

Whole of Shire Cultural and Community Facilities Plan

Final Report

Tweed Shire Council

October 2007



This report has been prepared for the consideration of:



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Executive Summary

INTRODUCTION

In 2007, SGS Economics and Planning Pty Ltd (SGS) was commissioned by Tweed Shire Council to prepare a Shire Wide Community Plan and Shire Wide Cultural and Community Facilities Plan. This report presents the findings and recommendations of the Shire Wide Cultural and Community Facilities Plan.

The provision of community infrastructure is the cornerstone of ensuring social well-being and community cohesion. Community infrastructure plays a vital role in assisting communities to develop life skills, including social support and resilience. This in turn assists in reducing health, social and economic costs associated with social isolation, family and individual stress and unemployment. Community infrastructure assists in bringing people together which promotes the formation of friendships and support networks.

Tweed Shire Council currently has in place a number of individual Section 94 contribution plans that have been used to provide local community facilities for particular release areas. However, there is currently no Shire Wide Community Facilities Plan in place nor a corresponding Section 94 Contribution Plan for Shire Wide facilities. Accordingly, the purpose of the Shire Wide Cultural and Community Facilities Plan is to identify the types of community facilities that will be required over the next 20 years, the most appropriate locations for these facilities and potential funding partnership opportunities. In addition, the facilities plan will form the basis for a Shire Wide Community Facilities Section 94 Contribution Plan as well as potential amendments to existing Section 94 plans.

Therefore, the purpose of this document is to provide for the Tweed Shire Council's consideration a framework for the future provision of community facilities infrastructure within the Tweed LGA by:

- Providing a desired outcome for the establishment of community facilities infrastructure in the Tweed LGA;
- Setting out best practice planning principles for the establishment and provision of community facilities infrastructure;
- Indicating minimum best practice desired standards of service for the provision of community facilities infrastructure in the Tweed LGA; and
- Determining future demand for facilities provision within the Tweed LGA.

The document is intended to inform the preparation and review of Section 94 Plans as well as other local planning instruments and infrastructure funding opportunities that pertain to cultural and community facilities.

OVERVIEW OF TWEED LGA

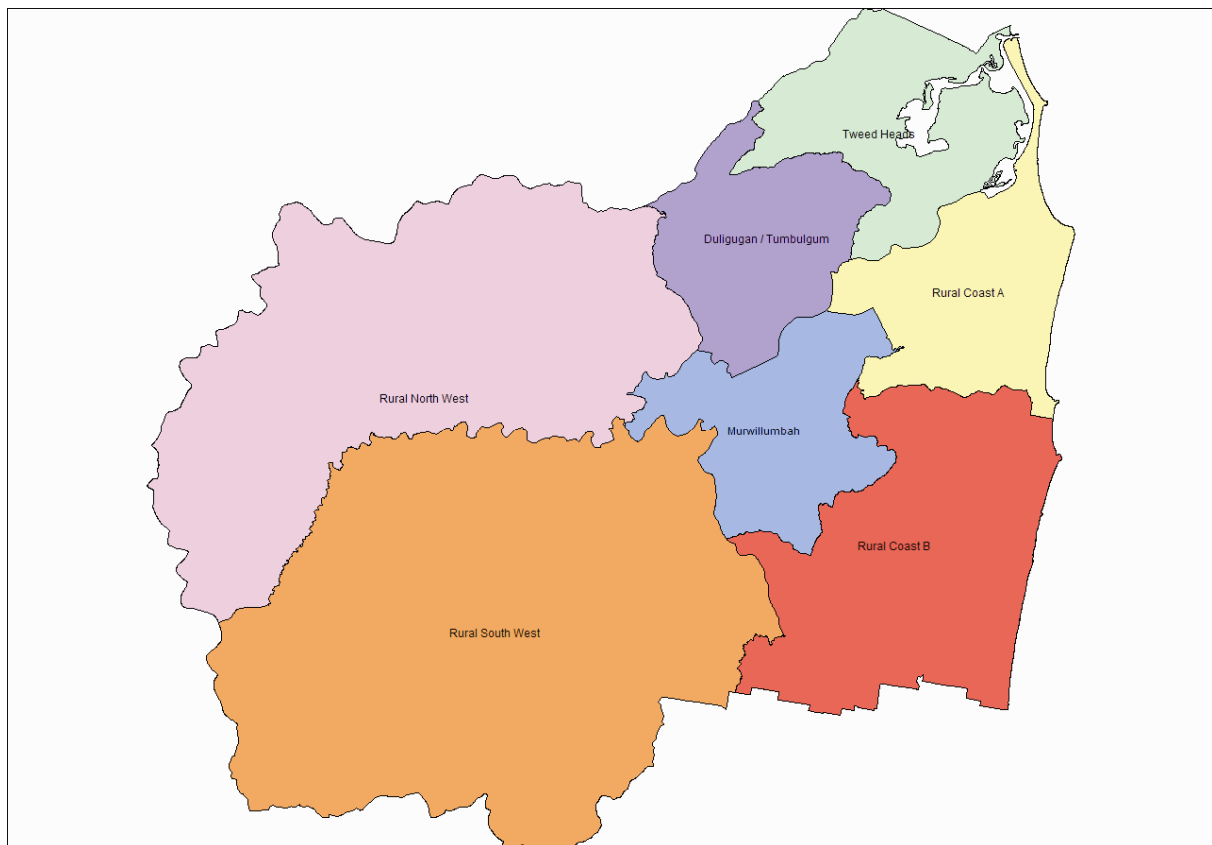
Communities of interest were defined for the purposes of this study through detailed discussions between SGS and council officers and further informed through reference to Council reports, such as the Communities Profile released in October 2004. Through these investigations it was agreed that the Tweed LGA is made up of 7 communities of interest (within a broader 3 catchments) which include:

Rural = Rural NW/ Rural SW/ Murwillumbah/ Duligugan/ Tumbulgum

Coastal = North Coast/ South Coast

Urban = Tweed Heads Overall, the Tweed LGA consists of 31 local townships which form 7 districts.

Figure 1. Map of Tweed LGA and District Level Communities of Interest

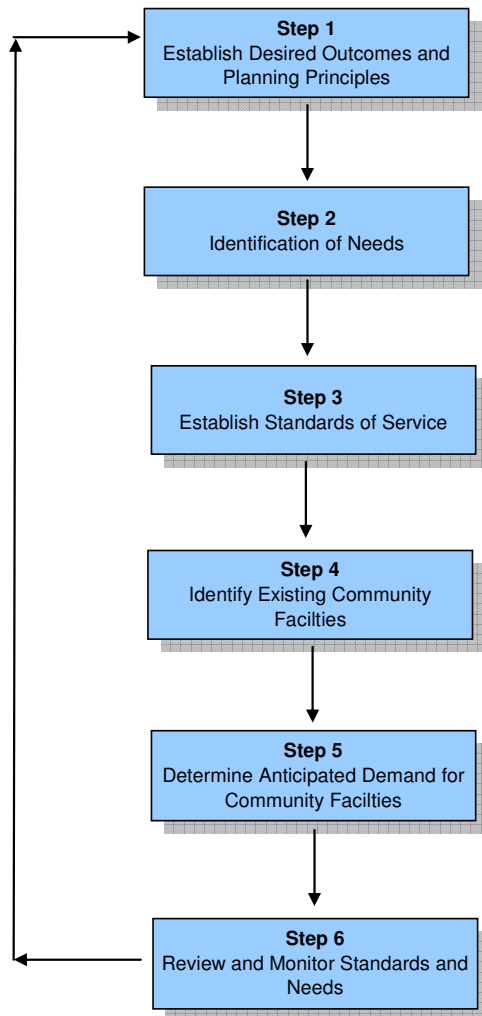


Source: CDATA 2001

PLANNING FRAMEWORK

Development of the Tweed Community Facilities Strategy has followed a conceptual planning framework. This framework outlines the method and processes that were central to the development of the facilities plan and is summarised in Figure 1 (below).

Figure 2. Planning Framework for Community Facilities



PLANNING PRINCIPLES

Planning principles are one of the key components of the facilities plan as they inform and underpin the planning and provision of community facilities in the Tweed LGA. In total there are 10 guiding principles that are recommended for consideration in the development and delivery of cultural and community facilities in the Tweed LGA.

1. Providing facilities at a level commensurate with need;

2. Maximising usage of existing community facilities;
3. Developing flexible, multi-purpose community facilities;
4. Planning for program and service delivery, not just space;
5. Co-locating compatible uses and creating community hubs;
6. Creating community appropriate to the level of service demanded;
7. Locating community facilities in functional activity centres with public transport access where appropriate;
8. Engaging in partnerships with the private and public sector to deliver affordable and accessible community facilities and services;
9. High quality urban design outcomes for community facilities; and
10. Recognising the need to support isolated areas with declining or small populations.

IDENTIFICATION OF NEED FOR COMMUNITY FACILITIES

Identification of expressed needs for community facilities in Tweed was informed through a variety of sources that included a review of existing reports, a telephone survey of more than 130 community facilities managers and service providers and face to face interviews with Council staff and community facilities managers. This analysis of need was further informed by the demographic profiling of the Tweed LGA.

In summary, the following needs were identified as having an impact on the demand for cultural and community facilities in the Tweed LGA:

- Local halls and centres for community groups;
- Play groups and pre-schools;
- Baby health centres;
- Recreation facilities such as aquatic centres, open spaces, sports grounds, and cycle ways, libraries, art galleries and museums;
- Focus on a facility that is available for multiple use rather than for single activities use (eg. PCYC);
- Request to Council for Youth Facility in Murwillumbah – to be integrated with Community Centre expansion and Knox Park Master plan;
- Respite or occasional care for children;
- Aboriginal Community hall facilities;
- Health workers and services;
- Youth programs and consultation/Youth facility;
- Land for funerals;
- An overriding need was expressed for an improved public transport system in the shire;
- Further commonly expressed need was for greater emphasis to be placed on the development of facilities in Murwillumbah, rather than just the coastal districts;
- Meeting rooms;
- Upgrade/ refurbishment of the small catholic cemetery;
- Larger area for library space, study space, public meeting space;
- Community/ public space;
- Community halls/Community centres, and playgroups;
- Cabarita and Pottsville need a venue for youth services;
- It was further noted that the Pottsville community needed:

- an aged facility (incorporating health services)
 - a library (currently Pottsville is serviced by a van once a week, however this is not considered sufficient)
 - a youth centre (it was stated that there was a commitment from the state government several years ago)
- Youth clubs;
 - Services for children;
 - Activities for youth;
 - Services for the aged- including dental;
 - Health Centre for ageing population;
 - Occasional Care Service;
 - Local performing arts;
 - Purpose built community preschool; and
 - More outside school hours care facilities.

ESTABLISH STANDARDS OF SERVICE

It is recommended that new developments, particularly in respect of any new cities, towns and villages, provide high standards of community infrastructure. Table 5 outlines the recommended benchmarks for the provision of community facilities in the Tweed LGA at a local, district and regional level. Benchmarks are provided as a ratio of one community facility to 'x' thousand people, except where otherwise noted.

It is important to note that benchmarks are minimum best practice standards and more detailed structure or local area planning in respect of any new cities, towns and villages may require higher standards that are more suited to the specific circumstances of a particular locality.

Table 1. Community Facility Benchmarks – Minimum Best Practice

Level	Community Facility	Benchmark for Provision (# per population)	Responsibility	Benchmark for Minimum Provision (# per population)	Population category
Local	Community Meeting Room/Multi-purpose hall	1:6-10,000	Council/State/Federal	6,000	Total
	Childcare Centre	1:4-8,000	Council/Private	4,000	Total
	Preschool	1:7,500-10,000	Private	7,500	Total
	Primary School	1:4,500-5,000	State/Private	4,500	Total
District	Multi-purpose Community Centre/Civic Centre	1:20-30,000	Council/State/Federal	20,000	Total
	High School	1:14,000-18,000	State/Private	14,000	Total
	Youth Facility/Service	1:20,000	Council/State/others	20,000	Total
	Branch Library	1:15,000-30,000	Council	15,000	Total
	Aged Care Service/Respite Centre	1:10-20,000	Council/Federal/Private	10,000	Total
	Neighbourhood Centre	1:20-30,000	Council/State/Federal	20,000	Total
	Community Health Centre	1:20-30,000	Council	20,000	Total
	Police	1:20-30,000	State	20,000	Total
	Fire & Rescue	1:25,000	State	25,000	Total
	Ambulance	1:25,000	State	25,000	Total
	State Emergency Service (SES)	1:25,000	State	25,000	Total
Whole of Shire	Art Gallery	1:30-150,000	Council/State/Federal	100,000	Total
	Museum	1:30-120,000	Council/State/Federal	100,000	Total
	Performing Arts/Exhibition/Convention Centre	1:50-200,000	Council/State/Federal	100,000	Total
	Hospital - Public	2.6 beds/1,000 people	State	150,000	Total
	TAFE District Facility	1:150,000	State	150,000	Total
	University	1:150-200,000	Cwealth	150,000	Total
	Cemetery	1:50-200,000	Council	50,000	Total

Source: SGS Economics and Planning, 2007

The application of these benchmarks to the projected population provides an indication of the community facilities required in the localities of Tweed LGA over the next 17 years to 2024. In addition to deciding on the actual facilities required over this time, there is a further need to determine at what point these community facilities should be provided. That is, it is important to decide what proportion of the catchment population is required to be located in the locality before the community facility is provided. Typically, the timing for the provision of facilities should be based on a 40% threshold. Under this measure, once 40% of the benchmark population is located in the catchment the required facility will need to be provided.

It should be further noted that for most community facilities, planning should begin two to three years before the date required in relation to the relevant population thresholds. Longer lead times apply to some community facilities, for example:

- An estimated 3 year lead time for the development of primary schools;
- An estimated 5 year lead time for high school provision;
- Up to 5 years for library service provision; and
- Facilities involving multiple stakeholders and the satisfaction of multiple uses may take up to five years to bring to fruition.

SGS recommends the use of the 40% threshold in the provision of community facilities in the Tweed LGA in order to ensure that the highest level of social cohesion and the development of social capital are achieved in all localities across the region.

EXISTING COMMUNITY FACILITIES

An audit of existing community facilities and social infrastructure was undertaken for the purpose of this study, resulting in an extensive inventory detailing, where possible, specifications about each individual facility currently provided in the Tweed LGA. At 2006 there were approximately 133 community facilities located in the Tweed LGA. A detailed list of community facilities is set out in Table 2. The types of facilities currently located in the Tweed LGA range from education and health services to cultural facilities such as art galleries and museums. This portfolio includes 16 community meeting rooms/multi-purpose halls, 35 Primary schools and 22 child care centres.

It should be noted that there were a number of small private local art galleries identified, however they have not been included in the analysis. For the purpose of this report SGS defines an Art Gallery as a public facility that serves a regional (whole of LGA) catchment, for example, the Tweed River Art Gallery.

Table 2. Existing Community Facilities

Level	Facility	No. of Facilities Urban	No. of Facilities Coastal	No. of Facilities Rural	Whole of Shire
Local	Community Meeting Centre/Hall	3	5	8	16
	Childcare Centre	14	5	3	22
	Preschool	2	2	5	9
	Primary School	12	10	13	35
District	Multi-purpose Community Centre/Civic Centre	2	0	1	3
	High School	5	1	5	11
	Youth Facility/Service	2	0	0	2
	Branch Library	1	1	1	3
	Aged Care Service/Respite Centre	2	0	0	2
	Neighbourhood Centre	0	1	0	1
	Community Health Centre	2	0	2	4
	Police	1	1	1	3
	Fire & Rescue	1	2	1	4
	Ambulance	1	1	1	3
	State Emergency Service (SES)	1	0	1	2
	Whole of LGA	Art Gallery	0	0	1
Museum		2	0	1	3
Performing Arts/Exhibition/Convention Centre		0	0	0	0
Hospital - Public		1	0	1	2
TAFE District Facility		0	2	1	3
University		1	0	0	1
Cemetery		1	1	1	3
TOTAL		54	32	47	133

Source: SGS Economics and Planning, 2007

CURRENT GAPS AND LIKELY FUTURE NEEDS

Findings from Gap Analysis

Locally appropriate standards adapted from the Social Infrastructure Planning Guidelines for Queensland and other sources were applied to the current and future population of the Tweed LGA in order to highlight current and likely future need gaps in community infrastructure.

In summary:

- There will be a total of 69 additional needs for the Tweed LGA by 2024.
- Urban North Catchment has a need for 34 additional facilities.
- Coastal Catchment has a need for 29 additional facilities.
- Rural West Catchment has a need for 6 additional facilities.
- At the local and district levels, the overall greatest need over time is in the area of Aged Care Services/Respite Centres, Preschools and Childcare Centres.
- Overall, the Urban North Catchment will place the overall greatest demand on community facilities requirements in the longer term, particularly in the areas of Youth facilities/Services and Neighbourhood Centres.

It should be noted and emphasised that although the gap analysis reveals needs over several infrastructure types, this does not mean that there will be 69 separate facilities required on the ground due to first principles such as co-location and integration.

At a regional level, the analysis shows at the 40% threshold a Performing Arts Centre will be required between 2007 and 2024.

Priority Facilities for 2007

From the Gap Analysis it was determined that there are a number of facilities that are required at 2007. These facilities have been classified as priority facilities that will need to be provided to the community immediately. As these facilities do not meet the requirements of Section 94 funding, alternative funding sources will need to be considered. Each catchment area has been analysed in terms of what is required and how the requirements translate to actual facilities on the ground based on the Planning Principles above.

In summary the following facilities are recommended for each Catchment area:

- SGS recommended that the **Urban North** area facilitate **a branch library that incorporates multiple, flexible size meeting and other spaces.**
- It is envisaged and recommended by SGS that a **Multi Purpose Community/Civic Centre incorporating a library and a co-located/integrated youth facility** is required to support the current population of the **Coastal Catchment.**
- The re-development of the **Murwillumbah Community Centre** and surrounding precinct has the potential to meet much of the needs expressed for the **Rural Catchment.** SGS recommends that a **multi-purpose community centre with expanded neighbourhood centre functions, youth facilities and larger meeting spaces** be incorporated in the redevelopment of this site.

Priority Facilities Post 2007 and Eligible for S94 Funding

Table 4 illustrates the additional facilities that are needed post 2007 (2008 onwards). As noted the Urban Catchment has a need for an additional 16 facilities, the Coastal Catchment need an additional 19 and the Rural Catchment has no additional need beyond 2007.

Table 3. Indicative Infrastructure Required Post 2007

Level	Facility	Benchmark for Provision (# per population)	No. of Needs		
			Urban	Costal	Rural
Local	Community Meeting Room/Multi-purpose hall	1:6-10,000	3	2	0
	Childcare Centre	1:4-8,000	1	4	0
	Preschool	1:7,500-10,000	2	2	0
	Primary School	1:4,500-5,000	1	0	0
District	Multi-purpose Community Centre/Civic Centre	1:20-30,000	1	1	0
	High School	1:14,000-18,000	0	1	0
	Youth Facility/Service	1:20,000	1	1	0
	Branch Library	1:15,000-30,000	1	1	0
	Aged Care Service/Respite Centre	1:10-20,000	2	2	0
	Neighbourhood Centre	1:20-30,000	1	1	0
	Community Health Centre	1:20-30,000	1	1	0
	Police	1:20-30,000	1	1	0
	Fire & Rescue	1:25,000	0	0	0
	Ambulance	1:25,000	0	1	0
	State Emergency Service (SES)	1:25,000	0	1	0
	Whole of Shire	Art Gallery	1:30-150,000	0	0
Museum		1:30-120,000	0	0	0
Performing Arts/Exhibition/Convention Centre		1:50-200,000	1	0	0
Hospital - Public		2.6 beds/1,000 people	0	0	0
TAFE District Facility		1:150,000	0	0	0
University		1:150-200,000	0	0	0
Cemetery		1:50-200,000	0	0	0
TOTAL			16	19	0

Source: SGS Economics and Planning, 2007

Under Section 94, only facilities that are located in growth areas are able to be funded through this mechanism. Consequently not all facilities identified in the gap analysis can be funded through Section 94. The facilities that cannot be funded through S94 are summarised below.

URBAN NORTH:

- 2 x Preschool
- 1 x Primary School
- 1 x Police Station

COASTAL:

- 3 x Childcare Centres
- 1 x Community Meeting Room/Multi Purpose Hall
- 1 x Aged Care Service/Respite Centre
- 1 x Police Station
- 1 x High School
- 2 x Preschools
- 1 x Ambulance
- 1 x State Emergency Service (SES)

RURAL WEST:

- Rural West Catchment require no facilities beyond 2007

Growth Areas and Priority Facilities

Through extensive discussions with Council representatives a number of growth areas were identified for the Tweed Shire. It was important to identify the major growth areas for the purpose of determining areas that are applicable for Section 94 Funding.

It should be noted that for the purpose of this analysis only areas with a projected total population of 4000 and above are included. Under the gap analysis areas with a population of less than 4000 (on completion of development) will not trigger any facilities. Taking this into account, the major areas that are applicable to Section 94 funding for community facilities include:

- Kings Forest (10,000)
- Cobaki Lakes (12,000)
- Bilambil Heights (8,000)
- Area E (5,000)

Facilities that are recommended for the growth areas and therefore eligible for Section 94 funding includes:

KINGS FOREST (COASTAL)

- Multi Purpose Community/Civic Centre with expanded neighbourhood centre functions incorporating a library and a co-located/integrated youth facility
- Community Health Centre incorporating Aged Care Services/Respite Centre

COBAKI LAKES (URBAN NORTH):

- Multi Purpose Community/Civic Centre with expanded neighbourhood centre functions and a co-located/integrated youth facility.
- Community Health Centre incorporating Aged Care Services/Respite Centre

BILAMBIL HEIGHTS (URBAN NORTH)

- Multi Purpose Centre with attached childcare centre

Cobaki Lakes and Kings Forest both have existing Section 94 Plans. It is recommended that these plans be updated to include the above mentioned facilities. Bilambil Heights will require the formation of its own Cultural and Community Facilities Section 94 Plan.

The gap analysis identified the need for one regional facility – A Regional Performing Arts Centre. This facility will be included in the Whole of Shire Cultural and Community Facilities Section 94 Plan.

1 Introduction

In 2007, SGS Economics and Planning Pty Ltd (SGS) was commissioned by Tweed Shire Council to prepare a Shire Wide Community Plan and Shire Wide Cultural and Community Facilities Plan. This report presents the findings and recommendations for the Shire Wide Cultural and Community Facilities Plan.

1.1 Study Context

As one of the fastest growing areas in NSW, Tweed is experiencing increasing pressures from both existing and incoming populations to provide a range of facilities and services. According to the NSW Department of Local Government, the level of 'Community service expenditure per capita' in Tweed is relatively low and there is a case for gradually increasing the share of expenditure on community services for high need groups (cited in Tweed Shire Council Social Plan). Furthermore, the Social Plan recommends the establishment of a long-term funding program for community facilities.

Tweed Council currently has in place a number of individual Section 94 contribution plans that have been used to provide local community facilities for particular release areas. However, there is currently no Shire Wide Community Facilities Plan in place nor a corresponding Section 94 Contribution Plan for Shire wide facilities. The brief proposes that a consultant be engaged to prepare a Shire Wide Community Facilities Plan to identify the types of community facilities that will be required over the next 20 years, the most appropriate locations for these facilities and potential funding partnership opportunities. The types of facilities to be considered may include (but not necessarily be limited to):

- Civic and cultural centres;
- Youth centres;
- Aged Care centres; and
- Community centres.

The facilities plan will form the basis for a Shire Wide Community Facilities Section 94 Contribution Plan as well as potential amendments to existing Section 94 plans.

1.2 Structure of Document

This document describes the results of an assessment of the community facilities requirements of the Tweed LGA, and the projected future requirements for community facilities in the Tweed LGA up to 2024. It is structured as follows:

- Section 1 outlines the policy environment that this plan sits within it further defines community infrastructure and notes the difference between facilities and services.
- Section 2 details the planning framework relevant to the preparation of this document.

- Section 3 details the identification of needs for community facilities in the Tweed LGA based on findings from both stakeholder consultations and literature reviews. This section further details the planning localities of the Tweed LGA, general demographic trends and population projections.
- Section 4 highlights the desired standards of service that are recommended to be adopted in the planning and provision of community facilities in the Tweed LGA.
- Section 5 looks at the existing community facilities in the Tweed LGA.
- Section 6 details the required additional community facilities in the Tweed LGA over the planning horizon to 2024.
- Section 7 explores the facilities requirements for catchment areas at 2007, these facilities are also defined as priority facilities that cannot be funded under Section 94.
- Section 8 highlights the facilities that are required post 2007, it further identifies facilities that are not funded under Section 94. Growth Areas are also explored in this section and recommendations are provided in regards to the facilities that can be included in Section 94.
- Section 9 will provide an overall summary of recommendations

1.3 Purpose of the Community Facilities Strategy

It can be argued that the provision of community infrastructure is the cornerstone of ensuring social well-being and community cohesion. Community infrastructure plays a vital role in assisting communities develop life skills, including social support and resilience. This in turn assists in reducing health and social costs and consequences (both social and economic) associated with social isolation, family and individual stress and unemployment. Community infrastructure assists in bringing people together and helps to form friendships and support networks.

It is also important to note that a range of stakeholders have a role in the planning and delivery of community infrastructure, including the Tweed Shire Council. The State government also has a major role in both funding and providing many of these services, as do the community and private sectors.

Therefore, the purpose of this document is to provide for the Council's consideration a strategy for the future provision of community facilities infrastructure within the Tweed LGA by:

- Providing a desired outcome for the establishment of community facilities infrastructure in the Tweed LGA.
- Setting out best practice planning principles for the establishment and provision of community facilities infrastructure.
- Indicating minimum best practice desired standards of service for the provision of community facilities infrastructure in the Tweed LGA.

The document is intended to inform the Section 94 Plan as well as local planning instruments and infrastructure funding arrangements in respect of community facilities.

1.4 Community Infrastructure Defined

For the purpose of this document, community infrastructure is defined as community services, facilities and networks which support individuals, families, groups and communities to meet their social needs, to maximise their potential for human development and to enhance community wellbeing. They include:

- universal facilities and services such as education, health, open space, recreation and sport, safety and emergency services, religious, arts and cultural facilities, community meeting places;
- lifecycle targeted facilities and services such as those for children, young people and older people; and
- targeted facilities and services for groups with special needs such as families, people with a disability and indigenous and culturally diverse people.

In this regard, the community infrastructure addressed in this report includes:

- Community centres/Civic centres;
- Art Galleries and Museums;
- Art Spaces and Performing Arts;
- Exhibition centres/Convention centres;
- Youth facilities;
- Child care centres;
- Primary schools;
- Secondary schools;
- TAFE colleges;
- Universities;
- Libraries;
- Aged care facilities;
- Community health centres;
- Neighbourhood Centres;
- Emergency services (police, ambulance SES)
- Public hospitals; and
- Cemeteries.

This document does not address open space and recreation matters which have been addressed in a previous report.

1.5 Community Facilities and Services

Although the definition of community infrastructure encompasses both community facilities and services, this study is concerned explicitly with community facilities being the physical infrastructure that is needed to be provided in the Tweed LGA. However, it is important to note that not all issues identified in this report relate only to direct provision of facilities but also to servicing requirements. Although this study is ultimately concerned with the need to provide physical facilities infrastructure in the Tweed LGA, understanding the expressed needs of a community is fundamental to determining the extent of facilities and specific designs required to support the (often diverse) range of services and activities that people wish to see provided in a

community. Provided it is designed and managed properly, a building can be used to house and deliver any number of services, programs and activities. Consideration must be given to opportunities to co-locate multiple services within a given facility and to design facilities to be flexible and adaptive so that spaces provided can serve multiple functions.

1.6 Policy Context

Three key policy documents were reviewed as part of the analysis of community facilities requirements for the Tweed LGA – the Far North Coast Regional Strategy (FNCRS), The Tweed Shire Social Plan, and the Tweed Youth Needs Analysis. These are summarised below.

1.6.1 Overview of the Far North Coast Regional Strategy

The Far North Coast Regional Strategy (2006) is the leading strategic planning strategy for the Far North Coast Region and covers the six local government areas within the Region. The purpose of the strategy is to manage and guide sustainable growth across the region over the next 24 years by providing a pathway that, when implemented, will assist in ensuring sustainable growth outcomes can result, and that the quality of life and natural environment in the region is protected and enhanced.

This Strategy is a State government initiative and consequently the Department of Planning is responsible for guiding its implementation. It is largely a strategic document, however it has statutory force, particularly in controlling land uses and containing development within the Town and Village Growth Boundaries.

Objectives of the FNCRS include:

- Identify and protect important environmental assets, landscape and cultural values and natural resources;
- Limit development in places constrained by coastal processes, flooding, wetlands important farmland, and landscapes of high scenic, cultural and conservation value;
- Cater for the extra 60 400 people expected to be living in the Region over the next 25 years;
- Allocate 35% of future housing to the three major regional centres – Tweed Heads, Lismore and Ballina – and reinforce their roles as employment and service centres;
- Protect the coast from overdevelopment by identifying a Coastal Area which limits the spread of urban development;
- Ensure the 51 000 new homes expected to be built by 2031 are provided in a variety of suitable locations, and offer a choice in form and affordability;
- Provide appropriately located rural residential opportunities around existing settlements;
- Encourage growth of non coastal towns and villages;
- Ensure the provision of adequate land for new business and industry that is well linked to transport and services; and is able to support the creation of the projected additional 32 500 jobs needed in the Region;
- Contain areas for potential future development to within the Town and Village Growth Boundaries; and

- Require that any development proposals for Greenfield sites west of the Coastal Area and outside of the Town and Village Growth Boundary be subjected to satisfy the Sustainability Criteria. (NSW Department of Planning 2006, p.11)

1.6.2 Implications of the Far North Coast Regional Strategy to the Tweed Community Facilities Plan

The Far North Coast Regional Strategy does not provide specific direction with respect to social infrastructure such as health services, welfare services, affordable housing, aged care facilities, community facilities, and regional open space. However, there are key issues that the strategy highlights that will influence and impact the provision of social infrastructure is delivered in the region.

Key issues in providing community facilities in FNC include:

- High population growth rate in the Coastal areas causing strain on community services in some areas;
- The Region's population is ageing, with the proportion aged 65 years or more expected to more than double by 2031;
- Over the next 24 years the median age of the population is projected to increase from 39 years to 51 years; and
- The proportion of young people is projected to decline to 14%.

To address these issues, there is the need to:

- Provide community facilities that reflect the current and future age structure of specific communities of interest, i.e. while there will be increased demand for facilities and services for older persons in the future, there is still a need to service the requirements of families and young people in some communities, for example; and
- Provide flexible and robust facilities that can be adapted to the changing needs of the community over time.

1.6.3 Overview of the Tweed Social Plan

Tweed Shire is one of the fastest growing regions in N.S.W. Consequently its social infrastructure and services are stretched by the growing and changing demands of the community.

Local Government regulations require that a new Social Plan be prepared every 5 years and is updated every year. The 2005-2009 Plan reports on progress up to 2003 and provides proposals for a further 5 years. Additionally, it is designed to meet the requirements of the Local Government Act and to form part of the Council's Tweed Futures strategic planning and Management Plan processes.

Local Government Department Guidelines require the Social Plan to make proposals for specific target groups including mandatory groups, as well as identify needed services and facilities. The projects that have been recommended as priorities in the 2003 update include two community

centres, a program of Local Community plans, the establishment of a ten year community facility program and three additional community workers.

