

Community Strategic Plan 2011/2021



Notes:

*Front Cover: Junior members of Cudgen Headland Surf Life Saving Club , Dreamtime Beach, Kingscliff, New South Wales
(from left) Bridie MacPhail, Charlie Swift, Ethan Barr, Tom Swift and Patrick Illingworth.*



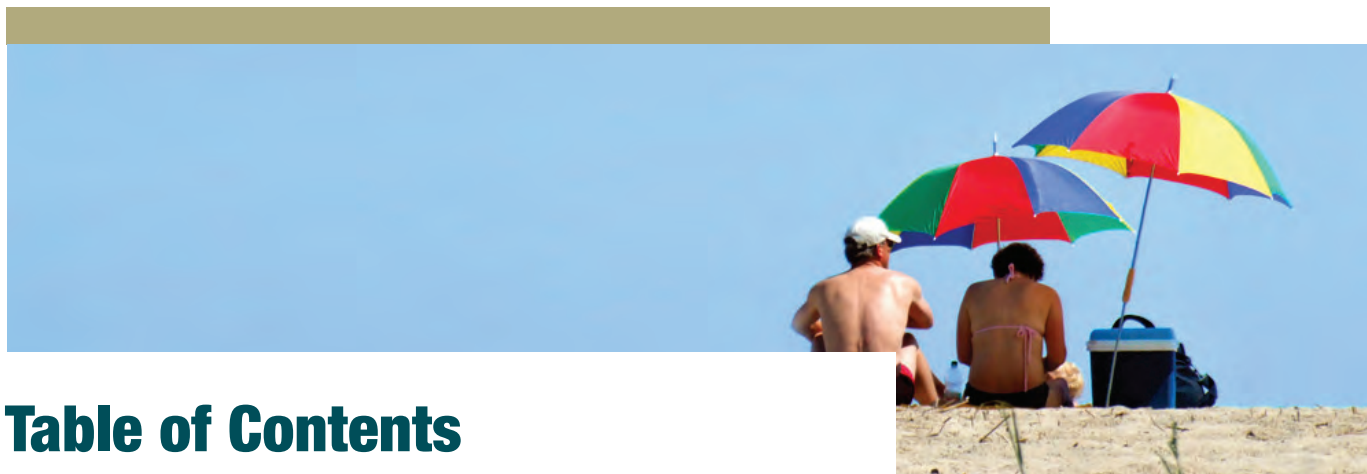


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List of Acronyms - Key Contributors

ANR	Arts Northern Rivers
CFTA	Australia Council For The Arts
DAA	Department of Aboriginal Affairs
DADHC	NSW Department of Ageing, Disability and Home Care
DCCEE	Department of Climate Change and Energy Efficiency
DECCW	NSW Department of Environment, Climate Change and Water
DIC	Department of Immigration and Citizenship
DII	Industry and Investment NSW
DLG	Division of Local Government
DCP	Development Control Plan
DoH	NSW Department of Health
DoP	NSW Department of Planning
DSR	NSW Department of Sport and Recreation
ESD	Ecologically Sustainable Development
FaHCSIA	Department of Families, Housing, Community Services and Indigenous Affairs
FNCRS	Far North Coast Regional Strategy
HB	Heritage Branch
LEP	Local Environmental Plan
LGSA	Local Government and Shires Association of NSW
LPMA	Land and Property Management Authority
NCOSS	Council of Social Service of NSW
NCAHS	North Coast Area Health Service
NGO	Non Government Organisation
NRCMA	Northern Rivers Catchment Management Authority
NRSDC	Northern Rivers Social Development Council
PCAL	Premier's Council For Active Living
RDA	Regional Development Australia
RTA	Roads and Traffic Authority of NSW
SES	State Emergency Service
TAFE	Technical and Further Education
TBLAC	Tweed Byron Local Area Command
TBLALC	Tweed Byron Local Aboriginal Land Council



Shaping our vision

Your vision, our vision ... shaping the vision for the Tweed for the next 10 years

The Tweed community has been actively involved in the development of the Tweed Community Strategic Plan 2011/2021.

In 2004, Tweed Shire Council consulted with the community to create a 20-year strategic plan, Tweed Futures 2004/2024, which updated the preceding Tweed 2000+ Strategic Plan.

The community's long-term vision in 2004 centred on maintaining a quality of life and protecting the environmental values and natural beauty of the Tweed. The main issues at the time were:

- traffic
- a lack of public transport
- limited activities for young people
- a shortage of employment opportunities
- urban growth
- over-development
- loss of character of towns and villages

Tweed Futures has been replaced by a new integrated planning and reporting framework introduced by the NSW Government to ensure local government operations and strategic planning are meeting the needs of the community.

