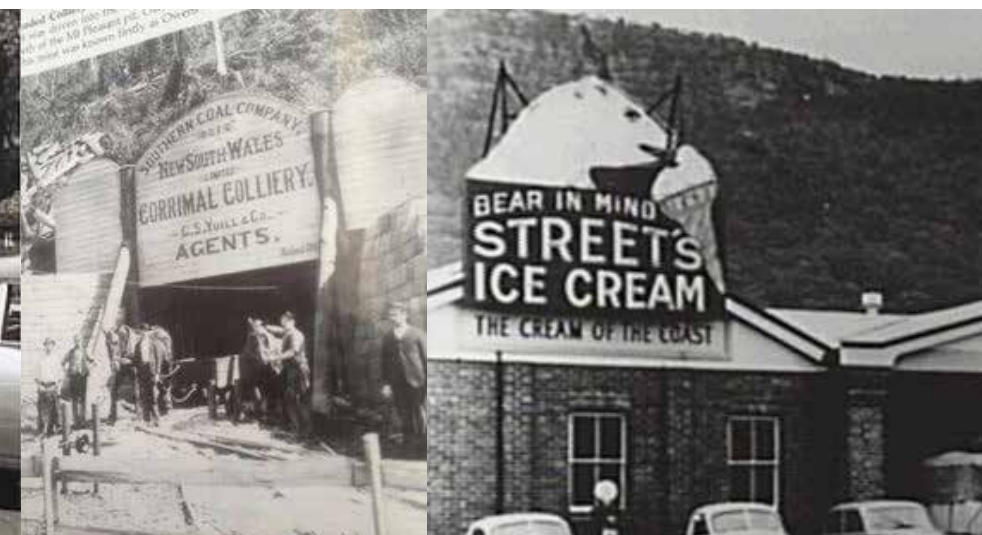
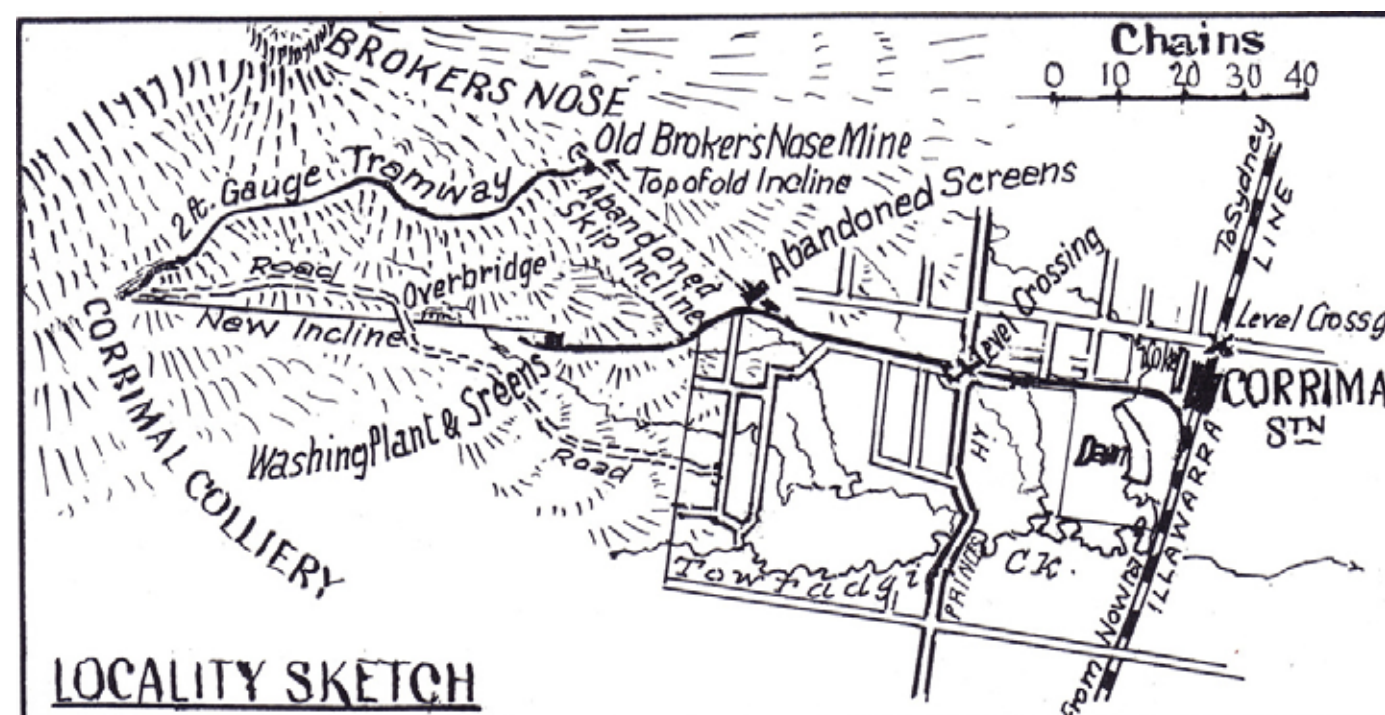
Dr. George Cox acquired 50 acres of land in Corrimal in 1840 from land grantee James Martin. Dr. Cox's property was named Summer Hill and he resided there until his death in 1880.

“ Dr. Cox was medically trained but did not practice his profession, though he was known to be ‘most considerate and kind’ to locals who fell ill. He was also a great collector and Fred Ziems recalls the doctor’s study being ‘more like a museum than a surgery’! His property was also known locally as the Coxtan Estate and Cox’s Hill. ”



1880s a coal mining town

Corrimal Colliery was opened in 1883. A private colliery line was constructed along Tarrawanna Road, connecting with the Corrimal Coke Works site. These days, an original steam train, affectionately known as the “Green Frog”, sits in Memorial Park as a reminder of the area’s coal mining history, however there is little information about the importance of the train on display.



1930s home of Streets Ice Cream

1891 - Corrimal Cougars Cricket Club and Corrimal Rangers Football Club established.

1912 - Corrimal Cougars Rugby League team established. In the 1930s, Arthur Ziems donates land next to his butchery for a rugby league field.

“ The Streets Ice Cream Company came from humble beginnings. Edwin (Ted) Street started making ice cream in a small churn, just after the Depression, to supply his milk bar. It tasted so good that other shops wanted to buy it and before long, Mr. Street was supplying ice cream to dozens of shops. ”

He built an ice works and factory near the corner of the Princes Highway and Tarrawanna Road. Many locals still remember the huge neon sign, featuring a polar bear licking an ice cream outside the Corrimal works (the first moving neon sign in Wollongong). ”

Memorial Park is emerging as the community heart of Corrimal

however, the park should welcome more activity

Memorial Park is a great asset for the Corrimal community, providing over 5 hectares of green space and sporting facilities in the middle of the Town Centre.

Many town centres are not as lucky as Corrimal, and do not have green space so readily available. Luke's Place is a new playground and a major attraction for the area, and the mature trees and natural ambience of the Park provide respite from the busy urban centre.

Memorial Park has a strong sporting history and provides important sporting facilities, including soccer fields (junior and senior) and tennis courts. The soccer field at the rear of the Park and the tennis courts are licenced exclusively for sport, however the junior sports field is not licenced and can be used for both soccer and complementary activities.

Memorial Park is not used as frequently for passive recreation. Passive recreation includes activities such as picnics, reading, informal sport and play (e.g frisbee or cards) or simply meeting up and relaxing with friends or family.



Memorial Park links key destinations but is poorly lit and does not provide formal pathway connections. Memorial Park connects directly to the main street (Princes Highway) but the forecourt is untidy and the bus stop is old. The park is also bordered by buildings, but the buildings present blank walls and do not provide activity for the park.

Escarpment views are seen from a range of spaces in Memorial Park, but future buildings may compromise these views. North Corrimal Creek runs through the Park (partly in public ownership and partly in private ownership), and is a unique natural feature.

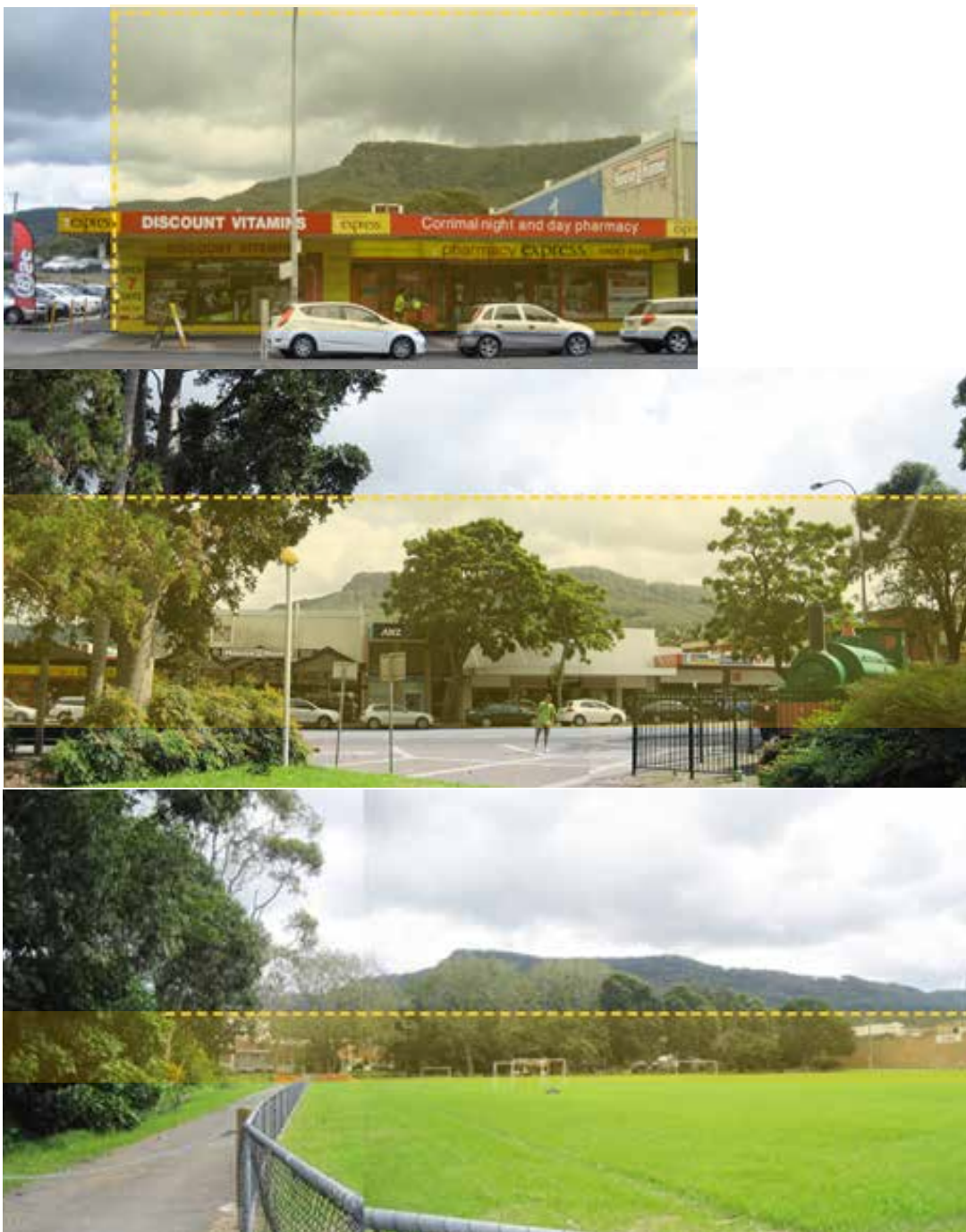
The park's name references the War Memorial in Anzac Grove, however the Memorial is not well-linked to the rest of the Park and important heritage and cultural features are not interpreted.

As a whole, the park could leverage better off its location as a unique community meeting space and centre for sports, as well as improve pedestrian and cyclist movement around the Town Centre.