The plan is developed with continuous consultation and research with the community including:

- Submissions received in response to the social plan issues statement;
- Public meetings, workshops, summits and telephone survey associated with Tweed Futures Strategic Plan 2004;
- Issue papers from the Community Development Plan; and
- The 2004 Tweed Shire Community Profile.

The key initiatives recommended by the Tweed Shire Council Social Plan 2005-2009 are to:

- Implement structural changes in council to facilitate more effective community service development and the capacity to advocate at all levels of Government for equitable access to resources to meet community service needs
- Initiate a quality of life Program to maintain service levels in the community
- Encourage social participation and development of young people
- Facilitate opportunities for placement of young people in permanent employment
- Increase capacity for care of the frail aged, including respite, appropriate housing arrangements and improved accessibility to community life and services
- Work with relevant institutions and agencies to increase tertiary education and training resources in the shire
- Work with human and health services to develop a coordinated approach to service delivery in the community

The Social Plan provides the means to implement community programs and projects to support the direction of Tweed futures. In addition, the plan provides a mechanism for identifying emerging policies to increase community wellbeing.

1.6.4 Overview of the Tweed Youth Needs Analysis

This report was developed following concerns within the Tweed Council regarding a lack of facilities and services for young people in the Tweed Shire. At the time of writing (March 2006) there was no comprehensive youth strategy or youth policy in place for the Shire. It was identified that young people had a lack of access to information pertaining to support services, events and activities.

Expressed Need and Issues Associated with Provision.

Of the young people interviewed for this analysis, some believed that Council's primary focus should be on information and facility provision. The report notes that young people need safe, well designed public and community facilities and spaces where they can socialise and participate in

leisure and recreation activities of interest to them. However, the report also notes that the development of space and place for young people is challenging. Particularly, it is observed that there are key differences in the preferences of young women and young men when it comes to space and place destinations, with some key areas of overlap.

It is also noted that local governments are generally considered the major providers of such spaces and need to take multi-sectoral approaches to developing these spaces to meet the broad needs and diverse interests of young people. Furthermore, while it is observed that the beach is utilised as a communal youth recreation space, it is noted that inland communities that are distanced from the beach are challenged in terms of space and place destinations.

Through community consultation it was identified by young people in the shire that existing skate parks, local parks and open spaces are not sufficiently set up to accommodate the growing numbers of young people and their requests and preferences in recreation. The following points were suggested as possible solutions:

- Provide and subsidise more entertainment in existing local venues for young people
- Focus on a facility that is available for multiple use rather than for single activities use (eg. PCYC)
- Value-adding to existing cultural facilities
- Several park, streetscape and foreshore design projects to be undertaken over the next seven years
- Increased funding proposed for skate parks
- Bequest to Council for Youth Facility in Murwillumbah – to be integrated to Community Centre with expansion and Knox Park Master plan

1.6.5 Implications of the Tweed Social Plan and Youth Needs Assessment to the Far North Coast Regional Strategy and the Tweed Community Facilities Plan

The Tweed Social Plan and Youth Needs Analysis identify a number of trends and issues that will have bearing on the demand for facilities in the Tweed LGA. These include, but are not limited to:

- An aging population with an expected increase in people aged 45 years and over;
- A need to increase capacity for care of the frail aged, including respite, appropriate housing arrangements and improved accessibility to community life and services;
- A declining level of children's service on a per capita basis as population expands;
- lack of respite or occasional care for children;
- Young people in the Tweed LGA represent 29% of the total population;
- Over the next 10 to 15 years the actual number of children and young people is expected to continue to be higher than the number of older people aged 65 years and over. However by 2026 the growth in the number of people aged 65 years and over will out-strip the growth in the number of young people;
- Services and facilities for young people in the Tweed LGA are limited;

- Community based agencies do not have the resources to support the growing population of young people;
- There is a lack of basic local services to refer women to;
- A major discrepancy exists between resources available to people with disabilities and growing demand; and
- There is a lack of public/community transport.

1.6.6 Overview and Implications of Section 94

Under Section 94 of the Environmental Planning and Assessment Act 1979, Council are able to levy contributions from developers to fund the increasing demand for public services and amenities generated by the carrying out of development. The contribution can be in a number of forms including, monetary contributions, the dedication of land free of cost, or the construction of works.

Section 94 of the Act requires that there must be a “nexus” between conditions imposed on a development consent relating to public services and the amenities demanded by the development. The Section 94 criteria for contributions is –

- It must be for, or relate to, a planning purpose;
- It must fairly and reasonably relate to the subject development; and
- It must be such as a reasonable planning authority, duly appreciating its statutory duties, could have properly imposed.

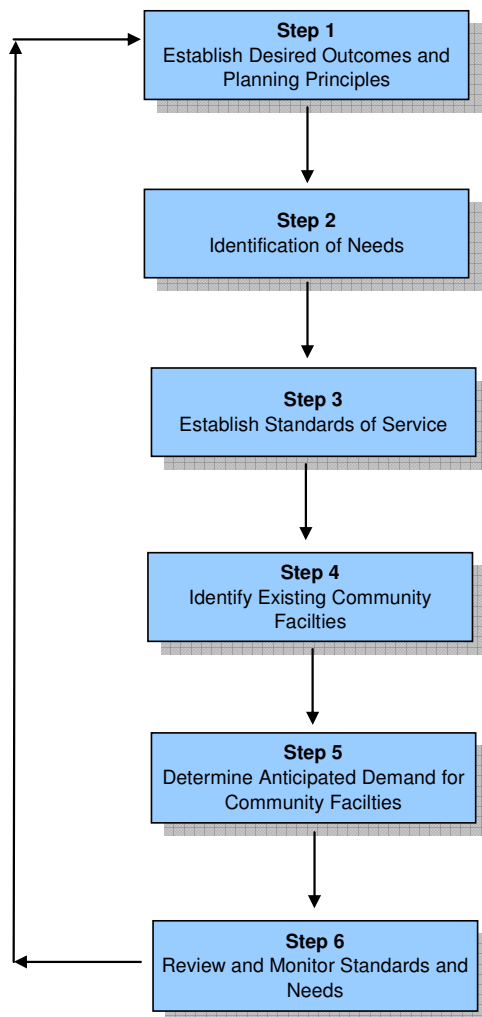
As noted, there are a number of existing Section 94 Community Facilities Plans which will require review based on the outcomes of this plan as well as the development of new Section 94 plans, including a Section 94 Shire Wide Cultural and Community Facilities Plan.

2 Planning Framework

2.1 Conceptual Framework

A graphical representation of the planning framework used to guide the method for development of the Tweed Community Facilities Strategy is shown below. A brief description of these steps as they pertain to this strategy follows.

Figure 3. Planning Framework for Community Facilities



2.1.1 Establish Desired Outcomes and Planning Principles

Using contextual information regarding planning frameworks and other good practice models, SGS has determined a suggested desired outcome and a set of best practice planning principles for the provision of community facilities in the Tweed LGA, including consideration of innovative pathways and opportunities for delivery. It was regarded that this will not only assist in determining overall needs for the Tweed community, but will also provide an appropriate way to assist in determining the best means for the delivery of community facilities now and in the future.

2.1.2 Identify Expressed Need

SGS sought recent, past or present consultation and/or documented information to determine information regarding need. Needs that were expressed as 'priority needs' (for known/stated needs) as well as 'potential needs' (for those needs that might be required, but that require further information to verify) were noted. It is recommended that the resultant community infrastructure needs that are recommended in this document are validated through community consultative processes prior to embarking on provision.

2.1.3 Establish Standards of Service

Using information about social trends, existing community facilities supply, other areas' comparable standards for community facilities and known gaps in provision (expressed need), SGS determined appropriate standards of service for the Tweed LGA. It is noted that the standards adopted are based on what we consider to be appropriate for the Tweed LGA, but that full provision may not be able to be achieved at given points in time. Nonetheless, we believe that 'appropriate' standards should be set and every avenue investigated in order to meet priorities.

2.1.4 Identify Existing Provision Rates for Community Facilities

Using existing community directories and GIS information, SGS determined the current rate of provision of the types of community facilities in the Tweed LGA. These community facilities were verified through site inspections.

2.1.5 Determine Current Gaps and Likely Future Need

Locally appropriate standards adapted from the Social Infrastructure Planning Guidelines for Queensland (modified for NSW standards where applicable) were applied to the current and future population of the Tweed LGA in order to highlight current and likely future gaps in community infrastructure.

2.1.6 Review and Monitor Standards and Need

The appropriateness of the standards of service, and thus the needs for community facilities that emanate from this process, will only be relevant for a 'point in time'. As such, constant monitoring and review will be required to ensure that changing local contexts and circumstances are taken into account.

2.2 Desired Outcomes for Community Facilities in the Tweed LGA

It is recommended that the Council articulate a desired outcome for the planning and provision of community facilities in the Tweed LGA.

A suggested desired outcome could be in the following terms:

"The Tweed LGA will be provided with appropriate and timely community facilities and services to support current and future residents of the Tweed LGA; in order to ensure the highest level of social cohesion and to support the health, social wellbeing and economic prosperity of the Tweed community"

Achievement of this vision will be fundamental to building complete communities and will provide an important foundation for economic prosperity and community well-being, including assisting communities to develop life skills and bringing people together to form friendships and support networks. This in turn will enhance the liveability of the Tweed LGA, making it even more attractive as a locality in which to live, work and recreate.

2.3 Community Facilities Planning Principles

The following best practice planning principles have informed and underpinned the proposed planning and provision of community facilities in the Tweed LGA. Monitoring need in the future should be cognisant of these principles.

2.3.1 Providing Facilities at a Level Commensurate with Need

A needs based approach to the planning for community facilities aims to replace ad hoc decision making over how resources are allocated and to enable the timely co-ordination between the planned community change and the delivery of required community facilities. However, the analysis of infrastructure needs is less an exact science than a complex art – this is a truism for community facilities planning, as well as for the hard infrastructure to which the statement was directed (Infrastructure Canada, 2003¹).

¹ The government department responsible for infrastructure development to support building sustainable communities in Canada through the New Deal for Communities Program.

The literature identifies a number of different approaches to the defining and planning for needs. It is generally accepted that no single measure of need is accurate – needs vary between individuals and local areas, and cannot be expressed as an objective measure. Different types of need should be considered. These include:

- expressed needs (the community says it wants something);
- indicative needs (based on population profiles or information from service providers);
- normative needs (based on benchmarks or standards); and
- comparative needs (comparing against a similar area).

Community facilities standards or benchmarks provide a useful tool to allow a concept of adequacy in terms of the quantity of service, and provide a simple and authoritative basis for planning if used with flexibility and qualified by local knowledge (Ross, et al 1996; Torkildsen 1999). It is also argued that standards or benchmarks are best used in suggesting a minimum level of service, rather than a desired level of service which is much more complex to determine (SAAP Review in Ross et al 1996).

Based on work completed by the Brisbane City Council², the use of standards or benchmarks appears to be re-emerging amongst Australian local governments (eg Manningham City Council, City of Wanneroo, the former South Sydney City Council, Auburn City Council, Ipswich City Council and Gold Coast City Council). However, the rationale for the standards adopted is often not evident, with many dating back to earlier times. Furthermore there are no universally agreed standards in Australia.

While the advantages of standards or benchmarks are acknowledged, caution is advised over too great a reliance on these alone. Common themes about factors that should be taken into account in determining levels of service include (Clutterbuck and Novick 2003; Ross et al 1996; Torkildsen 1999; Veal 2002):

- spatial analysis (of existing services, settlement patterns and known needs);
- hierarchies of facilities;
- need index and expressed demand approaches;
- particular population characteristics and needs;
- a data base of existing facilities/services, frequency of use and their quality;
- views and aspirations of residents;
- common sense; and
- locally appropriate models of provision.

It is therefore recommended that standards or benchmarks are considered as minimum best practices in determining need but should be tested against expressed needs and verified through community consultative processes. Similarly, future forecast needs may shift with time as the result of changing demographics, community expectations or societal standards. The determination of effective community provision is an iterative process and community needs should be monitored for changes in the level or type of demand over time.

² A review of literature on Standards for Community Facilities Provisions, conducted as a student project (author unnamed).

It is important to decide what proportion of the catchment population is required to be located in the locality before the community facility is provided. Typically, the timing for the provision of facilities should be based on a 40% threshold. Under this measure, once 40% of the benchmark population is located in the catchment the required facility will need to be provided. For the Tweed LGA, it is recommended that development provide community facilities infrastructure, in respect of all new cities, towns and villages, at 40% of the benchmark threshold. This will ensure that community infrastructure leads development and does not lag behind.

It is further recommended that generous stocks of publicly owned and managed land are provided in the Tweed LGA's cities, towns and villages to enable the provision of identified community facilities and services and to provide flexibility in respect of the provision of future community facilities and services, especially for any new cities and towns.

2.3.2 Maximising usage of existing Community Facilities

In providing new community facilities it is important to understand the capacities and performance of existing community facilities. It is not uncommon for communities to be relatively well provided for with respect to some facilities, particularly meeting rooms. Such facilities may be underutilised for a range of reasons that include poor awareness (promotion), restricted access by a controlling organisation or poor facilities management. It should be kept in mind, however, that the best facility management practices cannot substitute for optimum facility location and access. A well promoted facility is unlikely to attain maximum usage if it is poorly located in the first instance.

2.3.3 Developing Flexible, Multi-Purpose Community Facilities

In many cases, it is not feasible or appropriate to provide stand alone community facilities for the exclusive use of specific community or socio-demographic groups. In addition, doing so can exclude the applicability of certain funding mechanisms (such as infrastructure charges). An exception to this is youth, who may require separate or stand alone facilities to cater explicitly for youth activities. In addition to providing multiple community functions, consideration should be given to the ability and appropriateness of incorporating commercial functions such as office space, which can be leased to community organisations, government agencies or the private sector and can assist in offsetting the capital and operating costs of a community facility.

2.3.4 Planning for Program and Service Delivery, not just Space

Ultimately, community facilities are the hard infrastructure that exists to facilitate the delivery of a range of community programs, activities and services to meet community needs. It is important that the design of community facilities takes into account the purposes for which they will be used through careful planning and engagement with end users and that the design adopted is flexible to allow adaptation as needs change over time.

2.3.5 Co-locating Compatible Uses and Creating Community Hubs

An important theme to emerge from the literature is the integration of community services at a common venue (e.g. combining a range of community and recreational services in a single community facility). Patterns of service use and provision show increasing co-location and integration of services, the important role of their provision in supporting community development and an increasing reliance on a range of private, community and government providers of services and facilities (Howard 2004, ACT Planning and Land Authority 2003). The principles of co-location and integration of services requires negotiation with local, regional and state providers and flexibility from service providers about the models of service delivery. The key element of success is the securing of land for community facilities and successfully negotiating flexible and sustainable service delivery models to meet future needs.

The concept of integrated community service centres has considerable merit in generating efficiencies in physical and land requirements, providing convenience to service users, and maximizing returns for available budgets. Integrated service centres can also help to establish a sense of community in what is otherwise a dynamic, mixed use and fragmented urban environment.

Where it is in the communities' best interest, community facilities should be co-located to strengthen the development of community focal points, or hubs. However, there will be some uses that are not compatible, and as such the following issues should be considered prior to embarking on the co-location of community facilities:

- What are the potential mutual benefits of co-location?
- Are there similarities in purpose and shared values with the potential facilities that are considering co-locating?
- Are the community facilities of a similar or complementary scale?
- Is the land available for the range of uses?
- What needs to occur to ensure that agencies cooperate? Eg. Is there a 'broker' to facilitate co-location? Are the parties willing to co-locate?

2.3.6 Create Community Facilities Appropriate to the Level of Service Demanded

Generally, local community facilities should have a 'neighbourhood' feel, provide relatively informal spaces, have pedestrian access and ideally be managed by the local community. District and regional level community facilities should be located in higher level activity centres, be accessible by public transport and provide a broader range of structured and semi-structured spaces for community use, including the provision of spaces to support a range of program and service delivery needs. District and regional level community facilities require more formal management and tenancy arrangements.

2.3.7 Locating Community Facilities in Functional Activity Centres with Public Transport Access where appropriate

Community facility location is one of the primary determinants of function and usage. Maximum patronage will often be facilitated by integrating community facilities within broader activity centres with compatible uses. An active, high profile location will also increase real and perceived safety for potential community facility users. The location should also maximise accessibility to the community facility's target market through good access to public transport (multi-modal where possible) and also pedestrian and cycle access. Good location and access are particularly critical considerations for youth facilities.

At the same time, it is important to ensure that the distribution of major community facilities, such as for education, health and cultural purposes, is carefully planned, especially in respect of new cities and towns, so that no one city becomes the dominant centre. Furthermore, each of the Tweed LGA urban communities must contain appropriate community facilities and services to support its residents and those living in surrounding rural acreage and mountain areas.

2.3.8 Engaging in Partnerships with the Private and Public Sector to Deliver Affordable and Accessible Community Facilities and Services

The development of innovative pathways for the delivery of community facilities should consider a range of public and private mechanisms. For example, development incentives and agreements should be considered to encourage private sector investment in community facilities on government owned land and relationships should be developed with the owners of significant facilities (such as Tertiary Education Institutions) to allow general public access to often underutilised facilities at certain times of the day/week. Wherever possible, local planning instruments and the development assessment system should be utilised to realise community infrastructure requirements (e.g. setbacks to buildings to ensure the public realm is provided / protected, requirement for community facilities and / or space to host community facilities in high density development etc.).

2.3.9 High Quality Urban Design Outcomes for Community Facilities

The development of community facilities should incorporate high quality urban design outcomes to contribute to the establishment of vibrant and exciting centres and communities. Community facility buildings should be located and designed to be attractive, memorable, reflect their community role and public function and include flexibility to accommodate change in use and intensity over time. Buildings should address and enhance public streets, spaces and views and be designed to be energy and water efficient and include best practice principles in crime prevention through environmental design.

2.3.10 Recognising the Need to Support Isolated Areas with Declining or Small Populations.

There are economic realities to providing facilities where the population is most concentrated. Often this means rural and isolated areas with small populations or declining populations miss out on facilities and services provision, particularly if based on a population benchmark. Consequently, it is particularly important for rural areas with declining or small populations, to give greater weight to a service-based benchmark which focuses on providing a range of quality services consistent with the needs of the community, rather than a population benchmark.

It is important for initiatives to be put in place that ensures decentralised areas receive an appropriate level of servicing.

2.4 Hierarchy of Facilities Provision

Community facilities generally operate within a hierarchy of provision, with different scales of infrastructure servicing varying sized catchments in terms of the area and number of people serviced. For example, primary education, child care centres and general practitioners generally service local catchments; secondary schools and community health centres generally service district catchments; and hospitals, universities and correctional centres will service a local government area or region.

A basic model of community facility provision is usually developed at three levels:

- The local area level - as a guide usually between 5-10,000 people;
- The district level - generally between 20-30,000 people, although in some cases districts of up to 50,000 people can be identified; and
- The LGA wide level, or in some cases sub-regional or regional level – in this document we will refer to this as the Regional level.

These levels of service provision have been adopted in the development of benchmarks for the determination of community facilities requirements in the Tweed LGA. It should be noted that local and district level benchmarks only have been applied to the gap analyses undertaken for each locality.

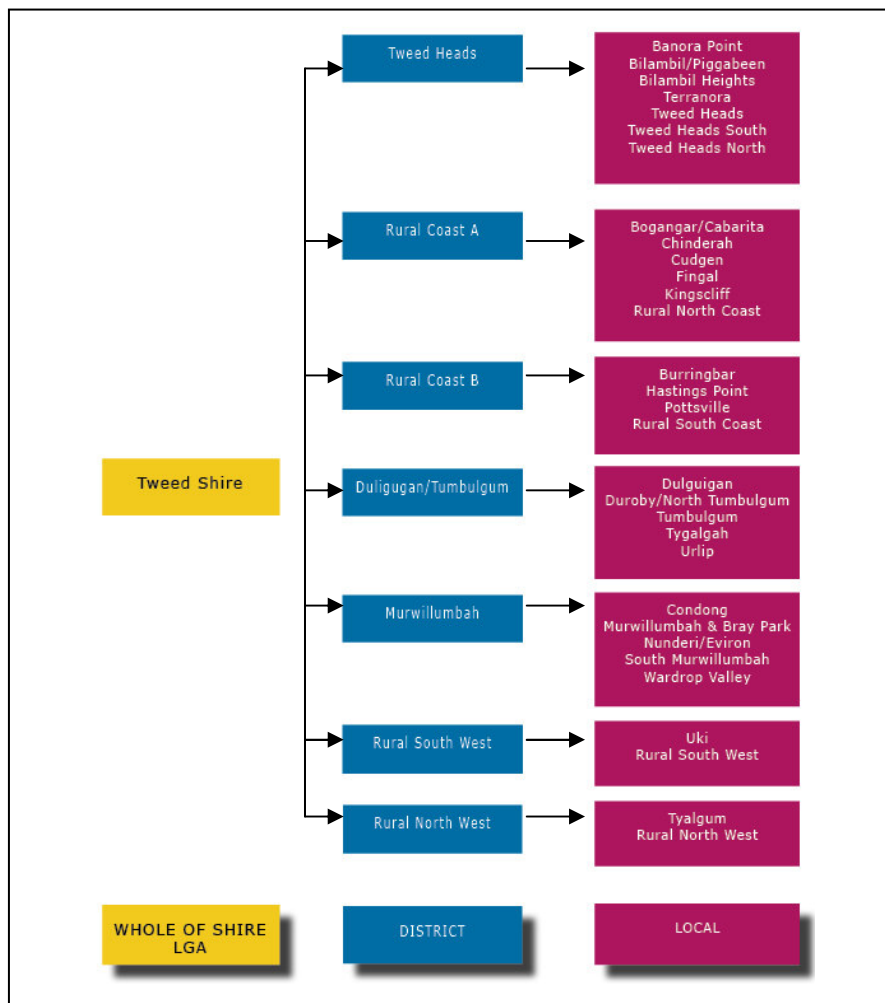
3 Identification of Needs for Community Facilities

The expressed need for community facilities were informed through a variety of sources that included a review of literature, extensive telephone survey and face to face interviews, and demographic profiling of Tweed LGA. In order to gain a better understanding of Tweed, communities of interests were defined and a basic community profile was prepared for each community.

3.1 Tweed LGA

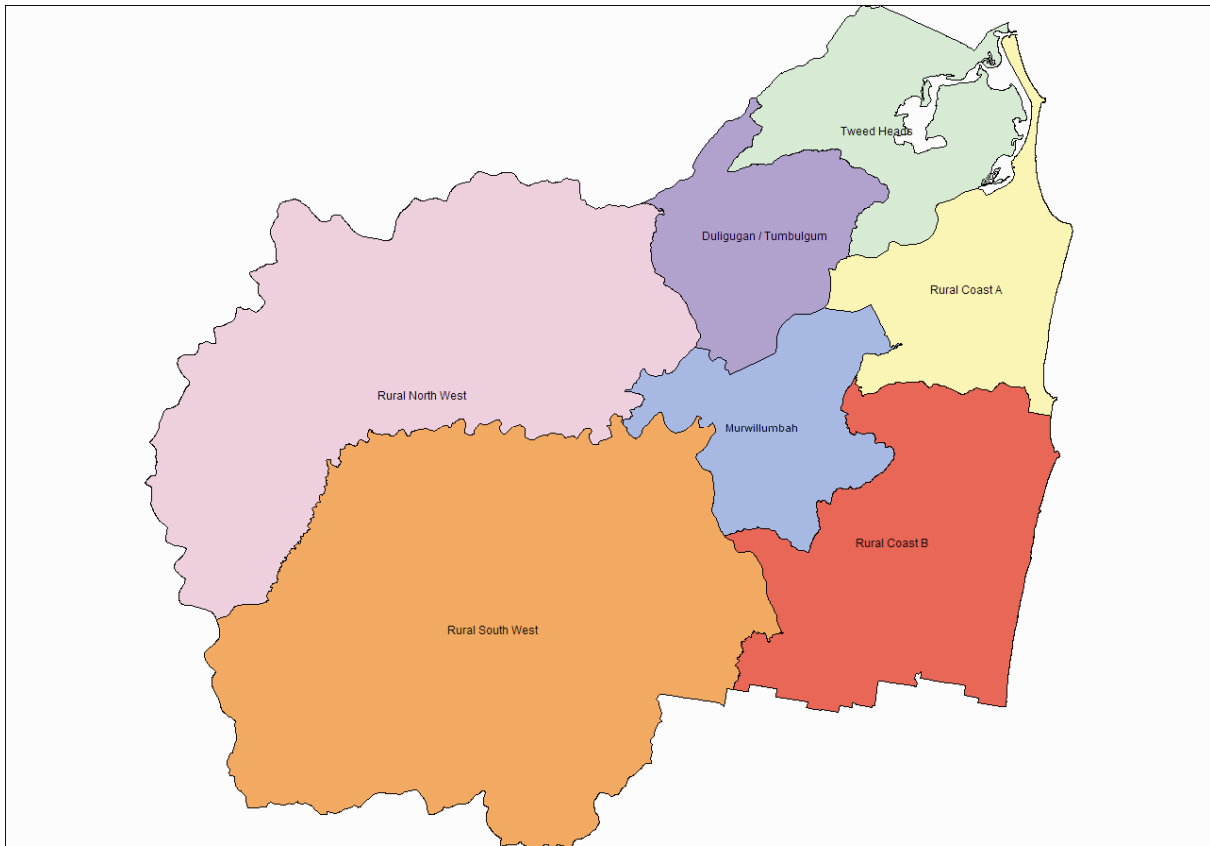
Communities of interest were defined for the purposes of this study through detailed discussions between SGS and council officers and further informed through reference to Council reports, such as the Communities Profile released in October 2004. Through these investigations it was agreed that the Tweed LGA, District and Local catchments for community facilities be defined as shown in Figure 4. Overall, the Tweed LGA consists of 31 local townships which form 7 districts.

Figure 4. Composition of the Community of Interest Hierarchy



The geographic distribution of the district level communities of interest are illustrated in Figure 5.

Figure 5. Map of Tweed LGA and District Level Communities of Interest



Source: CDATA 2001

It should be noted that this report also makes reference to 3 wider catchments, being Rural West, Urban North and Coastal. These broad catchments have been used in the community facilities gap analysis and are comprised of the following areas:

Rural = Rural NW/ Rural SW/ Murwillumbah/ Duligagan/ Tumbulgum

Coastal = North Coast/ South Coast

Urban = Tweed Heads

It is evident from ABS data that the Tweed LGA has a relatively older population than New South Wales (NSW), with significantly larger proportions of people in the 55+ age brackets. Furthermore, the Tweed LGA is home to a far lower proportion of residents in the 20-39 year old age brackets when compared to NSW.

While the median household size for both NSW and the Tweed LGA is two persons per household, there is a proportionally higher rate of single and two person households in the Tweed LGA when compared with NSW. Subsequently, there is also a proportionally lower occurrence of households with three or more residents in the Tweed LGA compared with NSW.

In contrast to NSW the dominant family type in the Tweed LGA is 'couple families without children' (46% compared with 35% in NSW), with 'couple families with children' making up a further 36% of the families in the Tweed LGA (compared with 48% on average for NSW). At 2001, "one parent families" (17% and 15% in Tweed and NSW respectively) and "other family" types (1% and 2% in Tweed and NSW respectively) comprised a similar proportion of the populations in both NSW and the Tweed LGA respectively.

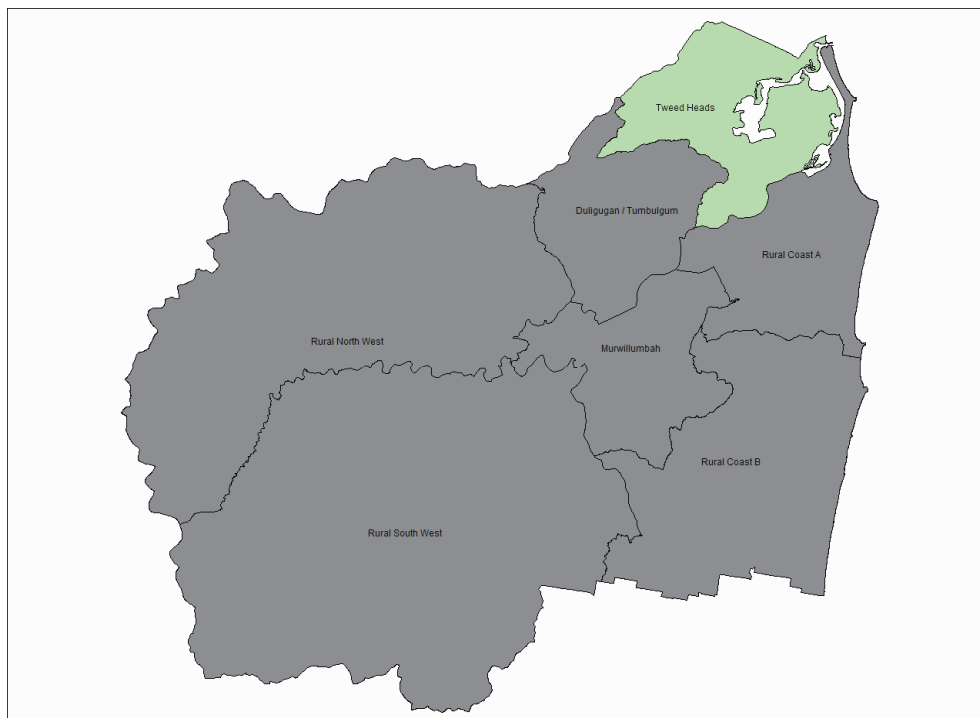
3.2 Socio-Demographic Overview of Tweed Shire's 7 Districts

3.2.1 Tweed Heads District

The Tweed Heads District lies on the Tweed River and is located north east of New South Wales and adjacent to the Queensland border. Originally, the area was primarily used for agricultural purposes such as banana, cane and dairy farming. However, over the years, it has become known for its many popular tourist destinations including Mount Warning, Springbrook and Lamington National Park.

The Tweed Heads District is comprised of seven (7) local areas - Banora Point, Bilambil/Piggabeen, Bilambil Heights, Terranora, Tweed Heads, Tweed Heads South and Tweed Heads West. According to the ABS Census of Population & Housing, in 2001 the Tweed Heads District had a population of approximately 37,937, which is approximately 51% of the Tweed LGA's population.