The new framework requires Council to have in place:

- A 10-year '**Community Strategic Plan**'
- A four-year '**Delivery Program**'
- An annual '**Operational Plan**'

For further detail on the requirements of the Integrated Planning and Reporting Framework see page 24.

In 2010, Council conducted an extensive 42-day Engaging with the Community strategy for the Draft Tweed Community Strategic Plan 2011/2021.

The Tweed Community Strategic Plan 2011/2021 has been informed by:

- Extensive community engagement for the Draft Community Strategic Plan from 27 September to 8 November 2010.
- The former 20-year vision Tweed Futures 04/24 (which was informed by the Tweed 2000+ Strategic Plan).
- All of Council's current major strategies. Refer to page 27 for an alphabetical listing.
- The NSW Government's long-term strategic plan 'Investing in a Better Future' to deliver better services to the people of NSW. See www.stateplan.nsw.gov.au
- The 25-year 'Far North Coast Regional Strategy' to promote prosperity, protect the environment, and guide jobs and housing growth along the Far North Coast of New South Wales. The draft strategy recognises the impact of rapid population growth into the Far North Coast region. See www.planning.nsw.gov.au/plansforaction/pdf/fncrs_strategy_fin.pdf

The engagement process invited the community to reflect on the priorities from Tweed Futures.

Were they still the most important issues? Had the priorities changed since 2004?

The consultation process, included online forums, community surveys, roundtables and information sessions, a special edition Tweed Link, independent phone survey and a 24/7 phone submission option.



Council received hundreds of public submissions during the process and the public feedback delivered strong messages about the priorities and objectives to be included in the Community Strategic Plan.

Sustainable development, public transport, safe and healthy communities and protecting the viability of agriculture were among the key issues that emerged regularly during the engagement process.

In many cases, the public feedback reinforced the priorities already contained in the draft and indicated that many of the issues that were important in 2004 are still leading priorities.

However, objectives such as protecting biodiversity, water management and creating cycleways have become more prominent as the Tweed deals with its steadily increasing population and preserving its rich natural environment.

Overall, the community informed Council that its highest rating priorities were:

- Safe and peaceful surroundings.
- Policies to avoid over-development.
- Protecting natural attributes/biodiversity.
- Protect village character.
- Quality water supply, sewerage and garbage services.
- Access to public transport, health and education.
- Protect agriculture/agricultural land.
- Access to good services such as roads, parks, sporting facilities, footpaths and cycleways.



A number of priorities highlighted in Tweed Futures were included as actions in the four-year Delivery Program, which supports the Community Strategic Plan by identifying the projects required to achieve the 10-year vision.

Similarly, many of the issues raised in submissions during the Community Strategic Plan engagement process have been incorporated into the Delivery Program. Council also made changes to the Community Strategic Plan 2011/2021 in response to that input and will undertake a number of measures to pursue those priorities.

You told us your top priorities are:

Civic Leadership

- Decisions based on sustainability
- Sustainable population
- Effective and transparent consultation
- Respond to community input

Supporting Community Life

- Public transport – particularly rail services
- Footpaths and cycleways
- Protect village character
- Safe communities
- Health services
- Support for community organisations
- Urban design/ protect open space

Strengthening the Economy

- Protect agriculture/agricultural land
- Create employment opportunities
- Ecotourism
- Establish Tweed as clean, green food bowl
- Public transport
- Rejuvenate Tweed Heads CBD

Caring for the Environment

- Protect biodiversity
- Water management – including water tanks
- Sustainable development/housing
- Sustainable population



Council will forge a closer working relationship with NSW Health and the North Coast Area Health Service to enhance services in the Tweed. **Council will** also target issues of crime and public safety through active involvement in the Community Safety Precinct Committee.

Council will promote the development of a regional transport plan, to improve public transport in the Tweed, and will contribute to State and Commonwealth policy on sustainable population. Until that mandate is in place, **Council will** implement strategies to prepare for population growth in accordance with the Far North Coast Regional Strategy.

Planning policies for urban consolidation will avoid loss of further agricultural land to housing development and address issues of traffic and transportation.

Submissions called for Council to focus on its core roles and Council will respond with a rigorous program to manage and maintain Council assets such as roads and public buildings.

Council will focus its efforts on working towards the priorities outlined in the Community Strategic Plan 2011/2021.