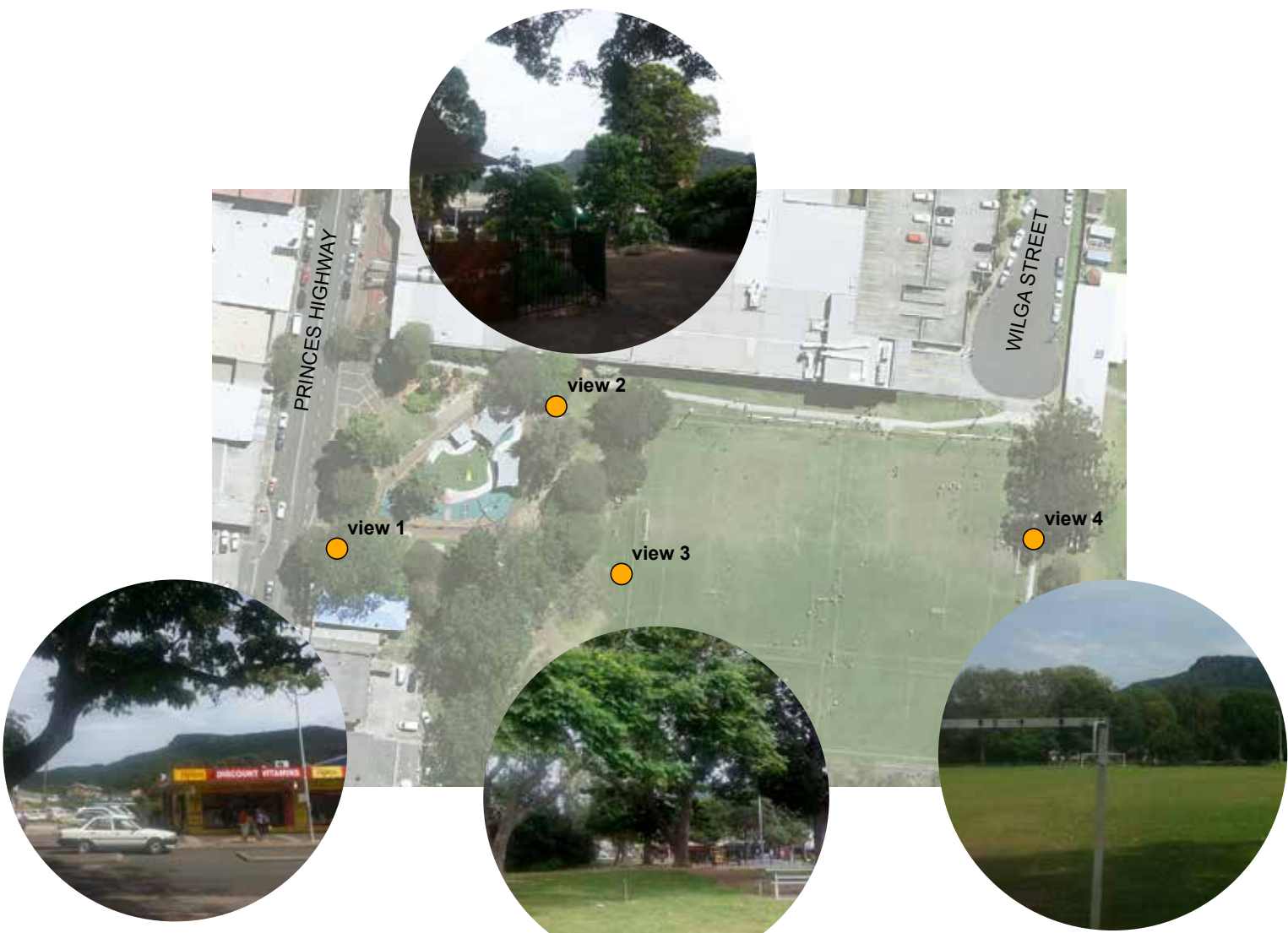
A beautiful natural setting creates a sense of place

and balance is needed between protecting key views and enabling high-quality redevelopment

The escarpment backdrop to the Town Centre is visually striking. Corrimal’s connection to the natural environment contributes to its sense of place. This unique setting can be supported by a variety of measures including public space improvements, landscaping, and keeping a visual link to the escarpment. A very important visual connection is the view to Brokers Nose from Memorial Park.



View impact analysis - the yellow dotted line shows maximum permitted height of 15 metres.



Current planning policy allows development up to 15 metres in height (4 storeys) along the western side of the Princes Highway in the Town Centre. From the forecourt of Memorial Park (view 1), development to 15 metres obscures views of Brokers Nose as shown in the photographs to the left. Standing further east in Memorial Park (further from the Princes Highway - view 4), the escarpment profile is visible over 15 metre high development and visual links are maintained.

Flooding in this area (from the Memorial Park forecourt west to Underwood Street) is a serious constraint to redevelopment. The visual links to the escarpment have been protected in this area partly because redevelopment is difficult due to flood risks.

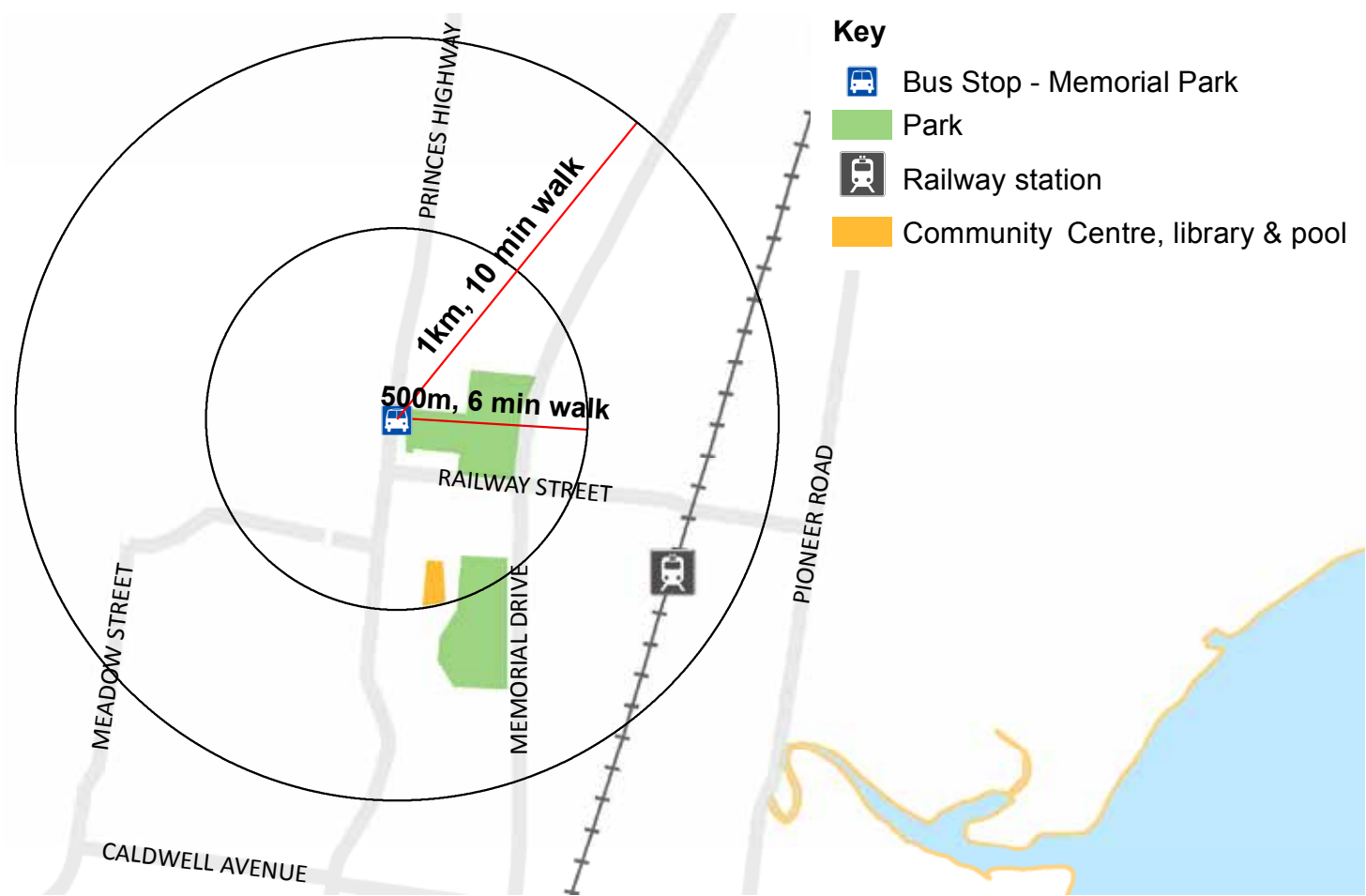
A walkable centre structure

compromised by unattractive, and sometimes difficult, connections

The centre boasts a grid network of streets and laneways and most services are located within a 500m radius. Whilst the underlying structure of the centre is considered walkable, there are a number of factors affecting the desirability of walking through the town centre, including:

- The Princes Highway and Memorial Drive are significant barriers to east-west pedestrian movement
- some sections of kerb and footpath are in disrepair
- missing footpath links to key destinations, e.g. through Gilbert Street
- steep slopes in some areas of the Town Centre
- the appearance and feel of key street environments are not inviting or comfortable

A good walking experience includes a level footpath and offers safety, interesting sights, protection from vehicles and the weather (e.g. shade trees or rain awnings) and places to rest and stay.



Walkability map



The physical appearance of a street can greatly influence the feel of a place and encourage or discourage walking.

Approximately **30%** of the motor vehicle traffic travelling down the Princes Highway in Corramal is **through traffic**

Approx. avg. weekday traffic counts for Corramal:
Princes Hwy - 12,000 vehicles per day
Memorial Dr - 40,000 vehicles per day

On one day in May 2014 **over 2300 people were counted crossing the Princes Highway** between Russell Street and Railway Street

The centre’s small shopfronts add character to the streetscape

but dull and inactive frontages create an unattractive streetscape

The Town Centre offers a mix of main street retail shopping opportunities (along Princes Highway and Railway Street), and large anchor stores in malls.

Ground-level shopfronts are a vital part of the street environment. Active and attractive frontages invite people in and create a welcoming atmosphere. Tidy shopfronts with transparent windows and frequent openings (doors) as well as interesting things to see, changes in details and materials attract people in and improve surveillance over the street, increasing liveliness and safety.

Outdoor dining is another great way to activate the street, and is encouraged where pedestrian accessibility is not compromised.

Redevelopment needs to consider what quality the new building will provide to people walking by at street level. A number of active frontage examples are illustrated in the photographs below. Frontages that establish visual connections over the street do not always need to be retail or business uses and can be residential. Establishing a visual connection to the street means providing windows and/or porches, including a variety of facades, materials and details, low fencing and limiting blank walls.



Example of blank frontage - before mural



Same frontage after mural - April 2015



Example of small shopfronts, also known as 'fine grain retail' with good detailing

In 2014, 6.5% of ground floor frontages in the Town Centre were assessed as active or pleasant

North Corrimal Creek is a natural asset

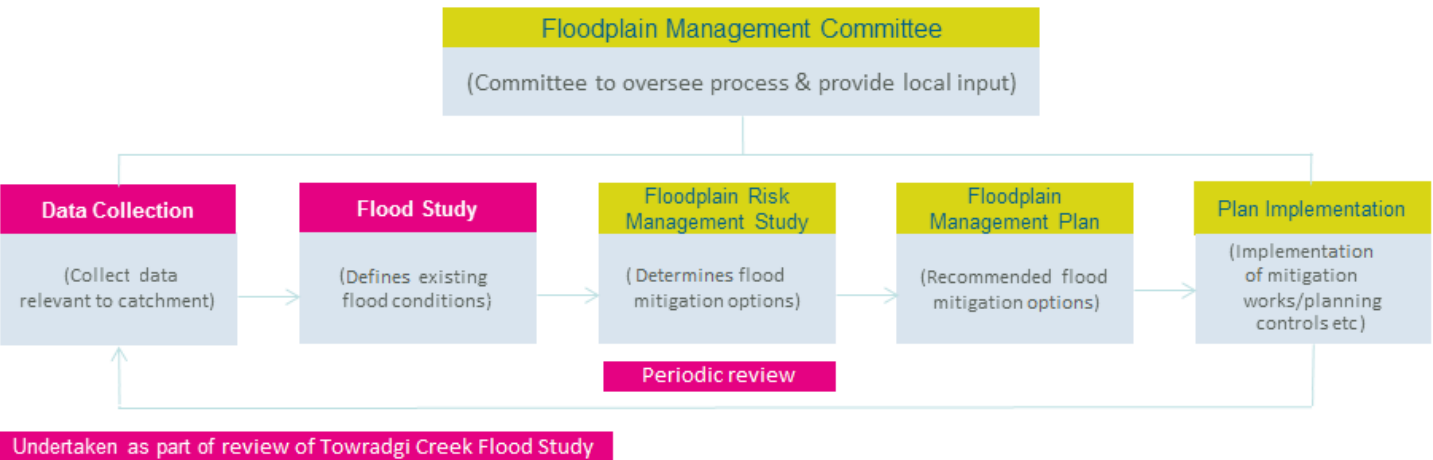
but subject to heavy flooding, limiting development opportunities

Corrimal Town Centre is located within the Towradgi Creek Catchment and large areas of the Town Centre is flood affected.

A flood study and floodplain risk management study and plan for the catchment was completed in 2003, which informed flood mitigation works and changes to planning controls. Current planning controls significantly limit development opportunities in flood-affected areas of the Town Centre regardless of permitted building heights. Due to flooding risks, increasing the footprint of existing buildings within flood prone areas in the Corrimal Town Centre is very difficult.

On 9 June 2015, Council adopted a revised Towradgi Creek Flood Study. This updated flood study was prepared to account for changes in the catchment and improvements in flood-modelling software. Recognising that no two floods are the same, the updated flood study uses the best available data to model and predict flood patterns.

The next stage of the process will be the development of an updated Floodplain Risk Management Study and Plan, which will review risk levels of flood affected land and explore how best to manage flooding risks in the catchment.



Stages in the Flood Management Process, BMT WBM 'Review of Towradgi Creek Flood Study' webpage

The trouble with flooding: risks and impacts

- risk to life and property
- limits redevelopment and new development opportunities
- increases development costs
- where development is permitted, design measures to address flood constraints such as raised floor levels negatively affect streetscape and street-level activity and cause accessibility issues
- can cause erosion and land instability
- higher insurance costs
- expensive clean-up costs

North Corrimal Creek

Recent plantings along the northern banks have improved the appearance of this section of creek, running through Memorial Park. The Riparian Corridor Management Study (2004) recognises the importance of rehabilitating creeks, however there is a complex relationship between planting in creek corridors and flooding impacts.

The benefits of planting along a creek include the stabilisation of banks, the shading of the creek bed to control weed growth and the slowing of floodwater velocity. However, some plants in the floodway can make flood impacts worse by creating/catching debris, blocking culverts and reducing the capacity of the channel to quickly convey floodwater.