Figure 6. Map of Tweed Heads



Source: CDATA 2001

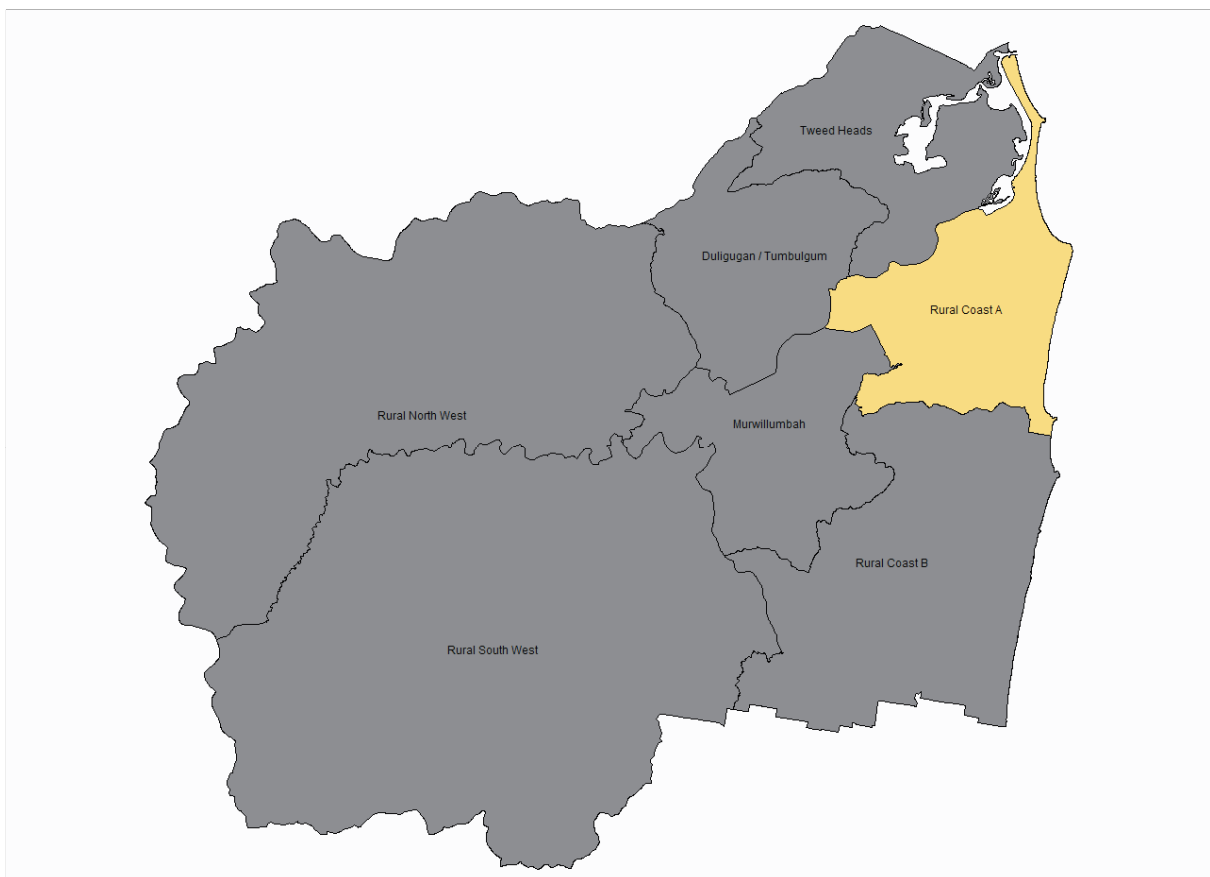
Compared to the Tweed LGA, the Tweed Heads District has a relatively older population, although there are proportionately more young males than females in the Tweed Heads District.

The dominant family type for both the Tweed Heads District and the Tweed LGA is 'couple families without children', which is proportionally over-represented in the district (50%) compared with the Tweed LGA (46%). When considered in the context of the older age structure of the Tweed Heads District, family type is likely indicative of a high proportion of "empty nesters" and retirees in the district, signalling a need for appropriate social infrastructure to support this demographic.

3.2.2 Rural North Coast or Rural Coast A District

The Rural North Coast District also known as Rural Coast A is made up of 6 different localities - Bogangar/Cabrita, Chinderah, Cudgen, Fingal, Kingscliff, and Rural North Coast. Of all the townships in this district, Chinderah is one of the newer villages. Many of the older villages were established as fishing villages but have now become popular holiday resorts due to their location and beaches, some of the more notable locations including Fingal Heads and Kingscliff.

Figure 7. Map of Rural Coast A (North)



Source: CDATE 2001

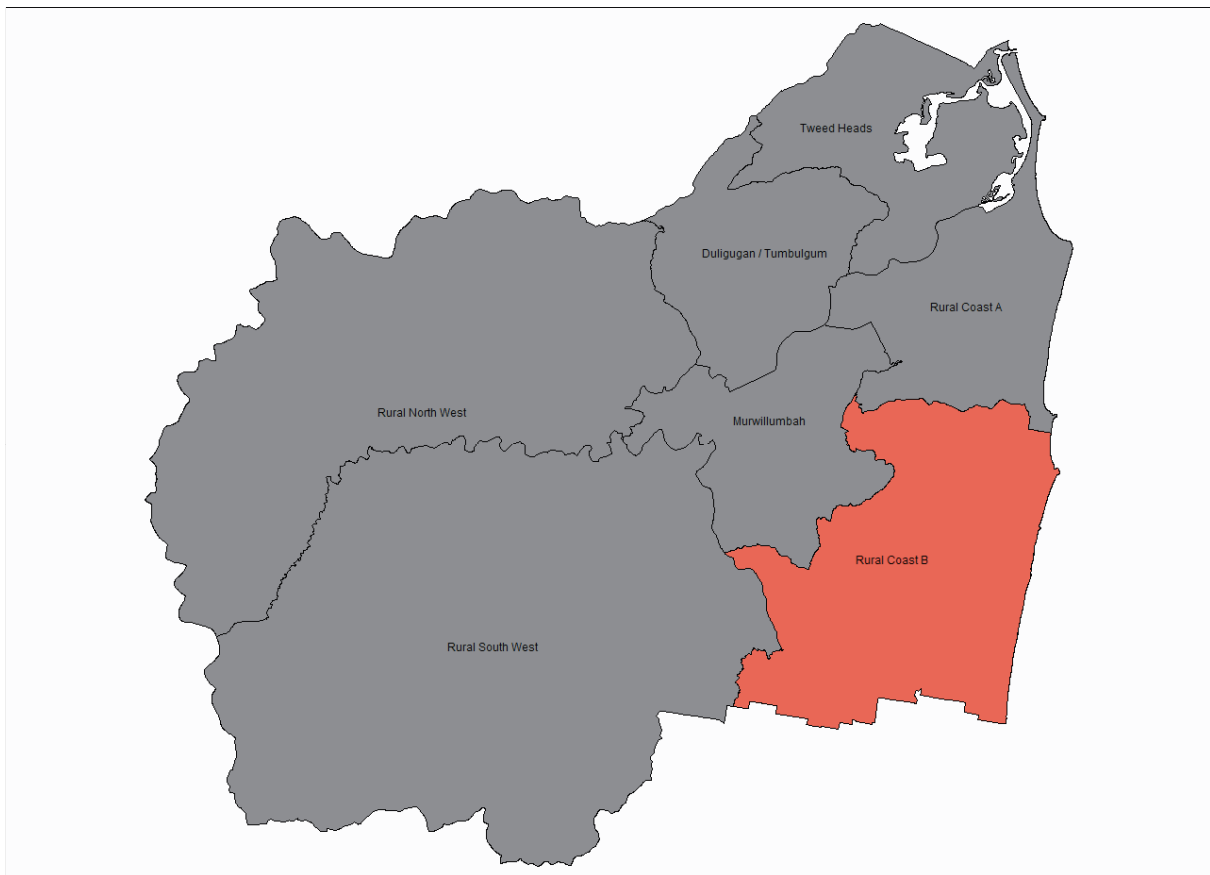
According to the ABS Census, in 2001 the North Coast District had a population of approximately 12,190, which is approximately 16.4% of the Tweed LGA's population. In addition the district experienced a rate of population growth slightly higher than the LGA average and reflects the general national trend of population migration towards coastal and urban regions. Furthermore, ABS data indicates an ageing population in the North Coast District consistent with the overall Tweed LGA age structure.

The North Coast District has a greater proportion of 'flats, units & apartments' and 'other dwellings', accounting for 16% and 14% respectively, compared with 14% and 12% for the Tweed LGA. Although 'fully owned dwellings' comprise the dominant tenure type in the North Coast District (44%), there is a proportion of rented dwellings (34%) in this district compared with the Tweed LGA.

3.2.3 Rural South Coast District

The map below illustrates Rural South Coast District (also known as Rural Coast B) in context of Tweed Shire. The Rural South Coast District (also known as Rural Coast B) is comprised of four small townships - Burringbar, Hastings Point, Pottsville and Rural South Coast. Similar to the North Coast, this district is known for its beaches and natural surroundings, making it a popular tourist destination.

Figure 8. Map of Rural Coast B (South)



Source: CDATA 2001

According to ABS Census data, at 2001 the Rural South Coast district had a population of approximately 6,076, which is approximately 8.2% of the Tweed LGA's population. Similar to the North Coast District, the Rural South Coast District experienced a rate of population increase moderately above the Tweed LGA average for the 1996-2001 Census period.

The Rural South Coast District has a far younger population and more family type households than either the Tweed LGA or the North Coast District. This is evidenced in the significantly higher proportions of individuals in the 0-19 year old age brackets (particularly in the case of females), and the 30-44 year old age brackets (once again characterised by a female dominance). There is also a lower proportion of the elderly in the district with large proportional differences in the 70+ age brackets for both males and females.

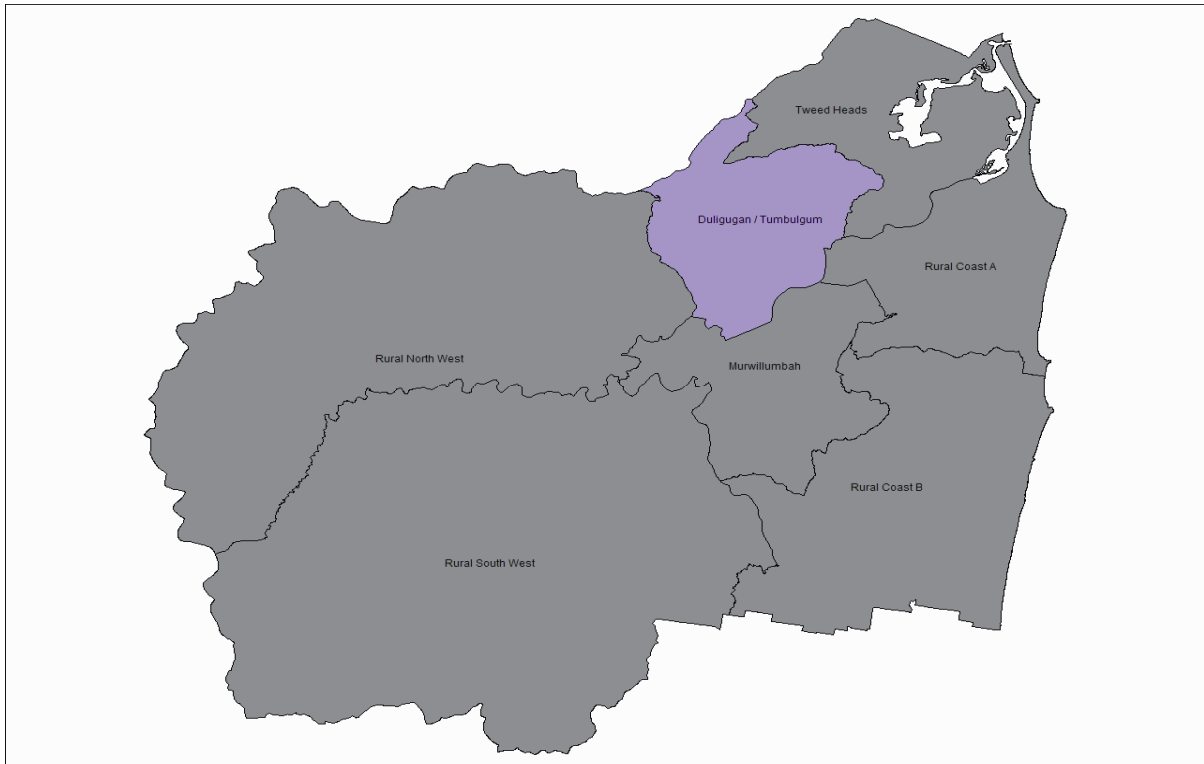
In comparison to the Tweed LGA, the Rural South Coast District has a significantly higher proportion of households comprised of three or more persons, and a significantly lower proportion of households with one and two person. Compared with the Tweed LGA, the Rural South Coast District also has a significantly higher proportion of separate houses and a significantly lower proportion of semi-detached dwellings and flats.

3.2.4 Duligugan/Tumbulgum District

The Duligugan/Tumbulum (DT) district is made up of five small townships - Duligugan, Duroby/North Tumbulgum, Tumbulgum, Tyalgah and Urlip. One of the oldest towns in this district is Tumbulgum, which was originally named Tweed Junction. Like many of the other townships in the district, this village first developed as farm land. Today, Tumbulgum is known as a small quiet village popular for its riverside picnic facilities.

According to the ABS Census of Population & Housing, in 2001 the DT District had a population of approximately 1,710, which is about 2.3% of the Tweed LGA's population. Like other areas in the Tweed LGA, the DT District experienced a rate of population growth significantly higher than the LGA average (34.3% compared to 11.8% over the 1996-2001 census periods). Compared with the Tweed LGA, the DT District has a significantly lower proportion of residents in the 60+ age brackets and is home to a significantly higher proportion of individuals in the 40-55 age brackets and the 10-19 age brackets.

According to ABS Census data, in 2001 the household structure in the DT District was more closely aligned with that of NSW than the Tweed LGA, being dominated by couple families with children (48%), followed closely by couple families without children (35%). There was also a moderately lower proportion of single parent families in the DT District (15%) compared with the Tweed LGA (17%).

Figure 9. Map of Duligugan/Tumbulgum

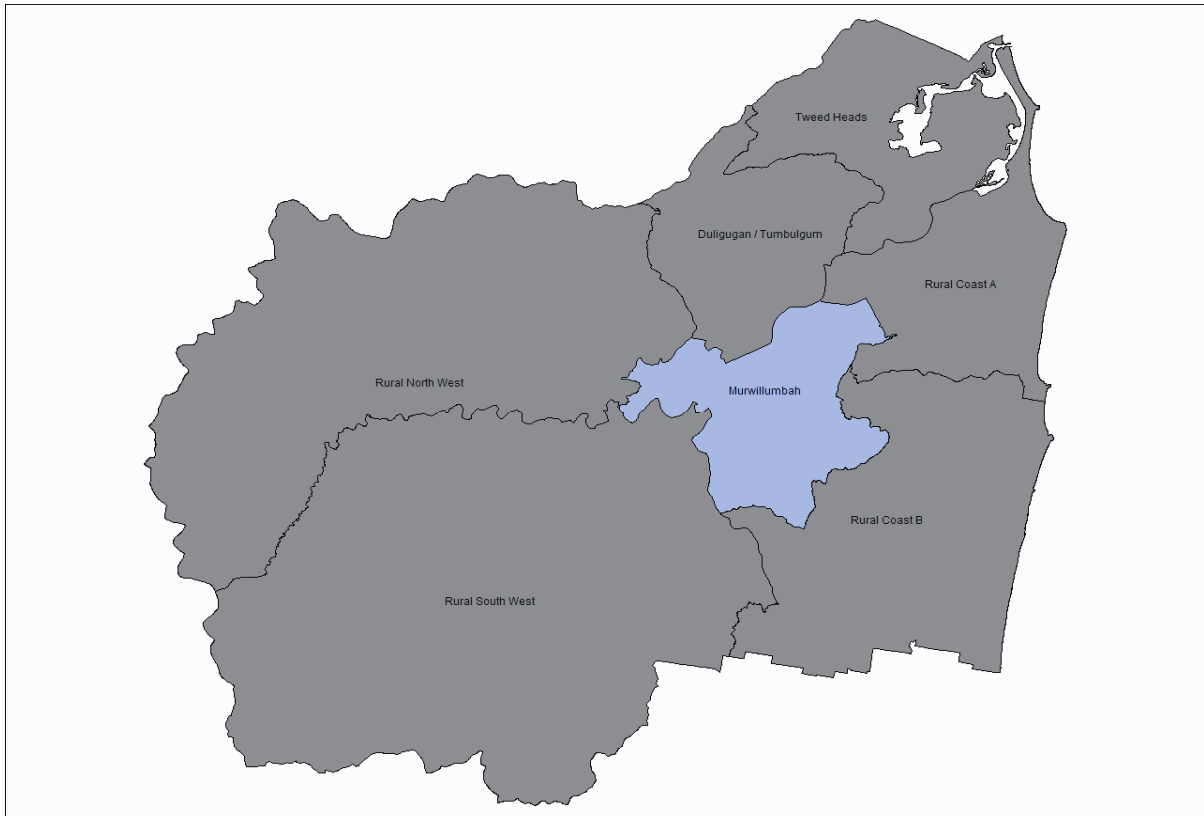
Source: CDATE 2001

3.2.5 Murwillumbah District

Similar to many other areas in the Tweed LGA, Murwillumbah was originally used for sugar cane farming. The Murwillumbah district is comprised of 5 townships - Condong, Murwillumbah & Bray Park, Nuderi/Eviron, South Murwillumbah and Wardrop Valley.

According to the ABS Census of Population & Housing, in 2001 the Murwillumbah District had a population of approximately 9,279, which is approximately 12.5% of the Tweed LGA population. The district experienced growth of only one resident over the 1996-2001 Census periods. This stagnation is in stark contrast to the 11.8% growth experienced by the LGA as a whole, and may be indicative of a lack of general economic growth and attraction of the Murwillumbah District in comparison to the coastal districts in the LGA. ABS data also demonstrates that, similar to the Duligugan/Tumbulgum District, Murwillumbah has a relatively younger population than the Tweed LGA as a whole.

Also similar to the Duligugan/Tumbulgum District is dwelling type, being dominated in the Murwillumbah District by separate houses (77%). Due to the Murwillumbah District incorporating the more densely developed Murwillumbah Township, there is also proportionally more 'flats, units and apartments' in this district compared to the Tweed LGA.

Figure 10. Map of Murwillumbah

Source: CDATE 2001

3.2.6 Rural South West District

The map below (Figure 11) illustrates the context of the Rural South West District in relation to the other areas of the Tweed Region. The Rural South West is made up of 2 rural townships - Rural South West and Uki.

According to the ABS Census of Population & Housing, in 2001 the Rural South West District had a population of approximately 3,233, which is approximately 4.35% of the Tweed LGA population. Between 1996 and 2001 the Rural SW District experienced a negative population growth of 5.13%, which was significantly below the Tweed LGA's positive population growth of 11.8%. This difference is indicative of a general national trend of population migration from rural communities towards coastal and more urban communities.

Compared to the Tweed LGA, the Rural SW District has a relatively young population with a higher proportion of children and young people in the 0-19 year old age brackets and a higher proportion of adults in the 35-54 year old age brackets. The dominant and median household size in both the Rural SW region and the Tweed LGA is two persons per household. However, household sizes of three persons are proportionally more prominent in the Rural SW region (17%) than in the Tweed Shire as a whole (13%).

Couple families with children are the most prominent household type in the Rural SW region (44% of all family households compared to 36% for the Tweed LGA), followed closely by couple families without children (33%) which are under-represented when compared to the LGA-wide average of 46%.

Figure 11. Map of Rural South West



Source: CDATE 2001

3.2.7 Rural North West District

The Rural North West District is made up of two townships - Tyalgum and Rural North West. Tyalgum is a popular rural town known for its annual festival of Classical Music (Tyalgum Festival) which started in 1991.

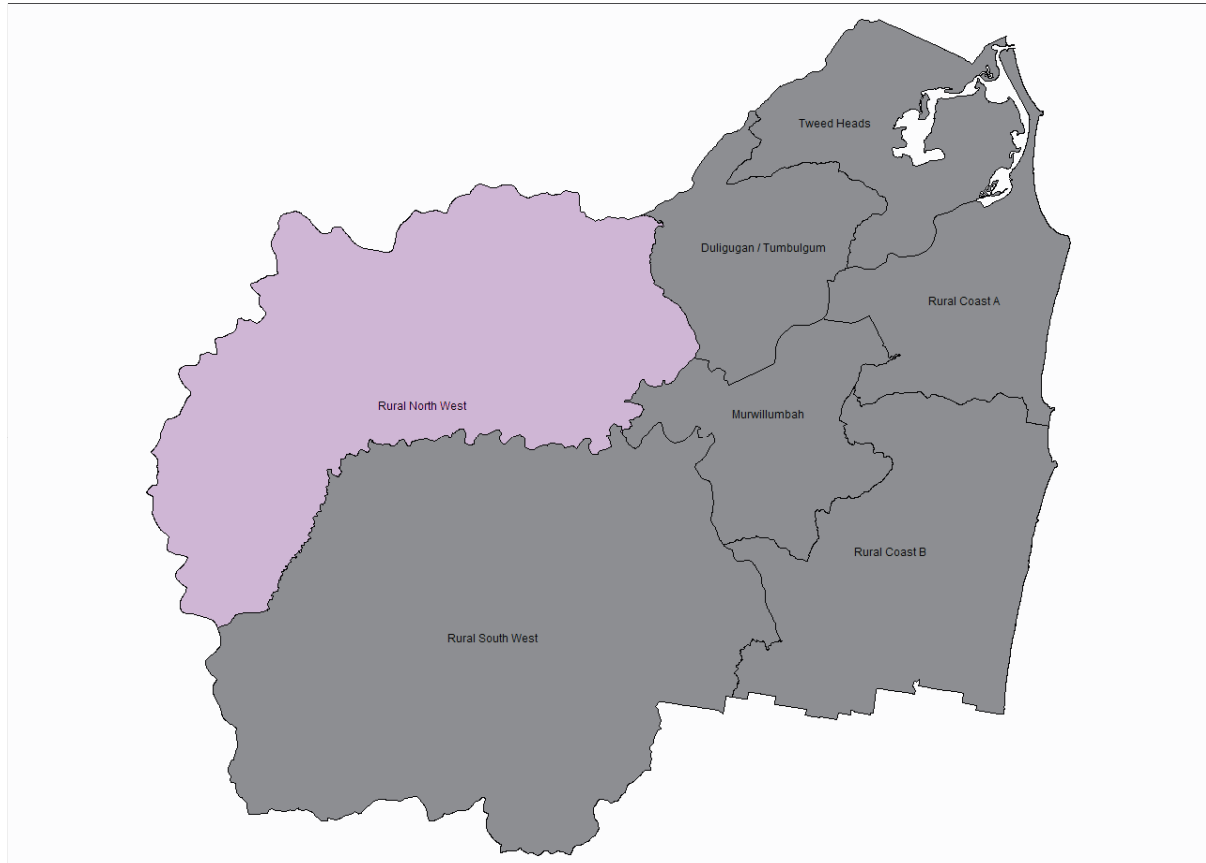
According to the ABS Census of Population & Housing, in 2001 the Rural NW district had a population of approximately 2,549, which is approximately 3.4% of the Tweed LGA population. In the 1996-2001 Census periods, the Rural NW district experienced a negative population growth rate of 7.7%. This rate is significantly below the LGA-wide average population growth of 11.8% and indicative of the general national trend of population migration from rural communities towards coastal and more urban communities.

Compared to the Tweed LGA, the Rural NW District has a relatively young population, with a strong family demographic. The median household size (2 person per household) in the Rural NW District

is equivalent to that of the whole LGA, although households of three or more persons are proportionally more prominent in the Rural NW.

Couple families with children (49%) are the dominated household types for this area. However there were also significant proportions of couple families without children (39%) in the Rural NW District in 2001.

Figure 12. Map of Rural North West



Source: CDATA 2001

3.3 Findings from Literature Review

A review was undertaken of relevant reports that highlighted facilities and services needs in the Tweed LGA. The following documents were reviewed:

- Tweed Shire Council Social Plan (2005 – 2009);
- Far North Coast Regional Strategy (2006 – 2031);
- Tweed Heads Town Centre Master Plan (August 2004); and
- Tweed Youth Needs Analysis (March 2006).

A brief summary of the facilities and services needs highlighted in these documents is presented below, a more thorough analysis can be found in Appendix F.

Target Group: Children 0-11 Years

- Local halls and centres for community groups,
- play groups and pre-schools;
- baby health centres
- recreation facilities such as aquatic centres, open spaces, sports grounds, and cycle ways, libraries, art galleries and museums.

Target Group: Young people 12-24 years

- Swimming pools and skate parks
- safe, well designed public and community facilities and spaces where they can socialise and participate in leisure and recreation activities of interest to them.
- Provide and subsidise more entertainment in existing local venues for young people
- Focus on a facility that is available for multiple use rather than for single activities use (eg. PCYC)
- Value-adding to existing cultural facilities
- Several park, streetscape and foreshore design projects to be undertaken over the next seven years
- Increased funding proposed for skate parks
- Request to Council for Youth Facility in Murwillumbah – to be integrated with Community Centre expansion and Knox Park Master plan

Target Group: Women

- A lack of affordable housing
- respite or occasional care for children,
- public transport and human services

Target Group: Older People

- Support for living at home: Local community services should be aimed at enabling older people to remain living at home, or to facilitate suitable housing for them.
- Isolation: An over-centralisation of services and a lack of public transport prevent social participation and access to services.
- Housing location: Housing for older people needs to be provided in accessible locations and close to services. Many nursing homes and retirement villages have been located in isolated areas with no access to services.

Target Group: Aboriginal and Torres Strait Islander People

The Community Development Plan – Aboriginal and Torres Strait Islander Issues Paper 2001 identified a need for:

- Aboriginal Community hall facilities
- the need for a worker to liaise with the council
- transport services
- Health workers and services
- Youth programs and consultation
- Documentation of culture and history
- Gathering of traditional foods
- Land for funerals
- Communication of information to the community
- Provision of housing
- Culturally appropriate consultative practices

3.4 Findings from Stakeholder Consultation

As part of this study a comprehensive phone survey was undertaken by SGS. In total, more than 130 contacts were made with the operators of facilities in the Tweed LGA. Through the survey information was gathered about expressed community needs with respect to facilities and services in the Tweed LGA. An overriding need was expressed for an improved public transport system in the shire. The need for youth services and facilities was also a recurrent issue, and many interviewees also believed that there is not much available in the shire for young children. A further commonly expressed need was for greater emphasis to be placed on the development of facilities in Murwillumbah, rather than just the coastal districts.

Other needs that were expressed included:

- Meeting rooms
- More footpaths and bicycle paths
- River ferry
- Upgrade/ refurbishment of the small catholic cemetery
- Larger area for library space, study space, public meeting space
- Community/ public space
- Disability transport and general entertainment
- Community halls
- Cabarita and Pottsville need a venue for youth services
- It was further noted that the Pottsville community needed:
 - an aged facility (incorporating health services)
 - a library (currently Pottsville is serviced by a van once a week, however this is not considered sufficient)

- a youth centre (it was stated that there was a commitment from the state government several years ago)
- Youth clubs
- Services for children.
- Activities for youth
- Local skating ring.
- Services for the aged- including dental
- Health Centre for ageing population
- Community centres, and playgroups.
- Occasional Care Service
- local performing arts
- Purpose built community preschool
- More outside school hours care facilities.

3.5 Population Projections

The population projection figures used in this report were sourced from a Council report (Population Data and Projections for Tweed) produced in December 2004 which distributes population according to the geographic areas of Urban North, Coastal and Rural West regions (See Appendix C).

Table 5 illustrates an estimated average population growth rate of 2.84% over the 1996-2024 period. While this is a relatively strong rate of growth, the data does suggest a diminishing growth rate over time, with annual growth rate forecasts dropping to an average of 2% over the 2014-2024 period.

Table 4. Population Projections, Tweed LGA, 1996 - 2024³

	1996	2001	2004	2014	2024	Growth 1996 - 2024
Population	66,968	74,232	80,000	100,000	120,000	53,032
Proportionate Growth		10.85%	7.77%	25.00%	20.00%	79.19%
Annual Growth Rate		2.08%	2.53%	2.26%	1.84%	2.10%

Population Data and Projections, Tweed Shire Council, 2004

³ This report has used the high-range forecasts (option c) provided by council (increase of 2,000 people per year). This is concurrent with forecast growth currently used by council for other estimations.

Urban North

Table 6 shows the projected population growth for the Urban North Region/ Tweed Heads over the 1996 – 2004 period. While strong population growth of 2.96% was observed between 1996 and 2001, this growth gradually diminished, resulting in an average annual growth rate of 2.04% over the 1996-2024 period.

Table 5. Population Projections, Tweed - Urban North, 2001 - 2024

	1996	2001	2004	2014	2024	Growth 1996 - 2024
Population	33,563	38,824	40,000	49,500	59,000	25,437
Proportionate Growth		15.67%	3.03%	23.75%	19.19%	75.79%
Annual Growth Rate		2.96%	1.00%	2.15%	1.77%	2.04%

Population Data and Projections, Tweed Shire Council, 2004

Coastal

Table 7 portrays population growth projections for the Tweed – Coastal region (incorporating Rural Coast A and Rural Coast B) through until 2024. Concurrent with recent trends, the coastal region is forecast as the region to experience the highest level of population growth over the coming years.

Table 6. Population Projections, Tweed - Coastal, 2001 - 2024

	1996	2001	2004	2014	2024	Growth 1996 - 2024
Population	14,822	16,944	22,000	31,500	41,000	26,178
Proportionate Growth		14.32%	29.84%	43.18%	30.16%	176.62%
Annual Growth Rate		2.71%	9.09%	3.65%	2.67%	3.70%

Population Data and Projections, Tweed Shire Council, 2004

Rural West

Table 8 outlines recent population growth trend data and projections for the Rural West region (incorporating Tweed – DT, Murwillumbah, Rural NW and Rural SW) over the 1996-2024 period. While trend data over the 1996-2004 period indicated an exponentially increasing population decline, growth rate forecasts went against this trend to suggest moderate population growth over the 2004-2024 period.

Table 7. Population Projections, Tweed – Rural West, 2001 - 2024

	1996	2001	2004	2014	2024	Growth 1996 - 2024
Population	18,583	18,464	18,000	19,000	20,000	1,417
Proportionate Growth		-0.64%	-2.51%	5.56%	5.26%	7.63%
Annual Growth Rate		-0.13%	-0.84%	0.54%	0.51%	0.26%

Population Data and Projections, Tweed Shire Council, 2004

4 Desired Standards of Service

4.1 Functions of Community Facilities Benchmarks

The concept of benchmarking has been used over many years to indicate a best practice standard, or target, for the provision of community facilities and services. Benchmarks are a powerful tool to enable forward planning, co-ordination and negotiation between respective community facilities providers. They also enable monitoring of the adequacy of infrastructure provision and its contribution to developing social capital.

4.2 Source of Community Facilities Benchmarks

The benchmarks used in this strategy are sourced from the Social Infrastructure Planning Guidelines for Queensland which has been developed by SGS Economics and Planning Pty Ltd, Andrea Young Planning Consultants, Elliott Whiteing Pty Ltd and Briggs and Mortar Pty Ltd, and peer reviewed by Phil Heywood, Associate Professor of Urban and Regional Planning, Queensland University of Technology. The benchmarks developed are considered the best and most recent guide to community infrastructure provision at the local, district and LGA wide (or wider) levels in Queensland. They are based on a series of investigations reviewing commonly used standards or benchmarks, demographic and housing formation trends and current models of community facility provision as applied in Queensland at the present time. They draw on a combination of research, consultation and practice undertaken by the authors in conducting social infrastructure planning in a diversity of local government areas, including Ipswich, Maroochy, Caloundra, Brisbane City and others.

Although the underlying standards of services used in the gap analysis (benchmarks) have been derived from Queensland every effort has been made to utilise benchmarks that are relevant to the NSW or Tweed LGA context, for example High Schools and Primary Schools are both reflective of the NSW context. However facilities such as libraries, cemeteries and childcare should be further explored by both council and SGS to determine appropriate standards.

4.3 Recommended Community Facilities Benchmark for Tweed

It is recommended that new development, particularly in respect of any new cities, towns and villages, provide high standards of community infrastructure. Table 9 outlines the recommended benchmarks for the provision of community facilities in the Tweed LGA at a local, district and regional level. Benchmarks are provided as a ratio of one community facility to 'x' thousand people, except where otherwise noted.