Community Strategic Plan 2011/2021

The 10-Year Vision for the Tweed

The Tweed Community Strategic Plan 2011/2021 is the community's 10-year vision for the Tweed, to protect the qualities that make the Tweed a great place to live and to create communities which are strong and well connected.

This plan creates a framework to implement Council's four-year Delivery Program and annual Operational Plan, which will align the community's aspirations with the necessary strategy development, planning and resourcing required to achieve the long-term vision and deliver the outcomes.



Tweed Shire Council has a custodial role in initiating, preparing and maintaining the Community Strategic Plan on behalf of the Tweed community but is not wholly responsible for its implementation. Other partners, such as State agencies and community groups, will also need to contribute to deliver the Tweed's long-term objectives.

Please refer to page 4 for a list of acronyms for other organisations who are key contributors to the Community Strategic Plan.

Council's Vision Statement

The Tweed will be recognised for its desirable lifestyle, strong community, unique character and environment and the opportunities its residents enjoy.



Council's Mission Statement

Working with community and partners, provide leadership in facilitating and delivering services that manage growth sustainably, create opportunity and enhance the value of our civic and natural assets for this and future generations.

The 2011/2021 Tweed Community Strategic Plan is built around four themes:

Civic Leadership: To set the overall direction and long-term goals for the Tweed in accordance with community aspirations.

Supporting Community Life: To create a place where people are healthy, safe, connected and in harmony with the natural environment to retain and improve the quality of community life.

Strengthening the Economy: To strengthen and diversify the region's economic base in a way that complements the environmental and social values of the Tweed.

Caring for the Environment: For Council and the community to value, respect and actively participate in the care and management of our natural environment for current and future generations.

This document outlines the aims, challenges, objectives and strategies for each of these themes.

Council's Role

Council's role is guided by the Local Government Act which, in summary, requires councils to:

- Exercise community leadership.
- Provide adequate, equitable and appropriate services and facilities for the community.
- Ensure services are efficient and effective.
- Properly manage the environment, consistent with the principles of ecologically sustainable development.
- Take into account the long-term cumulative effects of its decisions.
- Be an effective custodian of public assets.



Council has multiple roles to meet these responsibilities:

A leader to plan and provide direction through policy and practices.

A provider of physical infrastructure and essential services.

A regulator of development, community health and safety, and the environment.

A partner with community, private and government organisations.

A supporter to advocate for the community it represents.

A promoter of the Tweed as a place to live, visit and invest.



How much can we do?

The demand for infrastructure and services means councils will never be fully equipped with the resources to do everything desired for the well-being and prosperity of their communities and environment.

Many decisions about planning, development, transport and health services will be made outside Council's control by government, land owners and business. Resources are limited and Council cannot adopt policies that are beyond its financial capacity.

Council must therefore be an influential regional leader, partner and promoter, drawing together the skills and resources of other government agencies, businesses and community organisations.

Council must be a strong advocate for the Tweed and seek additional support from both the State and Commonwealth Governments, in addition to necessary investment from the private sector.





Civic Leadership



Aim

A key focus of Civic Leadership is responsible decision making in accordance with the:

- NSW Local Government Act.
- Council Charter.
- Mission Statement and Corporate Values of Tweed Shire Council.
- Expectations of the local community.

Council has a key responsibility to set the overall direction and long-term goals for the shire in accordance with community aspirations. To achieve these goals, the elected Council will undertake to deliver quality services within Council's available resources.

The overarching aim for planning the Tweed's future is sustainability. To address community concerns, a balance has to be struck between economic and urban development on the one hand, and retaining the shire's natural beauty and diversity on the other, so people can enjoy a wide range of lifestyles and a high quality of individual and community life; for current and future generations.

Effective civic leadership requires responsible and transparent decision making which includes community input and ownership and implements the objectives of the Strategic Plan. Council will operate in a stable and consistent manner and in the interests of existing and future residents. It will lead the community through an effective policy framework, including consistent implementation of agreed strategies, codes and standards.



You said the top priorities in Civic Leadership are:

- Making decisions based on sustainability.
- Pursuing sustainable population.
- Undertaking effective and transparent consultation.
- Responding to community input.
- Providing high quality services and maintaining assets.