Planting to improve the visual quality of the creek is desirable given the location of the creek in a popular park in a major town centre. Planting and vegetation management in this creek corridor needs to be undertaken carefully, to make sure flood impacts are considered and are not made worse.



Underwood Street and Princes Highway block

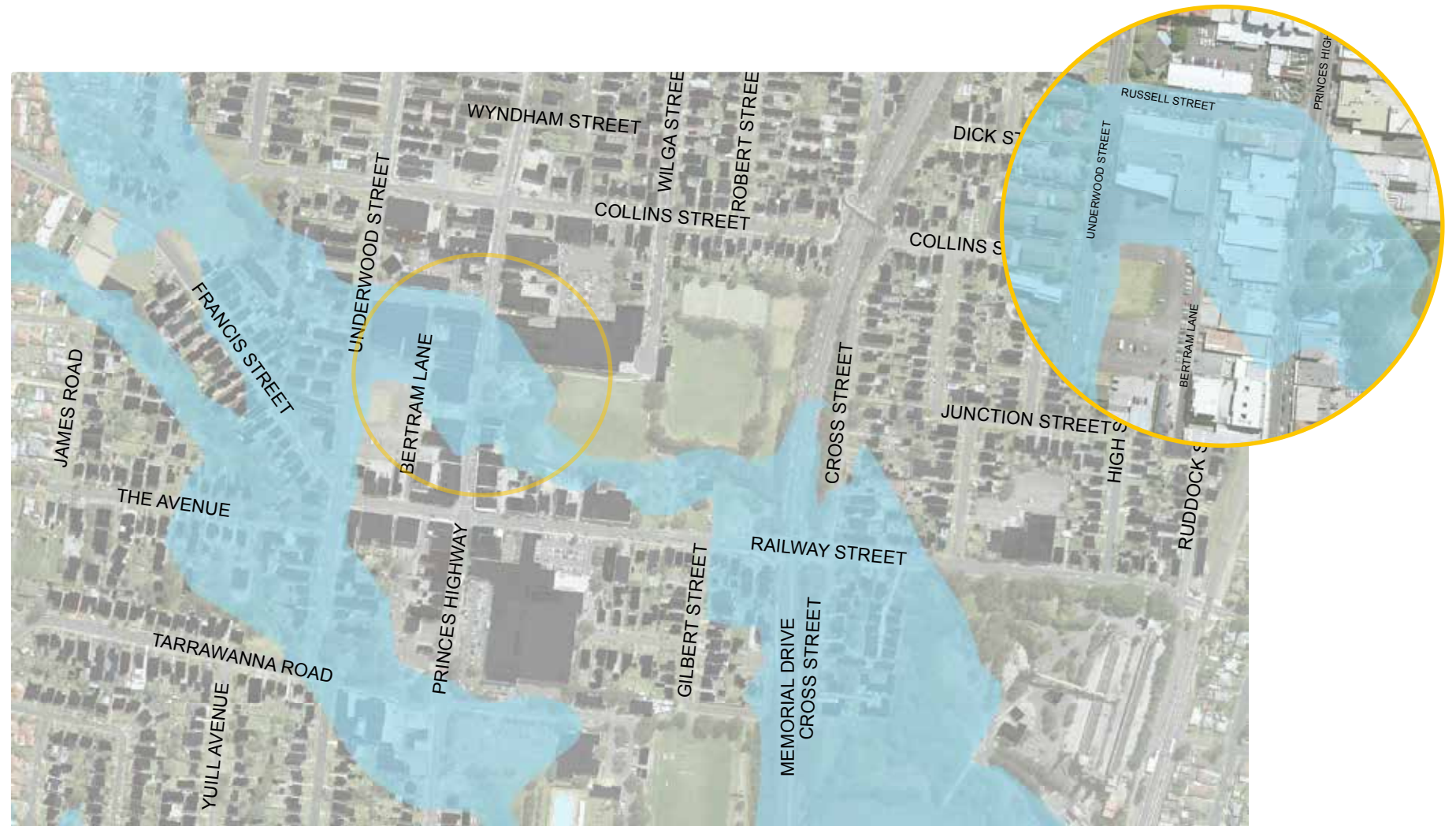
The worst location for damages in the catchment during the August 1998 flood was part of the retail area between Underwood Street and the Princes Highway.

Development in the northern section of the Underwood Street and Princes Highway block (bounded by Russell Street) is located over the natural flow path of North Corrimal Creek. During a flood, water is carried over land to Underwood Street and flows through to the Princes Highway and Memorial Park. In 1998, floodwaters banked up and flowed down Underwood Street through to Francis Street, crossing catchments and discharging into South Corrimal Creek.

The North Corrimal Creek catchment is identified as an area very sensitive to change in terms of flood impact. Redevelopment in the Underwood and Princes Highway block has the potential to significantly shift flood behaviour in this area.

Any proposed redevelopment in the flood-affected area of the Town Centre would need to provide evidence that the impact of the development will not alter flood behaviour and compound flooding impacts elsewhere. With the current flood levels in this area, redevelopment that realises the maximum permitted heights and density is highly constrained and in some cases cost prohibitive.

The Towradgi Creek Floodplain Risk Management Study and Plan will explore a variety of options for flood risk mitigation in the North Corrimal Creek sub catchment. These options may include engineering works, infrastructure improvements and changes to planning controls.



Flood affected land, Towradgi Creek Flood Study 2003

Railway Street

Blockages to the culvert at Memorial Drive contribute to flooding problems along Railway Street. A debris control structure has been constructed to reduce the likelihood of culvert blockages in the future. The channel downstream of Railway Street (running through the former Coke Works site) is infested by dense weed growth, reducing the capacity of the creek channel to convey flood flows and affecting flooding at Railway Street. Strategic improvements to North Corrimal Creek have been identified as an option to reduce flooding in the local area.

A centre with capacity for growth

but redevelopment is made challenging by constraints

Corrimal is strategically placed to grow. As a major urban centre close to the Wollongong City Centre, Corrimal is accessible by road and public transport. Corrimal provides a wide variety of retail, services and community facilities for residents of the area and the northern suburbs. Population growth in Corrimal and surrounds will bring more people to the centre and increase demand for retail variety and services. Growth needs to be of high-quality design that adds to the overall quality of the centre and enhances resident and visitor experiences.

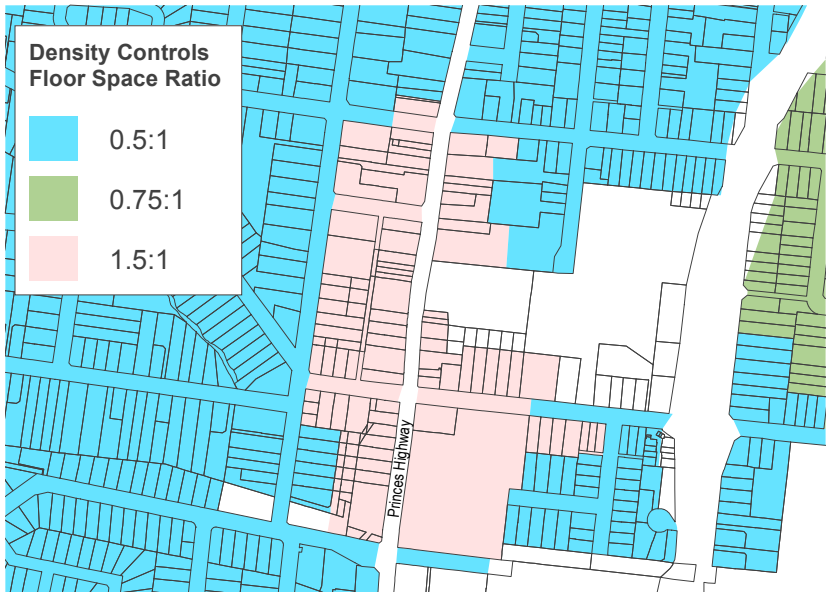
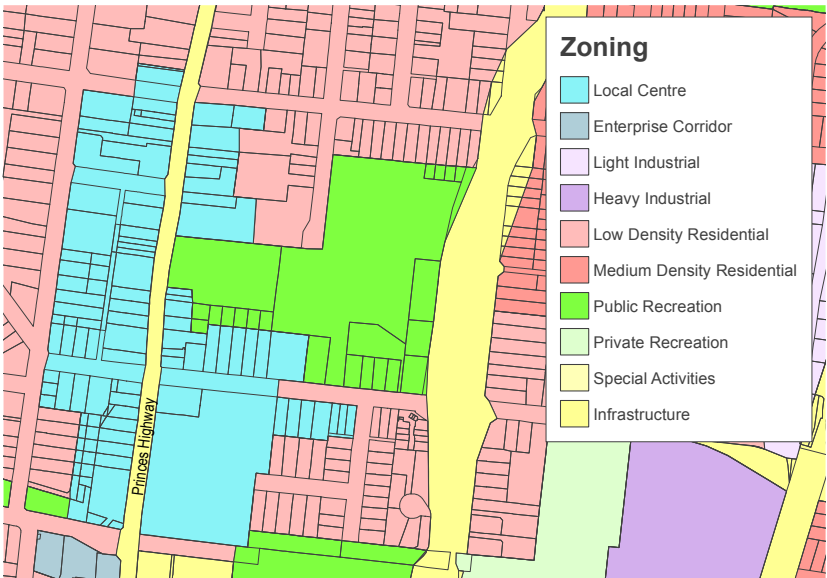
As part of the review of planning controls in the Wollongong Local Environmental Plan 2009, the development capacity of the centre was increased. The height limit was increased to 15 metres and the floor space ratio (density) control increased to 1.5:1 across most of the B2 Local Centre-zoned area. Height controls for the block north of Memorial Park, bound by Wilga and Collins Streets, were not changed, and this area retains a 9 metre height limit.

Since these changes to the Wollongong LEP 2009, limited development has occurred. Flooding constraints appear to have limited development opportunities. If sites affected by flooding are not maintained or renewed, they will fall into disrepair and reduce the overall amenity of the centre. Options for sites affected by flooding need to be considered.

Higher residential densities near the Town Centre and railway station are desirable, and it is important to recognise that higher-density living does not necessarily mean higher, bulkier buildings. There are a variety of ways to design homes to deliver higher densities in an attractive and functional way.



Higher density doesn't always mean higher buildings - there are many ways to achieve higher densities. The graphic above shows two very different developments at the same density.



Wollongong Local Environmental Plan 2009 - Planning Controls

Key sites

A number of large sites have been identified within or close to the Town Centre that may have future redevelopment potential, although many of these areas are highly constrained and further studies are required to test possible development capacity in these areas.

Flooding impacts, impacts on views to Brokers Nose and economic impacts to the Town Centre are key considerations for redevelopment.

If sites are amalgamated for development, the fine grain structure of smaller shopfronts needs to be maintained through good design practices.



1. Wilga Street Block

- Development capacity of this block is currently limited - height restricted to 9m and FSR varies 0.5:1 and 1.5:1. This block has a split zoning of B2 Local Centre and R2 Low Density Residential
- Site comprises a number of large lots in close proximity to all centre services
- Public car park servicing Town Centre and Memorial Park is located in the middle of the block
- Flood affected areas limited to south-west corner, and does not impose a constraint on intensified development
- Opportunity to activate park with redevelopment to improve safety and surveillance and increase residential population in centre and support local business
- Merit in investigating increasing height controls and floor space ratio in this block, consistent with rest of Town Centre. Develop accompanying design guidelines, principles and development controls to ensure high quality built form.

2. Former Mitre 10 Site

- Needs renewal - site in disrepair
- Flooding is a very significant constraint to development on this site
- Need to consider impact on view corridors - retain filtered views of Brokers Nose from Memorial Park.

3. Underwood Street Car Park Site

- Currently undeveloped site, providing informal car parking, messy appearance
- Limited flood impacts, some areas not affected by flooding.
- Retain east-west pedestrian link across site - connecting Underwood Street and Bertram Lane
- Need to consider view corridors - retain view of Brokers Nose from Memorial Park.

4. Former Coke Works Site

- Large site, adjacent to railway station, walking distance to centre services, although Memorial Drive crossing is not pleasant
- Investigations are required to understand flooding and contamination constraints. This will inform development capacity of the site.
- Important to establish a quality east-west pedestrian link from Town Centre to railway station and beach. Development would need to have an active street interface with Railway Street.
- Large area currently zoned RE2 Private Recreation. Remaining portion zoned IN3 Heavy Industrial. Future development would need to be complementary to Town Centre and not draw away activity from Town Centre
- Investigations into historical, archaeological and cultural significance of site required
- Future works need to be cognisant of flood impacts and in accordance with existing Vegetation Management Plan. Opportunities for open space and recreation uses in flood-prone areas.

5. Stockland Corrimal

- Planning controls provide capacity to expand on current property - 15 metre height limit, 1.5:1 floor space ratio
- Can facilitate expansion of retail in the Town Centre
- Important to improve this site's relationship to the street - encourage active frontages - 'fill in' of space in periphery car park areas and encourage shops that address the street
- Access and egress to parking lots needs to be well-designed and circulation in car parks needs to be efficient

Vision + Strategies

What do we want Corrimal to be in the future?

This Plan provides a Vision for the Corrimal Town Centre that will be achieved over the long term; however, there are many shorter term, even temporary, projects that can assist in revitalising Corrimal whilst larger projects await budget or design.