It is important to note that benchmarks are minimum best practice standards and more detailed structure or local area planning in respect of any new cities, towns and villages may require higher standards that are more suited to the specific circumstances of a particular locality.

Table 8. Community Facility Benchmarks – Minimum Best Practice

Level	Community Facility	Benchmark for Provision (# per population)	Responsibility	Benchmark for Minimum Provision (# per population)	Population category	
Local	Community Meeting Room/Multi-purpose hall	1:6-10,000	Council/State/Federal	6,000	Total	
	Childcare Centre	1:4-8,000	Council/Private	4,000	Total	
	Preschool	1:7,500-10,000	Private	7,500	Total	
	Primary School	1:4,500-5,000	State/Private	4,500	Total	
District	Multi-purpose Community Centre/Civic Centre	1:20-30,000	Council/State/Federal	20,000	Total	
	High School	1:14,000-18,000	State/Private	14,000	Total	
	Youth Facility/Service	1:20,000	Council/State/others	20,000	Total	
	Branch Library	1:15,000-30,000	Council	15,000	Total	
	Aged Care Service/Respite Centre	1:10-20,000	Council/Federal/Private	10,000	Total	
	Neighbourhood Centre	1:20-30,000	Council/State/Federal	20,000	Total	
	Community Health Centre	1:20-30,000	Council	20,000	Total	
	Police	1:20-30,000	State	20,000	Total	
	Fire & Rescue	1:25,000	State	25,000	Total	
	Ambulance	1:25,000	State	25,000	Total	
	State Emergency Service (SES)	1:25,000	State	25,000	Total	
	Whole of LGA	Art Gallery	1:30-150,000	Council/State/Federal	100,000	Total
		Museum	1:30-120,000	Council/State/Federal	100,000	Total
Performing Arts/Exhibition/Convention Centre		1:50-200,000	Council/State/Federal	100,000	Total	
Hospital - Public		2.6 beds/1,000 people	State	150,000	Total	
TAFE District Facility		1:150,000	State	150,000	Total	
University		1:150-200,000	C'wealth	150,000	Total	
Cemetery		1:50-200,000	Council	50,000	Total	

Source: SGS Economics and Planning, 2007

4.4 Threshold for Provision of Community Facilities

The application of the benchmarks to the projected population provides an indication of the community facilities required in the localities of the Tweed LGA over the next 17 years to 2024. However in addition to deciding on the community facility requirements there is a need to determine at what point these community facilities should be provided. That is, it is important to decide what proportion of the catchment population is required to be located in the locality before the community facility is provided. Typically, the timing for the provision of facilities should be based on a 40% threshold. Under this measure, once 40% of the benchmark population is located in the catchment the required facility will need to be provided.

It should be further noted that for most community facilities, planning should begin two to three years before the date required in relation to the relevant population thresholds. Longer lead times apply to some community facilities, for example:

- An estimated 3 year lead time for the development of primary schools;
- An estimated 5 year lead time for high school provision;
- Up to 5 years for library service provision; and
- Facilities involving multiple stakeholders and the satisfaction of multiple uses may take up to five years to bring to fruition.

SGS recommends the use of the 40% threshold in the provision of community facilities in the Tweed LGA in order to ensure that the highest level of social cohesion and the development of social capital are achieved in all localities across the region.

5 Existing Community Infrastructure

5.1 Identification of Existing Community Facilities

At 2006 there were approximately 133 community facilities located in the Tweed LGA. A detailed list of community facilities is set out in Table 10. The types of facilities currently located in the Tweed LGA range from education and health services to cultural facilities such as art galleries and museums. This portfolio includes 16 community meeting rooms/multi-purpose halls, 35 Primary schools and 22 child care centres.

It should be noted that there were a number of small private local art galleries identified, however they have not been included in the analysis. For the purpose of this report SGS defines an Art Gallery as a public facility that serves a regional (Tweed LGA) catchment, for example, the Tweed River Art Gallery.

Table 9. Existing Community Facilities

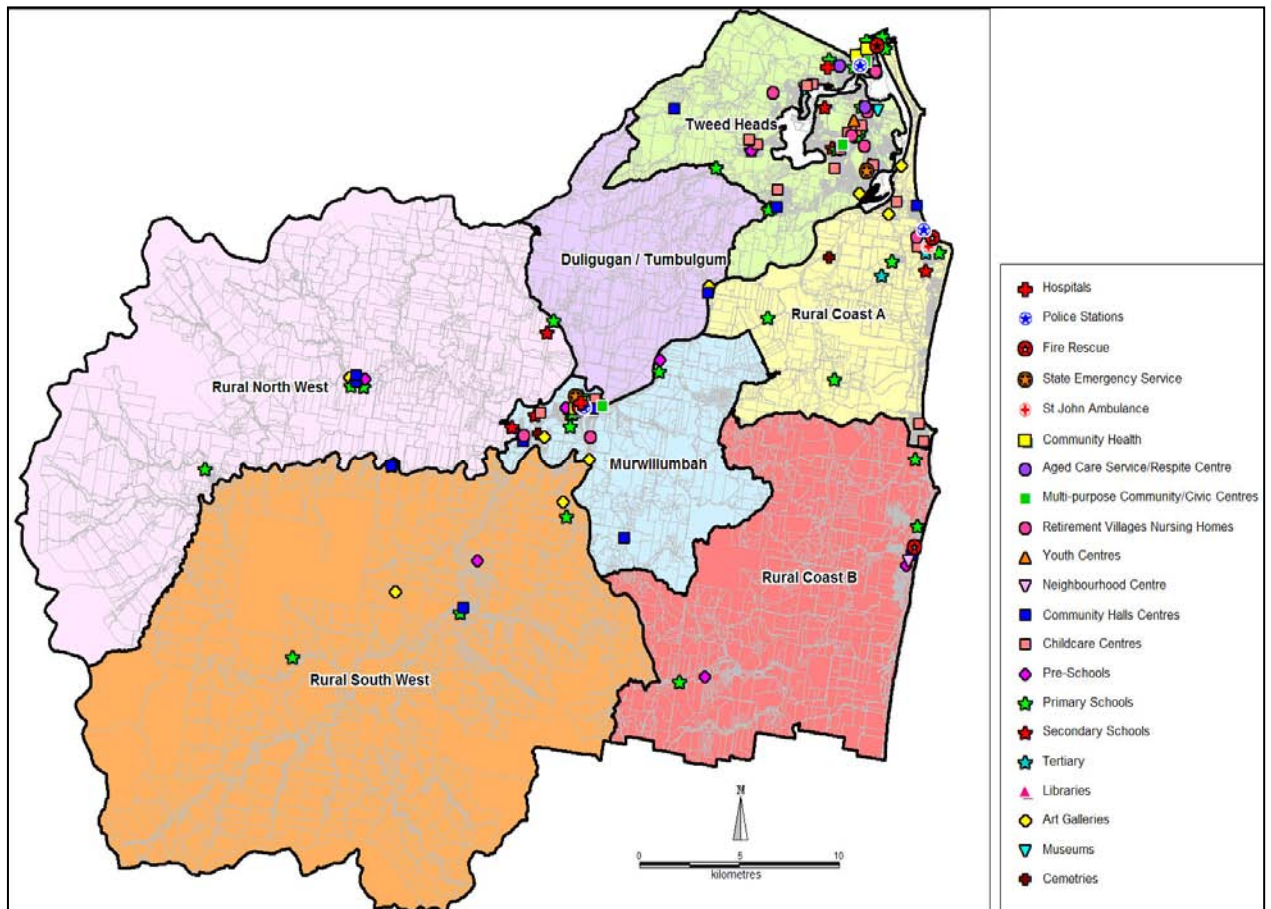
Level	Facility	No. of Facilities Urban	No. of Facilities Costal	No. of Facilities Rural	Whole of Shire
Local	Community Meeting Centre/Hall	3	5	8	16
	Childcare Centre	14	5	3	22
	Preschool	2	2	5	9
	Primary School	12	10	13	35
District	Multi-purpose Community Centre/Civic Centre	2	0	1	3
	High School	5	1	5	11
	Youth Facility/Service	2	0	0	2
	Branch Library	1	1	1	3
	Aged Care Service/Respite Centre	2	0	0	2
	Neighbourhood Centre	0	1	0	1
	Community Health Centre	2	0	2	4
	Police	1	1	1	3
	Fire & Rescue	1	2	1	4
	Ambulance	1	1	1	3
	State Emergency Service (SES)	1	0	1	2
Whole of LGA	Art Gallery	0	0	1	1
	Museum	2	0	1	3
	Performing Arts/Exhibition/Convention Centre	0	0	0	0
	Hospital - Public	1	0	1	2
	TAFE District Facility	0	2	1	3
	University	1	0	0	1
	Cemetery	1	1	1	3
TOTAL		54	32	47	133

Source: SGS Economics and Planning, 2007

5.2 Location of Existing Community Facilities

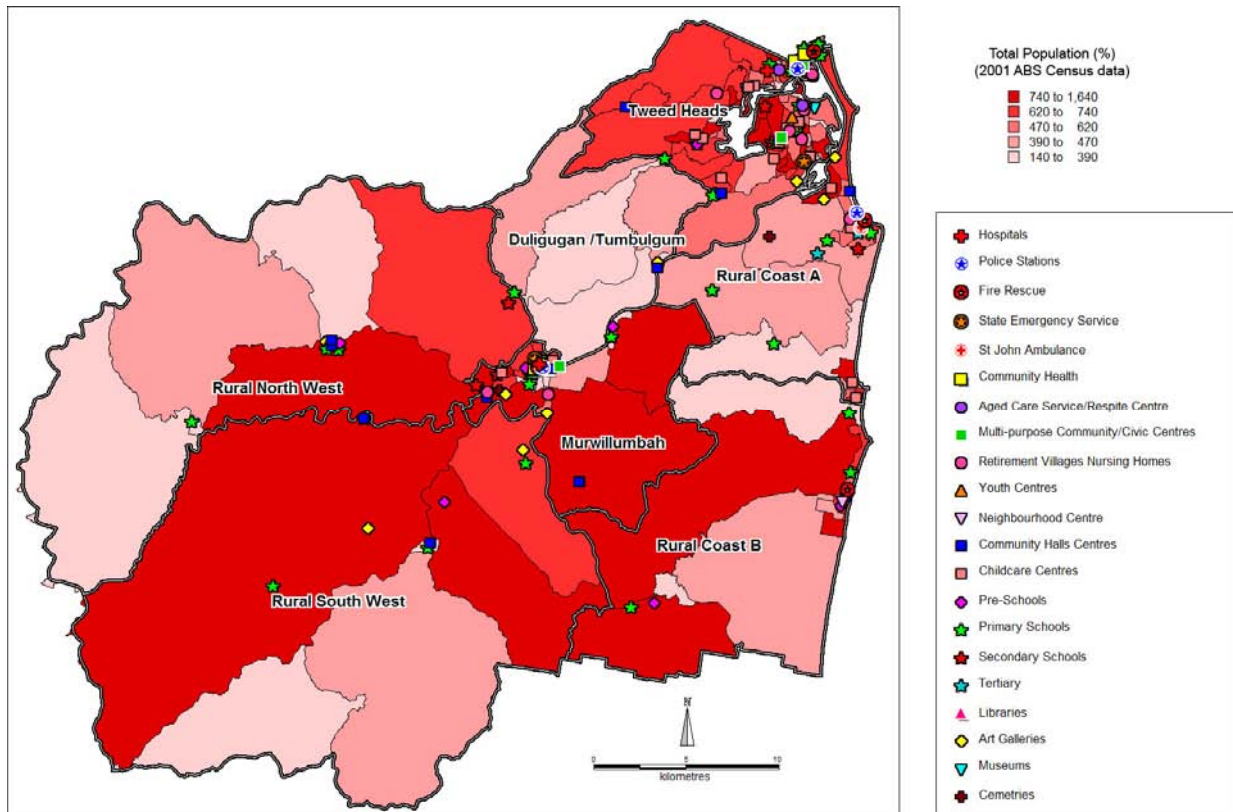
The broad location and clustering of existing community facilities is illustrated in Figure 13. The majority of facilities are clustered in the Tweed Heads Region and Murwillumbah with relatively few facilities located in the Rural North and Rural South areas. As noted in Figure 14, current facilities are clustered around the major concentration population areas of Tweed Heads and Murwillumbah.

Figure 13. Location of Existing Community Facilities - Tweed LGA



Source: CDATE 2001

Figure 14. Map Illustrating Concentration of Population at 2001



Source: CDATE 2001

6 Community Facilities Requirements

6.1 Indicative Infrastructure Needs 2007-2024

6.1.1 Additional Identified Need in Tweed LGA

By applying the benchmarks for community facilities to the projected population, and taking existing community facilities into account, the community infrastructure needs required in each locality was calculated for the planning horizon to 2024. The outcomes of these numerical assessments should not lead to the expectation that a need automatically translates into a facility.

It is important to note that facilities serving the whole of the shire are determined based on the total population of the shire, as opposed to summing the requirement for 'whole of shire' facilities in each of the 7 districts (i.e. urban north, coastal etc). The reason for this is that in any given area the population in part of the Shire is unlikely to 'trip' the benchmarks for regional facilities, even at a threshold provision level of 40% of the catchment area. Therefore, benchmarks are applied to the total population for the shire to ensure that facilities are provided commensurate with need. However it should be stressed that a need does not automatically translates into a facility

The finding from the analysis is summarised below:

- There will be a total of 69 additional needs for the Tweed LGA by 2024.
- Urban North Catchment has a need for 34 additional facilities.
- Coastal Catchment has a need for 29 additional facilities.
- Rural West Catchment has a need for 6 additional facilities.
- At the local and district levels, the overall greatest need over time is in the area of Aged Care Services/Respite Centres, Preschools and Childcare Centres.
- Overall, the Urban North Catchment will place the overall greatest demand on community facilities requirements in the longer term, particularly in the areas of Youth facilities/Services and Neighbourhood Centres.

It should be noted and emphasised that although the gap analysis reveals needs over several infrastructure types, this does not mean that there will be 69 separate facilities required on the ground due to first principles such as co-location and integration.

At a Regional level, the analysis shows at the 40% threshold a Performing Arts Centre will be required between 2007 and 2024.

6.1.2 Additional Identified Community Infrastructure Needs for Urban North

The Urban North Catchment will place the overall greatest demand for infrastructure needs within the Tweed LGA. . Table 12 indicates that the majority of the needs will be in 2007 and 2015. Preschools, community centres, youth facilities, community health centres and neighbourhood centres are amongst some of the needs that will be required.

It is recommended that the regional Performing Arts Centre noted above be allocated to the Urban North Catchment because it has the highest forecasted population growth in the Tweed LGA. However, it could be argued that this area is already well serviced with a multitude of facilities that the regional facility could therefore be located elsewhere in the LGA. Ultimately this is a decision for Council and the community.

Table 10. Required Additional Community Facilities 2007-2024 for Urban North – 40% Threshold

Hierarchy	Community Facility	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017-2020	2021-2024	Total 2007-2024
Local	Community Meeting Room/Multi-purpose hall	4			1						1		1	7
	Childcare Centre												1	1
	Preschool	4							1				1	6
	Primary School												1	1
District	Multi-purpose Community Centre/Civic Centre									1				1
	High School													
	Youth Facility/Service									1				1
	Branch Library	2										1		3
	Aged Care Service/Respite Centre	2			1							1		4
	Neighbourhood Centre	2								1				3
	Community Health Centre									1				1
	Police	1								1				2
	Fire & Rescue	1												1
	Ambulance	1												1
	State Emergency Service (SES)	1												1
Whole of Shire	Art Gallery													
	Museum													
	Performing Arts/Exhibition/Convention Centre									1				1
	Hospital - Public													
	TAFE District Facility													
	University Cemetery													
Total Community Facilities 2007-2024		18			2				1	6	1	2	4	34

Source: SGS Economics and Planning, 2007

6.1.3 Additional Identified Community Infrastructure Needs for Coastal

At 2006 the Coastal Catchment had an estimated total of 29 facilities, ranging from schools to community health centres. By 2024 the Coastal Catchment will require a need for a multitude of facilities. The high level of required needs correlates with the high growth rates predicted for this area. Table 13 indicates that the majority of the

need will be in 2007 and 2013. The greatest need over time will be for preschools, child care and Aged Care Services/Respite Centres.

Table 11. Required Additional Community Facilities 2007-2024 for Coastal – 40% Threshold

Hierarchy	Community Facility	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017-2020	2021-2024	Total 2007-2024	
Local	Community Meeting Room/Multi-purpose hall										1		1	2	
	Childcare Centre	1		1				1				1	1	5	
	Preschool	1		1								1		3	
	Primary School														
District	Multi-purpose Community Centre/Civic Centre	1						1						2	
	High School	1										1		2	
	Youth Facility/Service	1						1						2	
	Branch Library	1											1	2	
	Aged Care Service/Respite Centre	2	1									1		4	
	Neighbourhood Centre							1						1	
	Community Health Centre	1						1						2	
	Police							1						1	
	Fire & Rescue														
	Ambulance													1	1
State Emergency Service (SES)	1												1	2	
Whole of Shire	Art Gallery														
	Museum														
	Performing Arts/Exhibition/Convention Centre														
	Hospital - Public														
	TAFE District Facility														
	University														
	Cemetery														
Total Community Facilities 2007-2024		10	1	2				6			1	4	5	29	

Source: SGS Economics and Planning, 2007

6.1.4 Additional Identified Community Infrastructure Needs for Rural West

The Rural West Catchment is has the least overall need based on the standards of service applied, consistent with the growth projections highlighted in section 5.1 of this report. The projected average annual growth rate for the Rural West is forecast at only 0.26% over

the period of analysis. Accordingly, this area will require the identified needs between 2007 and 2024. These needs include childcare centres, a Youth facility, Aged Care Service/Respite Centres, and a neighbourhood centre.

Table 12. Required Additional Community Facilities 2007-2024 for Rural West – 40% Threshold

Hierarchy	Community Facility	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017-2020	2021-2024	Total 2007-2024	
Local	Community Meeting Room/Multi-purpose hall														
	Childcare Centre	2												2	
	Preschool														
	Primary School														
District	Multi-purpose Community Centre/Civic Centre														
	High School														
	Youth Facility/Service	1												1	
	Branch Library														
	Aged Care Service/Respite Centre	2												2	
	Neighbourhood Centre	1												1	
	Community Health Centre														
	Police														
	Fire & Rescue														
	Ambulance														
State Emergency Service (SES)															
Whole of Shire	Art Gallery														
	Museum														
	Performing Arts/Exhibition/Convention Centre														
	Hospital - Public														
	TAFE District Facility														
	University														
	Cemetery														
Total Community Facilities 2007-2024		6												6	

Source: SGS Economics and Planning, 2007

6.2 Total Facilities Needs by 2024

The Urban North Catchment will have the largest share of facilities, followed by the Coastal Catchment and then the Rural West. Overall the shire will require a total of 36 primary schools, 30 childcare centres and 24 community meeting rooms or multi-purpose halls, to indicate a few examples. It is envisaged that provision of these facilities will meet the needs of the community over the analysis time period.

7 Priority (2007) Facilities Requirements for Catchment Areas

From the Gap Analysis it was determined that there are a number of needs that are required at 2007. The principles have been applied to the needs and determinate of priority facilities has occurred. These needs have been classified as priority facilities that should be provided immediately to meet current community needs. As these facilities are required to service existing populations, and not growth areas, they cannot be funded under Section 94 and funding for these facilities will therefore need to be sourced from other means. Each catchment area has been analysed in terms of what is required by each facility type and how these requirements translate into recommended on the ground delivery of facilities through consideration of integration and co-location opportunities.

It should be noted that the recommendations for on the ground delivery has taken into consideration the principles highlighted in Section 2.3.

7.1 Urban North

The gap analysis has identified an additional 34 facilities for the Urban North Catchment for the planning horizon 2024. Priority (2007) facilities identified through this study are outlined below.

- 4 Community Meeting Room/Multi-purpose hall
- 4 Preschools
- 2 Branch Library
- 2 Aged Care Services/Respite Centres
- 2 Neighbourhood Centres
- 1 Police Station
- 1 Fire and Rescue
- 1 Ambulances
- 1 State Emergency Service

From this list it was determined that Tweed Shire Council has principle responsibility for provision of the following facilities:

- 4 Community Meeting Rooms/Multi-purpose halls
- 2 Branch Libraries
- 2 Aged Care Services/Respite Centres
- 2 Neighbourhood Centres

Further discussions with Council were held to qualify and verify the accuracy of these results. A few important issues and clarifications were made which included:

- The Urban North Catchment would not require 2 Branch Libraries, only 1 additional is needed.
- Council is in the process of commissioning a review of the current Tweed Shire Library Strategy (which is contrary to the findings from this report) to determine the validity and currency of the Strategy in light of this Cultural and Community Facilities Plan.

Considering Council’s comments regarding libraries and expressed needs from community stakeholders, SGS recommends that a library that incorporates flexible size meeting spaces be provided as a priority facility for the Urban North area.

The recommendation for priority facilities in the Urban North catchment is centralised around the following principles:

- Planning for Program and Service Delivery, not just Space;
- Developing Flexible, Multi-Purpose Community Facilities; and
- Create Community Facilities Appropriate to the Level of Service Demanded.

As indicated above, the gap analysis reveals a need for 2 Neighbourhood centres. It is recommended by SGS that further research and investigations should be undertaken to further establish whether there is an actual demand for more welfare type services in the Urban North Catchment. If this is the case, the proposed Multi Purpose Community Centre should be designed in a way that incorporates this service but at the same time not conflict with other uses.

It is envisaged that the provision of Aged Care Services/Respite Centres can be supported by the private sector and it is recommended that partnerships between Council and the private sector be established to provide these facilities/services in a timely manner.

At this early stage it is premature to decide on the most appropriate location for this facility and therefore location has not been considered as part of this investigation. It is envisaged that the final decision on a suitable location will ultimately be Council’s decision.

Facility	A branch library incorporating flexible size meeting spaces.
Description	The branch library should incorporate the following: <ul style="list-style-type: none"> • access to both text and online resources for learning, and incorporating meeting spaces and areas for study • office space for staff, including library staff and potential staff from community services organisations • meeting rooms/spaces that can service both small groups and larger groups • storage space, • toilets/disabled toilets
Location/Design Criteria	<ul style="list-style-type: none"> • Should be located in a convenient position to maximise accessibility, ideally within an activity centre with access to public transport. • Consideration should be given to child safe areas, informal areas, visibility and security.
Floorspace Requirements	Library: 150 m2 – 650 m2
Land Cost	It is assumed that the land will be dedicated to Council free of cost.
Capital Cost	\$1591/m2* Library: \$238,650 - \$1,034,150

* This figured is based on 2005 construction costs taken from the Cobaki Lakes S94 Plan and converted to a 2006/07 value through application of construction escalation rate of 6.08%. The escalation rate has been sourced from BIS Shrapnel September 2005.

Calculations: $\$1500 \times 6.08\% = \91.2 { $\$1500 + \$91.2 = \$1591$ }

7.2 Coastal

As determined in section 6.1.3, the Coastal Area will need an additional 29 community facilities by 2024. The priority facilities for the Coastal Catchment include the following facilities:

- 1 Childcare Centre
- 1 Preschool
- 1 Multi-purpose Community Centre/Civic Centre
- 1 High School
- 1 Youth Facility/Service
- 1 Branch Library
- 2 Aged Care Services/Respite Centres
- 1 Community Health Centre
- 1 State Emergency Service (SES)

From this list it was determined that Tweed Shire Council has principle responsibility for provision of the following facilities:

- 1 Childcare Centre
- 1 Multi-purpose Community Centre/Civic Centre
- 1 Youth Facility/Service
- 1 Branch Library
- 2 Aged Care Services/Respite Centres

SGS notes that while Childcare Centres and Aged Care Services/Respite Centres are denoted as primarily Council's responsibility, these markets are often met thorough the private sector. Again, SGS would recommend an establishment of a partnership with private providers to ensure timely provision.

It is recommended by SGS that the balance of priority facilities required for the Coastal Catchment be provided as a Multi Purpose Community/Civic Centre incorporating a library and a co-located/integrated youth facility.

The recommendation for a Multi-purpose Community/Civic Centre are based on the following principles:

- Co-locating Compatible Uses and Creating Community Hubs;
- Planning for Program and Service Delivery, not just Space;
- Developing Flexible, Multi-Purpose Community Facilities; and
- Create Community Facilities Appropriate to the Level of Service Demanded.

At this early stage it is premature to decide on the most appropriate location for this facility and has there for not been considered as part of this investigation. It is envisaged that the final decision for location will ultimately be Council's decision.

Facility	Multi Purpose Community/Civic Centre incorporating a library and a co-located/integrated youth facility.
Description	<p>This facility should provide a multi purpose function that incorporates:</p> <ul style="list-style-type: none"> • office space for staff, including library staff and potential staff from community services organisations • meeting rooms/spaces that can service both small groups and larger groups • a kitchen area with capacity to cater for small functions as required • activities areas of sufficient size to permit multi-purpose activities, • an art/craft area with tiled floors and sinks, • storage space, • a room for the use of nursing mother/baby change facility, • toilets/disabled toilets & change rooms <p>A branch library offering access to both text and online resources for learning, and incorporating meeting spaces and areas for study.</p> <p>The youth facility should be co-located in close proximity to the Multi-Purpose Centre and provide the following functions/services:</p> <ul style="list-style-type: none"> • Ideally provide multiple spaces, with casual drop-in capability a necessity, and provision for weekend, evening and every day use. • Suitable for amplified music and dancing, and include activities and equipment of interest i.e computers, games and sports • Be suitably staffed, including a Youth Worker/program co-ordinator • incorporate an indoor sports hall capable of being used for sports such as basketball, badminton or volleyball or a cinema, • a space suitable for an evening youth social club venue with kitchen, • toilets • office facilities
Location/Design Criteria	<ul style="list-style-type: none"> • Flexible, multi-purpose facilities, potentially co-located, with consideration of child safe areas, informal areas, visibility and security. Multi-use and co-location models should be considered. • Location/design should be integrated with open space and recreation facilities to maximize opportunities for delivery of youth recreation programs. Youth centres can be co-located with other facilities, but management of potentially conflicting uses of space is required. • Outdoor areas should complement indoor uses (e.g. skate parks).
Floorspace Requirements	<p>Multi-Purpose Centre: 1,000 m² – 5,000 m²</p> <p>Library: 150 m² – 650 m²</p> <p>Youth Facility: 600 m² – 1,000 m²</p>
Land Cost	It is assumed that the land will be dedicated to Council free of cost.
Capital Cost	<p>\$1591/m²*</p> <p>Multi Purpose Centre: \$1,591,000 - \$7,955,000</p> <p>Library: \$238,650 - \$1,034,150</p> <p>Youth Facility: \$954,600 - \$1,591,000</p>

* This figured is based on 2005 construction costs taken from the Cobaki Lakes S94 Plan and converted to a 2006/07 value through application of construction escalation rate of 6.08%. The escalation rate has been sourced from BIS Shrapnel September 2005. Calculations: $\$1500 \times 6.08\% = \91.2 { $\$1500 + \$91.2 = \$1591$ }

7.3 Rural West

Of the three catchment areas, the Rural West Area has the least need for additional facilities. It was identified that the catchment has a need for 7 additional facilities by 2024. These facilities are triggered at 2007, making them all priority facilities.

Priority facilities include:

- 2 Childcare Centres
- 1 Youth Facility/Service
- 2 Aged Care Service/Respite Centres
- 1 Neighbourhood Centre
- 1 Ambulance

From the above list, the following are considered as Council responsibility:

- 1 Youth Facility/Service
- 1 Neighbourhood Centre
- 2 Childcare Centres
- 2 Aged Care Service/Respite Centre

The re-development of the Murwillumbah Community Centre and surrounding precinct has potential to meet much of the needs identified, particularly if viewed as potentially a multi-purpose community centre with expanded neighbourhood centre functions, youth facilities and larger meeting spaces.

This recommendation takes on board the following principles:

- Maximising usage of existing Community Facilities;
- Co-locating Compatible Uses and Creating Community Hubs;
- Planning for Program and Service Delivery, not just Space;
- Developing Flexible, Multi-Purpose Community Facilities; and
- Create Community Facilities Appropriate to the Level of Service Demanded.

Facility	Multi-purpose community centre with expanded neighbourhood centre functions, youth facilities and larger meeting spaces.
Description	<p>This facility should provide a multi purpose function that incorporates:</p> <ul style="list-style-type: none"> • office space for staff, including library staff and potential staff from community services organisations • meeting rooms/spaces that can service both small groups and larger groups • a kitchen area with capacity to cater for small functions as required • activities areas of sufficient size to permit multi-purpose activities, • an art/craft area with tiled floors and sinks, • storage space, • a room for the use of nursing mother/baby change facility, • toilets/disabled toilets & change rooms <p>A branch library offering access to both text and online resources for learning, and incorporating meeting spaces and areas for study.</p>

	<p>The youth facility, at the least should be co-located in close proximity to the Multi-Purpose Centre and provide the following service/facility:</p> <ul style="list-style-type: none"> • Ideally provide multiple spaces, with casual drop-in capability a necessity, and provision for weekend, evening and every day use. • Suitable for amplified music and dancing, and include activities and equipment of interest i.e computers, games and sports • incorporate an indoor sports hall capable of being used for sports such as basketball, badminton or volleyball or a cinema, • a space suitable for an evening youth social club venue with kitchen, • toilets, • office facilities.
Location/Design Criteria	<ul style="list-style-type: none"> • Flexible, multi-purpose facilities, potentially co-located, with consideration of child safe areas, informal areas, visibility and security. Multi-use and co-location models should be considered. • Location/design should be integrated with open space and recreation facilities to maximize opportunities for delivery of youth recreation programs. Youth centres can be co-located with other facilities, but management of potentially conflicting uses of space is required. • Outdoor areas should complement indoor uses (e.g. skate parks).
Floorspace Requirements	<p>Multi-Purpose Centre: 1,000 m2 – 5,000 m2 Youth Facility: 600 m2 – 1,000 m2</p>
Land Cost	<p>It has always been assumed that the land will be dedicated to Council free of cost.</p>
Capital Cost	<p>\$1591/m2* Multi Purpose Centre: \$1,591,000 - \$7,955,000 Youth Facility: \$954,600 - \$1,591,000</p>

* This figured is based on 2005 construction costs taken from the Cobaki Lakes S94 Plan and converted to a 2006/07 value through application of construction escalation rate of 6.08%. The escalation rate has been sourced from BIS Shrapnel September 2005.

Calculations: $\$1500 \times 6.08\% = \91.2 { $\$1500 + \$91.2 = \$1591$ }

8 Indicative Community Infrastructure Needs Post 2007

Table 16 illustrates the additional facilities that are needed post 2007 (2008 onwards). As noted previously the Urban North Catchment requires an additional 16 facilities by 2024, the Coastal Catchment an additional 19 facilities and the Rural West Catchment has no additional need beyond 2007 (based on population projections).