In response, Council will:

- Contribute to State and Commonwealth Government policy on sustainable population. Until that mandate is in place, Council will implement strategies to prepare for population growth in accordance with the Far North Coast Regional Strategy.
- Implement policy and decisions which balance development and environmental protection and the need to maintain economically viable agricultural land for food production.
- Apply Council's Community Engagement Strategy and take feedback into account.
- Focus on its core roles, implementing a rigorous program to manage and maintain Council assets such as roads and public buildings.
- Implement policies of urban design and urban consolidation which;
 - respond to housing needs
 - maintain the Tweed's natural assets and amenity
 - avoid the loss of productive agricultural land to housing development.

Challenge

Council needs to:

- Advocate, consult and establish policies.
- Provide services that meet community aspirations.
- Operate in an open, transparent, ethical and accountable manner.
- Respond to community input.
- Adapt policy and services to the Tweed's changing demographics.

Councillors are elected every four years to achieve objectives established by the community. Their role encompasses:

- The balanced allocation of resources.
- Adopting or reinforcing policies.
- Governing in an unbiased manner.
- Regularly reporting their achievements to the community.

Council must respond to the challenges of predicted population growth. It will support any national or State review of sustainable population and in the meantime will facilitate population increases in accordance with the Far North Coast Regional Strategy.

Council will achieve this through its Urban and Employment Lands Release Strategy, which Council adopted in 2009 and signalled a new direction for the Tweed. Future growth will be directed away from the traditional pattern of releasing greenfield land.

Instead, the focus will be on mixed-use development and urban consolidation, incorporating increased densities in appropriate locations. It will rigorously pursue land-use controls that create local communities where residents can live, work and play.

This strategy will protect the Tweed's natural heritage, promote sustainability and create better community life by reducing work travel times.

Key Objectives and Strategies: Civic Leadership

Source Document (see p27) Key Contributors

Objective 1.1 Ensure actions taken and decisions reached are based on the principles of sustainability.			
1.1.1	Establish sustainability as a basis of shire planning and Council's own business operations.	22, 28	DoP
1.1.2	Create a sustainable, socially and environmentally aware community through education.	28, 15	Education institutions, Community groups
1.1.3	Prepare for climate change through adaptation and mitigation strategies.	14, 26, 30	DoP, DECCW
Council Role: Leader, Partner			
Objective 1.2 Improve decision making by engaging stakeholders and taking into account community input.			
1.2.1	Council will be underpinned by good governance and transparency in its decision making processes.	Charter	DLG
1.2.2	Decisions made relating to the allocation of priorities will be in the long-term interests of the community.	28, Charter	DLG
1.2.3	Financial requirements and the community's capacity to pay will be taken into account when meeting the community's desired levels of service.	1, 2, 3, 9, 10, 13, 15, 18, 19, 20, 23, 27, 31, 38, 40	DLG
1.2.4	Involve communities including youth, elderly and aboriginal groups in decision making that affects their area and the wider Tweed community.	Community Engagement Strategy	Community organisations, business associations and groups, Council Advisory Committees
1.2.5	Effective communication between Council and Community groups.	Community Engagement Strategy	Community organisations
Council Role: Leader, Partner			
Objective 1.3 Delivering the objectives of this plan.			
1.3.1	Council's organisation will be resourced to provide the essential services and support functions to deliver the objectives of this Plan.	2, 9, 10, 13, 20	State and Commonwealth governments
1.3.2	Council will seek the best value in delivering services.	Charter	
1.3.3	Existing and future community assets will be properly managed and maintained based on principles of equity and sustainability.	2, 3, 19, 20	
Council Role: Provider			

Objective 1.4 Strengthen coordination among Commonwealth and State governments, their agencies and other service providers and Statutory Authorities to avoid duplication, synchronise service delivery and seek economies of scale.

1.4.1	Council will perform its functions as required by law and form effective partnerships with State and Commonwealth governments and their agencies to advance the welfare of the Tweed community.	28, Charter	State and Commonwealth governments, TBLALC
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Council Role: Leader, Partner

Objective 1.5 Manage and plan for a balance between population growth, urban development and environmental protection and the retention of economically viable agricultural land.

1.5.1	Sustainable management of the population in accordance with strategic decisions of previous councils, the NSW and Commonwealth Governments and the Far North Coast Regional Strategy, including provision of amenities, infrastructure and services.	42, 43, 28, 38	DoP, DIC, Minister for Sustainability, developers
1.5.2	Land use plans and development controls will be applied and regulated rigorously and consistently and consider the requirements of development proponents, the natural environment and those in the community affected by the proposed development.	26, 30, 42	DoP, DLG
1.5.3	The Tweed Local Environmental Plan will be reviewed and updated as required to ensure it provides an effective statutory framework to meet the needs of the Tweed community.	28, 30, 42	DoP

Council Role: Leader, Partner

Civic Leadership indicators

- Overall community satisfaction with Council service delivery.
- Scheduled projects completed.
- Scheduled capital works completed.
- Asset renewal ratio.
- Overall budget performance.
- Financial Health Check compliance.
- Population targets met.