The key actions within this Plan focus initially on the Princes Highway entry of Memorial Park to build on the existing energy around the playground.

The delivery of other actions is then expected to radiate out from the community heart of Memorial Park, each action building on the previous and linking together all aspects of the Town Centre.

Vision

In the future, Corrimal Town Centre will have...



A Distinct Identity

1. Local Aboriginal culture and heritage is acknowledged and reflected in public spaces
2. Public spaces display and communicate the multi-layered history of Corrimal (including Aboriginal, mining, sporting and industrial history)
3. The escarpment setting is reinforced through landscaping, materials, environmental initiatives and the preservation of important views of Brokers Nose from Memorial Park.
4. The Town Centre holds unique events
5. The Town Centre supports small businesses, and provides a mix of specialty and chain stores and professional services



A Thriving Community Heart

6. Memorial Park is the community heart of Corrimal Town Centre
7. Memorial Park is beautiful, well-maintained and lively, offering a variety of activities and opportunities for socialising, playing sport, relaxing and having fun
8. Memorial Park is safe, accessible and inviting for all age groups and abilities
9. The edges of Memorial Park are active and well-maintained, adding energy and surveillance to the park



Strong Connections

10. The Princes Highway main street is pedestrian focused and provides opportunities to stay and spend time
11. The Town Centre is easy to move around and welcoming for everyone
12. Pedestrian and cycle paths provide links to and from key destinations, and the Town Centre sits on the link from the escarpment to the sea
13. Laneway links are appreciated and are safe and inviting
14. Public transport facilities and links are safe and attractive and people use public transport more
15. A pedestrian-friendly environment reduces car trips within the Town Centre, and car parking areas are strategically situated close to essential services and high-quality pedestrian links



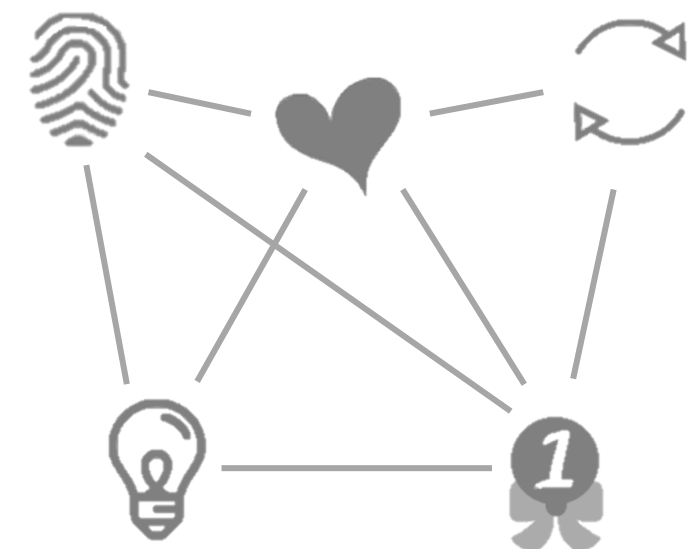
Smart Growth

16. The Centre is the urban goods and services hub for the northern suburbs and provides a wide variety of jobs, facilities and activities in a unique environment
17. The Centre embraces inexpensive, temporary projects that enhance public space
18. Redevelopment in and around the Town Centre provides housing choice and supports the local economy
19. Care for the environment is on display through sustainable building practices, in green streets and spaces and through community and business initiatives



Pride in Quality Spaces

20. Buildings, furnishings and parks are renewed and looked after
21. Shopfronts are attractive and address the street
22. Developments are designed to bring people to the street and blank walls have been replaced by active and pleasant frontages
23. The Town Centre embraces quality, low-maintenance landscaping, and street trees, garden beds and creek rehabilitation create a lovely atmosphere
24. New development is designed to enhance the setting and streetscape, and to offer comfort to people inside and at street level
25. High-quality design raises Corrimal's profile and encourages investment



To achieve the vision, we need to consider all these elements together

Strategies

Redefine Memorial Park Town Square

The Town Square is redesigned to be the heart of the Town Centre. The Town Square will be a safe, fun and inviting meeting place that integrates the park entry, bus stop, playground and steam train.



Action 1: Medium term

Design and Deliver a Town Square

Memorial Park forecourt area will be designed to be the community heart of the Town Centre. It will be highly accessible and cater for everyone, promoting a wide range of activities.

The Town Square will be delivered in stages. Landscaping and furniture will be tidy and low maintenance and will include features unique to Corrimal.



Action 2: Medium - long term

Activate Edges of the Park

All buildings next to the park will be encouraged to interact with and open out on to the park.

Incentives to activate this area will be explored. Planning controls will require frontages to the park to activate and visually connect with the park.

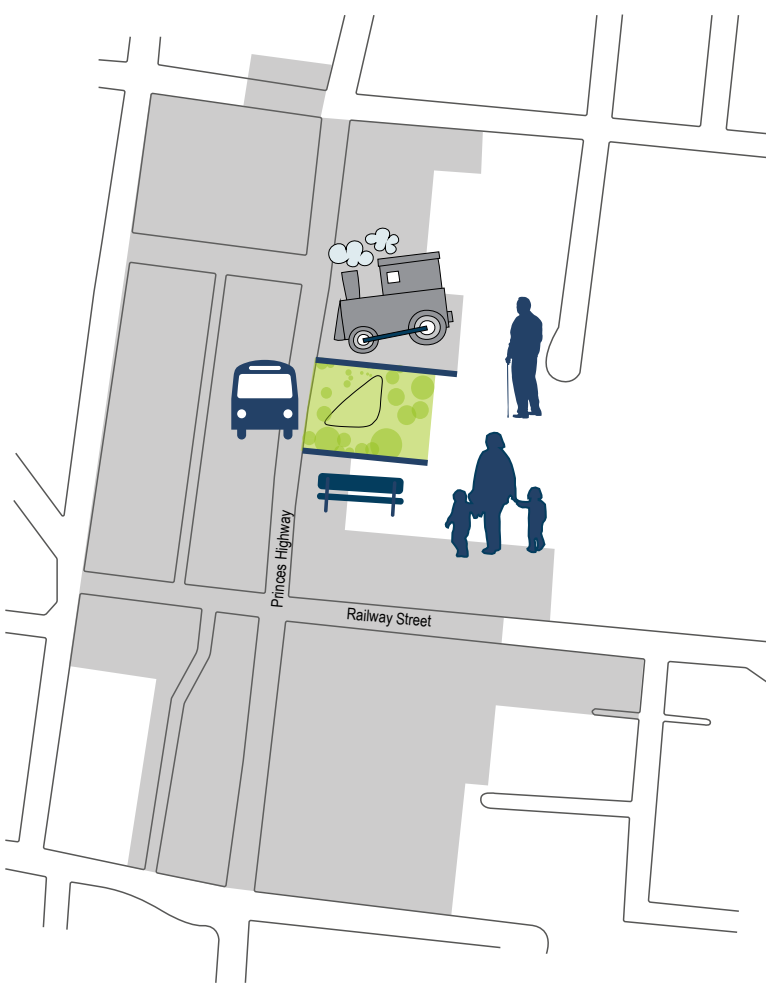


Action 3: Short term

Pilot Project/s

A pilot project is a small scale and often temporary trial of a large and more permanent idea. Pilot projects can be a low-cost and fast way to add energy and activity to a space.

Council will collaborate with the community to investigate and deliver a range of pilot projects throughout the Town Centre and Memorial Park (e.g. 'pop up' stalls and kiosks, outdoor activities, ping pong, temporary seating, flower pots etc.).



Buildings open onto the Park

People of all ages are welcome

Spaces are designed to encourage social interaction

The setting is enhanced with escarpment vistas

NOTE: PHOTOS ARE EXAMPLES ONLY - ILLUSTRATING GOOD EXAMPLES AND IDEAS FROM AROUND THE WORLD

Strategies

Deliver a Pedestrian-Friendly Main Street

The main street (Princes Highway) is designed to enhance pedestrian comfort and movement and provides an array of shops and services with high-quality shopfronts. Outdoor dining is encouraged and people are encouraged to stop and spend time.



Action 4: Medium term

Pedestrian-Friendly Main Street

Options to calm vehicle traffic along the Princes Highway (between Railway and Russell Streets) will be investigated, aiming to make crossing the main street easier and improving the pedestrian environment.



Action 5: Short term

Accessibility and Safety Audit

Undertake an accessibility and safety appraisal of the Town Centre to inform infrastructure maintenance and priority upgrades (including footpaths, toilets/amenities, accessible car parking) and to inform the Town Square and main street renewal design.



Action 6: Medium - long term

Streetscape Renewal

The renewal of the main street will incorporate a broad range of elements, including fixing failing kerbs and lifted pavers, as well as street tree planting, provision of upgraded and new street furniture, ensuring awnings are consistent and improving shopfront appearance and activation. This project will be delivered in stages.



High quality shopfronts are inviting

The centre offers a unique main street experience

The main street is designed to give a sense of arrival

Pedestrians feel comfortable and want to spend time

Strategies

Enhance Town Centre Connections

Corrimal is connected from the escarpment to the sea.
Pedestrian and cycle links connect key destinations and are designed to enhanced and encourage walking and cycling, and make wayfinding easier within the Town Centre.



Action 7: Medium term

Gilbert Street Link

Gilbert Street will provide a level connection for pedestrians and cyclists to connect the community centre, pool and library with Memorial Park, the main street and other shops and services.

Action 8: Medium - long term

Memorial Park Link

A pedestrian and cycle path through Memorial Park will connect Wilga Street to Railway Street.

Action 9: Short - medium term

Railway Station Link

Pedestrian links between Corrimal Railway Station and the Town Centre will be enhanced.

Action 10: Short term

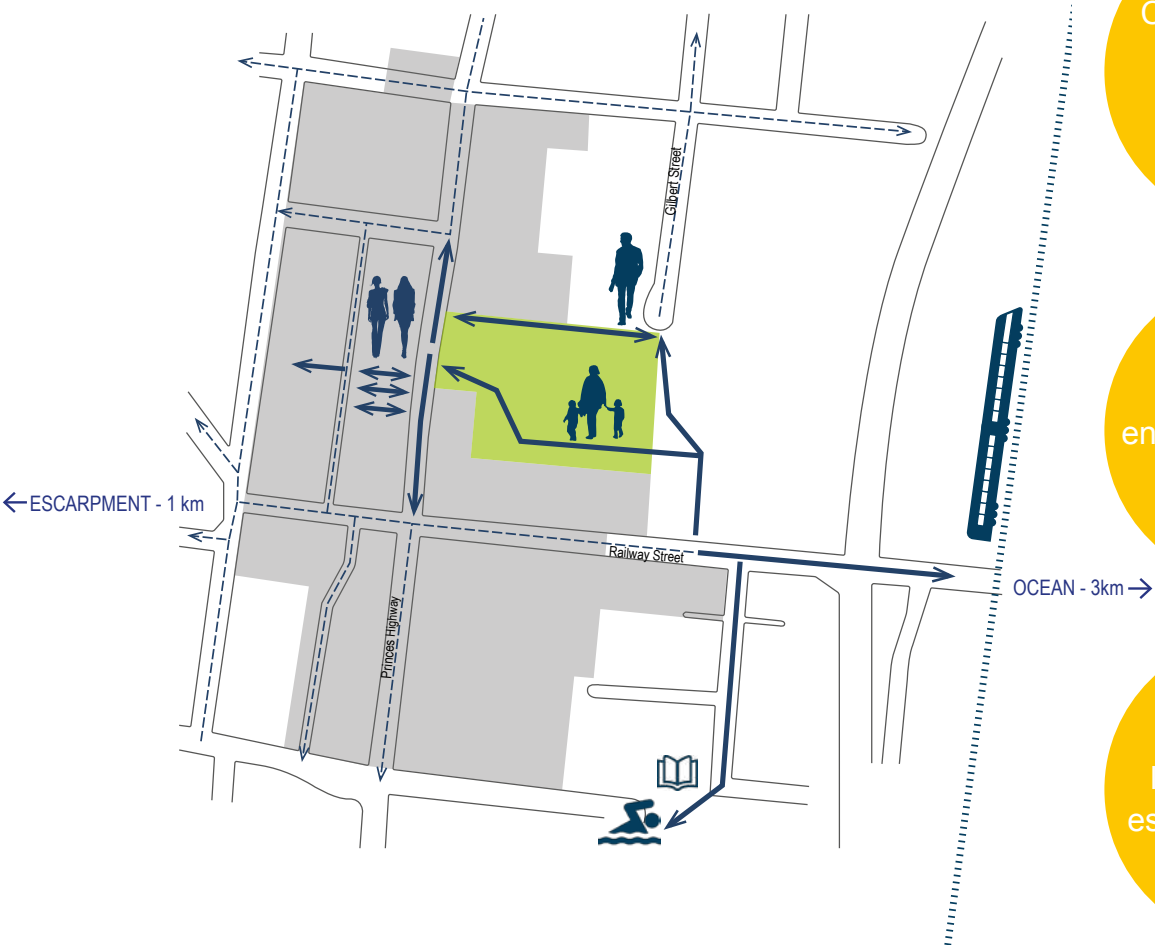
Wayfinding

A wayfinding strategy will be developed to improve pedestrian awareness and define important links/destinations in the Town Centre.

Action 11: Short term

Private and Public Art

Promote a range of private and public art in the Town Centre, to bring life to blank walls, build a unique character and interest to the Town Centre experience.