Table 13. Additional Facilities Required Post 2007

Level	Facility	Benchmark for Provision (# per population)	No. of Needs Urban	No. of Needs Costal	No. of Needs Rural
Local	Community Meeting Room/Multi-purpose hall	1:6-10,000	3	2	0
	Childcare Centre	1:4-8,000	1	4	0
	Preschool	1:7,500-10,000	2	2	0
	Primary School	1:4,500-5,000	1	0	0
District	Multi-purpose Community Centre/Civic Centre	1:20-30,000	1	1	0
	High School	1:14,000-18,000	0	1	0
	Youth Facility/Service	1:20,000	1	1	0
	Branch Library	1:15,000-30,000	1	1	0
	Aged Care Service/Respite Centre	1:10-20,000	2	2	0
	Neighbourhood Centre	1:20-30,000	1	1	0
	Community Health Centre	1:20-30,000	1	1	0
	Police	1:20-30,000	1	1	0
	Fire & Rescue	1:25,000	0	0	0
	Ambulance	1:25,000	0	1	0
	State Emergency Service (SES)	1:25,000	0	1	0
Whole of Shire	Art Gallery	1:30-150,000	0	0	0
	Museum	1:30-120,000	0	0	0
	Performing Arts/Exhibition/Convention Centre	1:50-200,000	1	0	0
	Hospital - Public	2.6 beds/1,000 people	0	0	0
	TAFE District Facility	1:150,000	0	0	0
	University	1:150-200,000	0	0	0
	Cemetery	1:50-200,000	0	0	0
TOTAL			16	19	0

Source: SGS Economics and Planning, 2007

8.1 Facilities Not Funded by Section 94

Under Section 94 only facilities that are located in growth areas are able to be funded through this mechanism. Consequently not all facilities identified in Table 16 can be funded under Section 94, either because they are not required for existing or future growth areas or fall outside of Council's direct responsibility (i.e. Federal/State Government jurisdiction). Where possible alternative funding should be sourced and partnerships established for the delivery of these facilities. In addition, Council should facilitate discussions with relevant State Government Departments regarding the provision of the balance of required facilities. However, it should also be noted that the benchmarks applied to the gap analysis in this study are not necessarily endorsed as standards of service provision by individual Government Departments, and should therefore be used as a guide only and as a potential starting point for discussions with respective Government Departments regarding the provision of relevant required facilities.

Of the identified post 2007 required facilities, those that do not fall under Council’s direct responsibility for provision include:

- Preschools;
- Primary Schools;
- High Schools;
- Police;
- Fire and Rescue;
- Ambulance;
- State and Emergency Services;
- Hospitals; and
- Universities & TAFE.

As noted earlier, although childcare and aged care is seen as a Council responsibility these service are generally met by the private sector. SGS recommends that partnerships with private providers be established to ensure timely provision.

The proceeding sections outline those required facilities for the Urban, Coastal and Rural Catchment areas that cannot be funded under Section 94.

8.1.1 Urban North

Facilities that will not be funded under Section 94 in the Urban North Catchment include:

- 2 x Preschools
- 1 x Primary School
- 1 x Police Station

It is important to note that the Performing Arts Centre identified as a required shire wide facility and allocated to Urban North will be able to be funded under Section 94 but at a Shire Wide Level rather than being levied with a single growth area. This is further explained in section 8.6.

Table 14. Additional Facilities Required in Urban North Between 2008 - 2024

Hierarchy	Community Facility	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017-2020	2021-2024	Total 2007-2024	
Local	Community Meeting Room/Multi-purpose hall			1						1		1	3	
	Childcare Centre											1	1	
	Preschool							1					2	
	Primary School											1	1	
District	Multi-purpose Community Centre/Civic Centre								1				1	
	High School													
	Youth Facility/Service								1				1	
	Branch Library										1		1	
	Aged Care Service/Respite Centre			1							1		2	
	Neighbourhood Centre								1				1	
	Community Health Centre								1				1	
	Police								1				1	
	Fire & Rescue													
	Ambulance													
State Emergency Service (SES)														
Whole of Shire	Art Gallery													
	Museum													
	Performing Arts/Exhibition/Convention Centre								1				1	
	Hospital - Public													
	TAFE District Facility													
	University													
Cemetery														
Total Community Facilities 2007-2024				2				1	6	1	2	4	16	

Source: SGS Economics and Planning, 2007

8.1.2 Coastal

Facilities that will not be funded under Section 94 in the Coastal Catchment include:

- 3 x Childcare Centres
- 1 x Community Meeting Room/Multi Purpose Hall
- 1 X Aged Care Service/Respite Centre
- 1 x Police Station
- 1 x High School
- 2 x Preschools
- 1 x Ambulance Service
- 1 x State Emergency Service (SES)

Table 15. Additional Facilities Required in Coastal Between 2008 - 2024

Hierarchy	Community Facility	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017-2020	2021-2024	Total 2007-2024	
Local	Community Meeting Room/Multi-purpose hall									1		1	2	
	Childcare Centre		1				1				1	1	4	
	Preschool		1								1		2	
	Primary School													
District	Multi-purpose Community Centre/Civic Centre						1						1	
	High School										1		1	
	Youth Facility/Service						1						1	
	Branch Library											1	1	
	Aged Care Service/Respite Centre	1									1		2	
	Neighbourhood Centre						1						1	
	Community Health Centre						1						1	
	Police						1						1	
	Fire & Rescue													
	Ambulance												1	1
State Emergency Service (SES)												1	1	
Whole of Shire	Art Gallery													
	Museum													
	Performing Arts/Exhibition/Convention Centre													
	Hospital - Public													
	TAFE District Facility													
	University													
	Cemetery													
Total Community Facilities 2007-2024		1	2				6			1	4	5	19	

Source: SGS Economics and Planning, 2007

8.1.3 Rural West

The Rural West Catchment requires no facilities beyond 2007.

8.2 Growth Areas and Priority Facilities for S94

Through extensive discussions with Council representatives a number of growth areas were identified for the Tweed Shire. It was important to identify the major growth areas for the purpose of determining areas that are applicable for Section 94 Funding. Table 20 below sets out the growth areas for the 3 wider catchment areas and Figure 15, 16, 17, and 18 shows the geographic locations of these growth areas in relation to existing urban areas.

Table 16. Growth Areas in Tweed Shire

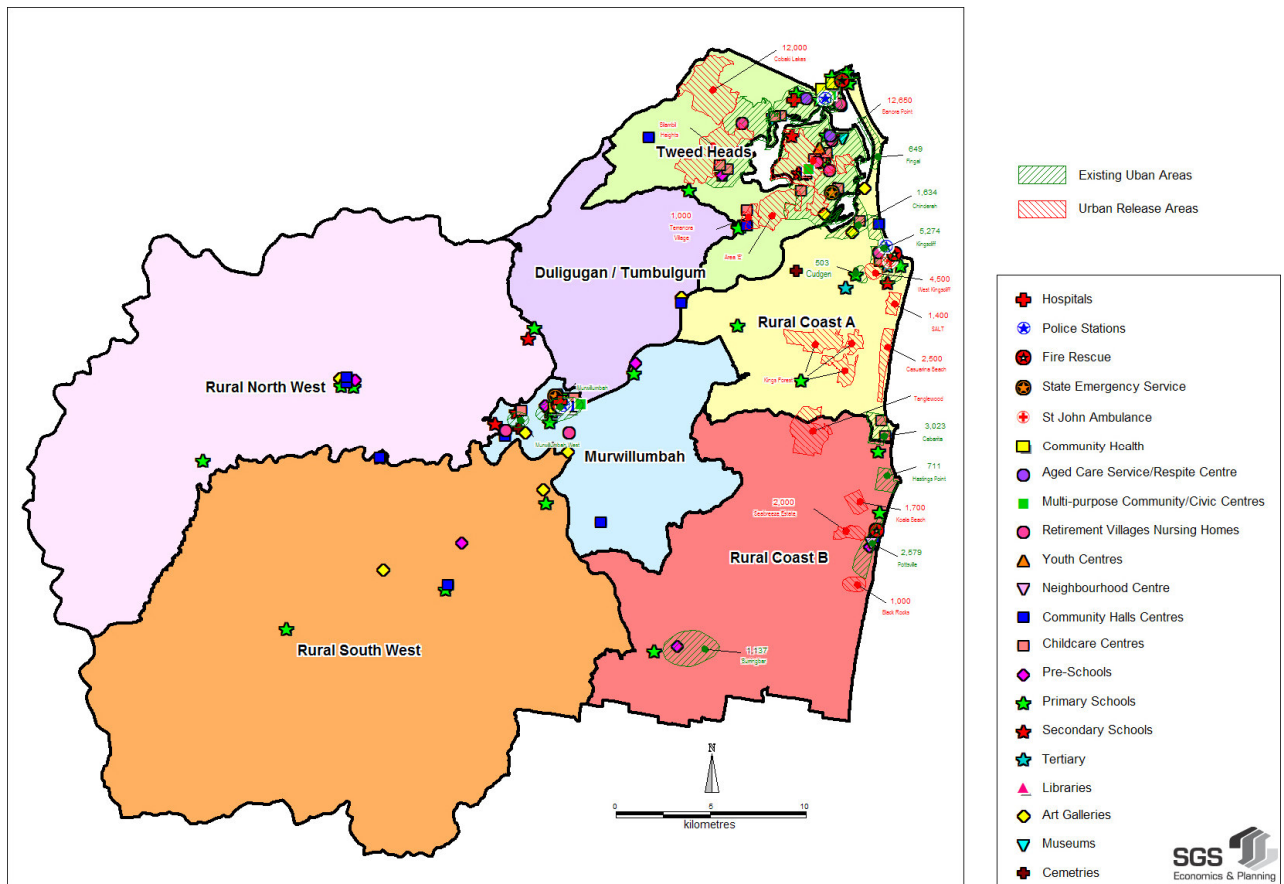
New Release Area	Total Potential Population	Status	Estimated population still to settle	Estimated Date when total population will settle
Coastal				
West Kingscliff	4,501	Currently being released	2,038	2008
Koala Beach	1,600	Currently being released	600	2008
Leisure Gardens Estate (Seabreeze)	2,000	Currently being released	740	2008
Black Rocks	2,000	Currently being released	1,080	2008
Dunloe Park	3,000	Subject to future rezoning	3,000	
Tanglewood	1,500 – 3,000	Subject to possible rezoning	1,500 – 3,000	
Casuarina	4,000	Currently being released	2,000	2009
SALT	1,400	Currently being released	1,409	2011
Sea Side City	1,200		1,200	
Kings Forest	10,000	LEP amendment currently under review	10,000	2024
Total	32,700		25,058	
Rural West				
West Murwillumbah	2,840	Currently being released	1,500	2007
Total	2,840		1,500	
Urban North				
Terranora "Village"	1000	Being developed	300	2007
Area E	3,000 – 5,000	LEP amendment required	5,000	2011
Banora Point	12,000	Being developed	1000	2009
Bilambil Heights	8,000	Rezoning completed	8,000	2013
Cobaki Lakes	12,000	Initial DA consent. Earthworks commenced	12,000	2024
Total	38,000 Max.		26,300	
Total of Release Areas	73,540 Max.		52,858	

Source: Tweed Shire Council, 2006

It should be noted that for the purpose of this analysis only areas with a projected total population of 4000 and above are included as part of the Section 94 assessment. Under the gap analysis areas with a population of less than 4000 (on completion of development) will not trigger any facilities based on benchmark standards. Taking this into account, the major release areas that are applicable to Section 94 funding for community facilities are:

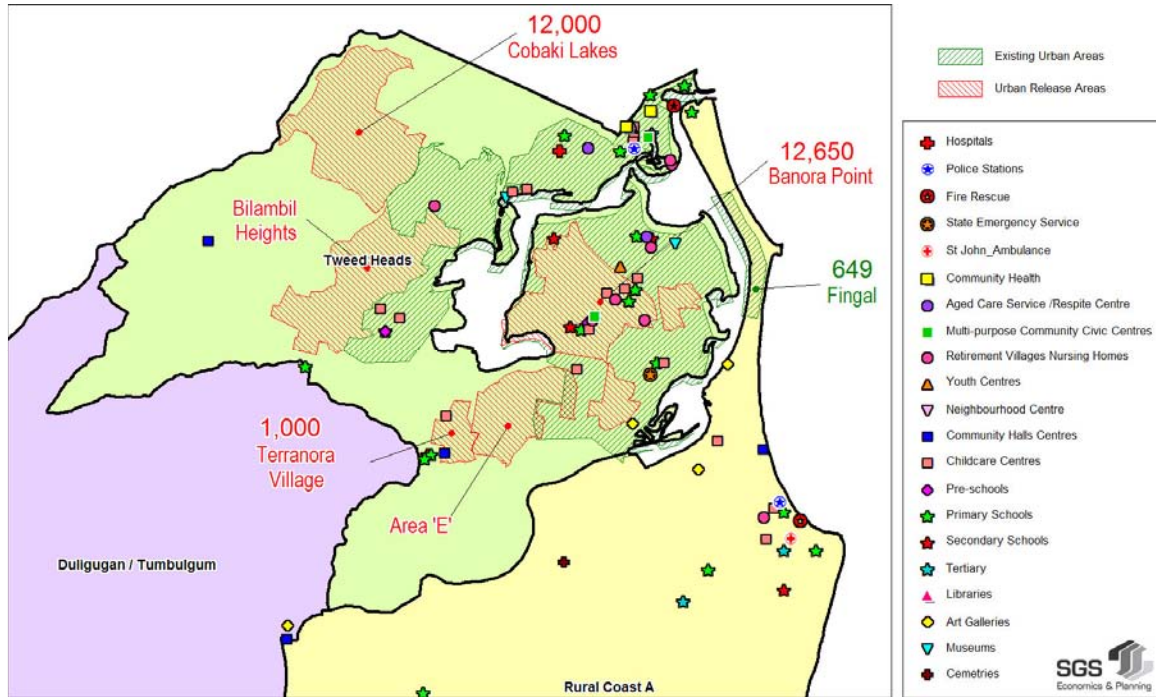
- Kings Forest (10,000 people)
- Cobaki Lakes (12,000 people)
- Bilambil Heights (8,000 people)
- Area E (5,000 people)

Figure 15. Map of Existing and New Urban Release Areas



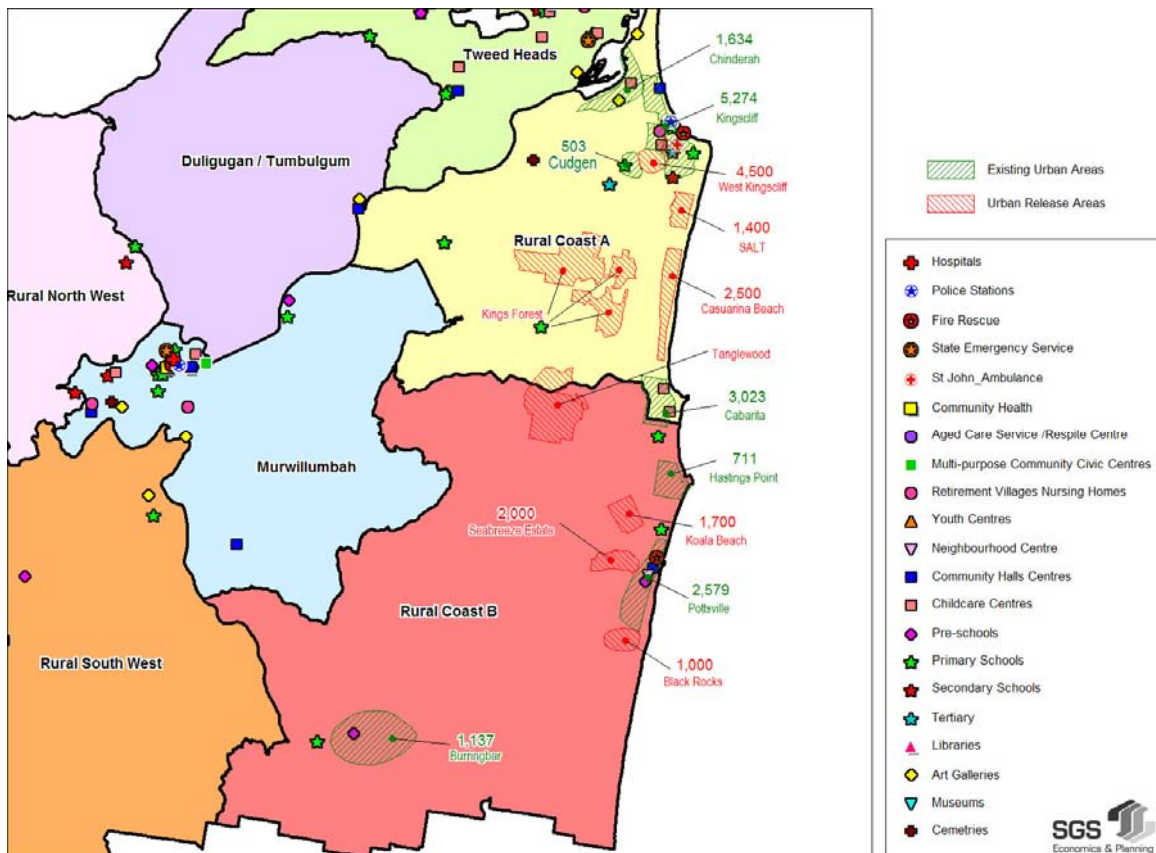
Source: CDATE 2001

Figure 16. Map of Existing and New Urban Release Areas – Urban North

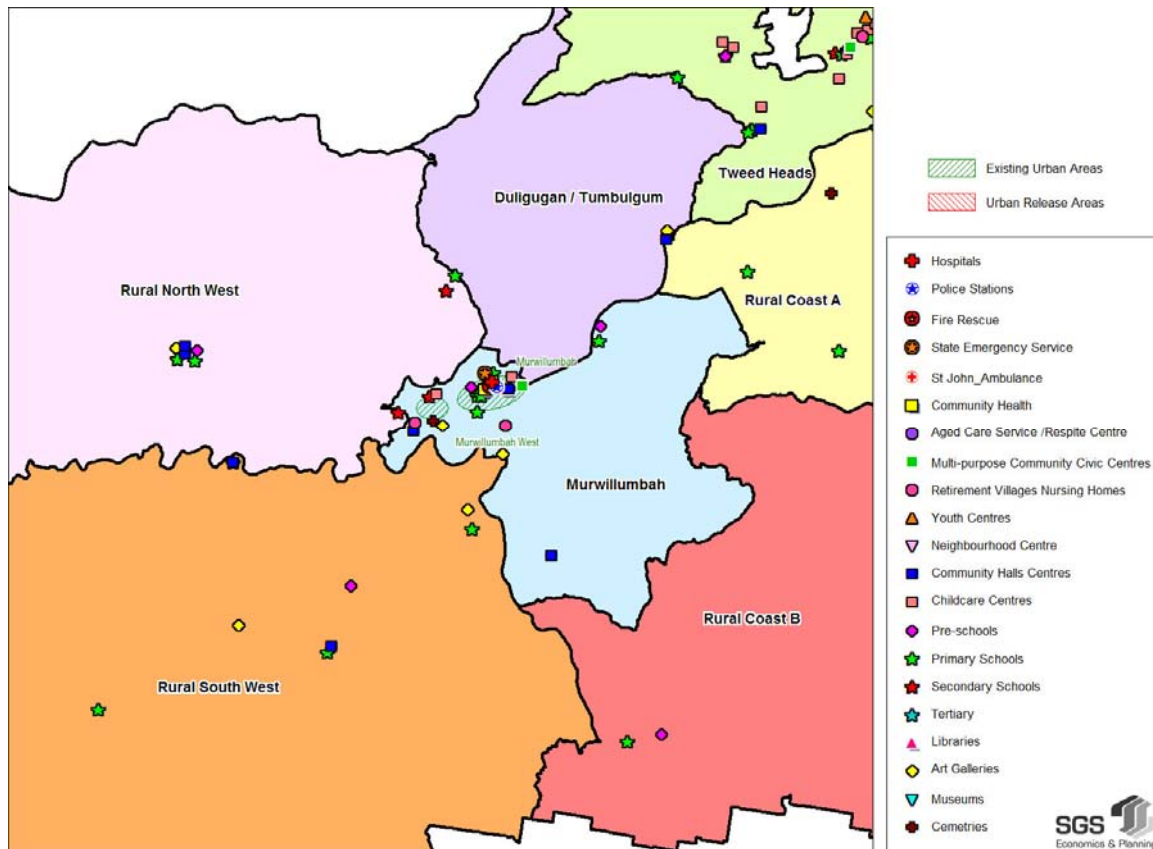


Source: CDATA 2001

Figure 17. Map of Existing and New Urban Release Areas – Coastal



Source: CDATA 2001

Figure 18. Map of Existing and New Urban Release Areas – Rural

Source: CDATE 2001

Individual growth areas deemed appropriate for S94 funding of community facilities are summarised below.

8.3 Kings Forest (Coastal Catchment)

The FNCRS establishes the regional land use pattern for the Tweed LGA and identifies land included in the Town and Village Growth Boundary that may be suitable to accommodate urban growth. Within the Tweed LGA, Kings Forest comprises the majority of future urban release land, and according to the Tweed Shire Council, Kings Forest can support a further 10,000 - 12,000 people upon its completion.

This particular site has been the subject of extensive investigations by the Department of Planning. In March 2006, investigations commenced to determine whether the site should be declared of State Significance. As a result of this investigation, a new planning regime was created for the 900 hectare site through an amendment to the State Environmental Planning Policy (Major Projects) 2005. Under the new gazetted planning regime, more than one third of the site (373.93 hectares) will be zoned for environmental protection.

It should be noted that this is almost double the area zoned 'environmental protection' under the Tweed local environmental plan (LEP). The new zonings within Kings Forest will allow for a

residential development which will include new retail and office space, schools, libraries and emergency services.

At present the Kings Forest Development is at the second phase of the project. The NSW Department of Planning are currently undertaking a process to develop a Concept Plan for Kings Forest.

8.3.1 Review of Existing Section 94 Plan – Kings Forest

The existing Section 94 Plan for Casuarina Beach/Kings Forest was developed in 2005. The plan details the type of facilities that will be required to support the new development of Kings Forest as well as Casuarina Beach. In addition the plan outlines the contribution rate for the community facilities required. Under the current Section 94 Plan, the cost of providing these facilities will be apportioned between Casuarina Beach and Kings Forest.

Facilities to be provided under this Plan have been based on a review of accepted standards for community facilities and services and which have been applied to other release areas within the Shire.

Within the current plan community facilities required include:

- COMMUNITY CENTRE/MULTI USE HALL (400m² including extension)– The centre should incorporate office space which is available for information displays and visiting services; a kitchen area which is suitable to permit social contact; activities areas of sufficient size to permit multi-purpose activities; an art/craft area with tiled floors and sinks; storage space permitting the safe storage of equipment; a room for the use of nursing mothers; features such as toddler proof fences which make the centre and grounds safe for children; toilets, change rooms etc.
- YOUTH FACILITY (500m² including extension) – The facility should incorporate a space which can be used as a no alcohol café and perhaps video game venue; a space which can accommodate a dance floor which is adaptable for other indoor recreational pursuits such as roller skating; a space that can be used for information, advocacy and support youth work.
- COMMUNITY HEALTH CENTRE (100m²) – The health care facility should include rooms suitable for consultation and visiting services; a reception/waiting room area; a small kitchen; secure and separate storage area; toilets, including a disabled toilet and baby change room.
- LIBRARY FACILITY (250m²) – A branch library should include; office space for library staff; an area for displays and exhibitions; an area for children’s activities; toilets/disabled toilets; a baby change facility; adequate floor loading facility; study and reference area.

It should be noted that the plan recommends the above facilities should be staged and provided at various lot thresholds.

8.3.2 Recommendations for Kings Forest

The gap analysis highlights similar facilities to those noted in section 8.1.1 for the Coastal Catchment between the years 2008 – 2024. SGS’s analysis is based on a linear population projection over the planning horizon and therefore does not take into account large developments (population increase greater than 950 per year) in specific geographic locations. Consequently facilities that are required immediately may not be triggered at the appropriate times. However it is suggested that for this scenario, the required facilities be pushed forward and provided on a needs basis that correlate with the onset of lead time for development.

Based on SGS gap analysis and current Section 94 Plan the following facilities are recommended for Kings Forest at the beginning of development and should be funded under Section 94:

Multi Purpose Community/Civic Centre with expanded neighbourhood centre functions incorporating a library and a co-located/integrated youth facility.

Facility	Multi Purpose Community/Civic Centre with expanded neighbourhood centre functions incorporating a library and a co-located/integrated youth facility
Description	<p>This facility should provide a multi purpose function that incorporates:</p> <ul style="list-style-type: none"> • office space for staff, including library staff and potential staff from community services organisations • meeting rooms/spaces that can service both small groups and larger groups • a kitchen area with capacity to cater for small functions as required • activities areas of sufficient size to permit multi-purpose activities, • an art/craft area with tiled floors and sinks, • storage space, • a room for the use of nursing mother/baby change facility, • toilets/disabled toilets & change rooms <p>A branch library offering access to both text and online resources for learning, and incorporating meeting spaces and areas for study.</p> <p>The youth facility, at the least should be co-located in close proximity to the Multi-Purpose Centre and provide the following service/facility:</p> <ul style="list-style-type: none"> • Ideally provide multiple spaces, with casual drop-in capability a necessity, and provision for weekend, evening and every day use. • Suitable for amplified music and dancing, and include activities and equipment of interest i.e computers, games and sports • incorporate an indoor sports hall capable of being used for sports such as basketball, badminton or volleyball or a cinema, • a space suitable for an evening youth social club venue with kitchen, • toilets, • office facilities.
Location/Design Criteria	<ul style="list-style-type: none"> • Flexible, multi-purpose facilities, potentially co-located, with consideration of child safe areas, informal areas, visibility and security. Multi-use and co-location models should be considered. • Location/design should be integrated with open space and recreation

	<p>facilities to maximize opportunities for delivery of youth recreation programs. Youth centres can be co-located with other facilities, but management of potentially conflicting uses of space is required.</p> <ul style="list-style-type: none"> • Outdoor areas should complement indoor uses (e.g. skate parks).
Floorspace Requirements	<p>Multi-Purpose Centre: 1,000 m2 – 5,000 m2 Childcare Centre: 200 m2 – 400 m2 Youth Facility: 600 m2 – 1,000 m2</p>
Land Cost	<p>It has always been assumed that the land will be dedicated to Council free of cost.</p>
Capital Cost	<p>\$1591/m2* Multi Purpose Centre: \$1,591,000 - \$7,955,000 Childcare Centre: \$318,200 - \$636,400 Youth Facility: \$954,600 - \$1,591,000</p>
Funding/Delivery	<ul style="list-style-type: none"> • Funding of new facilities will be subject to priorities established by Local and State Government. Capital funding is usually established through partnerships between Local and State Governments, and community groups. Operational funding is usually by Councils with potential for program / service funds from State Government. • Responsibility for funding community centres is shared by Councils, community organisations, and State and Commonwealth agencies. Land purchase may be assisted by infrastructure contributions.

* This figured is based on 2005 construction costs taken from the Cobaki Lakes S94 Plan and converted to a 2006/07 value through application of construction escalation rate of 6.08%. The escalation rate has been sourced from BIS Shrapnel September 2005.

Calculations: $\$1500 \times 6.08\% = \91.2 { $\$1500 + \$91.2 = \$1591$ }

Community Health Centre incorporating Aged Care Services/Respite Centre

Facility	Community Health Centre incorporating Aged Care Services/Respite Centre
Description	<p>The health care facility should include:</p> <ul style="list-style-type: none"> • rooms suitable for consultation and visiting services; • a reception/waiting room area; • a small kitchen; • secure and separate storage area; • toilets/disabled toilet and baby change room <p>Health care services including:</p> <ul style="list-style-type: none"> • maternal and child health, • audiology, • allied health services, • oral health, • counseling, • social work and information and referral, • may also provide outreach services through local community centres and halls <p>A facility providing an operational base of services targeted at older and/or younger people such as domiciliary care, Meals On Wheels and other services often including</p>

	day respite care to frail aged people and younger people with a disability who may be at risk of premature or inappropriate long term residential care. Facilities can cater to individual service providers or a collection of service providers. Services often include transport to and from the centres, meals, and some allied health services. These centres can provide a range of interactive activities for clients and/or a base for outreach services.
Location/Design Criteria	Site selection and facility design criteria include access to public transport, disabled access, security, safety and privacy issues for some services. Multiple entrances may be required for a CHP. Adequate on-site parking and drop-off is essential. Facilities should be designed to maximise flexibility, enabling the incorporation of different services and changes in styles of service delivery over time as the community's needs change.
Floorspace Requirements	Community Health: 2000 m ² – 4000 m ² Aged Care/Respite: 500 m ² – 1000 m ²
Land Cost	It has always been assumed that the land will be dedicated to Council free of cost.
Capital Cost	\$1591/m ² * Community Health Centre: \$3,182,000 - \$6,364,000 Aged Care/Respite: \$795,500 - \$1,591,000
Funding/Delivery	Funding will be subject to priorities established by State Government and an assessment of the capacity of existing facilities for expansion/integration, or delivery through out reach services. Rural Medical Infrastructure Program (refer to appendix D)

* This figured is based on 2005 construction costs taken from the Cobaki Lakes S94 Plan and converted to a 2006/07 value through application of construction escalation rate of 6.08%. The escalation rate has been sourced from BIS Shrapnel September 2005.

Calculations: $\$1500 \times 6.08\% = \91.2 { $\$1500 + \$91.2 = \$1591$ }

8.4 Cobaki Lakes (Urban North Catchment)

The Development Control Plan (DCP) recognises land within the Tweed Local Environmental Plan that is considered significant to the Shire and which consequently requires statutory controls and guidance for the future development, for example Cobaki Lakes.

Cobaki Lakes is situated adjacent to the Queensland/NSW border in north-east NSW. It is bounded by a narrow Crown Reserve and the Queensland/NSW border to the north, Crown Wetlands and Cobaki Creek to the east, Crown Reserve and private land-holdings to the west and Piggabeen Road and other private land holdings to the south.

The DCP for this area came into affect in November 1992, with the overall aim of creating a development that has the potential to service a community in a high quality environment. Under the current DCP Cobaki Lakes is separated into 10 urban precents and 4 open space precincts.

According to Council figures this area has the potential to accommodate a total population of 10,000 to 14,000 people.

8.4.1 Review of Existing Section 94 Plan – Cobaki Lakes

The existing Section 94 Plan for Cobaki Lakes Public Open Space and Community Facilities was developed in 2005. The plan details the type of Open Space and Community Facilities that will be required to support the new development of Cobaki Lakes. The plan further outlines the specific facilities required including size, location and estimated costs.

Facilities to be provided under this Plan have been based on a review of accepted standards for community facilities and services and which have been applied to other release areas within the Shire.

Within the current plan community facilities required include:

- **MULTI-USE HALLS** – These facilities are proposed to incorporate a meeting hall able to be divided into two separate spaces, suitable for social activities by local groups, at least two offices for groups or visiting services, a capability for use for vacation and after-school care, a kitchen suitable for meals on wheels preparation, toilets and secure equipment storage. An attached childcare facility is also proposed to assist with childcare for the users of the halls.
- **YOUTH ACTIVITY CENTRE** – This facility is proposed to incorporate an indoor sports hall capable of being used for sports such as basketball, badminton or volleyball or a cinema, and a space suitable for an evening youth social club venue with kitchen, toilet and office facilities.
- **COMMUNITY HEALTH CENTRE** – This facility is proposed to incorporate a shared child health clinic and frail aged/disability health service, and be capable of supporting visiting specialist health services.
- **ELDERLY PERSONS' ACTIVITY CENTRE** – This facility is proposed to incorporate a games and social activities room, health-related and exercise facilities, and refreshment facilities.