Supporting Community Life



Aim

Create a Tweed where people are healthy, safe, connected and in harmony with the natural environment, to retain and improve the quality of community life.



Recipients of Round 1 of Council's Festivals and Donations Funding - 2010/2011



Official opening of Bray Park cutting cycleway 2010

You said the top priorities in Supporting Community Life are:

- Enhancing public transport – particularly rail corridors and services.
- Improving health services.
- Creating safe communities.
- Providing footpaths and cycleways.
- Protecting village character.
- Supporting community organisations.
- Encouraging urban design which protects and enhances open and public space.

In response, Council will:

- Forge a closer working relationship with NSW Health to enhance services in the Tweed.
- Target issues of crime and public safety through active involvement in the Community Safety Precinct Committee.
- Promote and participate in the development of a regional transport plan, to improve public transport in the Tweed and address traffic management issues.



Challenge

The quality of community life is determined by the people in the community and the place in which they live.

People: People in harmonious communities feel safe, welcome, share common goals, trust and respect each other and work cooperatively. In the Tweed, this is supported by strong networks including families, community and business groups, churches, service and sporting clubs.

It is based on a tradition of voluntary work for the community's benefit. This is supported and nurtured by practical measures including employment opportunities, good education and accessible community and leisure services.

It must be inclusive of youth, older people, Aboriginal and Torres Strait Islander people and minority groups.



Place: People want to live in well serviced neighbourhoods that support and take advantage of the Tweed's outstanding environmental values and scenic beauty.

Essential infrastructure delivers:

- High-standard water supply, wastewater, solid waste management and resource recovery services.
- Protection from stormwater and flooding.
- Adequately surfaced streets, linked footpaths and cycleways.
- Conveniently placed and well equipped parks and sports fields.
- Accessible community and cultural venues.

Residents of existing towns and villages want the character, amenity and heritage of these localities preserved and enhanced.

Population growth and a high proportion of elderly residents continue to be major issues for the Tweed. The Tweed population exceeds 89,000 and its steady increase is predominantly driven by migration.

Based on current trends, the Tweed population will exceed 100,000 by 2021. The estimated number of people aged 65 or over will increase to 41,000 people by 2031*. Over the same period, the proportion of people actively engaged in the workforce will only increase by 0.6-0.7 per cent per annum.

An increasing population places pressures on existing services and physical infrastructure. Strengthening the coordination between Council, government agencies and other service providers will be essential to avoid service duplication and increase the cost effectiveness of shire-wide programs and projects.

There is obvious pressure on living standards. The median household income in the Tweed is 50 per cent less than the State average. More than 60 per cent of these households earn less than \$1000 per week, ranking the Tweed as 'disadvantaged' on a socioeconomic index.



A growing and ageing population does present economic and social opportunities, as well as pressures. Intelligent planning will enable the Tweed to capitalise to grow our social capital, care for our environment and grow our economy.

* Tweed Shire Council's Tweed Urban Land Release Strategy, 2009.