Clear wayfinding helps people navigate the centre

Streets are designed to encourage walking and cycling

Corrimal is linked from the escarpment to the sea

Laneways are safe and accessible attractions in themselves

Strategies

Support diversity in Memorial Park

A versatile park catering to a wide variety of uses and activities, creating a buzz about the park and promoting use day and night.



Action 12: Short term - ongoing

Memorial Park - Events and Activities

The playing field adjacent to the playground will remain important for active sport activities, with flexibility in function outside of these times. A variety of activities will be encouraged all year round, day and night, from markets to community uses (e.g. community centre activities, library and school activities brought outdoors).



Action 13: Short - medium term

Creek Rehabilitation

Planting guidelines will be produced for the North Corrimal Creek rehabilitation, to encourage future landscaping to be flood-compatible, low-maintenance and to create a safe and inviting atmosphere for the park.

Action 14: Medium term

Heritage Interpretation

Investigate ways to interpret and celebrate the identity and history of the Town Centre's industrial, Indigenous and European heritage.



Action 15: Long term

Memorial Park Recreation Master Plan

Prepare a Recreation Master Plan to guide the future uses and functionality of the Park, addressing the role of the park and all aspects of passive and active recreation needs, and design to cater to community needs.



Memorial Park is busy with activity day and night

The heritage of Corrimal is celebrated in the Park

The park offers variety for all ages and abilities

The creek is a beautiful natural feature of the park

Strategies

Encourage high-quality investment

High-quality redevelopment is encouraged in appropriate locations to attract more residents to the centre, and support economic vitality.



Action 16: Short term

Explore Options for Flood-Prone Land

Aligned with the Floodplain Risk Management Review, explore development scenarios and building form controls to understand the impact of flooding on development feasibility.



Action 17: Medium term - ongoing

Residential Capacity Review

Housing capacity of the Town Centre and surrounding lands to be investigated (facilitated by the Wollongong Housing Study Review) to identify potential increase in housing supply.



Action 18: Short - medium term

Planning Controls

Planning controls such as zoning, height limits and density controls sit within the Wollongong Local Environmental Plan 2009, and any future changes to these will need to be informed by a built form review and the Floodplain Risk Management Review.

Changes to planning controls relating to building design in the Wollongong Development Control Plan 2009 will be progressed, informed by the Vision and Objectives of this Plan.



Action 19: Short term - ongoing

Business and Economic Development

Work with and support local business to facilitate improvements to street appeal and activation of the Town Centre by promoting active frontages, encouraging outdoor dining, facilitating events and assisting local business navigate approvals processes.



High-quality design raises Corrimal's profile and encourages investment

More residents support the vitality of the centre

Buildings are designed to compliment public spaces

Street appeal is enhanced, creating a vibrant atmosphere

Strategies

Planning controls

In accordance with Action 19: Planning Controls, future changes to the Wollongong Development Control Plan 2009 will be consistent with the Vision and Objectives of this Plan.

Before changes to the DCP are made, designers and decision-makers are required to address the Vision and Objectives of this Plan in relation to any proposed development.

Key policy considerations are illustrated in the planning diagrams to the right.



Development Capacity Review:

Planning controls to be reviewed for key sites as part of built form review.



Town Centre Boundary and Design Excellence:

No expansion to the current Town Centre boundary. Development in Town Centre to be of high-quality design.

Any future changes to planning controls will involve separate community engagement



Desired frontages:

All buildings address the street.

Active frontage: retail and business uses accessed from the street

Pleasant visual frontage: establish visual connection to street/park.



Pedestrian Connections & Laneways:

Laneways provide site servicing and important walking links.



Awnings:
The provision of continuous and consistent awnings improves amenity for pedestrians with all-weather comfort.



Continuous Footpaths:
Priority is given to a continuous and uninterrupted footpath along the main street and key connections.



Town Centre Entry Statements:
A range of landscape, streetscape and building design elements, alongside signage provides a sense of entering the Town Centre.



View Corridors:
Street layouts protect view corridors. Built form review will explore mechanisms to protect filtered views from Memorial Park Town Square.



Solar Access:
New development does not detract from direct sunlight to Memorial Park and the Town Square.



Building Setbacks:
Buildings along Princes Highway, Railway Street and Russell Street address the street with no front setback. Car parking must be screened/internalised.

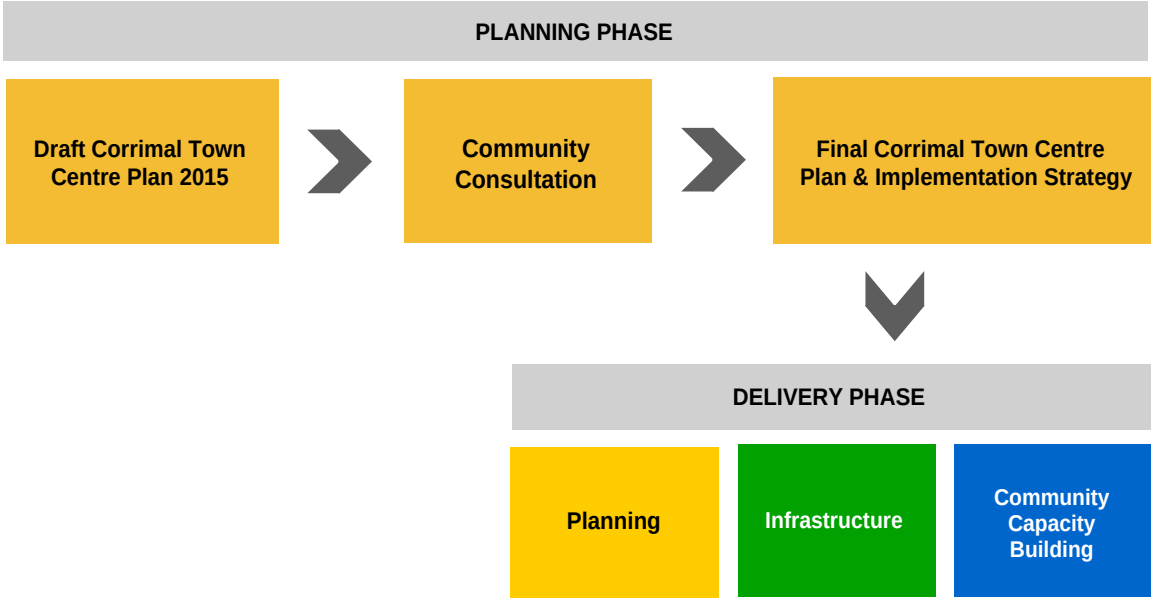
Implementing the Plan

How do we get to where we want to be?

How this Plan will be delivered

The Corrimal Town Centre Plan 2015 will allow Council, business and the community to guide planning control changes, planning decisions, infrastructure improvements, and build stakeholder and community relationships.

The accompanying Implementation Plan lists actions for delivery against timeframes and budget needs. These actions are consistent with the Vision and Strategies outlined and are grouped into three key areas: planning, infrastructure and community capacity building. The actions of this Plan will be considered annually as part of Council’s corporate planning and budgeting cycle.



Process Flowchart - Corrimal Town Centre Plan

Quick Wins

Supporting temporary projects that activate public spaces can change people’s perceptions of a place and bring about change in a short space of time.

BEFORE



AFTER



Active shopfronts provide natural surveillance and add energy and variety to a town square.

BEFORE



AFTER



Colourful pots could add natural elements and a temporary splash of colour to the main street.

NOTE: PHOTOMONTAGES ARE CONCEPT IMAGES

BEFORE



AFTER



Events can bring the community together to celebrate and share this unique space in a range of different ways.

BEFORE



AFTER



Public art can transform private and public laneways, improving their appeal and enhancing community pride.

BEFORE



AFTER



Introducing opportunities for new recreation activities can invite people to stay longer and enjoy more of the Town Centre.

BEFORE



AFTER



A parklet temporarily uses a car parking space to create more public space for people to spend time in the street.

Corrimal Park Mall Mural November 2015. Artists: Tim Phibs - 'Phibs'; Mitchell Guerin - 'Bafcat' & Alejandro Martinez - 'Peques'.



Corrimal Town Centre Implementation Plan 2015 – 2025



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Executive Summary – Corrimal Town Centre Plan 2015 -2025

The Corrimal Town Centre Plan 2015-2025 provides strategic guidance on the future of Corrimal Town Centre for business, residents and community groups.

The Vision of this Plan seeks to create a future Corrimal Town Centre that has:

- a Distinct Identity
- a Thriving Community Heart (Memorial Park)
- Strong Connections
- Smart Growth
- Pride in Quality Spaces.

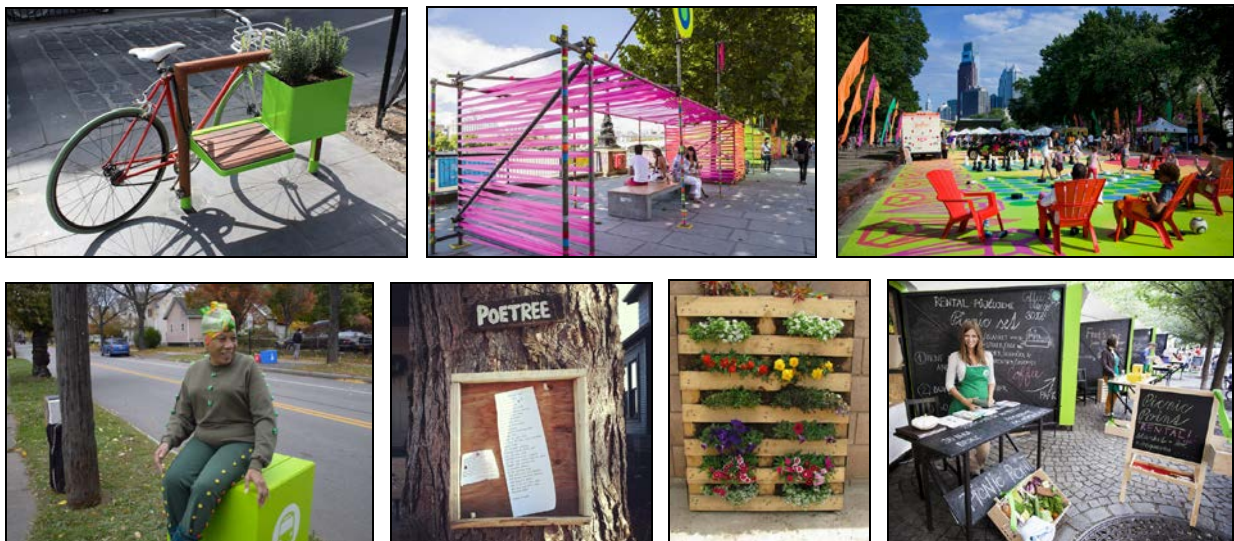
Stakeholders (including Council, State Agencies, residents and landowners, businesses, schools and community groups) working together will result in the most effective and efficient way to achieve this Vision for Corrimal.

The Plan seeks to guide change through actions related to stakeholder partnerships, planning control amendments and staged infrastructure improvements.

A focus of the Plan is encouraging a range of temporary public space projects in the shorter term, as well as progressing longer term (beyond 2018-19) future renewal works, to enhance Corrimal's appearance and increase community use and appreciation of public parks and streets.

The Actions described within the Corrimal Town Centre Plan are further detailed in this Implementation Plan.

The purpose of the Implementation Plan is to guide the delivery of key projects and actions in a collaborative and coherent way. The actions within the Implementation Plan contain funded and unfunded projects. Unfunded projects require budget and resourcing to be programmed. The unfunded projects are staged within this Plan and will be considered for programming through a city-wide prioritisation process.



Examples of short term/temporary public space projects.

PART 1

Background

WHY WE'VE DEVELOPED THIS PLAN

The Corrimal Town Centre Implementation Plan has been developed in parallel with the Corrimal Town Centre Plan 2015-2025. The purpose of the Implementation Plan is to guide the programming and delivery of key projects and actions in a collaborative and coherent way.

This document complements the Corrimal Town Centre Plan by ensuring:

- **Actions** are identified and prioritised to facilitate the efficient delivery of the Plan.
- **Responsibility** is defined – with tasks and projects broken down into achievable actions, aligned with the Annual Plan with clear lines of responsibility.
- **Expectations** are managed – clarifying which projects are Council led, which projects have secured funding and timeframes for delivery, and clearly reporting unfunded projects.
- **Governance** is tested – with a requirement for Council to review the processes and framework needed to give weight to the intent of the Corrimal Town Centre Plan in planning and resourcing.
- **Priority** projects are defined in sufficient detail enabling the implementation process to commence.

STRUCTURE OF THIS STRATEGY

The structure of this Implementation Plan has been developed specifically in response to the opportunities and challenges that exist in the Corrimal Town Centre.

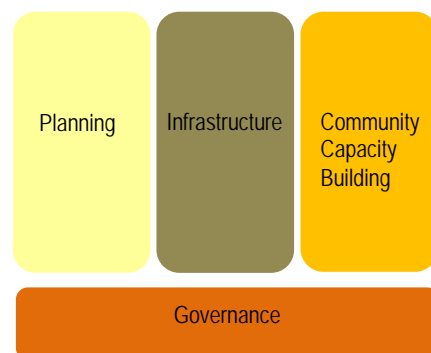
As directed by the Town and Village Planning process, three key areas of implementation focus are identified:

Planning Policy – Giving statutory weight to the Plan.

Infrastructure – The delivery of public domain upgrades.