The above nominated facilities are to be provided in proximity to the primary town centre, and should be available upon a population threshold of 1,000 lots being attained. Secondary centres, upon which the location of some community facilities maybe based, are to be nominated on the master plan (as amended from time to time).

8.4.2 Recommendations for Cobaki Lakes

In summary the current Section 94 Plan recommends the following facilities at the various lot thresholds:

LOT THRESHOLD of 1000 (equivalent 2700 people)

- 1 x Multi Use Hall and attached child care facility (Town Centre)
- 1 x Youth Activity Centre (Town Centre)

LOT THRESHOLD of 3000 (equivalent 8100 people)

- 1 x 2nd Multi Use Hall and attached child care facility (South West)
- Extension to 1st Multi Use Hall (to include aged recreation and community health) located at Town Centre.
- 1 x Community Health Centre (Town Centre)

LOT THRESHOLD of 4000 (equivalent 10,800 people)

- Extension to 1st Multi Use Hall (Town Centre)

SGS’s Gap Analysis highlights the following facilities requirements for the Urban North Catchment between the years of 2010 and 2015:

AT 2010:

- 1 x Community Meeting Room/Multi-purpose Hall
- 1 x Aged Care Services/respice Centre

AT 2015:

- 1 x Multipurpose Community Centre/Civic Centre
- 1 x Youth Facility
- 1 x Community Health Centre
- 1 x Neighbourhood Centre
- 1 x Regional Performing Arts/Exhibition Centre

As noted above there is a strong correlation between the facilities identified in the current Section 94 Plan and the Gap Analysis provided by SGS, which also includes other facilities. Although it is noted that the facilities identified in the gap analysis are not triggered until 2010 and again at 2015, SGS recommends that provision of these facilities be brought forward and provided on a needs basis that correlates with the onset of lead time for development.

Based on these findings the following facilities are recommended for Cobaki Lakes and should be funded under Section 94:

Multi Purpose Community/Civic Centre with expanded neighbourhood centre functions and a co-located/integrated youth facility.

Facility	Multi Purpose Community/Civic Centre with expanded neighbourhood centre functions and a co-located/integrated youth facility.
Description	<p>This facility should provide a multi purpose function that incorporates:</p> <ul style="list-style-type: none"> • office space for staff, including potential staff from community services organisations • meeting rooms/spaces that can service both small groups and larger groups • a kitchen area with capacity to cater for small functions as required • activities areas of sufficient size to permit multi-purpose activities, • an art/craft area with tiled floors and sinks, • storage space, • a room for the use of nursing mother/baby change facility, • toilets/disabled toilets & change rooms

	<p>A branch library offering access to both text and online resources for learning, and incorporating meeting spaces and areas for study.</p> <p>The youth facility, at the least should be co-located in close proximity to the Multi-Purpose Centre and provide the following service/facility:</p> <ul style="list-style-type: none"> • Ideally provide multiple spaces, with casual drop-in capability a necessity, and provision for weekend, evening and every day use. • Suitable for amplified music and dancing, and include activities and equipment of interest i.e computers, games and sports • incorporate an indoor sports hall capable of being used for sports such as basketball, badminton or volleyball or a cinema, • a space suitable for an evening youth social club venue with kitchen, • toilets, • office facilities.
Location/Design Criteria	<ul style="list-style-type: none"> • Flexible, multi-purpose facilities, potentially co-located, with consideration of child safe areas, informal areas, visibility and security. Multi-use and co-location models should be considered. • Location/design should be integrated with open space and recreation facilities to maximize opportunities for delivery of youth recreation programs. Youth centres can be co-located with other facilities, but management of potentially conflicting uses of space is required. • Outdoor areas should complement indoor uses (e.g. skate parks).
Floorspace Requirements	<p>Multi-Purpose Centre: 1,000 m² – 5,000 m²</p> <p>Childcare Centre: 200 m² – 400 m²</p> <p>Youth Facility: 600 m² – 1,000 m²</p>
Land Cost	It has always been assumed that the land will be dedicated to Council free of cost.
Capital Cost	<p>\$1591/m²*</p> <p>Multi Purpose Centre: \$1,591,000 - \$7,955,000</p> <p>Childcare Centre: \$318,200 - \$636,400</p> <p>Youth Facility: \$954,600 - \$1,591,000</p>
Funding/Delivery	<ul style="list-style-type: none"> • Funding of new facilities will be subject to priorities established by Local and State Government. Capital funding is usually established through partnerships between Local and State Governments, and community groups. Operational funding is usually by Councils with potential for program / service funds from State Government. • Responsibility for funding community centres is shared by Councils, community organisations, and State and Commonwealth agencies. Land purchase may be assisted by infrastructure contributions.

* This figured is based on 2005 construction costs taken from the Cobaki Lakes S94 Plan and converted to a 2006/07 value through application of construction escalation rate of 6.08%. The escalation rate has been sourced from BIS Shrapnel September 2005.

Calculations: $\$1500 \times 6.08\% = \91.2 { $\$1500 + \$91.2 = \$1591$ }

Community Health Centre incorporating Aged Care Services/Respite Centre

Facility	Community Health Centre incorporating Aged Care Services/Respite Centre
Description	<p>The health care facility should include:</p> <ul style="list-style-type: none"> • rooms suitable for consultation and visiting services; • a reception/waiting room area; • a small kitchen; • secure and separate storage area; • toilets/disabled toilet and baby change room <p>Health care services including:</p> <ul style="list-style-type: none"> • maternal and child health, • audiology, • allied health services, • oral health, • counseling, • social work and information and referral, • may also provide outreach services through local community centres and halls <p>A facility providing an operational base of services targeted at older and/or younger people such as domiciliary care, Meals On Wheels and other services often including day respite care to frail aged people and younger people with a disability who may be at risk of premature or inappropriate long term residential care. Facilities can cater to individual service providers or a collection of service providers. Services often include transport to and from the centres, meals, and some allied health services. These centres can provide a range of interactive activities for clients and/or a base for outreach services.</p>
Location/Design Criteria	<p>Site selection and facility design criteria include access to public transport, disabled access, security, safety and privacy issues for some services. Multiple entrances may be required for a CHP. Adequate on-site parking and drop-off is essential. Facilities should be designed to maximise flexibility, enabling the incorporation of different services and changes in styles of service delivery over time as the community's needs change.</p>
Floorspace Requirements	<p>Community Health: 2000 m² – 4000 m² Aged Care/Respite: 500 m² – 1000 m²</p>
Land Cost	<p>It has always been assumed that the land will be dedicated to Council free of cost.</p>
Capital Cost	<p>\$1591/m²* Community Health Centre: \$3,182,000 - \$6,364,000 Aged Care/Respite: \$795,500 - \$1,591,000</p>
Funding/Delivery	<p>Funding will be subject to priorities established by State Government and an assessment of the capacity of existing facilities for expansion/integration, or delivery through out reach services. Rural Medical Infrastructure Program (refer to appendix D)</p>

* This figured is based on 2005 construction costs taken from the Cobaki Lakes S94 Plan and converted to a 2006/07 value through application of construction escalation rate of 6.08%. The escalation rate has been sourced from BIS Shrapnel September 2005.

Calculations: \$1500 x 6.08% = \$91.2 { \$1500 + \$91.2 = \$1591 }

8.5 Bilambil Heights (Urban North Catchment)

Information from Council has indicated that, Bilambil Heights has the potential to support an additional 8,000 people upon the completion of development. It should be noted that this development is very dependent on improvements to the surrounding road network, particularly the Tugan Bypass.

There is currently no existing Cultural and Community Facilities Section 94 Plan for this growth area. It is therefore the recommendation of SGS that a Cultural and Community Facilities Section 94 Plan to be completed for Bilambil Heights and take into consideration the following facilities.

Multi Purpose Centre with attached childcare centre

Facility	Small Multi Purpose Centre with attached childcare centre
Description	<p>This facility will have a multi purpose function that incorporates:</p> <ul style="list-style-type: none"> • office space for general staff • a kitchen area • activities areas of sufficient size to permit multi-purpose activities, • storage space, • toilets/disabled toilets & change rooms, • capability for use for vacation and after-school care, • attached childcare facility. <p>Childcare facility should provide Long Day Care, Limited Hours/Occasional Care and overnight care for children up to school age. Centres may also offer care for school aged children.</p>
Location Criteria	<ul style="list-style-type: none"> • Flexible, multi-purpose facilities, potentially co-located, with consideration of child safe areas, informal areas, visibility and security. Multi-use and co-location models should be considered. • It is preferable for childcare facilities to be located with other community facilities and on public transport routes, and be compatible with adjoining land uses. Journeys to work may also be important in determining location.
Size	<p>Multi-Purpose Centre: 1,000 m² – 5,000 m² Childcare Centre: 200 m² – 400 m²</p>
Land Cost	It has always been assumed that the land will be dedicated to Council free of cost.
Capital Cost	<p>\$1591/m²*</p> <p>Multi Purpose Centre: \$1,591,000 - \$7,955,000 Childcare Centre: \$318,200 - \$636,400</p>
Funding/Delivery	<ul style="list-style-type: none"> • Funding of new facilities will be subject to priorities established by Local and State Government. Capital funding is usually established through partnerships between Local and State Governments, and community groups. Operational funding is usually by Councils with potential for program / service funds from State Government. • Responsibility for funding community centres is shared by Councils,

	<p>community organisations, and State and Commonwealth agencies. Land purchase may be assisted by infrastructure contributions.</p> <ul style="list-style-type: none"> • Whilst most new childcare centres are provided by the private sector, State and Local governments have an interest in the delivery of appropriate supply, and may advocate in this regard.
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Calculations: $\$1500 \times 6.08\% = \91.2 { $\$1500 + \$91.2 = \$1591$ }

8.6 Regional Facilities for Shire Wide Section 94 Plan

Some facilities are required not primarily to meet local needs, but are of a shire wide or regional scope, and therefore do not fit into local Section 94 Developer Contributions Plan. These facilities are considered as having a wider catchment and should be funded through a Shire Wide Community Facilities Section 94 Plan. Through SGS’s Gap Analysis a Regional Performing Arts Centre was identified as being required by 2015. The requirements for this facility are summarised in the following table.

Regional Performing Arts Centre

Facility	Regional Performing Arts Centre
Description	<p>A space for art rehearsal and performance ranging from small playhouse to a large multi-purpose performance centre supporting a wide range of performing arts (from plays to opera and eisteddfods). Includes arts workshop spaces.</p> <p>For a larger facility, general requirements may include:</p> <ul style="list-style-type: none"> • A flexible, multipurpose building (lift access if on more than one level) • A tiered seat theatre of varying capacity, flexible in design to also suit smaller audiences and designed to cater for music, drama and dance • Stage, wings, dressing rooms and pit to accommodate a range of performance types (e.g. an orchestra, choruses, drama) • An office / administration area and storage for multiple users • Performing arts workshop space (for rehearsal / performance) • Possible café / restaurant / kiosk • Significant works of public art / sculpture • Adequate parking (may be shared with other community facilities in a community or cultural hub).
Location Criteria	<p>Located in central area with easy accessibility and co-located with other like facilities. Should include ample parking that can facilitate major events and productions.</p>
Size	<p>3000 m2 – 5000 m2</p>
Land Cost	<p>It has always been assumed that the land will be dedicated to Council free of cost.</p>

Capital Cost	\$1591/m2* \$4,773,000 - \$7,955,000
Funding/Delivery	Funding of new facilities will be subject to State Government priorities and an assessment of the capacity of existing facilities for expansion/integration. Arts NSW Capital Infrastructure Program (refer to appendix D)

* This figured is based on 2005 construction costs taken from the Cobaki Lakes S94 Plan and converted to a 2006/07 value through application of construction escalation rate of 6.08%. The escalation rate has been sourced from BIS Shrapnel September 2005.

Calculations: $\$1500 \times 6.08\% = \91.2 { $\$1500 + \$91.2 = \$1591$ }

9 Conclusions and Recommendations

The aim of this report was to undertake a comprehensive assessment of Tweed LGA Community Infrastructure needs from now to 2024. It was envisaged that this project would provide Council with a framework through which the provision of future community infrastructure within the Tweed LGA could be considered.

The method outlined in the *Implementation Guideline No. 5 Social infrastructure Planning* was used as a basis for determining infrastructure needs. This included the following major tasks:

- Identify existing community infrastructure;
- Identify a desired outcome for the establishment of community facilities infrastructure in the Tweed LGA;
- Set out best practice planning principles for the establishment and provision of community facilities infrastructure;
- Undertake consultation with stakeholders;
- Indicate minimum best practice desired standards of service for the provision of community facilities infrastructure in the Tweed LGA; and
- Determining future demand for facilities provision within the Tweed LGA.

Additionally the project required a comprehensive needs assessment be undertaken for the Tweed Shire that took into account both nominal and expressed needs. Needs are reflected in a number of different ways, requiring the consideration of various types of information to generate an accurate analysis. For the purpose of this project the needs and demands of specific target groups as well as those from the general population was purposefully considered. An extensive phone survey was undertaken with over 130 members of the community to ascertain the desired needs of the region in terms of community infrastructure. As well as the phone surveys the consultant team conducted face to face interviews with major facility providers/managers.

The survey and interviews identified a variety of needs that were considered pertinent to infrastructure delivery within the region. Notably, it was expressed by many stakeholders that the region currently lacked many essential facilities such as health centres, youth facilities and community centres amongst others, indicating the need for a number of priority facilities for the existing community.

The gap analysis further highlighted nominal needs based on Desired Standards of Services which was applied to the projected population streams. This coupled with the findings from the stakeholder consultation gave a basis upon which recommendations were made in regards to future provision. These are outlined in the table below.

Table 17. Summary of Recommendations

GENERAL RECOMMENDATIONS		
R1	Providing Facilities at a Level Commensurate with Need.	Verify standards of service used in the development of this plan through community consultative processes.
		Council to adopt the recommended 40% of the benchmark population as a threshold level for the provision of community facilities. This will ensure that community infrastructure leads development and does not lag behind.
		Ensure that generous stocks of publicly owned and managed land are provided in the Tweed LGA's towns and villages to enable the provision of identified community facilities and services and to provide flexibility in respect of the provision of future community facilities and services, especially for any new residential developments.
R2	Maximising usage of existing Community Facilities	As part of general facilities planning, ensure that existing facility usage is maximised prior to embarking on development of new facilities.
R3	Developing Flexible, Multi-Purpose Community Facilities	Ensure facilities are designed with a view to multiple use and flexibility to meet the changing needs of the community over time.
R4	Planning for Program and Service Delivery, not just Space	Ensure that the design of community facilities takes into account the purposes for which they will be used through careful planning and engagement with end users.
R5	Co-locating Compatible Uses and Creating Community Hubs	Maximise opportunities for co-location of complementary community facilities to strengthen the development of community focal points, or hubs.

GENERAL RECOMMENDATIONS		
R7	Engaging in Partnerships with the Private and Public Sector to Deliver Affordable and Accessible Community Facilities and Services	Explore opportunities for innovative pathways for the delivery of community facilities and consider a range of public and private mechanisms. For example development incentives and agreements should be considered to encourage private sector investment in community facilities on government owned land and relationships should be developed with the owners of significant facilities (such as Tertiary Education Institutions) to allow general public access to often underutilised facilities at certain times of the day/week.
R8	Ensuring High Quality Urban Design Outcomes for Community Facilities	Ensure best practice urban design processes for the planning and development of community facilities to maximise attractiveness and identity and to reflect their community role and public function.
R9	Recognising the Need to Support Isolated Areas with Declining or Small Populations	It is particularly important for rural areas with declining or small populations, to give greater weight to a service-based benchmark which focuses on providing a range of quality services consistent with the needs of the community, rather than a population benchmark

RECOMMENDATIONS FOR URBAN NORTH		
RU1	Priority Facilities (2007)	It is recommended that the Urban North area be provided with a Multi Purpose Community Centre/Civic Centre that incorporates a library and multiple, flexible size meeting and other spaces.
RU2	Facilities Required Post 2007 - S94	It is recommended that the following facilities be provided in Cobaki Lakes:
		<ul style="list-style-type: none"> • Multi Purpose Community/Civic Centre with expanded neighbourhood centre functions and a co-located/integrated youth facility • Community Health Centre incorporating Aged Care Services/Respite Centre
		It is recommended that a Multi Purpose Centre with attached childcare centre located at Bilambil Heights.
RU3	Amendment of S94 Plan & New S94 Plan	It is recommended that the existing Section 94 Plans for Cobaki Lakes be amended to include the above mentioned facilities that are required post 2007.
		It is recommended that a Cultural and Community Facilities Section 94 Plan be developed for Bilambil Heights.

RECOMMENDATIONS FOR COASTAL CATCHMENT		
RC1	Priority Facilities (2007)	Multi Purpose Community/Civic Centre incorporating a library and a co-located/integrated youth facility.
RC2	Facilities Required Post 2007 - S94	It is recommended that the following facilities be provided at Kings Forest:
		<ul style="list-style-type: none"> • a Multi Purpose Community/Civic Centre with expanded neighbourhood centre functions incorporating a library and a co-located/integrated youth facility • a Community Health Centre incorporating Aged Care Services/Respite Centre
RC3	Amendment of S94 Plan & New S94 Plan	SGS recommends the amendment of the existing Section 94 Plans for Kings Forest to include the above mentioned facilities that are required post 2007.

RECOMMENDATIONS FOR RURAL WEST		
RR1	Priority Facilities (2007)	It is recommended that a multi-purpose community centre with expanded neighbourhood centre functions, youth facilities and larger meeting spaces be incorporated as part of the re-development of the Murwillumbah Community Centre and surrounding precinct.

RECOMMENDATIONS FOR WHOLE OF SHIRE		
RWS1	Regional Section 94 Plan	It is recommended that a Cultural and Community Facilities Whole of Shire Section 94 Plan be developed for Tweed Shire, this plan should incorporate the identified need for a Shire Wide Regional Performing Arts Centre.

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Appendix A – List of Definitions

Hierarchy	Community Facility	Definition
Local	Community Meeting Centre/Hall	General community use facility providing meeting spaces; social, educational and recreational activities; and/or health, support and information.
	Childcare centre	Facilities that provide Long Day Care, Limited Hours/Occasional Care and 24 hour care for children under the age of five. Centers may also offer care for school aged children (before and after school).
	Preschool	Preschools in public schools provide educational programs for children for one year prior to enrolment in Kindergarten. A child may be eligible for enrolment in preschool from the beginning of the school year if they turn four years on or before 31 July that year.
	Primary School	Primary schools are educational facilities for students between the ages of 6 and 12, offering Preparatory through to Year 6 (P-7).
District	Multi-purpose Community Centre/Civic Centre	General community use facility providing meeting spaces; social, educational and recreational activities; and/or health, support and information
	High School	Secondary schools are educational and training facilities for students between the ages of 13 and 18.
	Youth Facility/Service	A youth centre is a community centre specialising in meeting the needs of young people. The facility usually houses a youth worker or program co-ordinator to deliver on site and outreach youth programs and services. Youth centres may be accommodated within multipurpose facilities but require a specific focus.
	Branch Library	A branch library caters for a more localised area offers access to both text and online resources for learning, and can also incorporate meeting spaces and areas for study.
	Aged Care Services/Respite Centre	A facility providing an operational base of services targeted at older people such as domiciliary care, Meals On Wheels and other services. Facilities can cater to individual service providers or a collection of services providers.
	Neighbourhood Centre	General community use facility providing meeting spaces; social, educational and recreational activities; and/or health, support and information.

Hierarchy	Community Facility	Definition
	Community Health Centre	Community Health Centers provide primary health care services including maternal and child health, audiology, allied health services, oral health, counselling, social work and information and referral. These centers generally service a large local or district population and may provide outreach services through local community centers and halls.
	Emergency Services (POLICE)	Police stations serve a specific area providing emergency services primarily in response to situations of a criminal or public safety nature.
	Emergency Services (Ambulance)	Ambulance Service
	Emergency Services (Fire & Rescue)	Fire and Rescue Service
	Stat Emergency Services (SES)	SES is a volunteer based emergency service, servicing the State. Its roles include planning for and responding to floods, severe storms, earthquakes, road accident rescue as well as search and rescue. Also provides a support role to other emergency service agencies.
Regional	Art Gallery	Art Galleries provide exhibition spaces, and may offer educational programs, as well as meeting and workshop space for artists. Galleries are often co-located with Libraries, Civic buildings and Museums
	Museum	A building, place, or institution devoted to the acquisition, conservation, study, exhibition, and educational interpretation of objects having scientific, historical, or artistic value.
	Performing Arts/Exhibition/Convention Centre *	A convention centre is a large, cavernous public building with enough open space to host public and private business and social events. It includes an exhibition hall, or conference centre. Events held in convention centers can include: corporate conferences, industry trade shows, formal dances, entertainment spectacles and concerts.
	Hospital - Public	A hospital is a health care institution that provides day patient, emergency and inpatient clinical, care and treatment for people who are unwell or injured. A range of allied, medical, surgical, preventative, diagnostic and treatment services are generally provided in association with day patient and overnight hospital stays.

Hierarchy	Community Facility	Definition
	TAFE District Facility	TAFE colleges provide vocational education and training services in a broad range of industry areas. Courses are delivered on campus (classroom delivery), in the workplace, online and by distance or by a combination of these modes.
	University	Universities provide tertiary education with teaching and research facilities constituting a graduate school and professional schools that award master's degrees and doctorates and an undergraduate division that awards bachelor's degrees
	Cemetery	Parcels of land used for the interment of deceased persons through burial or other memorialisation, including retention of cremated remains. May be public or private, the private usually being of a specific religious denomination. Lawn cemeteries generally require large tracts of land and may incorporate gardens for the memorialisation of cremated remains.

Appendix B – List of Existing Facilities

Tweed Shire Community Facility Details			
Type	Name	Address	Area
Art Galleries	The Tweed River Art Gallery	Street Address 2 Mistral Road (Cnr Tweed Valley Way) Murwillumbah South NSW 2484 Australia PO Box 816 Murwillumbah South NSW 2484	RURAL
	Murwillumbah Catholic Cemetary	Tree Street Murwillumbah NSW 2484	RURAL
Cemeteries	Tweed Heads	9394 Tweed Valley WAY, Chinderah, NSW 2487	COASTAL
	Tweed Cemetary and Memorial Gardens	Sunshine Avenue, Tweed Heads South NSW 2486	URBAN
Library	Kingscliff Branch Public Library	Turnock Street Kingscliff NSW 2487	COASTAL
	Murwillumbah Area Public Library	Joanne Carmody, Area Librarian Civic Centre Tumbulgum Road Murwillumbah NSW 2484	RURAL
	Tweed Heads Branch Public Library	Civic Centre Brett Street Tweed Heads NSW 2485	URBAN
Museum	Murwillumbah Historical Society Museum	2 Queensland Rd, Murwillumbah, NSW 2484 PO Box 383 Murwillumbah 2484	RURAL
	Tweed Heads	Pioneer Park, 230 Kennedy Drive, Tweed Heads, NSW 2485 PO Box 839	URBAN
	Minjungbal Aboriginal Cultural Centre and Museum	cnr Duffy & Kirkwood Streets Tweed Heads South	URBAN
Community Halls	Burringbar Hall		COASTAL
	Chillingham Public Hall Inc.	Numinbah Road Chillingham NSW 2484	RURAL
	Crabbes Creek Community Hall	Crabbes Creek Road Crabbes Creek NSW 2483	COASTAL
	Crystal Creek Hall	Numinbah Road Crystal Creek NSW 2484	RURAL
	Kingscliff Amenities Centre/ community hall	Marine Parade Kingscliff NSW 2487	COASTAL
	Kunghur Hall	Kyogle Road Kunghur	RURAL
	Murwillumbah Autumn Club	Tumbulgum Road Murwillumbah NSW 2484	RURAL
	Piggabeen - Cobaki Hall	799 Piggabeen Road Piggabeen NSW 2486	URBAN
	Pottsville Community Centre	Coast Road Pottsville NSW 2489	COASTAL
	Red Cross Hall	Knox Park Murwillumbah NSW 2484	RURAL
	South Tweed Community Hall	Home and Community Care Centre Cnr Brett and Wharf Streets Tweed Heads South NSW 2486	URBAN
	Stokers - Dumbible Community Hall	Main Street Stoker Siding	COASTAL
	Terranora School and Community Hall	650 Terranora Road Terranora NSW 2486	URBAN
	Tumbulgum Hall	Cnr Riverside Drive and Government Road Tumbulgum NSW 2490	RURAL
	Tyalgum Community Hall		RURAL
Uki Public Hall	Main Street Uki NSW 2484	RURAL	
Multi-purpose Community Centre/Civic Centre	Banora Point Multi Purpose Centre	corner of Leisure Drive and Woodlands Drive Banora Point	URBAN
	Murwillumbah Civic and Cultural Centre Auditorium	Tumbulgum Road Murwillumbah NSW 2484	RURAL
	Tweed Heads Civic Centre	Brett Street Tweed Heads NSW 2485	URBAN
Neighbourhood Centre	Pottsville Beach Neighbourhood Centre Inc.	The Old School Elizabeth Street Pottsville Beach NSW 2489	COASTAL

Tweed Shire Community Facility Details			
Type	Name	Address	Area
Preschools	Bilambil Community Preschool	Bilambil Road Bilambil NSW 2486	URBAN
	Chillingham and Tyalgum Community Preschool	Chillingham Preschool Numinbah Road Chillingham NSW 2484	RURAL
	Gumnut Community Preschool Inc	27 Greenvale Court Greenvale Estate Burringbar NSW 2483	COASTAL
	Mt Warning Community Preschool Inc	120 Glenock Road Uki NSW 2484	RURAL
	Murwillumbah Unitingcare Preschool	2-4 Byangum Road Murwillumbah NSW 2484	RURAL
	Possums Community Preschool Association Inc	20 Mc Leod Street Condong NSW 2484	RURAL
	Pottsville Gumnuts Preschool and Kiddies Centre	8 Hampton Court Pottsville Waters NSW 2489	COASTAL
	Rosellas Childrens Centre	Banner Street Murwillumbah NSW 2484	RURAL
Primary Schools	Wollum Community Preschool and	Cnr Woodland Drive and Leisure Drive	URBAN
	Banora Point Public School	Pioneer Parade Banora Point NSW 2486	URBAN
	Bilambil Public School	398 Bilambil Road Bilambil NSW 2486	URBAN
	Bogangar Public School	Tweed Coast Road Bogangar NSW 2488	COASTAL
	Burringbar Public School	Main Street Burringbar NSW 2483	COASTAL
	Caldera SSP	37 Corporation Circuit Tweed Heads South NSW 2486	URBAN
	Carool Public School	Carool Road Bilambil Heights NSW 2486	URBAN
	Centaur Primary School	Eucalyptus Drive Banora Point NSW 2486	URBAN
	Chillingham Public School	Numinbah Road Chillingham NSW 2484	RURAL
	Condong Primary School	McLeod Street Condong NSW 2484	RURAL
	Crabbes Creek Public School	Crabbes Creek Road Crabbes Creek NSW 2483	COASTAL
	Crystal Creek Public School	Numinbah Road Crystal Creek NSW 2484	RURAL
	Cudgen Primary School	Collier Street Cudgen NSW 2487	COASTAL
	Dungay Public School	305 Tomewin Road Murwillumbah NSW 2484	RURAL
	Duranbah Public School	Duranbah Road Durnabah NSW 2487	COASTAL
	Fingal Head Primary School	Letitia Rd FINGAL HEAD NSW 2487	COASTAL
	Kingscliff Public School	2 Orient Street Kingscliff NSW 2487	COASTAL
	Lakeside Christian College	56 Caloola Drive Tweed Heads NSW 2485	URBAN
	Lindisfarne Anglican School	PO Box 54 Terranora NSW 2486	URBAN
	Mt St Patrick Primary School	Mooball Street Murwillumbah NSW 2484	RURAL
	Murwillumbah East Primary School	Charles Street Murwillumbah NSW 2484	RURAL
	Murwillumbah Primary School	Prince Street Murwillumbah NSW 2484	RURAL
	Murwillumbah South Infants School	River Street South Murwillumbah NSW 2484	RURAL
	Pottsville Beach Public School	Coast Road Pottsville Beach NSW 2489	COASTAL
	Sathya Sai Primary School	9 Nullum Street Murwillumbah NSW 2484	RURAL
	St Anthonys Primary School	8 Pearl Street Kingscliff NSW 2487	COASTAL
	St James Primary School	Doyle Drive Banora Point NSW 2486	URBAN
	St Josephs Primary School - South Murwillumbah	Greville Street South Murwillumbah NSW 2484	RURAL
	St Josephs Primary School - Tweed Heads	Enid Street Tweed Heads NSW 2485	URBAN
	Stokers Siding Public School	Stokers Road Stokers Siding NSW 2484	COASTAL
	Terranora Primary School	650 Terranora Road Terranora NSW 2486	URBAN
	Tumbulgum Public School	11 Fawcett Street Tumbulgum NSW 2490	RURAL
	Tweed Heads Public School	Stuart Street Tweed Heads NSW 2485	URBAN
	Tweed Heads South Primary School	Heffron Street Tweed Heads South NSW 2486	URBAN
	Tyalgum Public School	Coolman Street Tyalgum NSW 2484	RURAL
	Uki Public School	Main Street Uki NSW 2484	RURAL

Tweed Shire Community Facility Details			
Type	Name	Address	Area
Secondary Schools	Banora Point High School	Eucalyptus Drive Banora Point NSW 2486	URBAN
	Kingscliff High School	33 Oxford Street Kingscliff NSW 2487	COASTAL
	Lakeside Christian High School	Acacia St Tweed Heads South NSW 2486	URBAN
	Lindisfarne Anglican School	PO Box 54 Terranorra NSW 2486	URBAN
	Mt St Patrick College	Murwillumbah Street Murwillumbah NSW 2484	RURAL
	Murwillumbah Christian College	Jack Williams Place Dungay, Murwillumbah NSW 2484	RURAL
	Murwillumbah High School	Riverview Street Murwillumbah NSW 2484	RURAL
	St Josephs Secondary College	Doyle Drive Banora Point NSW 2486	URBAN
	Tweed River High School	4 Heffron Street Tweed Heads South NSW 2486	URBAN
	Tweed Valley College	9-11 Hall Drive Murwillumbah NSW 2484	RURAL
	Wollumbin High School	North Arm Road Murwillumbah NSW 2484	RURAL
Tertiary	North Coast Institute of TAFE	Cudgen Road CUDGEN NSW 2487	COASTAL
	North Coast Institute of TAFE - Kingscliff Campus	Cudgen Road Kingscliff NSW 2487	COASTAL
	North Coast Institute of TAFE - Murwillumbah Campus	Main Street Murwillumbah NSW 2484	RURAL
	Southern Cross University - Tweed Gold Coast Campus	Brett Street Tweed Heads NSW 2485	URBAN
Youth Centres	Police Citizen Youth Centre	Florence Steet Tweed Heads	URBAN
	Stingrays	3/12 Greenway Drive Tweed Heads South	URBAN
Aged Care Service/Respite Centre	Canowindra Tweed Byron Aged and Disabled Corp	Cedric House Ducat Street Tweed Heads NSW 2485	URBAN
	Tweed Valley Day Respite Service Inc - Tweed Heads & Kingscliffe	HACC Centre Cnr Heffron Street and Minjungbal Road Tweed Heads South NSW 2486	URBAN