Key Objectives and Strategies: Supporting Community Life

Source Document (see p27) Key Contributors

PEOPLE			
Objective 2.1 Foster strong, cohesive, cooperative, healthy and safe communities.			
2.1.1	Work closely with government and community organisations to improve services to children and families, youth, elderly, Indigenous people, disadvantaged and minority groups and to build stronger and more cohesive communities.	21, 28, 34	FaHCSIA, Communities NSW, DAA, TBLALC, DoH, DADHC, DPC
2.1.2	Preserve Indigenous and Non-Indigenous cultural places and values.	26, 28, 30	TBLALC, DAA, HB
2.1.3	Provide opportunities for residents to enjoy access to the arts, festivals, sporting activities, recreation, community and cultural facilities.	8, 40	Communities NSW, ANR, DSR, CFTA, Community organisations, RDA
2.1.4	Provide education and advocacy to promote and support the efforts of the police, emergency services and community groups to improve the safety of neighbourhoods and roads.	7, 25, 41	Communities NSW, Community organisations, RTA, NSW Police, TBLAC, PCYC, Neighbourhood Watch, YAPA
2.1.5	Ensure new residents and families are welcomed and integrated into the community life of the Tweed.	8, 12, 21, 34, 40	Community organisations, churches, clubs
2.1.6	Provide social, economic and cultural initiatives which enhance access, equity and community well-being.	8, 21, 34, 41	Community organisations, Council Advisory Committees, State and Commonwealth Government
Council Role: Provider, Partner, Supporter, Promoter			
Objective 2.2 Improve opportunities for housing choice.			
2.2.1	Support provision of a wide range of housing types in new and existing urban areas.	28, 30, 42	DoP, developers, RDA
2.2.2	Support the supply of affordable housing, to reduce housing stress and homelessness.	28, 30	DoP, NGO, developers, Housing NSW, FaHCSIA, NRSDC, NCOSS
Council Role: Promoter			
PLACE			
Objective 2.3 Provide well serviced neighbourhoods.			
2.3.1	Advocate for the provision of affordable and accessible health care, aged care, mental health, youth and family services and other community services.	28	DoH, Communities NSW, Various other State and Commonwealth Departments, DADHC, Tweed and Murwillumbah Hospitals, NCAHS
2.3.2	Provision of a secure, high quality and reliable drinking water supply service which meets health and environmental requirements and projected demand.	15, 16, 28, 37, 38, 39	NSW Office of Water, DECCW, NSW Health
2.3.3	Provision of high quality and reliable wastewater service which meets health and environmental requirements and projected demand.	15, 16, 36	NSW Office of Water, DECCW
2.3.4	Provision of high quality, best practice, solid waste disposal with energy recovery, and improving resource recovery practices and infrastructure which meets health and environmental requirements and projected demand.	10	DECCW

Continued next page

2.3.5	Ensure adequate stormwater drainage, flood management and evacuation systems are in place to protect people and property from flooding.	13, 14, 33	DECCW, NSW Police, Emergency services
2.3.6	Provide conveniently placed and well equipped parks, sporting, recreational, cultural and community facilities.	8, 9, 17, 18, 19, 20, 31	Developers, DSR, Communities NSW, CFTA, RDA
2.3.7	Preserve the character and heritage and enhance the amenity of existing towns and villages.	28, 42	HB, NGO
2.3.8	Promote the provision of cost effective public transport for all-person access.	9, 13, 28, 43	Private enterprise, Transport NSW

Council Role: Leader, Provider, Regulator, Supporter

Objective 2.4 An integrated transport system that services local and regional needs.

2.4.1	Provide a safe and efficient network of arterial roads connecting neighbourhoods to town centres, employment, shopping, health, commercial and education facilities.	9, 28	RTA, Transport NSW, DoP
2.4.2	Promote the provision of cost effective public transport for all-person access.	9, 13, 28, 43	Private enterprise, Transport NSW, NRSDC, Tweed Byron and Ballina Community Transport, RDA
2.4.3	Ensure local streets, footpaths and cycleways are provided, interconnected and maintained.	28	PCAL, Bike NSW, RTA

Council Role: Leader, Provider, Regulator, Supporter

Objective 2.5 Provide vibrant and accessible town, community and business centres.

2.5.1	Encourage establishment of well located centres to provide a wide range of mixed-use retail, commercial and community services, supported by high amenity public spaces, quality urban design and good access by public transport or bicycle.	28, 29, 30, 42	Local businesses, developers, chambers of commerce, DoP
2.5.2	Facilitate the development of a network of neighbourhood centres and community places to meet the needs of local residents.	28	Developers, Local Government Community Services Association, Volunteering Australia, Communities NSW

Council Role: Promoter, Supporter

Objective 2.6 Improve urban design.

2.6.1	Design new urban areas to be sustainable, complement existing environmental values and the Tweed's scenic beauty.	28, 42	DoP, Planning Institute of Australia, PCAL, DECCW, developers, Destination Tweed
2.6.2	Ensure the highest design standards for sustainability are used for buildings, streetscapes and the provision of public and open spaces.	28	DoP, developers, LPMA

Council Role: Leader, Regulator

Supporting Community Life indicators

- Increased community satisfaction with Council's services and facilities.
- Public transport usage.
- Level of graffiti vandalism.
- Level of volunteering.
- Crime rates.
- Housing affordability.
- Average weekly earnings.
- Unemployment rate.
- Age diversity.
- Community connectedness.
- Life expectancy.
- Best practice compliance for water and wastewater.
- Meet government targets for solid level of service on arterial roads.



Strengthening the Economy



Aim

Strengthen and diversify the region's economic base in a way that complements the Tweed's environmental and social values.