Community Capacity Building – Working with the community to activate, celebrate and invigorate their town centre.

Underpinning each of these categories of implementation is **Governance**, which focuses on how the ideas and projects within the Plan will translate to action and delivery.



Strategic Alignment

HOW WE'VE DEVELOPED THIS PLAN

The Corrimal Town Centre Plan 2015-2025 provides a vision for the future of Corrimal Town Centre. The Plan and accompanying Corrimal Town Centre Implementation Plan, detail specific strategies and actions to work towards realising this vision over the next 10 years. The vision and strategies were co-created by Wollongong Council and the Corrimal Revitalisation Action Group, a volunteer group mobilised to drive a community-led approach to planning and delivery of revitalisation outcomes. The actions detailed in the Implementation Strategy are guided by community aspirations and aligned with the vision and strategies of the Corrimal Town Centre Plan.

The draft Corrimal Town Centre Plan was exhibited between 13 July and 28 August 2015. A comprehensive community engagement program gathered invaluable feedback across a number of forums from a wide variety of participants, including school students, community groups, businesses, residents, agencies and interested individuals. This feedback was integrated into the final Corrimal Town Centre Plan.

RELATIONSHIP TO COUNCILS STRATEGIC PLANNING

This report contributes to the delivery of Wollongong 2022 goal "We are a healthy community in a liveable city". It specifically delivers on the following:

Community Strategic Plan	Delivery Program 2012-2017	Annual Plan 2015-16
Strategy	5 Year Action	Annual Deliverables
5.1.6 Urban areas are created to provide a healthy living environment for our community	5.1.6.1 Review planning controls for priority locations	Complete the Corrimal Town Centre Study. (14-15 Annual Plan). Implement key actions from the Corrimal Town Centre Study.

The Corrimal Town Centre Plan and Implementation Plan 2015-2025 are supporting documents under Council's Integrated Planning and Reporting framework. Supporting documents include Council endorsed strategies, plans, master plans, town and village plans, precinct plan and action plans that include short, medium and long-term outcomes to support the development of Council's IPR Legislated Documents (Wollongong 2022: Community Strategic Plan, Delivery Program and Annual Plan).

AIMS AND OBJECTIVES

The overarching vision of the Corrimal Town Centre Plan is:

In the future Corrimal Town Centre will have:

- *A Distinct Identity*
- *A Thriving Community Heart*
- *Strong Connections*
- *Smart Growth*
- *Pride in Quality Spaces*

Each of the five vision statements are supported by a series of objectives. The objectives provide a framework to measure how development, infrastructure and community-led projects contribute to the achievement of the community's aspirations for Corrimal Town Centre.

Engagement and Communications

Wollongong City Council has been working with the Corrimal Revitalisation Action Group since 2014 to create the Corrimal Town Centre Plan.

The draft Corrimal Town Centre Plan was exhibited between 13 July and 28 August 2015. A large volume of feedback was received from the community across various mediums (surveys, online forums, written submissions, conversations etc). More information about what we learnt during community consultation can be found in the Corrimal Town Centre Plan Engagement Report.

This Implementation Plan has been endorsed by Council's Service Manager Operations Group.

Financial Impact Statement

This Implementation Plan will be used to inform annual planning priorities and budgeting processes. The role of the Implementation Plan is to align actions and future capital works to strategic aspirations, clarify priorities for Corrimal Town Centre and give weight to funding proposals, including Council's internal budgeting and external grant funding proposals.

The Corrimal Town Centre Implementation Plan is linked to the strategic document - the Corrimal Town Centre Plan 2015-2025. This Implementation Plan includes targeted project dates and estimated capital costs of each action (refer to the Table on pg.9 for estimated costs). Future project scoping and design work will inform more detailed costings.

The actions within the Implementation Plan contain funded and unfunded projects. Unfunded projects require budget and resourcing to be programmed. The unfunded projects are staged within this Plan and will be considered for funding and programming through a city-wide prioritisation process.

PART 2

IMPLEMENTATION PLAN - A LIVING, CHANGING DOCUMENT

The purpose of the Implementation Plan is to guide the delivery of key projects and actions in a collaborative and coherent way to promote best outcomes for the community. As such the Implementation Plan remains flexible and will continue to be refined over time.

The extent to which the precise timing, responsibility and funding for each action can be predicted varies greatly and will vary over time. It is important to recognise that some actions will require leadership and funding outside of Council control and that actions need to be prioritised taking into account other projects and their resource implications across the Local Government Area.

The Implementation Plan needs to be a robust document which can evolve over time, respond to changing demands and allow for transparent reporting. It is also a tool to communicate with investors and the community about future opportunities to partner in the delivery of projects.

In this context it is recommended that the content and direction of the Implementation Plan Table (see pg.9) be reviewed by the implementation body on a regular basis (to be determined as per Action 1.1) to ensure its ongoing relevance and to ensure future opportunities and constraints can be captured and integrated into the annual planning and business reporting process.

This Implementation Plan has sought to offer an approach to establish a flexible decision making and delivery framework for the projects identified in the Corrimal Town Centre Plan 2015-2025.

IMPLEMENTATION PLAN TABLE

The attached table presents the detailed projects developed in the Corrimal Town Centre Plan.

List of abbreviations (project leaders and partners)*

LUP	Land Use Planning
CS	Corporate Strategy
CE	Community Engagement
FS	Floodplain Strategy
PR	Property and Recreation
LCS	Library and Community Services
CCS	Community Cultural Services
ED	Economic Development
F	Finance
DAC	Development Assessment and Certification
ENVS	Environment Strategy
ISP	Infrastructure Strategy and Planning
PD	Project Delivery
CW	City Works
BG	Botanic Garden
NA	Natural Areas
GI	Governance and Information
RE	Regulation and Enforcement


































Crag	Corrimal Revitalisation Action Group
CCoC	Corrimal Chamber of Commerce
BC	Bushcare
Bus Co.	Local Bus Companies
RMS	Roads and Maritime Services
DPI	Department of Planning and Infrastructure
ST	Sydney Trains
OEH	Office of Environment and Heritage

* Please note this is not an exclusive list and all partners may not be listed and additional partners or project leaders may emerge. Many actions within the Implementation Plan will involve community engagement and future consultation activities.

Other abbreviations

DCP	Development Control Plan
LEP	Local Environmental Plan
PCG	Project Coordination Group







FINAL Corrimal Town Centre – Implementation Plan
Table last updated 12 November 2015

ACTION / PROJECT	INFORMATION	PERFORMANCE MEASURE	PROJECT LEADER	PARTNERS	COST (ESTIMATED)	PRIORITY	TARGET PROJECT YEAR (SUBJECT TO FUNDING/RESOURCING)				CONNECTION TO GOALS AND OBJECTIVES OF CORRIMAL TOWN CENTRE PLAN	CONNECTION TO OUR COMMUNITY STRATEGIC PLAN: WOLLONGONG 2022
							15/16	16/17	17/18	18/19+		
1. GOVERNANCE												
1.1 PLAN MANAGEMENT AND COORDINATION	Establish a Project Coordination Group (PCG) to track priorities and delivery of actions. The PCG will have the additional responsibility to collect baseline data for performance measuring purposes.	Baseline data collected for all performance measures Actions delivered on time and in budget	LUP	CCS ED ISP PD CRAG	Funded Operational	H					     OBJECTIVES: 1-25	GOAL 4 OBJECTIVES: 4.2; 4.3; 4.4 STRATEGIES: 4.4.1, 4.4.2
1.2 ANNUAL MONITORING	An action tracker will be published on Council's website. This tool will report on progress against the Corrimal Town Centre Plan and Implementation Plan and keep the community updated.	Up-to-date webpage information # of webpage views stays constant or increases	LUP	CS CE	Funded Operational	H					     OBJECTIVES: 1-25	GOAL 4 OBJECTIVES: 4.1; 4.4 STRATEGIES: 4.1.1 - 4.1.3; 4.4.1; 4.4.4
1.3 COMMUNITY CAPACITY BUILDING	Continue to support community engagement and participation in delivering upon the actions within the Corrimal Town Centre Plan; for example, continuing to work with groups such as the Corrimal Revitalisation Action Group and Corrimal Chamber of Commerce.	Community pride in Corrimal Town Centre improves	CCS ED	CRAG CCoC BC CE LUP LCS ENVS ISP	Funded Operational	H					     OBJECTIVES: 1-25	GOAL 4 OBJECTIVES: 4.1; 4.2; 4.4 STRATEGIES: 4.1.1 - 4.1.3; 4.2.1 - 4.2.3; 4.4.1 - 4.4.4; 4.4.6
2. PLANNING												
2.1 TOWN CENTRE RESIDENTIAL CAPACITY REVIEW	Through the Housing Study Review, test the residential capacity of the town centre to cater for intensified residential living, with a focus on the Wilga Street Block, ensuring the strategic direction for residential capacity and built form in the town centre aligns with the Floodplain Risk Management Study.	Finalised Housing Study with actions for Corrimal Town Centre	LUP	LCS CCED PR FS F ED DAC DPI RMS ST	Funded Operational	M					   OBJECTIVES: 16-25	GOAL 1; GOAL 5; GOAL 6 OBJECTIVES: 1.6; 5.1; 5.2; 6.2 STRATEGIES: 1.6.1 - 1.6.3; 2.1.6; 5.2.1; 6.2.2
2.2 FORMER CORRIMAL COKE WORKS SITE	Work with site owners to guide investigation of site renewal – Planning Proposal request to be prepared and submitted by owner and required to be strategically aligned with Town Centre Plan and other strategies.		LUP	RMS DPI PR FS ED ENVS DAC ST OEH	Site owner costs; Operational assessment	M					   OBJECTIVES: 10-25	GOAL 1; GOAL 5; GOAL 6 OBJECTIVES: 1.1; 1.6; 5.1; 5.2; 6.2 STRATEGIES: 1.1.1; 1.1.2; 1.6.1 - 1.6.3; 5.1.6; 5.1.7; 5.2.1; 6.2.2
2.3 DEVELOPMENT CONTROL PLAN REVIEW AND CHANGES	Review and update Wollongong DCP Chapter B4 – Development in Business Zones to reflect the endorsed Corrimal Town Centre Plan and outcomes of Town Centre Residential Capacity Review and Floodplain Risk Management Plan.	Updated DCP Chapter with site specific controls	LUP	DAC	Funded Operational	M					     OBJECTIVES: 1-25	GOAL 1; GOAL 2; GOALS 4 - 6 OBJECTIVES: 1.6; 2.1; 4.1; 4.4; 5.1; 6.2 STRATEGIES: 1.6.3; 2.1.6; 4.1.3; 4.4.4; 5.1.6; 5.1.7; 6.2.2
2.4 LOCAL ENVIRONMENTAL PLAN REVIEW AND CHANGES	Review LEP controls and prepare a Planning Proposal to reflect the endorsed Corrimal Town Centre Plan and outcomes of Town Centre Residential Capacity Review and Floodplain Risk Management Plan.	Completed LEP amendment/s	LUP	DAC ED FS DPI RMS ST	Funded Operational	M					     OBJECTIVES: 1-25	GOAL 1; GOAL 2; GOALS 4 - 6 OBJECTIVES: 1.6; 2.1; 4.1; 4.4; 5.1; 6.2 STRATEGIES: 1.6.3; 2.1.6; 4.1.3; 4.4.4; 5.1.6; 5.1.7; 6.2.2
3. INFRASTRUCTURE												
3.1 TOWN CENTRE ACCESSIBILITY APPRAISAL	In accordance with the Disability Inclusion and Access Plan, undertake an accessibility appraisal of the town centre (including links to key destinations – community hub, railway station) to inform priority infrastructure upgrades – footpaths, toilets/	Finalised Accessibility Audit Report	CCS	RE PD ISP LUP CW	Funded Operational	H					  OBJECTIVES: 10-15 & 20-25	GOALS 4 - 6 OBJECTIVES: 4.1; 4.3; 5.1; 5.3.5.5; 6.1 STRATEGIES: 4.1.1; 4.3.2; 5.1.1; 5.1.2

CORRIMAL TOWN CENTRE GOALS:  A DISTINCT IDENTITY  A THRIVING COMMUNITY HEART  STRONG CONNECTIONS  SMART GROWTH  PRIDE IN QUALITY

Wollongong 2022 Goals: 1 – We value and protect our environment 2 – We have an innovative and sustainable economy 3 – Wollongong is a creative, vibrant city 4 – We are a connected and engaged community 5 – We are a healthy community in a liveable city 6 – We have sustainable, affordable and accessible public transport







FINAL Corrimal Town Centre – Implementation Plan
Table last updated 12 November 2015