Tweed Shire Community Facility Details			
Type	Name	Address	Area
Child Care Centre	ABC Developmental Learning Centres – Banora Point	94B Pioneer Parade Banora Point NSW 2486	URBAN
	ABC Developmental Learning Centres – Banora Waters	Cnr Greenway Drive and Leisure Drive Banora Point NSW 2486	URBAN
	ABC Developmental Learning Centres – Murwillumbah	26 Joshua Street Murwillumbah NSW 2484	RURAL
	ABC Developmental Learning Centres – Sth Tweed Heads	53-55 Greenway Drive Tweed Heads South NSW 2486	URBAN
	Banora Point Community Complex	25 Woodlands Drv Banora Point NSW 2485'	URBAN
	Bossy Boots Childcare Centre	81 Lorien Way Kingscliff NSW 2487	COASTAL
	Cabarita Beach ChildCare Centre Services	68 Hastings Road Bogangar NSW 2488	COASTAL
	Cooloon Children’s Centre	Cnr Park and Recreation Streets Tweed Heads NSW 2485	URBAN
	Freckles Early Education Centre	205 Kennedy Drive West Tweed Heads NSW 2485	URBAN
	Freckles Early Education Centre	40 Ewing Street	RURAL
	Kingscliff Mini School (Youth Club)	60 Kingscliff St Kingscliff NSW 2488	COASTAL
	Little Angles Child Care Centre	Recreation Street	URBAN
	Pippies Early Childhood Centre	17 Covent Gardens Way Banora Point NSW 2486	URBAN
	Pipsqueaks Creative Learning Care	Tallowood Avenue Cabarita NSW 2137	COASTAL
	Smiley Tots Child Care Centre	30 Simpson Drive Bilambil NSW 2486	URBAN
	Teddy Bears Child Care Centre and Out of School Hours Care	65 Wommin Bay Road Chinderah NSW 2487	COASTAL
	Terranora Child Care Centre	27 Corporation Circuit Banora Point NSW 2486	URBAN
	Toddlers Play and Learn Centre	Cnr Henry Lawson Dve Terranora Terranora NSW 2486	URBAN
	Tweed Heads Kindy Care	24 Buena Vista Drive Bilambil Heights NSW 2486	URBAN
	Tweed Shire Family Day Care	239 Kennedy Drive West Tweed Heads NSW 2486	URBAN
Tweed Shire Vacation Care Inc - Murwillumbah	4 Park Street Tweed Heads NSW 2485	URBAN	
Community Health Centres	Murwillumbah Community Health Centre	3 Martin Street Murwillumbah NSW 2484	RURAL
	Tweed Heads Community Health Centre	Ewing Street Murwillumbah NSW 2484	URBAN
	Womens Health Centre Tweed Valley	Florence Street Tweed Heads NSW 2485	URBAN
	Day Centre - Kingscliff Community Health	Suite 9, 69 Wharf Street Tweed Heads NSW 2485	URBAN
Hospital	Tweed Hospital & Community Health Services	Community Health Centre Murwillumbah Cnr Wollumbin and Nullum Streets Murwillumbah NSW 2484	RURAL
	Murwillumbah District Hospital	Powell St Tweed Heads NSW 2485	URBAN
Police	Kingscliff Police Station	Ewing St Murwillumbah NSW 2484	RURAL
	Murwillumbah Police Station	156 Marine Parade, Kingscliff	COASTAL
Fire & Rescue	Tweed Heads Police Station	33 Main Street, Murwillumbah	RURAL
	Kingscliff Fire Brigade	52 Recreation Street, Tweed Heads	URBAN
	Murwillumbah Fire Brigade	152 Marine Parade, Kingscliff NSW 2487	COASTAL
	Tweed Coastal Rural Fire Service	133 Murwillumbah Street, Murwillumbah	RURAL
Ambulance	Tweed Heads Fire Brigade	4 Seabrae Court, Pottsville	COASTAL
	St John Ambulance - Kingscliff Division	1 bay Street, Tweed Heads	URBAN
State Emergency Service	Banora State Emergency Service		COASTAL
	Murwillumbah State Emergency Service	Pioneer Parade Banora Point NSW 2486	URBAN
			RURAL

Key for determining area:

1. Rural = Rural NW/ Rural SW/ Murwillumbah/ Duligugan/ Tumbulgum
2. Coastal = North Coast/ South Coast
3. Urban = Tweed Heads
 - Rural NW - Talygum, Rural North West
 - Rural SW - Uki, Rural South West
 - Murwillumbah - Condong, Murwillumbah & Bray Park, Nuderi/Eviron, South Murwillumbah, Wardrop Valley
 - Duligugan/ Tumbulgum - Duligugan, Duroby/North Tumbulgum, Tumbulgum, Tygalgah, Urlip
 - North Coast - Boganger/Cabarita, Chinderah, Cudgen, Fingal, Kingscliff, Rural North Coast
 - South Coast - Burringbar, Hastings Point, Pottsville, Rural South Cost
 - Tweed Heads - Banora Point, Bilambil/Piggabeen, Bilambil Heights, Terranora, Tweed Heads, Tweed Heads South, Tweed Heads West

Appendix C – Population Forecast

The population projection figures used in this report were sourced from a Council report produced in December 2004 which distributes population according to the geographic areas of Urban North, Coastal and Rural West regions. Although inconsistent with the 7 communities of interest defined in this report, these figures were used as they were the most up to date figures available, were utilised in the recently released Sport and Recreation Report provided to council, and are also considered as the benchmark for Council strategy formulation. Furthermore, while it is noted that NSW Department of Planning figures are more conservative in their projections, these figures were based off trend estimations not land release data, as was utilised in the 2004 report. Subsequently, based on Council recommendation, SGS has utilised the 2004 Council report projections as the basis for analysis and recommendation throughout this report.

The council forecasts in Table 2 estimate an average population growth rate of 2.84% over the 1996-2024 period. While this is a relatively strong rate of growth, the data does suggest a diminishing growth rate over time, with annual growth rate forecasts dropping to an average of 2% over the 2014-2024 period.

Table 18. Population Projections, Tweed LGA, 1996 - 2024⁴

	1996	2001	2004	2014	2024	Growth 1996 - 2024
Population	66,968	74,232	80,000	100,000	120,000	53,032
Proportionate Growth		10.85%	7.77%	25.00%	20.00%	79.19%
Annual Growth Rate		2.08%	2.53%	2.26%	1.84%	2.10%

Population Data and Projections, Tweed Shire Council, 2004

The council forecast of diminishing population growth rates is reinforced by forecasts from the New South Wales Department of Planning, as shown in Table 3. These forecasts predict a moderately lower rate of growth over the next 25 years than council projections. However, as the forecast years do not precisely correlate, this is difficult to quantify. Reasons for the forecasted diminishing population growth rate include supply constraints on land and employment availability as well as competition from other areas in the Far North Coast Region.

While forecasts do predict a lower growth rate in the coming years, the Tweed LGA is still forecast to retain a rate of population growth above that of the Far North Coast region, where average growth over the next 30 years is forecast to be approximately 1.28%.

⁴ This report has used the high-range forecasts (option c) provided by council (increase of 2,000 people per year). This is concurrent with forecast growth currently used by council for other estimations.

Table 19. Population Projections, Tweed LGA, 2001 - 2031

	2001	2006	2011	2016	2021	2026	2031	Growth 2001 - 2031
Males	37,930	41,700	45,520	49,240	53,000	56,750	60,360	22,430
Females	36,650	41,050	45,270	49,320	53,340	57,290	61,050	24,400
Population	73,300	82,100	90,540	98,640	106,680	114,580	122,100	48,800
Proportionate Growth		12.01%	10.28%	8.95%	8.15%	7.41%	6.56%	66.58%
Annual Growth Rate		2.29%	1.98%	1.73%	1.58%	1.44%	1.28%	1.72%

Population Data and Projections, New South Wales Department of Planning, 2004

While it has already been noted that the 2004 Council Report provides projections for three communities of interest and not seven, there is still a strong correlation between these two geographic distributions. The Coastal region in the 2004 report incorporates the area of the Rural Coast A and Rural Coast B in the current communities of interest, the Rural West region in the report correlates with the same boundaries as the Rural NW, Rural SW, Murwillumbah and Duligugan/ Tumbulgum areas combined, and the Urban North region is the same geographic area as the Tweed Heads community of interest. Subsequently, the inferences drawn from the analysis of the three regions highlighted in the 2004 report are valid in the context of the current seven communities of interest.

Urban North

Table 4 shows the projected population growth for the Urban North Region/ Tweed Heads over the 1996 – 2004 period. While strong population growth of 2.96% was observed between 1996 and 2001, this growth gradually diminished, resulting in an average annual growth rate of 2.04% over the 1996-2024 period.

Table 20. Population Projections, Tweed - Urban North, 2001 - 2024

	1996	2001	2004	2014	2024	Growth 1996 - 2024
Population	33,563	38,824	40,000	49,500	59,000	25,437
Proportionate Growth		15.67%	3.03%	23.75%	19.19%	75.79%
Annual Growth Rate		2.96%	1.00%	2.15%	1.77%	2.04%

Population Data and Projections, Tweed Shire Council, 2004

Coastal

Table 5 portrays population growth projections for the Tweed – Coastal region (incorporating Rural Coast A and Rural Coast B) through until 2024. Concurrent with recent trends, the coastal region is forecast as the region to experience the highest level of population growth over the coming years. This is particularly evident over the 2001-2004 period where the region experienced an average annual growth rate of 9.09%, and the forecast period of 2004-2014 where this growth is expected to continue at a strong annual rate of 3.65%. The long term population growth forecast in the region is clearly represented in the forecast annual growth rate for the 1996-2024 period of 3.70%. This rate is far higher than regional or state rates over a similar period.

Table 21. Population Projections, Tweed - Coastal, 2001 - 2024

	1996	2001	2004	2014	2024	Growth 1996 - 2024
Population	14,822	16,944	22,000	31,500	41,000	26,178
Proportionate Growth		14.32%	29.84%	43.18%	30.16%	176.62%
Annual Growth Rate		2.71%	9.09%	3.65%	2.67%	3.70%

Population Data and Projections, Tweed Shire Council, 2004

Rural West

Table 6 outlines recent population growth trend data and projections for the Rural West region (incorporating Tweed – DT, Murwillumbah, Rural NW and Rural SW) over the 1996-2024 period. While trend data over the 1996-2004 period indicated an exponentially increasing population decline, growth rate forecasts went against this trend to suggest moderate population growth over the 2004-2024 period. This growth equates to a linear projection of growth in residents of 100 persons per year in the region. Following consultation with council, it was learned that these projections were based on land release only. With no new land release or re-zoning planned for the region, forecasts were assumed to include a static level of positive growth. Subsequently, the projected average annual growth rate for the region is forecast at a low 0.26% over the period of interest.

Table 22. Population Projections, Tweed – Rural West, 2001 - 2024

	1996	2001	2004	2014	2024	Growth 1996 - 2024
Population	18,583	18,464	18,000	19,000	20,000	1,417
proportionate Growth		-0.64%	-2.51%	5.56%	5.26%	7.63%
Annual Growth Rate		-0.13%	-0.84%	0.54%	0.51%	0.26%

Population Data and Projections, Tweed Shire Council, 2004

Appendix D – Funding Sources

The following funding sources are for funds available to assist with the construction, refurbishment and/or maintenance of community facilities. This funding is additional to any funds already provided under the Commonwealth's Financial Assistance Grants to Local Government Program paid to State Governments to be distributed to Local Governments for use at their discretion.

Rural Funding Sources

Rural Medical Infrastructure Program

Funding for the rural medical infrastructure program (RMIP) is distributed to enable small rural towns to establish 'walk-in walk-out' community medical facilities, making it easier to recruit or retain general practitioners. Some local councils have established community medical clinics that doctors can use for a reasonable charge, but many small councils simply do not have the resources.

The RMIP is funded by the Department of Transport and Regional Services.

The program is available only for local councils only with communities of less than 10,000 people. Medical clinics can only be funded if they fall within the Inner Regional, Outer Regional, Remote and Very Remote classifications under the remoteness structure of the Australian Bureau of Statistics Australian Geographical Classification System.

Funding includes \$5.0 million per year nationally over three years with up to \$200,000 available per clinic. The RMIF started on 1 July 2005 and ends on 30 June 2008.

Foundation for Regional and Rural Renewal

The Foundation for Regional and Rural Renewal (FRRR) is a charitable foundation which distributes funds through a number of programs as grants for the benefit of rural and regional Australia. Grants from this program support health, social, economic, cultural, environmental and education projects. As apart of the FRRR, the community foundation program supports the development of community foundations by providing how-to-kits for setting up communities and provides training and development.

The majority of its funding is from businesses and other trusts and foundations, private individuals and communities. The Federal Government's total cash contribution is \$14.5 million which includes up to \$3.8 million until 2008-2009 to match contributions from the business, government and community sectors.

Communities and projects wanting support send in written applications which are then assessed. The FRRR board then approves projects, according to available resources and FRRR staff distribute grants accordingly.

FRRR began in 2000 and to date has allocated \$9.2 million to communities across the nation and has leveraged many millions more supporting projects that stimulate the renewal of whole communities.

Broadband for Health Program

The Broadband for health Program is a program to provide broadband Internet access to GPs, Aboriginal Community Controlled Health Services (ACCHS) and community pharmacies nationwide. The program allows eligible health care organisations to take full advantage of the potential benefits of broadband technologies. The program is a key component of the Australian Government's e-Health investment and represents the Department of Health and Ageings' contribution to the National Broadband Strategy. The program includes strategies to improve participation in regional, rural and remote Australia, and additional support for health providers to take up new technologies.

The Commonwealth Government will fund the program which will provide \$69 million over a 3 year period.

Broadband Demand Aggregation Broker Program

The program has been initiated for the purpose of increasing the availability of broadband access within communities. It also aims to coordinate demand to encourage investment in broadband infrastructure across all levels of government. The Program is part of the National Broadband Strategy. This plan is designed to provide affordable and extensive broadband services to regional centres as well as metropolitan black spots. The strategy also aims to establish demand aggregate brokers who will work with registered companies to generate a business case for investment in community broadband services.

The Department of Communication, Information and the Arts funded the program with \$8.4 million over two years ending in June 2006.

Community Housing and Infrastructure Program

Community Housing and Infrastructure Program (CHIP) seeks to improve the living environment of Indigenous Australians by providing people in need with housing and associated infrastructure. In terms of housing the program provides funding for capital construction, purchase and upgrade of appropriate rental housing. The program also provides capital funding for essential services such as water, roads, sewerage and power to accelerate the provision of essential and municipal services to severely disadvantaged rural and remote Indigenous communities.

CHIP funding is delivered by grants to Indigenous community organisations for housing, infrastructure and municipal services; State and Territory government agencies in accordance with housing and infrastructure agreements with State and Territory governments; and Indigenous community organisations via trust accounts administered by Contracted Program Managers.

The Department of Families, Community Services and Indigenous Affairs provides the funding for the program approximately \$300 million a year.

Rural Private Access Program

The Rural Private Access (RPA) program is a competitive grant program that seeks to assist the viability of rural private hospitals and support and increase the range of privately insurable health services available to rural and remote Australia by continuing to offer support to rural private hospitals where viability is under threat. The RPA Program specifically targets services provided in rural and remote areas of Australia in Accessibility Remote Index of Australia (ARIA) Categories of 2-5 with priority given to services provided in locations with ARIA Categories 3-5.

The Australian Government has provided funding of \$36 million over four financial years between 2004 and 2008 and the program ceases on 30 June 2008.

Those eligible for funding under the RPA Program include: providers of privately insurable health services in rural and remote areas and private hospitals eligible for funding under the former Bush Nursing Small Community Regional Private Hospitals Program that includes for profit and not for profit hospitals. Funding for the program is available for either strategic service planning or specific project activity.

Local Government Funding Sources

Planning Agreements

Planning agreements are another method for consent authorities (Councils, the Minister, a development corporation or other public authority) to obtain contributions for a public purpose. A public purpose includes the provision of (or recoupment of the cost of providing) public amenities and services, affordable housing, transport and other infrastructure, the funding of recurrent expenditure, the monitoring of the impacts of development and the conservation or enhancement of the natural environment.

Under a planning agreement, a developer may be required to dedicate land free of cost, pay a monetary contribution, or provide any other material public benefit, or any combination of them, to be used for or applied towards a public purpose. Unlike Section 94 contributions, planning agreements do not require a nexus between the development to which a planning agreement relates and the object of the expenditure. Once entered into, a planning agreement is legally binding.

Fixed Development Consent Levys

A consent authority can impose, as a condition of development consent, a requirement that a developer pay a levy of the percentage of the proposed cost of carrying out the development. The levy must be authorised by a contributions plan and cannot be required in addition to a section 94 contribution on the same development consent.

Like a Planning agreement, there does not have to be a connection between the subject of the levy and the object the money is to be spent on, although a consent authority will need to identify the public amenities or services to be provided, recouped, extended or augmented to which the money is to be applied in a contributions plan.

General Rates

Councils collect rates from all properties in their LGA. These are known as general rates or consolidated revenue. They are to be expended on works and services that are beneficial to the community. No special nexus between the collection of the charge and its expenditure is required.

Special Rates or Charges

The Local Government Act 1993 allows for the levying of special rates (in the dollar) or charges (as a flat rate) which are in addition to the general rate and which can be used to fund particular infrastructure works. They are in effect a user charge that can apply as a one off, up-front payment, or as a series of payments over a number of years. The LGA 1993 legislation requires the setting of an 'overall' works plan which special rates or charges will fund.

Separate Rates or Charges

The Local Government Act 1993 also provides for the levying of separate rates and charges. These are distinguished from special rates or charges by applying across all rateable properties in the LGA. No 'special' benefit has to be identified, though the associated policy must indicate the categories of costs expected to be covered and the basis of deciding the rate or charge.

Capital Assistance Program

The Capital Assistance Program is an application based program to assist local government authorities and 'not for profit' sporting and recreational organisations to develop community oriented local sporting and recreational facilities throughout NSW. The funding is provided by the Department of Department of Tourism, Sport and Recreation.

Current priorities are for the projects which involve:

- Construction of a new local sporting, recreation and/or physical activity facility
- Enhancement of an existing facility by inclusion of additional features
- Provision of ancillary and support facilities at existing venues
- Provision of additional outdoor courts and playing areas
- Improved access for under-represented and/ or disadvantaged groups in the community

The project must be able to be commenced within nine months and be completed within two years of the announcement date. The grant being requested must be less than or equal to 50 per cent of the net project cost. There was \$4,000,000 available for 2005-2006 with the average grant being \$10,000.

State Government Funding Sources

Area Assistance Scheme

The Area Assistance Scheme (AAS) is a regional community development program that provides grants to local councils and non-government organisations for projects that improve community wellbeing and the way that communities function. The AAS works within a whole-of-government framework to deliver its outcomes. The scheme is funded by the Department of Community Services.

The Scheme is only offered to incorporated non-profit community organisations, councils or regional organisations of councils. AAS funding is available only in the following regions; Central Coast, Hunter, Illawarra, Macarthur, North Coast and Western Sydney. Applicants must also meet the Eligibility Criteria.

The AAS funds projects between \$2,000 and \$110,000. Projects funded under the AAS fall into three broad categories:

- Capital, one-off facilities and resources;
- Community infrastructure development time-limited projects up to four years; and
- Long Term Services (Pickup).

Approximately \$3.5m funding is available for the 2006/07 round.

Regional Sports Facilities Program

The Regional Sports Facilities Program (RSFP) is an application based program to assist with the construction or upgrading of major sport and recreation facilities throughout NSW. Priority is given to facilities that meet the need of the general community to participate in sport, recreation and/or physical activities that may also incorporate uses for talented and elite athletes. The funding is provided by the Department of Community Services.

All projects must improve access for the general public and under represented groups to sport and recreation facilities and provide a safe environment for users and participants.

The fund allows for a minimum grant of \$30,000 and a maximum grant \$200,000.

Energy Savings Fund - Public Facilities Program

The Public Facilities Program has been introduced as part of the \$200 million NSW Energy Savings Fund to support energy savings in public and educational facilities. As well as delivering practical energy savings in public facilities and demonstrating how energy savings can work, this new program will help reduce the electricity bills of local councils, schools, government agencies and other operators of public facilities. The program is managed by the Department of Energy, Utilities and Sustainability.

The key criteria for funding are that projects must:

- reduce overall electricity consumption (and related greenhouse emissions) and/or peak electricity demand; and
- involve educational facilities or facilities which are open to, and frequently accessed, by the public.

Applicants successful in securing funding of \$100,000 or more will need to sign a Funding Agreement. Applications can be made to the Public Facilities Program at any time.

Arts NSW Capital infrastructure Program

Grants are made towards the capital costs of buildings and other facilities for the arts and the cultural life of the community. Grants are available to approved applicants for the construction, alteration, renovation, completion or fitting-out of buildings and other facilities for arts and cultural use. Grants are provided by the Department of the Arts, Sport and Recreation.

Applications are open to local government authorities and other eligible arts organisations, preferably in partnership with a local government authority. Priority is given to applications that:

- Assist local government authorities develop significant projects that add to the city's cultural infrastructure and services;
- Encourage active co-operation between local government authorities, community groups and professional organisations to ensure the most efficient use of available resources for the benefit of the artistic and cultural life of the community; and
- Provide cultural resources for Indigenous communities.

The maximum grant available for a project is 50 per cent of the total eligible costs. Most grants are considerably less than \$100,000 and are intended for comparatively modest alterations to structures. For exceptional projects, grants of up to \$250,000 will be considered.

Commonwealth (Federal) Funding Sources

Regional Partnerships

Regional Partnerships is a funding program that aims to foster the development of self-reliant communities and regions. This approach is consistent with the Government's framework for developing Australia's regions: Stronger Regions, A Stronger Australia. There are four core areas that this funding program focuses on and they include:

- Strengthening opportunities for economic and social participation in the community;
- Improving access to services by investing in projects;
- Cost effective and sustainable provision; and
- Supporting communities to access and services.

Funding is considered for organisations incorporated under Commonwealth or State legislation, for example, a company, a council, a cooperative, a registered charity, or an incorporated association. This funding program gives priority to regional communities with a population lower than 5,000 people and projects that assist specifically identified communities and regions to adjust to major economic, social or environmental change.

Applications for the Regional Partnerships programme can be made at any time.

Appendix E – Summary of Required Floor Space and Costings

	Multi-Purpose Centre			Childcare Centre			Youth Centre			Library		
	Land Requirement	Floor Space Requirement	Cost	Land Requirement	Floor Space Requirement	Cost	Land Requirement	Floor Space Requirement	Cost	Land Requirement	Floor Space Requirement	Cost
QLD INFRASTRUCTURE GUIDELINES	10,000 m ²	1,000 m ²						600-1,000 m ²			150 m ² or between 37 and 43 m ² per 1000 population.	
DCP 16 - SUBDIVISION MANUAL	3,000 m ²			1,500 m ²								
SIMILAR EXISTING FACILITIES												
BANORA POINT MULTIPURPOSE CENTRE	10,110 m ²	530 m ²	\$925,000									
MURWILLUMBAH CIVIC AND CULTURAL CENTRE	24,360 m ²	5,844 m ²	\$20 Million									
TWEED HEADS CIVIC CENTRE	12,140 m ²	2,277 m ²	\$10 Million									
TWEED SHIRE FAMILY DAY CARE CENTRE				39,650 m ²	411 m ²	\$800,000						
KINGSCLIFF BRANCH LIBRARY										38,520 m ²		\$1.1 Million
MURWILLUMBAH BRANCH LIBRARY										24,360 m ²		
TWEED HEADS BRANCH LIBRARY										12,140 m ²	625 m ²	
CABARITA CHILD CARE CENTRE				1219.46 m ²	280m ²							
SECTION 94		150 m ²	\$225,000		100 m ²	\$150,000		400 m ²	\$600,000		250 m ²	\$450,000
OTHER												
NSW GUIDE FOR PUBLIC LIBRARY BUILDING:											139 sqm or between 28 and 42 m ² per 1000 population	
BAUDESSERT WHOLE OF SHIRE PLANNING PROJECT			\$2,000,000 - \$5,000,000						\$2,000,000 - \$5,000,000			\$2,000,000 - \$5,000,000

	Community Health Centre			Aged Care Services/Respite Centre			Performing Arts Centre		
	Land Requirement	Floor Space Requirement	Cost	Land Requirement	Floor Space Requirement	Cost	Land Requirement	Floor Space Requirement	Cost
QLD INFRASTRUCTURE GUIDELINES	LOCAL: 3,000 – 7,000 m2 DISTRICT: 15,000 – 20,000m2	LOCAL: 2,000 – 4,000 m2 DISTRICT: 8,000 – 10,000 m2		LOCAL: 1,500 – 2,000 m2. DISTRICT: 3,000 – 5,000 m2	LOCAL: 500 m2 DISTRICT: 1,000 – 1,500 m2		3000 m2		
DCP 16 - SUBDIVISION MANUAL									
SIMILAR EXISTING FACILITIES									
BANORA POINT MULTIPURPOSE CENTRE									
MURWILLUMBAH CIVIC AND CULTURAL CENTRE									
TWEED HEADS CIVIC CENTRE									
TWEED SHIRE FAMILY DAY CARE CENTRE									
KINGSCLIFF BRANCH LIBRARY									
MURWILLUMBAH BRANCH LIBRARY									
TWEED HEADS BRANCH LIBRARY									
CABARITA CHILD CARE CENTRE									
SECTION 94		100 m2	\$150,000		150 m2	\$225,000			
OTHER									
NSW GUIDE FOR PUBLIC LIBRARY BUILDING:									
BEAUDESERT WHOLE OF SHIRE PLANNING PROJECT									\$5,000,000 - \$9,000,000

Appendix F – Background Literature Review

Policy Document	Relevant Messages
Local Policies...	
<p><i>Tweed Shire Council Social Plan</i></p> <p><i>2005-2009</i></p>	<p>Introduction</p> <p>Tweed Shire is one of the fastest growing regions in N.S.W. Consequently its social infrastructure and services are stretched by the growing and changing demands of the community.</p> <p>Local Government regulations require that a new Social Plan is prepared every 5 years and is updated every year. The 2005-2009 Plan reports on progress up to 2003 and provides proposals for a further 5 years. The Social Plan is designed to meet the requirements of the Local Government Act and to form part of the Council's Tweed Futures strategic planning and Management Plan processes.</p> <p>Local Government Department Guidelines require the Social Plan to make proposals for specific target groups including mandatory groups, as well as identify needed services and facilities. The projects that have been recommended as priorities in the 2003 update include two community centres, a program of Local Community plans, the establishment of a ten year community facility program and three additional community workers.</p> <p>The plan is developed with continuous consultation and research with the community including:</p> <ul style="list-style-type: none"> • Submissions received in response to the social plan issues statement; • Public meetings, workshops, summits and telephone survey associated with Tweed Futures Strategic Plan 2004; • Issue papers from the Community Development Plan; and • The 2004 Tweed Shire Community Profile. <p>The key initiatives recommended by the Tweed Shire Council Social Plan 2005-2009 are to:</p> <ul style="list-style-type: none"> • Implement structural changes in council to facilitate more effective community service development and the capacity to advocate at all levels of Government for equitable access to resources to meet community service needs • Initiate a quality of life Program to maintain service levels in the community

- Encourage social participation and development of young people
- Facilitate opportunities for placement of young people in permanent employment
- Increase capacity for care of the frail aged, including respite, appropriate housing arrangements and improved accessibility to community life and services
- Work with relevant institutions and agencies to increase tertiary education and training resources in the shire
- Work with human and health services to develop a coordinated approach to service delivery in the community

The Social Plan provides the means to implement community programs and projects to support the direction of Tweed futures. In addition, the plan provides a mechanism for identifying emerging policies to increase community wellbeing.

Social Plan Strategies

Strategies have been categorised into four key roles in respect to Community Planning, Community Facilities, Community Services, and Community Groups.

Council's Community Planning Role: To lead the community

Council's community planning role includes social planning activities. This includes conducting research into the value of social capital in supporting local communities and conducting an assessment of the capacity of existing services to meet the needs of the growing population. Council will implement an inter-agency taskforce approach to planning and provision of social infrastructure to meet the community needs.

The Council has a number of infrastructure plans that support community wellbeing. Council can link its infrastructure role to its community building role by preparing specialist plans for community issues such as crime prevention, or sustainable transport. The effectiveness of which will depend upon particular urban design features or policies.

The council will prepare a program of locality plans in consultation with the local communities to ensure the needs of the local villages are taken into account.

Community Facilities: Community buildings for interaction and self support

The most commonly provided facilities are community and neighbourhood centres, open space, libraries and sustainable local transport infrastructure, and extend to social housing or community respite centres facilities for communities. Services based at community centres are usually operated by State agencies or funded community organisations. Such centres need to be adaptable for frequently changing need.

Community Facilities Policy and Program

As demand is ever increasing, new facilities will be needed and should be funded by contributions from the new development as it occurs rather than from general revenue when the need arises later. The strategy shows, provision through s94 can almost eliminate the need for direct funding. A detailed draft Policy and Program for Community Facilities 2000-2011 has been prepared separately (Tweed Shire Council, Strategic Planning Unit, 2000).

Recent progress has been made with the upgrading of the Les Burger Centre at Cabarita, the construction of Banora Point Community Centre, and planning for the extension of the Murwillumbah Community Support Centre. The Pottsville Beach Neighbourhood Centre has expanded with the addition of a house for the **CTC project**, using its own resources. Improvement of Community facilities in the Kingscliff and a youth facility in Pottsville are now a key focus.

Listed below are the Strategy Actions for Community Facilities:

- Finalise Council's Community Facilities Policy and Program
- Tweed library strategy
- Tweed open space strategy
- Banora point community Centre
- Murwillumbah community support Centre Expansion
- Kingscliff Community Support Centre, and Civic & Cultural Centre
- Casurina Neighbourhood Centre
- Kings Forrest Community Centre and Neighbourhood Centres
- Youth Centres
- Goorui funerals
- Country public transport
- Footpath crossing and urban space pedestrian infrastructure
- Cycleway plan

Community Services and Community Groups

Services targeted towards particular groups aim to reduce disadvantage in the community. The groups that will be prioritised will depend upon reference to numbers. Council will maintain community services to meet the needs of the growing population and will prioritise services for older people and for younger people.

Target Group: Children 0-11 Years

Current Issues

- Focus on child support services
- Facilities: Local halls and centres for community groups, play groups and pre-schools; baby health centres recreation facilities such as aquatic centres, open spaces, sports grounds, and cycle ways, libraries, art galleries and museums.

Status

Council needs a long term program for community facilities to ensure timely funding through s94.

Target Group: Young people 12-24 years

Current Issues

- *School System:* While at school young people have access to a range of activities and information provided to them by the school and community organisations and it's extensions into family life and community organisations such as sport clubs and Council recreation facilities.
- *Post -School Gaps:* After school there are gaps in access to activities, information and guidance. Up to a third of young people do not participate in employment or education which can lead to problems with drugs and an over representation in crime statistics.

Status

Significant resources need to be allocated toward youth development services

Target Group: Women

Current Issues:

- *Community organisation:* It is usually women who develop the sense of neighbourhood and community life.
- *Service gaps:* A lack of affordable housing, respite or occasional care for children, public transport and human services has been identified.

- *Implications for sustainability:* Council can continue to participate in planning forums that take women's needs into account.

Status:

An increase of 1000 women each year means that services are becoming increasingly stretched.

Target Group: Older People

Current Issues:

- *Security:* The older population is particularly vulnerable to crime and perceptions of insecurity.
- *Support for living at home:* Local community services are aimed at enabling older people to remain living at home, or to facilitate suitable housing for them. Although support services have been provided with State funding, the increase in the older population requires an increase in resources allocated to community services.
- *Isolation:* An over-centralisation of services and a lack of public transport prevent social participation and access to services.
- *Housing location:* Housing for older people needs to be provided in accessible locations and close to services. Many nursing homes and retirement villages have been located in isolated areas with no access to services.