You said the top priorities in Strengthening the Economy are:

- Protecting economically viable agriculture/ agricultural land.
- Creating employment opportunities.
- Attracting industry to the Tweed.
- Encouraging ecotourism.
- Strengthening the Tweed's food production, capitalising on our clean image, natural attributes and location.
- Rejuvenating Tweed Heads CBD.

In response, Council will:

- Implement planning policies for urban consolidation which avoid loss of further economically viable agricultural land.
- Engage the Tweed's farming community to establish measures which help maintain an economically viable agricultural industry.
- Implement policy and decisions which balance development and environmental protection.
- Fund and work with 'Destination Tweed' to attract business, grow employment and create tourism opportunities that take advantage of the Tweed's natural environment and assets.
- Work with the Department of Planning and the community to quickly finalise and implement a new Local Environmental Plan and Development Control Plan for the Tweed Heads CBD.

Tourism is one of the Tweed's major industries, with more than 1.2 million visitors each year.

Challenge

The economy of the Tweed needs to develop and diversify at a pace which matches population growth.

The Tweed economy is dominated by the service sector, light manufacturing and residential building construction. Education, hospitality, retail, health services and trades are the largest areas of employment.

Economic development is a complex issue. Council needs to work with key government agencies and the private sector to set priorities and share resources within a local and regional framework. Council's primary roles in economic development are:

- Providing infrastructure.
- Planning land use which generates employment.
- Promoting business and investment.

Tourism plays an ever increasing role in the Tweed's growing economy. In response to this, Council owns purpose-built Visitor Information Centres at Murwillumbah and Tweed Heads. Council also provides resources to promote and market the Tweed as a tourism and business destination.

Tweed Shire Council recognises economic development and tourism development are core functions of its operations. It is therefore important that Council sets a vision for:

- Economic development.
- Infrastructure planning and revision.
- Strategic land use planning.
- Community development.

The allocation of resources under previous strategic plans will be refocused in the medium term to ensure actions in economic development and tourism promotion align with community aspirations outlined in the Community Strategic Plan.

Council will work with Destination Tweed and other economic development and tourism promotion agencies to develop relevant strategies.

In addition, Council operates the Murwillumbah Airfield, the Murwillumbah Cattle Sale Yards and the Tweed Coast Holiday Parks, which consist of seven holiday parks located either on the Tweed Coast or on the Tweed River.

Good quality agricultural land is a limited resource under increasing pressure from urban and rural-residential development. It is important to ensure, as far as possible, that rural industries maintain the critical mass required to sustain viable support services and infrastructure. However, any measure to identify and protect prime agricultural land needs to be linked to an assessment of future farm viability.



Tweed agricultural production is based mainly on small producers, who are finding it increasingly difficult to generate adequate incomes, invest in new equipment and practices, and compete with larger companies. Many farms, if not most, rely on supplementary off-farm income. High land prices can make it difficult for farmers to expand their properties into more efficient units.

The farming community has aged markedly as the younger generation decides to make its future elsewhere. Demand for rural living is growing and there is a significant number of people migrating to the Tweed who can afford to buy productive agricultural land as a lifestyle option, to the detriment of its agricultural use.



Key Objectives and Strategies: Strengthening the Economy

Source Document (see p27) Key Contributors

Objective 3.1 Expand employment, tourism and education opportunities.			
3.1.1	Attract educational facilities to the Tweed.	11, 24, 28, 34	Department of Education and Training, Department of Community Services; Office of Science and Medical Research
3.1.2	Attract major events to the Tweed.	12, 31	Destination Tweed, Tourism NSW, Events NSW
3.1.3	Provide opportunities for visitors to enjoy access to the arts through cultural facilities, festivals and programs.	8, 11, 12, 17, 18, 20, 31	ANR, Creative Industries Consortium, various government departments
3.1.4	Market the Tweed as a destination for business and tourism.	11, 28	DII, RDA, Tourism NSW, Destination Tweed
3.1.5	Support innovative employment generating projects.	11, 28	Private enterprise; Keep Australia Working Advisory Committee, Richmond-Tweed and Clarence Valley Priority Employment Area; FNCRS
3.1.6	Support creative practitioners and entrepreneurs to access professional and business development opportunities, to enhance their contribution to the creative economy.	8	ANR, private enterprise, education providers, various State and Commonwealth departments
3.1.7	Establish planning controls that support businesses and promote the growth of home-based industries.	28	DoP
3.1.8	Promote improved telecommunications and broadband access.	24	Department of Broadband, Communications and the Digital Economy; Telcos; DoP
3.1.9	Develop coordinated cross border relationships.	11	South East Queensland Local Government entities; Queensland State Government
Council Role: Leader, Provider, Partner, Supporter, Promoter			
Objective 3.2 Retain prime agricultural land, farm viability, manage rural subdivision and associated landscape impacts.			
3.2.1	Foster a viable farming community.	28, 30, 42	Private enterprise, FNCRS, NSW Farmers Association
Council Role: Partner, Promoter			
Objective 3.3 Maintain and enhance the Tweed lifestyle and environmental qualities as an attraction to business and tourism.			
3.3.1	Establish planning controls that balance the need for urban growth against the protection of agriculture, village character and the environment.	26, 30, 42	DoP, DECCW
3.3.2	Facilitate government-funded infrastructure.	13, 20	Various government departments
Council Role: Leader, Partner, Promoter			