ACTION / PROJECT	INFORMATION	PERFORMANCE MEASURE	PROJECT LEADER	PARTNERS	COST (ESTIMATED)	PRIORITY	TARGET PROJECT YEAR (SUBJECT TO FUNDING/RESOURCING)				CONNECTION TO GOALS AND OBJECTIVES OF CORRIMAL TOWN CENTRE PLAN	CONNECTION TO OUR COMMUNITY STRATEGIC PLAN: WOLLONGONG 2022
							15/16	16/17	17/18	18/19+		
	amenities, accessible car parking, and to inform the town square and main street renewal design.											- 5.1.4; 5.1.6; 5.1.7; 5.3.2; ; 5.5.1; 5.5.3; 6.1.3
3.2 SAFETY AUDIT	Undertake a safety audit of the Town Centre (within and to key destinations such as the train station, community hub) to inform Infrastructure maintenance needs and longer term strategies to include in Town Square and Main Street renewal design.	Finalised Safety Audit	CCS	CW	Funded Operational	M					 OBJECTIVES: 10- 15 & 20-25	GOAL 5 OBJECTIVES: 5.3; 5.4 STRATEGIES: 5.3.2; 5.3.3; 5.4.1-5.4.3
3.3 INFRASTRUCTURE MINOR CAPITAL RENEWAL	Based on priorities identified in accessibility audit, safety audit and infrastructure audit, undertake essential maintenance in town centre: _Princes Highway refuge _Railway St / Princes Highway kerb ramps _removal of key trip hazards _bus stop shelter and seating renewal _Memorial Park seating _street furniture replacement.	Design and construction of infrastructure improvements delivered on budget and on time Community pride in Corrimal Town Centre improves Increased # of pedestrians and staying activities in town centre post renewal	ISP	PD LUP CS CW CCS	Funded Capital \$420,000 (\$42,000 design 15/16 & \$378,000 construct 17/18)	H					 OBJECTIVES: 10-15 &-25	GOALS 4 - 6 OBJECTIVES: 4.2; 4.4; 5.1; 5.3; 5.5; 6.1 STRATEGIES: 4.2.3; 4.4.2; 4.4.5; 5.1.2; 5.1.7; 5.3.3; 5.5.1; 6.1.3
3.4 PLANNING FOR FLOODING - FLOODPLAIN RISK MANAGEMENT STUDY AND PLAN	As part of the review of the Towradgi Creek Catchment Floodplain Risk Management Study and Plan, explore a range of management options for flood-prone sites in the town centre along Princes Highway and Underwood Streets.	Completed Floodplain Risk Management Study and Plan	FS	LUP	Unfunded Operational + Subject to grant funding Managed by ISP	H					 OBJECTIVES: 16-25	GOAL 1; GOAL 5 OBJECTIVES: 1.1; 5.4 STRATEGIES: 1.1.3; 5.4.3
3.5 CORRIMAL TOWN CENTRE PILOT PROJECTS	Collaborate with the community to investigate and deliver a range of pilot projects in the town centre and Memorial Park (e.g. 'pop up' stalls and kiosks, outdoor activities, ping pong, temporary seating, flower pots etc.).	Delivery of a temporary project/s Community pride in Corrimal Town Centre improves	CCS ED	LUP CRAG CW PD RMS CW	Unfunded Operational \$50,000	H					 OBJECTIVES: 1-9	GOALS 1 - 6 OBJECTIVES: 1.3; 1.6; 2.1; 2.2; 2.4; 3.1; 3.2; 3.4; 4.2; 4.4; 5.1; 5.5; 5.6; 6.2 STRATEGIES: 1.3.3; 1.6.3; 2.1.3; 2.1.4; 2.2.3; 2.4.1; 2.4.2; 3.1.2; 3.1.3; 3.2.2; 3.2.3; 3.4.1 - 3.4.3; 4.2.1; 4.2.3; 4.4.3 - 4.4.5; 5.1.2; 5.1.4; 5.1.5; 5.1.7; 5.5.2; 5.6.1; 6.2.2
3.6 PUBLIC TOILET STRATEGY – MEMORIAL PARK	Consider accessible public toilets to support the town centre as part of developing the Public Toilet Strategy.	Be considered as part of Public Toilet Strategy	CCS	PR LUP ISP	Unfunded Operational Managed by CCS	M					 OBJECTIVES: 10-15	GOAL 5 OBJECTIVES: 5.1; 5.3 - 5.5 STRATEGIES: 5.1.2; 5.1.4; 5.1.7; 5.3.2; 5.3.3; 5.4.2; 5.4.3; 5.5.1; 5.5.2
3.7 CORRIMAL TOWN CENTRE TRAFFIC STUDY AND PEDESTRIAN ACCESS & MOVEMENT PLAN	Traffic study and access and movement study to investigate preferred pedestrian crossing location and design, test local context and model impacts on the traffic network and car parking; and investigate infrastructure requirements to deliver a pedestrian link from Town Centre to Community Hub.	Completed Traffic Study and Pedestrian Access and Movement Plan	ISP	RMS LUP CS Bus Co.	Unfunded Operational \$40,000	H					 OBJECTIVES: 1-25	GOAL 1; GOAL 5; GOAL 6 OBJECTIVES: 1.3; 5.1; 5.5; 6.1; 6.2 STRATEGIES: 1.3.2; 5.1.7; 5.5.1; 6.1.1; 6.1.3; 6.2.1

CORRIMAL TOWN CENTRE GOALS:  A DISTINCT IDENTITY  A THRIVING COMMUNITY HEART  STRONG CONNECTIONS  SMART GROWTH  PRIDE IN QUALITY

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							15/16	16/17	17/18	18/19+		
3.8A TOWN SQUARE AND MAIN STREET RENEWAL - PRECINCT PLAN (PRINCES HWY BETWEEN RAILWAY ST AND COLLINS ST)	Main Street & Town Square Precinct Plan – scoping of town square and main street renewal project. The precinct plan will include preliminary costings and inform design of the main street upgrade, including footpaths, pedestrian crossing, street furniture, street greening/plantings, lighting and the Town Square upgrade including paving, landscaping, seating, bus stop, steam train, public art etc.	Completed Precinct Plan	ISP	PD LUP LCS CCD ED PR RMS ENVS F Bus Co.	Unfunded Capital \$30,000	H					 OBJECTIVES: 1-25	GOALS 1 - 6 OBJECTIVES:1.1; 1.3; 1.4; 1.6; 2.1; 3.2; 3.4; 4.2; 5.1; 5.3; 5.4; 5.5; 5.6;6.1; 6.2 STRATEGIES: 1.1.4; 1.3.2; 1.4.1; 1.4.2; 1.6.3; 2.1.1; 3.2.2; 3.2.3; 3.4.2; 3.4.3; 4.2.3; 5.1.2; 5.1.4; 5.1.7; 5.3.3; 5.4.1-5.4.3; 5.5.2; 5.6.1; 6.1.3; 6.2.1; 6.2.2
3.8B TOWN SQUARE AND MAIN STREET RENEWAL - CONCEPT DESIGN	Main Street & Town Square Concept Design - the Concept Plan will refine the design of upgrades in the Precinct Plan and include more detailed costings and landscape and civil designs.	Completed Concept Design	ISP	PD LUP LCS CCD ED PR RMS ENVS F Bus Co.	Unfunded Capital \$50,000	H					 OBJECTIVES: 1-25	GOALS 1 - 6 OBJECTIVES:1.1; 1.3; 1.4; 1.6; 2.1; 3.2; 3.4; 4.2; 5.1; 5.3; 5.4; 5.5; 5.6;6.1; 6.2 STRATEGIES: 1.1.4; 1.3.2; 1.4.1; 1.4.2; 1.6.3; 2.1.1; 3.2.2; 3.2.3; 3.4.2; 3.4.3; 4.2.3; 5.1.2; 5.1.4; 5.1.7; 5.3.3; 5.4.1-5.4.3; 5.5.2; 5.6.1; 6.1.3; 6.2.1; 6.2.2
3.8C TOWN SQUARE AND MAIN STREET RENEWAL - DETAILED DESIGN	Main Street & Town Square Detailed Design – a detailed design of the town square and main street renewal project will provide construction-ready design detail.	Completed Detailed Design	ISP	PD LUP LCS CCD ED PR RMS ENVS F Bus Co.	Unfunded Capital \$100,000	H					 OBJECTIVES: 1-25	GOALS 1 - 6 OBJECTIVES:1.1; 1.3; 1.4; 1.6; 2.1; 3.2; 3.4; 4.2; 5.1; 5.3; 5.4; 5.5; 5.6;6.1; 6.2 STRATEGIES: 1.1.4; 1.3.2; 1.4.1; 1.4.2; 1.6.3; 2.1.1; 3.2.2; 3.2.3; 3.4.2; 3.4.3; 4.2.3; 5.1.2; 5.1.4; 5.1.7; 5.3.3; 5.4.1-5.4.3; 5.5.2; 5.6.1; 6.1.3; 6.2.1; 6.2.2
3.8D TOWN SQUARE AND MAIN STREET RENEWAL - CONSTRUCT	Construction of town square and main street upgrade.	Construction of town square and main street renewal on time and budget Increased # of pedestrians and staying activities in town centre post construction	ISP	PD LUP LCS CCD ED PR RMS ENVS F Bus Co.	Unfunded Capital + grant funding opportunities \$2M	H					 OBJECTIVES: 1-25	GOALS 1 - 6 OBJECTIVES:1.1; 1.3; 1.4; 1.6; 2.1; 3.2; 3.4; 4.2; 5.1; 5.3; 5.4; 5.5; 5.6;6.1; 6.2 STRATEGIES: 1.1.4; 1.3.2; 1.4.1; 1.4.2; 1.6.3; 2.1.1; 3.2.2; 3.2.3; 3.4.2; 3.4.3; 4.2.3; 5.1.2; 5.1.4; 5.1.7; 5.3.3; 5.4.1-5.4.3; 5.5.2; 5.6.1; 6.1.3; 6.2.1; 6.2.2
3.9A GILBERT STREET PEDESTRIAN FOOTPATH NEW - DESIGN	Concept and Detailed Design – footpath and associated crossing/ refuges, way finding and signage.	Completed design on time and budget	ISP	PD LCS CCS PR F	Unfunded Capital \$20,000	M					 OBJECTIVES: 10-15 &16-19	GOAL 1; GOAL 5; GOAL 6 OBJECTIVES: 1.3; 5.1; 5.5; 6.1; 6.2 STRATEGIES: 1.3.2; 5.1.2; 5.1.7; 5.5.1; 5.5.2; 6.1.1; 6.1.3; 6.2.1; 6.2.2
3.9B GILBERT STREET PEDESTRIAN FOOTPATH NEW - CONSTRUCT	Construction of new footpath on Gilbert Street	Construction of footpath on time and budget Increase in # of pedestrians and cyclists using Gilbert Street	ISP	LCS CCS PR F	Unfunded Capital \$300,000	M					 OBJECTIVES: 10-15 & 16-19	GOAL 1; GOAL 5; GOAL 6 OBJECTIVES: 1.3; 5.1; 5.5; 6.1; 6.2 STRATEGIES: 1.3.2; 5.1.2; 5.1.7; 5.5.1; 5.5.2; 6.1.1; 6.1.3; 6.2.1; 6.2.2

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							15/16	16/17	17/18	18/19+		
3.10 MEMORIAL PARK RECREATION MASTER PLAN	Prepare a Recreation Master Plan to guide the future role and functionality of the Park, addressing all aspects of passive and active recreation needs, and the following considerations: <ul style="list-style-type: none"> - Establishment of a bush tucker garden, in partnership with the local Aboriginal and bush care groups - Public toilets - Pedestrian and cyclist links 	Completed Recreation Master Plan	PR	LCS ED LUP F CCS ENVS PD	Unfunded Operational \$30,000	L					 OBJECTIVES: 6-9 & 20-25	GOALS 1-6 OBJECTIVES: 1.1; 1.2; 1.4; 1.5; 1.6; 2.1; 3.1; 3.2; 3.3; 3.4; 4.1; 4.2; 4.4; 5.1; 5.3 - 5.6; 6.1; 6.2 STRATEGIES: 1.1.1 - 1.1.4; 1.2.2; 1.3.3; 1.4.1; 1.4.2; 1.5.1; 1.6.1; 1.6.3; 2.1.1; 2.1.3 - 2.1.5; 2.2.2; 3.1.2; 3.1.3; 3.2.1 - 3.2.3; 3.3.1; 3.4.1 - 3.4.3; 4.1.3; 4.2.1 - 4.2.3; 4.4.2 - 4.4.5; 5.1.2; 5.1.4 - 5.1.7; 5.3.1 - 5.3.3; 5.4.1 - 5.4.2; 5.5.1; 5.5.2; 5.6.1; 6.1.1; 6.1.3; 6.2.1; 6.2.2
3.11 ESCARPMENT TO COAST WALK	Investigate the feasibility of a walking trail connecting the escarpment / mountains to the sea.	Feasibility analysis completed	ISP	PR F ENVS PD	Unfunded Operational Managed by ISP	L					 OBJECTIVES: 1-5 & 10-15	GOAL 1; GOAL 3; GOAL 5; GOAL 6 OBJECTIVES: 1.1; 1.4; 1.5; 1.6; 3.2; 4.2; 5.5; 5.6; 6.1 STRATEGIES: 1.1.1 – 1.1.4; 1.4.1; 1.4.2; 1.5.1; 1.6.1 – 1.6.3; 3.2.2; 3.2.3; 4.2.3; 5.5.1; 5.5.2; 5.6.1; 6.1.3
3.12 WAYFINDING SIGNAGE	A project to implement wayfinding and signage across the town centre. Encourage fun and unique signage in key locations in the town centre.	# increase in wayfinding signs	CCS	CRA LUP PD ISP	Unfunded Operational Linked to item 3.2	L					 OBJECTIVES: 1-5 & 10-15	GOAL 3; GOALS 4 - 6 OBJECTIVES: 3.1; 3.2; 3.4; 4.2; 5.3; 5.5; 6.1; 6.2 STRATEGIES: 3.1.1; 3.2.2; 3.4.1 - 3.4.3; 4.2.1 - 4.2.4; 5.3.2; 5.5.1; 6.1.3; 6.2.1; 6.2.2
3.13 CORRIMAL WI- FI	Investigate options for free Wi-fi in the Corrimal Town Centre.	Feasibility analysis completed	ED	ISP GI	Unfunded Operational	L					 OBJECTIVES: 10-19	GOAL 4 OBJECTIVE: 4.3 STRATEGIES: 4.3.1
4. COMMUNITY CAPACITY BUILDING												
4.1 CREEK MAINTENANCE & BEAUTIFICATION	Produce guidelines for creek maintenance for Bush care and community groups and support ongoing management, maintenance and beautification of Towradgi Creek in partnership with Council and Bush care and community groups.	Completed creek planting guidelines increase in native species and bush tucker plants (in accordance with guidelines)	ENVS	NA PR BG ISP BC	Funded Operational Managed by ENVS	H					 OBJECTIVES: 1-5	GOAL 1; GOAL 4; GOAL 5 OBJECTIVES: 1.1 - 1.4; 1.6; 4.2; 4.4; 5.1; 5.3; 5.4; 5.5; 5.6 STRATEGIES: 1.1.1 - 1.1.4; 1.2.1; 1.3.1; 1.4.1; 1.4.2; 1.6.1; 1.6.2; 4.2.1 - 4.2.3; 4.4.2; 5.1.5 – 5.1.7; 5.3.1; 5.4.3; 5.5.1-5.5.4; 5.6.1
4.2 EVENTS & ACTIVITIES	Facilitate community led initiatives to activate spaces in the Town Centre including unique events & festivals, encouraging temporary uses, pop up stalls and multi-functional spaces e.g. Illawarra 200 Movie Night. This action could also involve: Preparing DA for events/markets/Outdoor fitness training – classes and enabling opportunities to bringing existing activities outdoors – e.g. library, community centre and school activities.	# of events increases # of positive media articles about Corrimal increases Community pride in Corrimal Town Centre improves	CCS ED	LCS PR PD CRA ENVS LUP DAC CCOC	Unfunded Operational + subject to grant funding opportunities Managed by CCS/ED	H					 OBJECTIVES: 1-15	GOALS 2 - 5 OBJECTIVES: 2.3; 3.2 - 3.4; 4.2; 4.4; 5.1; 5.4; 5.5 STRATEGIES: 2.3.2; 3.2.1 - 3.2.3; 3.3.1; 3.4.1 - 3.4.3; 4.2.1 - 4.2.3; 4.4.3; 4.4.4; 5.1.5; 5.4.1; 5.5.2