Status:

There is a need for an expansion of services and information for older people including recreation, education and respite for carers

Target Group: People with Disabilities

The estimated number of people with a disability based on Tweed's 2001 population of 74 380 is 15 768. As the population increases, this number will increase especially as the population ages.

Current Issues:

Council auspices Community options, employs a community worker to provide disability support and provides community facilities for general support activities such as the Murwillumbah Community Support Centre expansion project, the South Tweed Home and Community Care project and the Respite Care Cottage at Kingscliff.

Target Group: Aboriginal and Torres Strait Islander People

Current Issues:

The Aboriginal community is disadvantaged and marginalised in many ways. There is an over representation of Aboriginal youth in the criminal justice system and a high unemployment rate of 18%. There is a high prevalence of low income families and lack of access to

public transport. There is concern within the community that the younger generation is losing its cultural knowledge and discontinuing cultural practices.

The Community Development Plan – Aboriginal and Torres Strait Islander Issues Paper 2001 identified a need for:

- Aboriginal Community hall facilities
- the need for a worker to liaise with the council
- transport services
- Health workers and services
- Youth programs and consultation
- Documentation of culture and history
- Gathering of traditional foods
- Land for funerals
- Communication of information to the community
- Provision of housing
- Culturally appropriate consultative practices

Target Group: People from Culturally and Linguistically Diverse Backgrounds

Current Issues:

The CALD population is comprised of people who have immigrated from the United Kingdom, New Zealand, Germany, The Netherlands, The Philippines, Italy and India. Most CALD people have chosen to come to the area and are well integrated into society however the possible need for a CALD Centre or information office has been identified.

An issues statement has been prepared from consultation with the community. The Consultations were carried out for the Tweed Futures 04/24 Strategic Plan in 2004 (Tweed Shire Council, 2004). Below are some of the issues raised from the telephone survey that was undertaken as part of the consultation process.

- A)** Social policy development assesses need, proposes social economic and cultural initiatives that enhance community wellbeing

- B)** Social planning issues in Locality plans and Village strategies in consultation with communities
- C)** Sustainable neighbourhood planning principles in new release areas
- D)** Information networks in rural areas to improve services, and establish neighbourhood centres and Community Technology Centres utilising village halls
- E)** Improve accessibility and reduce car dependence
- F)** Appropriate location of housing and services for older and less mobile people

Recreation and Entertainment

Current Policies:

- Recreation includes active and passive open space for which council provides expenditure to develop a series of new facilities such as regional sporting venues.
- The current policy is to provide local open space within 250m of every new home, and a cycleway network for recreational and transport purposes.
- Entertainment includes 14 major clubs in the Tweed Shire., which cater for social and sporting activities. Council provide 2 auditoriums, a new Art Gallery and assists three museums.

Community Service and Facilities

Current Policies:

- Community facilities provided by council include civic auditoriums, libraries, art gallery, museums, community and neighbourhood centres and meeting halls.
- There are no council facilities specifically for seniors, facilities are currently privately provided.
- The provision of facilities provided by council for young people is restricted to sporting facilities.

Actions to be taken in light of the issues raised include

- Resources for existing community services are to be in line with population growth.
- Expansion of library facilities under the Tweed Library Strategy

	<ul style="list-style-type: none"> • Expansion of sports facilities under the Tweed open space Strategy • New community centre facilities and meeting halls at Banora Point, Cobaki Lakes, Casurina and Kings Forrest in accordance with S94 Plans for those areas <p>Summary</p> <p>The social Plan aims to provide a mechanism for identifying emerging policies that will increase community wellbeing. Categorising Social Plan Strategies into four key roles enables Council to review a range of actions that meet the needs of various community groups based on a needs assessment which identifies the needs of the various target groups. The development of the Tweed Futures 04/24 Strategic Plan involved collating an issues statement which was prepared with community consultation. This provides a demographic profile and a needs assessment of the target groups.</p>
<p><i>Tweed Heads Town Centre Masterplan</i></p>	<p>Town Centre Principles and objectives</p> <p>The vision for Tweed Heads Town Centre is underpinned by Social, Economic and Environmental principles which will result in sustainable outcomes for Tweed Heads Town Centre. Furthermore, the Town Centre is comprised of Flagstaff Hill, Bay Street, Wharf Street, Campus Civic, Riverside and Ridgeline precincts.</p> <p>The social principles that inform the Masterplan include:</p> <ul style="list-style-type: none"> • Creating an urban focus for the wider community • Fostering social interaction • Clear connections to transport and facilities • Providing improved access to health and education • Promote walking, cycling and outdoor recreation • Incorporate open space areas that create a strong local focus and provide for a range of leisure and recreation opportunities <p>The Role of the Masterplan</p> <p>The Master planning process has involved consultation with key stakeholders, community groups and the Tweed Heads Taskforce. The Tweed Shire Council Local Environmental Plan 2000 forms the core provisions for the study area within the statutory framework. The Tweed Shire Council has adopted the Development Control Plan No 18 – Tweed Heads Town Centre (DCP 18) for the following five</p>

purposes:

1. Provide a comprehensive design oriented approach to development
2. Encourage high quality urban design
3. Provide design guidelines for commercial and residential development
4. Provide incentives to encourage preferred development
5. Inform applicants. Developers, consultants, Council and the public about Councils planning intentions for Tweed Heads

The Tweed Heads Town Centre Masterplan site analysis

Natural and Cultural context

The Tweed Heads Masterplan provides background information relating to the natural and cultural context of the area taking into consideration the traditional owners of the land. It's proximity to the Gold Coast has influenced the cultural context of the Town Centre however decades of resistance have ensured Tweed Heads remain distinctly different to the Gold Coast.

Movement Networks

Movement networks within the Town Centre are the function of location, topography, disrupted connectivity between Tweed Heads and Coolangatta. The Movement Networks addressed in the Masterplan take all vehicular movement into account and considers all vehicular movement, car parking, traffic, public transport which is limited to a bus service; the proposed light rail system which will link Tweed Heads to the Gold Coast airport; pedestrian movement, bicycle movement and marine craft access.

Built Form

Building concentration is located on the beach and progressively diminishes as distance from water increases. The Town Centre contains two high rise towers and the Twin Towns Service s Club, Tweed Mall, Tweed Hospital, and Tweed Heads Bowls Club. These buildings contribute very little to the urban character of the Town Centre however the recent development, the Southern Cross University is of higher architectural quality.

Public Domain and Building Height Controls

The major components of public domain include Jack Evans Boat Harbour, Duranbah Beach, Bay Street/ Stuart Street, Wharf Street, Tweed River Reserve, Flagstaff Hill Park and Campus/ Civic Precinct.

The existing height controls set by The Local Environmental Plan range between 2 and 16 stories.

	<p><u>Existing Landuse and Zoning</u></p> <p>Landuse within the town centre is divided into residential, commercial, special use and recreation/open spaces. Three significant special landuse zones include the public school, the hospital site and the University.</p> <p><u>Cultural and Tourism Strategy</u></p> <p>The strategy identifies the existing and potential assets of the Town Centre and proposes projects that will reflect the natural and cultural heritage of Tweed Heads including a Marina/marine observation/cultural facility will establish Jack Evans Boat Harbour as the centrepiece of the Town Centre.</p> <p>Summary</p> <p>The Tweed Heads Town Centre Masterplan involved a series of consultations with key stakeholders in order to provide material to assist the local Council, developers and the local community to identify objectives. The Masterplan takes into account the natural and cultural context for future development in the area. It also takes makes provisions for movement networks, takes into account built form, public domain and building height controls, existing landuse and zoning and provides a cultural and tourism strategy.</p>
<p><i>Tweed Youth Needs Analysis 2006</i></p>	<p>Introduction</p> <p>This report was developed following concerns within the Tweed Council regarding a lack of facilities and services for young people in the Tweed Shire. At the time of writing (March 2006) there was no comprehensive youth strategy or youth policy in place for the Shire (p.2). It was identified that young people had a lack of access to information pertaining to support services, events and activities (p.20).</p> <p>Council's current approach to impact young people's capacity for learning and work utilises the following initiatives:</p> <ul style="list-style-type: none"> • Involvement in work for the dole programs • Employment of trainees, apprentices and graduates • Facilitating planning for educational facilities including universities and TAFE • Partnering schools in environmental education • Managing the approvals process to allow forth operation of home businesses • Providing public access to the education resource centre, libraries and internet • Involvement with TEDC

- Releasing of industrial land (p.22)

Expressed Need and Issues Associated with Provision.

Of the young people interviewed, some believed that Council's primary focus is on information and facility provision e.g. Swimming pools and skate parks (p.23). The report notes that young people need safe, well designed public and community facilities and spaces where they can socialise and participate in leisure and recreation activities of interest to them. However, the report also notes that the development of space and place for young people is challenging. Particularly, it is observed that there are key differences in the preferences of young women and young men when it comes to space and place destinations, with some key areas of overlap. It is also noted that local governments are generally considered the major providers of such spaces and need to take multi-sectoral approaches to developing these spaces to meet the broad needs and diverse interests of young people. Furthermore, while it is observed that the beach is utilised as a communal youth recreation space, it is noted that inland communities that are distanced from the beach are challenged in terms of space and place destinations (p.25).

Through community consultation it was identified by young people in the shire that existing skate parks, local parks and open spaces are not sufficiently set up to accommodate the growing numbers of young people and their requests and preferences in recreation. Furthermore, it was noted that many of these spaces were gender biased in the groups that they provided for. Community members then promoted the following solutions:

- Provide and subsidise more entertainment in existing local venues for young people
- Focus on a facility that is available for multiple use rather than for single activities use (eg. PCYC)
- Value-adding to existing cultural facilities
- Several park, streetscape and foreshore design projects to be undertaken over the next seven years
- Increased funding proposed for skate parks
- Bequest to Council for Youth Facility in Murwillumbah – to be integrated to Community Centre with expansion and Knox Park Master plan (p.26)

In order to promote the state of safety and security in the public places in the regions in the Tweed, the following suggestions were made:

- Provision of safe and accessible emergency accommodation in all local areas of the Tweed Shire
- Provision of affordable housing for young people (p.27)

In any strategy formulation, it is important that local council ensure access to a range of services and facilities (not necessarily as the provider, but at least in the form of advocacy for access) (p.29)

Recommendations

Recommendations from the report advised that places and spaces need to be developed both temporarily (through events and activities) opportunistically (through bequests and other opportunities) and strategically (by programming development of youth spaces into Council's strategic documents and facilitating development of these spaces through land development levers or programmed funding and capital works (eg. Section 94 provisions for infrastructure works)) (p.36).

This spectrum of action is highlighted in the following table:

Place and Space Spectrum	Suggested Spaces
1. Creating temporary spaces	<ul style="list-style-type: none"> - local beach environment - Skate parks and sports infrastructure - Shopping centre areas - Local/ neighbourhood parks - Public swimming pools - Community Halls
2. Redeveloping existing youth spaces	<ul style="list-style-type: none"> - Skate parks and youth-centric infrastructure - Parks and sporting/ recreational areas/ existing clubs - Streets and found spaces
3. Designing and developing integrated outdoor public spaces	<ul style="list-style-type: none"> - Skate and youth space - Areas with existing catchments of young people - Youth hangout space
4. Purpose-built Youth Centres	<ul style="list-style-type: none"> - Ongoing partnerships with PCYC proposed

	- No recommendations for new centres	
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(p.37)

The report also specifically states that a multi-purpose youth centre at Pottsville not be developed at this point in time (p.37), it further provides considerations for how temporary spaces can be created and current spaces can be better utilised are highlighted on pages 40 and 41.

There are currently two skate parks in Tweed, Cabarita Beach Skate Park and Knox Park Skate Park, with an additional park currently in development in South Tweed. Design elements for these and public spaces are listed on page 43.

Young people and the youth sector did not identify development of indoor youth centres as a priority for addressing the space and place needs of young people in the Tweed Shire, and instead indicated other ideas as immediate priorities to meet young people's space and place needs (p.45). The construction of a multi-purpose youth centre is considered a longer term option to be investigated in five years or more.

A full list of council owned facilities relevant to Tweed Youth was included in the report on page 68 as Appendix 3.

Regional Policies and Strategies...	
State Policies and Strategies...	
<p><i>Far North Coast Regional Strategy (2006-2031)</i></p>	<p>Introduction</p> <p>The Draft Far North Coast Regional Strategy is an initiative of the NSW Government to guide sustainable growth across the far North Coast Region. It sets targets for new dwelling and employment land supply over the next 25 years. One of the main aims of this strategy is to support housing choice in the main centres, allowing appropriate development in inland areas and preserving important natural resources. It further aims to develop the concept of a 'Region of villages', through reinforcing the role and character of existing settlements.</p> <p>The community is comprised of three regional centres, Tweed Heads, Lismore and Ballina, the five towns of Murwillumbah, Casino, Mullumbimby, Byron Bay and Kyogle, 36 rural and coastal villages, 110 small villages and numerous rural communities.</p> <p>Regional challenges</p> <p><u>Population and housing</u></p> <p>The Draft Regional Strategy is based on NSW Government's Transport and Population Data Centre (Department of Planning) forecast of a population increase of 60 400 from 2006 to 2031. It is anticipated that the greatest future population growth will occur in the regional centres of Tweed and Ballina.</p> <p>By 2031 an additional 51 000 dwellings will be needed to meet the housing needs of the growing population. A changing age structure and declining occupancy rates create the need for a variety of dwelling types.</p> <p><u>Economy</u></p> <p>The regions economy is comprised of service industries, manufacturing, construction, agriculture and tourism. These industries rely on the continued protection of environmental and natural resources in the face of a growing population.</p> <p>The economic challenges include:</p> <ul style="list-style-type: none"> • land for employment • build on environmental value, tourism, education and horticulture industry • explore opportunities in the cultural and design industries • future employment lands located to take advantage of transport network provided by upgrades to Pacific Highway and other

	<p>major roads</p> <p>The Strategy at a glance</p> <p>The strategy intends to:</p> <ul style="list-style-type: none"> • Allocate 35% of future housing to the three regional centres- Tweed Heads, Lismore and Ballina and reinforce their role as job and service centres • Protect the coast by identifying a coastal area which limits urban sprawl by reducing additional future housing from 75% to 60%. • Prevent development in places constrained by coastal processes, flooding wetlands, important farmland and landscapes of high scenic and conservation value. <p>Key Features of the Regional Strategy</p> <p>The Draft Far North Coast Regional Strategy responds to the Region’s environmental, population, and economic challenges by</p> <ul style="list-style-type: none"> • Identifying land to be protected for its high biodiversity, landscape or environmental values • Identifying land that may be developed for urban purposes to address population pressure including future urban release areas • Producing a framework of character and design standards to achieve high quality housing in these future developments <p><u>Settlement and Housing</u></p> <ul style="list-style-type: none"> • Local environmental plans to align with the Regional strategies settlement network to contain urban sprawl • Promote Tweed Heads, Ballina and Lismore as regional centres • Ensure all new development reinforces existing urban and rural centres, towns and villages • Require all major development proposals to contribute to additional regional infrastructure costs • Existing land use rights will not be diminished by the strategy • Local environmental plans cannot zone land for future investigation purposes • Require local environmental plans to maintain inter-urban breaks between existing and new settlements
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Settlement character and design

Guidelines for new development will ensure that the Regions towns and villages maintain its unique character and that development is responsive to the climate, natural features and landscape.

- New buildings should maximising adaptability to meet changing needs and
- access to natural features such as coastal foreshore and riparian land so as to be consistent with the maintenance of ecological values
- New settlement areas should incorporate open space that is accessible to the public so as to provide opportunities for recreation, nature conservation, social interaction and visual enhancement and amenity
- Development plans be consistent with the proposed Settlement Planning Guidelines and the Government's Coastal Design Guidelines NSW 2003.
- Councils should prepare in cooperation with the Department of Planning and Department of Housing an Affordable housing strategy to ensure the provision of a range of housing types

Employment Land

The projected population increase of 60 400 has the potential to lead to 32 500 new jobs based on the current employment participation rate of 53%. An additional 156 hectares of industrial land and 76 hectares of commercial land will be needed. A surplus of 296 hectares of employment land exists in the Region at present. The availability of affordable land is becoming limited by strong tourism and an increase in the employment base.

The regions Western areas have the capacity to provide land to support industrial development. Casino and Kyogle in particular are suitable for industry with an export focus as they are located on major transport routes.

Environment and Natural Resources

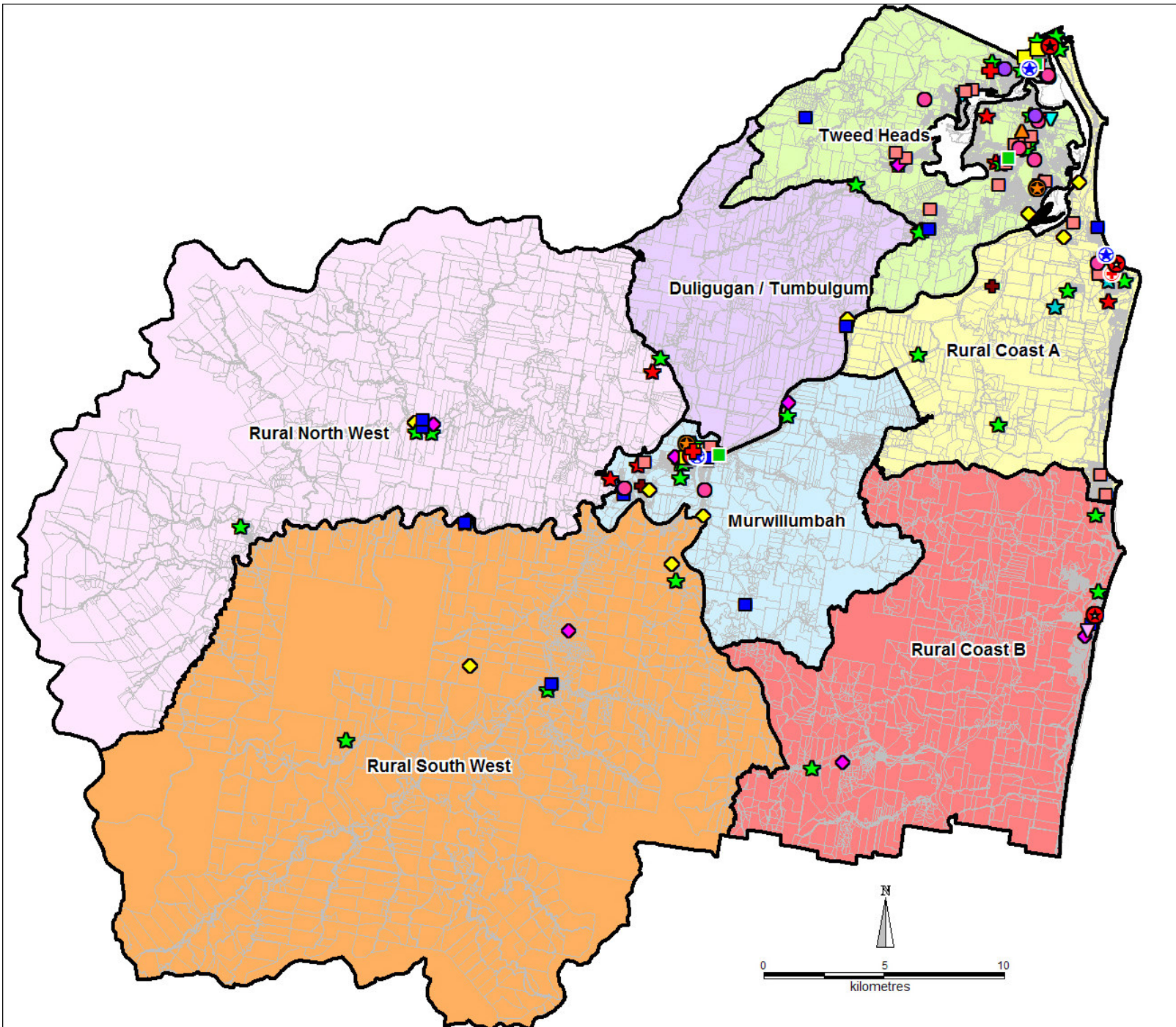
The Regional Strategy will ensure that areas identified as Environmental Assets and Rural Land will be protected form development by local environmental plans. Future rural residential development will be located in these areas and will be appropriately planned in accordance with agreed council strategies.

Natural Hazards

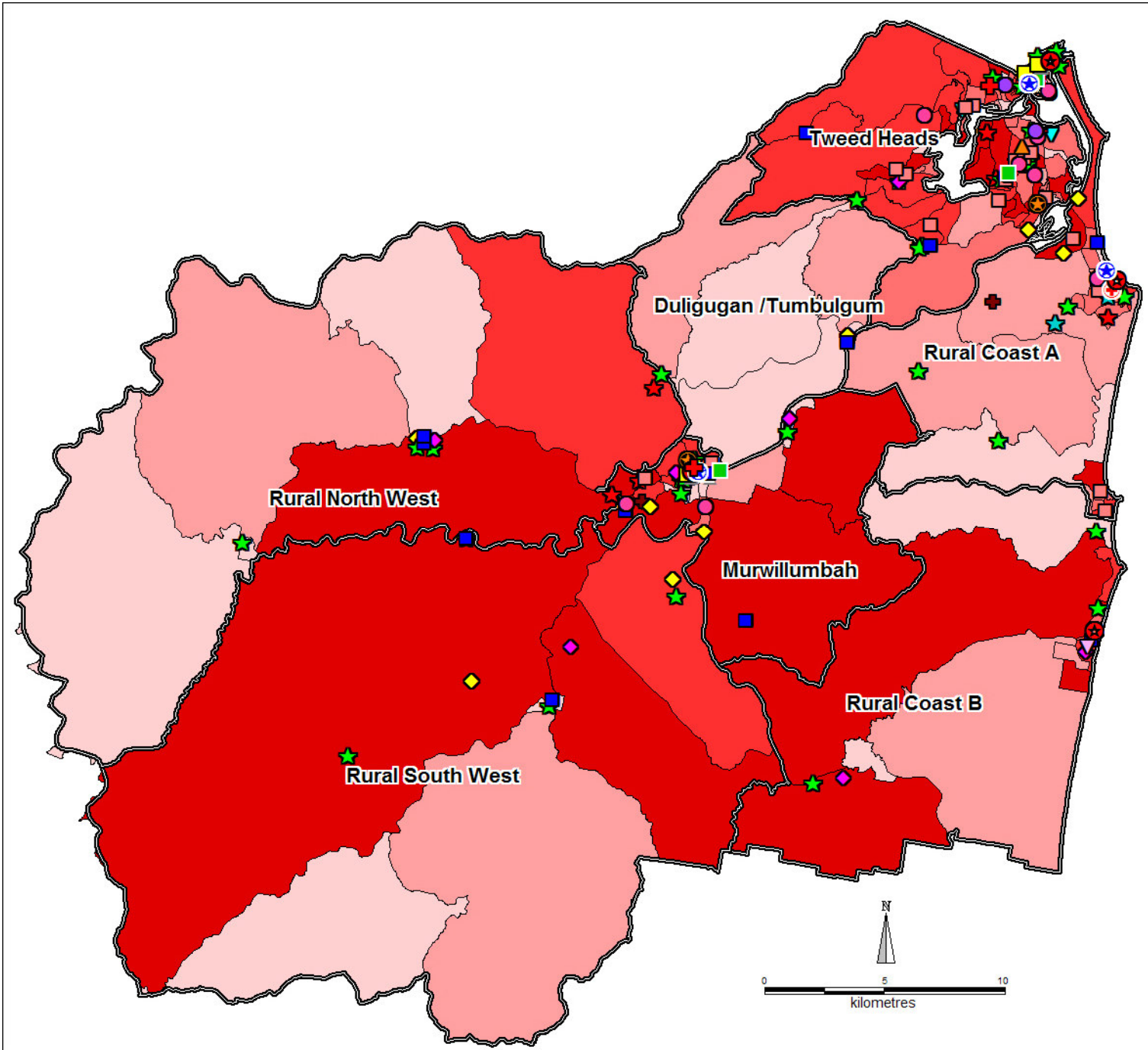
Future development in areas identified as being subject to risk of natural hazards such as flooding, coastal inundation and recession will be assessed according to strict criteria set out in the Floodplain Development Manual and the Coastal Zone Management Manual. Future

	<p>urban development should not be located within these areas.</p> <p>The Regional Strategy will require councils to prepare (or update) Floodplain and Coastal Management Plans in order to reduce risk from natural hazards, including risks associated with climate change.</p> <p><u>Water</u></p> <p>All councils in the Region are developing Integrated Water Cycle Management Plans. The strategy aligns the work of the Department of Natural Resources and councils to ensure safe and adequate water supply.</p> <p><u>Regional Transport</u></p> <p>Transport needs will be identified and linked to the projected population growth and opportunities adjoining in South East Queensland. Regional transport corridors linking the Regions urban centres will be identified. Regional centres and all towns will provide for a passenger interchange that is well connected to pedestrian and cycle ways. Land use and transport planning must be integrated and local environmental plans are to protect the regional transport network through appropriate planning provisions.</p> <p>Implementation</p> <p>The Far North Coast Regional Strategy will be implemented through local environmental plans. Development control plans, the State Infrastructure Strategy and development contributions funds.</p> <p>Monitoring</p> <p>Monitoring of the progress on the actions required by the Strategy and the settlement and economic targets will take place annually. The Regional Strategy will be reviewed every five years and will be monitored by the Department of Planning.</p> <p>Summary</p> <p>The Draft Regional Strategy sets targets for new dwelling and employment land supply over the next 25 years in order to guide ecologically, economically and socially sustainable development and growth in the Shire. The Strategy responds to environmental and economic challenges by addressing the issues of environmental assets and rural land, future housing, employment land and regional transport.</p>
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Appendix G – Maps



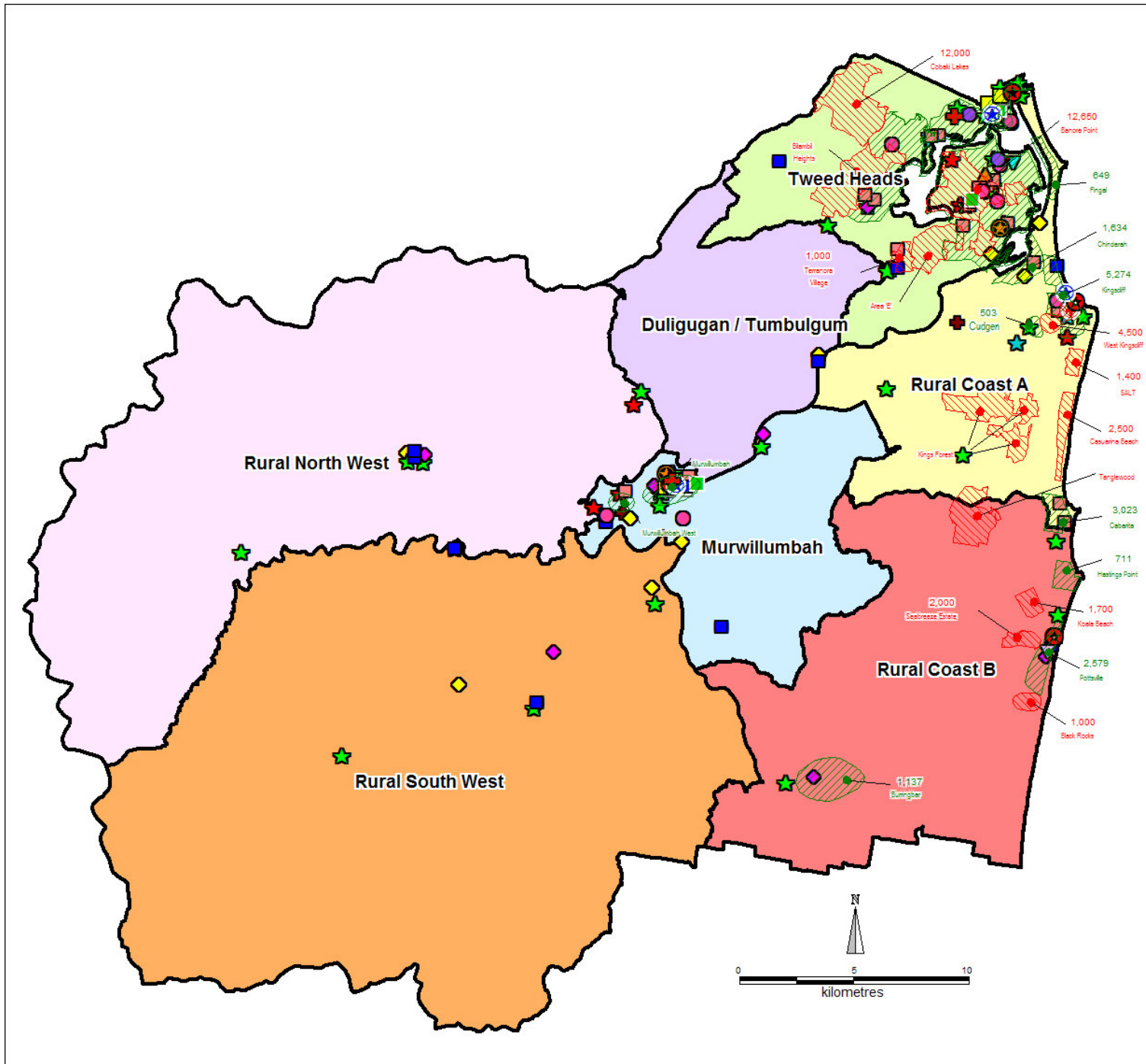
- Hospitals
- Police Stations
- Fire Rescue
- State Emergency Service
- St John Ambulance
- Community Health
- Aged Care Service/Respite Centre
- Multi-purpose Community/Civic Centres
- Retirement Villages Nursing Homes
- Youth Centres
- Neighbourhood Centre
- Community Halls Centres
- Childcare Centres
- Pre-Schools
- Primary Schools
- Secondary Schools
- Tertiary
- Libraries
- Art Galleries
- Museums
- Cemeteries



Total Population (%)
(2001 ABS Census data)

- 740 to 1,640
- 620 to 740
- 470 to 620
- 390 to 470
- 140 to 390

- + Hospitals
- ⊕ Police Stations
- ⚡ Fire Rescue
- 🚑 State Emergency Service
- + St John Ambulance
- Community Health
- Aged Care Service/Respite Centre
- Multi-purpose Community/Civic Centres
- Retirement Villages Nursing Homes
- ▲ Youth Centres
- ▽ Neighbourhood Centre
- Community Halls Centres
- Childcare Centres
- ◇ Pre-Schools
- ★ Primary Schools
- ★ Secondary Schools
- ★ Tertiary
- ▲ Libraries
- Art Galleries
- ▽ Museums
- + Cemeteries



Existing Urban Areas
Urban Release Areas

- Hospitals
- Police Stations
- Fire Rescue
- State Emergency Service
- St John Ambulance
- Community Health
- Aged Care Service/Respite Centre
- Multi-purpose Community/Civic Centres
- Retirement Villages Nursing Homes
- Youth Centres
- Neighbourhood Centre
- Community Halls Centres
- Childcare Centres
- Pre-Schools
- Primary Schools
- Secondary Schools
- Tertiary
- Libraries
- Art Galleries
- Museums
- Cemeteries