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							15/16	16/17	17/18	18/19+		
4.3 BUILDING BUSINESS PARTNERSHIPS / PROMOTING ACTIVE AND ATTRACTIVE STREETS	Work with and support local business & Chamber of Commerce. Specifically - education around active frontages - encourage outdoor dining - encourage events - assist local business navigate approvals processes	Increase in % of shop fronts having pleasant or active frontages Increase in # of outdoor dining chairs Decrease in vacant premises	ED	LUP LCS ISP DAC	CCoC CCS PR	Unfunded Operational Managed by ED	H				 OBJECTIVES: 1-5 & 16-25	GOALS 2 - 5 OBJECTIVES: 2.1 - 2.5; 3.1 - 3.4; 4.2; 4.4; 5.1; 5.4; 5.5; 5.6 STRATEGIES: 2.1.1; 2.1.3 - 2.1.5; 2.2.2; 2.2.3; 2.3.2; 2.4.1; 2.4.2; 2.5.1; 3.1.1 - 3.1.3; 3.2.1 - 3.2.3; 3.3.1; 3.4.1; 3.4.2; 4.2.1 - 4.2.3; 4.4.1 - 4.4.6; 5.1.1; 5.1.4 - 5.1.7; 5.4.1 - 5.4.3; 5.5.1; 5.6.1
4.4 TOWN CENTRE PUBLIC ART PROJECTS	Promote a range of private and public art projects in the Town Centre – e.g. laneway art projects.	Increase in # public art projects Community pride in Corrimal Town Centre improves	CCS	LCS LUP	ISP ED	Unfunded Operational + grant funding opportunities Managed by CCS	H				 OBJECTIVES: 1-9 & 20-25	GOALS 2 - 5 OBJECTIVES: 2.1; 3.1; 3.2; 3.4; 4.2; 5.4; 5.5; 5.6 STRATEGIES: 2.1.3; 3.1.2; 3.1.3; 3.2.1 - 3.2.3; 3.4.1 - 3.4.3; 4.2.2; 4.2.3; 5.4.1 - 5.4.3; 5.5.2; 5.6.1
4.5 CORRIMAL TOWN CENTRE HERITAGE INTERPRETATION	Investigate ways to interpret and celebrate the identity and history of the town centre's industrial, Indigenous and European heritage. Examples include (but are not limited to): the Kurumul/ Kurumul story; Steam train; Streets ice cream; Tarrawanna railway; Cokeworks; Sporting history.	Community pride in Corrimal Town Centre improves	LUP	LCS PR PD CRAG	CCED ISP F	Unfunded Operational + grant opportunities	H				 OBJECTIVES: 1-5	GOALS 1 – 5 OBJECTIVES: 1.4; 2.1; 2.2; 3.1; 3.2; 3.4; 4.2; 5.5; 5.6 STRATEGIES: 1.4.1; 1.4.2; 2.1.3; 2.2.2; 3.1.2; 3.1.3; 3.2.1 - 3.2.3; 3.4.1 - 3.4.3; 4.2.1 – 4.2.3; 5.5.2; 5.6.1
4.6A CORRIMAL TOWN CENTRE SHOPFRONT + FAÇADE IMPROVEMENT STUDY	This study will investigate the feasibility and parameters for delivering small grants (matched funding) to building owners in Corrimal Town Centre to encourage active frontages, improve the streetscape appearance and enhance the pedestrian environment.	Completed Corrimal Town Centre Shopfront + Façade Improvement Study	LUP	ED PD DAC	ISP CCoC	Unfunded Operational \$30,000	M				 OBJECTIVES 3,9-16,19-25	GOALS 1 – 5 OBJECTIVES: 1.3; 1.4; 1.6; 2.4; 3.4; 4.1; 4.2; 4.4; 5.4 STRATEGIES: 1.3.2; 1.3.3; 1.4.1; 1.4.2; 1.6.3; 2.4.1; 3.4.2; 3.4.3; 4.1.3; 4.2.3; 4.4.1-4.4.6; 5.5.1
4.6B CORRIMAL TOWN CENTRE SHOPFRONT + FAÇADE IMPROVEMENT SCHEME DELIVERY	Dependent on the outcome of action 4.6, the delivery of small matched funding grants to improve shopfronts and building facades in Corrimal Town Centre in accordance with an adopted Shopfront + Façade Improvement Study	Increase in % of shop fronts having pleasant or active frontages Community pride in Corrimal Town Centre improves	ED	LUP DAC	CCoC	Unfunded Operational \$200,000	M				 OBJECTIVES 3,9-16,19-25	GOALS 1 – 5 OBJECTIVES: 1.3; 1.4; 1.6; 2.4; 3.4; 4.1; 4.2; 4.4; 5.4 STRATEGIES: 1.3.2; 1.3.3; 1.4.1; 1.4.2; 1.6.3; 2.4.1; 3.4.2; 3.4.3; 4.1.3; 4.2.3; 4.4.1-4.4.6; 5.5.1

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PART 3

Risk Analysis

QUALITATIVE RISK IDENTIFICATION AND TREATMENT SCHEDULE – Corrimal Town Centre Plan 2015-2025

STEP 1	STEP 2	STEP 3			STEP 4	STEP 5	STEP 6			STEP 7	STEP 8
NATURE OF RISK People Property Environment Reputation	IDENTIFIED RISKS What can go wrong?	EVALUATED RISKS			PRIORITY of Risks	TREATMENT Who/ What/ When/ Where/ How	EVALUATED RISKS – RESIDUAL			TREATMENTS TO BE IMPLEMENTED (Yes or No)	TREATMENT COMPLETED? (✓)
		S	L	Level of Risk			S	L	Level of Risk		
Reputation/People	Plan is not implemented and engaged community stakeholders lose trust in Council	3	C	M9	H	Increase accountability and transparency through annual monitoring – to be made available to the public	3	C	M9	Yes	
Reputation/People/Environment/ Property	Actions are implemented but not linked with strategic intent of Plan	3	C	M9	H	Establish Plan Coordination Group to coordinate delivery of actions aligned with strategic intent	3	C	M9	Yes	
Property/ Reputation	Costs to implement Plan make it unfeasible	4	D	M8	H	All actions to include capital cost estimates - see Implementation Plan Table	3	D	M6	Yes	
Environment/ People/Property/ Reputation	Actions cause harm to the environment, property or people	4	C	H12	H	Completion of actions to follow all relevant legislative and approval processes and risk assessments	4	D	M8	Yes	

ENTERPRISE-WIDE RISK MANAGEMENT RISK RANKING TOOL

SEVERITY TABLE

DESCRIPTOR	PEOPLE (Social) <i>Due to Council Culpability or Negligence</i>	PROPERTY & FINANCIAL (Economic) <i>Property loss; Increased expenses; lost revenue</i>	ENVIRONMENT (Environment) <i>e.g. Waterways; Bushland; Air; Fauna; Flora</i>	REPUTATION (Governance) <i>Social; Ethical; Heritage; Cultural; Leadership</i>
		Assess loss as either <u>One-off</u> or <u>Recurrent multiplied by 10</u>		“External Agency” may include: DLG; ICAC; Police; Audit Office, etc
Catastrophic 5	Death or total permanent disability	> \$15 million; Massive financial loss	Catastrophic event (e.g. habitat destruction) with national impact (e.g. endangered species) for more than one year	Appointment of Administrator Major State or National media coverage 1,000 + complaints Financial loss or fraud > \$500,000
Major 4	Critical injury resulting in long-term partial disability	> \$5 million - \$15 million; Major financial loss	Major event (e.g. creek contamination) with regional impact (e.g. lake, escarpment) for more than one year	External Agency Inquiry with adverse finding Significant regional media coverage 50 – 1,000 complaints Financial loss or fraud > \$50,000 - \$500,000
Moderate 3	Very serious injury, e.g. <i>broken arm, leg, wrist, etc</i> which could result in hospitalisation and/or greater than 7 days off work	> \$100,000 - \$5 million; High financial loss	Major event (e.g. creek contamination) with regional impact (e.g. lake, escarpment) for between one month and one year	External Agency request for clarification Regional & suburban media coverage 20 – 50 complaints Financial loss or fraud > \$5,000 - \$50,000
Minor 2	Minor injury, e.g. <i>strain, sprain, gash, etc</i> resulting in between 1-7 days off work	> \$10,000 - \$100,000; Minor financial loss	Minor event (e.g. 20lt oil spill) with localised impact (e.g. street, precinct) for less than month	Suburban media coverage 10 – 20 complaints Financial loss or fraud > \$1,000 - \$5,000
Insignificant 1	Minor injury, e.g. <i>cuts, abrasions, etc</i> requiring first-aid and/or resulting in less than 1 day off work	< \$10,000; Low financial loss	Negligible event (e.g. noise pollution) with localised impact (e.g. street, precinct) for less than month	Media enquiry / Letter to the Editor 0 – 10 complaints Financial loss or fraud < \$1,000

LIKELIHOOD TABLE

DESCRIPTOR	DESCRIPTION
Almost Certain A	<ul style="list-style-type: none"> Could happen at anytime Is expected to occur in most circumstances Occurs annually or more frequently
Likely B	<ul style="list-style-type: none"> Will probably occur in most circumstances Has occurred several times in the past (in my career) Might occur in a 2-3 year timeframe
Possible C	<ul style="list-style-type: none"> Has occurred once in the past at Council Might occur under prevailing circumstances Might occur in a 5 year timeframe
Unlikely D	<ul style="list-style-type: none"> Could occur at sometime at Council Could happen but unlikely Might occur in a 10 year timeframe
Rare E	<ul style="list-style-type: none"> May occur in exceptional circumstances Heard of something like this happening elsewhere Could happen but probably never will

RISK SCORE MATRIX *

LIKELIHOOD		SEVERITY				
		Catastrophic 5	Major 4	Moderate 3	Minor 2	Insignificant 1
Almost Certain	A	E25	E20	E15	H10	M5
Likely	B	E20	E16	H12	M8	L4
Possible	C	E15	H12	M9	M6	L3
Unlikely	D	H10	M8	M6	L4	L2
Rare	E	M5	L4	L3	L2	L1

RISK LEVEL	ACTION YOU SHOULD TAKE
EXTREME (E15-25) HIGH (H10-14)	Immediate action required; Eliminate or reduce risk; or accept risk provided residual risk level is understood
MODERATE (M5-9)	Reduce risk; or accept risk provided residual risk level understood
LOW (L1-4)	Accept the risk; Manage by routine procedure

* Risk Score Matrix consistent with United Independent Pools Enterprise Risk Management Model Framework August 2008 and ISO 31000: Risk Management

Review Frequency and Document End Date

The Corrimal Town Centre Implementation Plan will be reviewed annually. The Corrimal Town Centre Plan and Corrimal Town Centre Implementation Plan will undergo a larger review in the financial year of 2019/20. The Plan end date is 2025.

Contact Information

For further information about the Corrimal Town Centre Plan and Implementation Plan please contact Wollongong Council's Land Use Planning Team on 4227 7111.