Objective 3.4 Provide land and infrastructure to underpin economic development and employment.

3.4.1	Ensure an adequate supply of industrial and commercial lands to promote employment and business opportunities.	9, 36, 37	DoP; Department of State and Regional Development; RDA
3.4.2	Ensure sustainable provision of infrastructure (utilities, services and transport) is available to support economic development.	9	Telcos; Department of Transport; Energy providers; RDA
3.4.3	Manage Council business enterprises to provide economic stimulus and maximise returns to the community.	11	LPMA
3.4.4	Support the creation of a vibrant self-sufficient retail network that fully services the local community.	28, 32	Private enterprise

Council Role: Leader, Provider, Partner, Supporter, Promoter

Strengthening the Economy indicators

- Gross Local Product.
- Gross Local Product per capita.
- Building approvals.
- Total employment.
- Qualifications.
- Employment levels.
- Employment containment: Areas of residence of all workers within the Tweed.
- Number of registered businesses.
- Number of employees per registered businesses.





Caring for the Environment



Aim

Council and the community value, respect and actively participate in the care and management of our natural environment for current and future generations.



You said the top priorities in Caring for the Environment are:

- Protecting biodiversity / natural attributes.
- Enhancing water management – including water tanks.
- Promoting sustainable development.
- Encouraging sustainable housing / urban design.
- Pursuing sustainable population.
- Improving public transport / cycleways.

In response, Council will:

- Increase its focus on protecting, regulating and maintaining the natural and built environment.
- Address issues of sustainable population, public transport, sustainable development and housing and urban design by implementing strategies identified in the other themes.
- Promote and encourage sustainable and innovative agricultural practices.



Challenge

Natural resources are vital to our existence. Our health and well-being are inextricably linked to the quality of our air, water, soils and biological resources.

Our landscapes, seascapes and wildlife are inseparable from our culture. Our economy and key industrial sectors are directly and indirectly reliant on functioning ecosystems. Natural resources also have their own intrinsic value. Their importance goes beyond their functional value.

The Tweed's natural environment is as beautiful as it is diverse, combined with scenic rural landscapes and a number of attractive towns and villages. The landscape is the shire's defining characteristic and one of its greatest assets.

The Mount Warning Caldera is recognised for its diverse and beautiful environment — its terrain, scenic values and biodiversity. The shire has the third highest biodiversity of flora and fauna in Australia, behind the World Heritage areas of North Queensland and Southwest Western Australia.



The Tweed Shire also has one of the highest population growth rates in NSW. This places a wide range of pressures on the natural environment and puts Council in an important position in terms of managing the shire's natural resources and population growth in an ecologically sustainable way.

The 2011/2021 Tweed Community Strategic Plan acknowledges that the management, protection, conservation and restoration of the shire's environmental assets are vitally important, because it is environment that ultimately supports society and the economy. Without a healthy environment, local food and water supply is jeopardised, our highly regarded quality of life declines, tourism and associated business suffer and the shire becomes a less attractive place to live, work and visit.



In 2004, improving water quality and river flows was highlighted as a priority to safeguard aquaculture, fishing and lifestyle amenities. Urban expansion and agricultural activities were cited as potential causes of further deterioration in water quality and amenity because of siltation, pollution and algal blooms.



Pressure on the coastal environment is likely to continue, given planned expansion of urban areas along the coastal zone. A long-term environmental management framework has been developed to protect the qualities of beaches, dune systems, wetlands, wildlife habitats and the management of extensive environmental protection areas. The establishment of wildlife corridors was necessary to protect flora and fauna species from extinction.

Good quality agricultural land is a limited resource under increasing pressure from urban and rural-residential development. Urban and rural expansion is having a negative impact on the preservation of Indigenous and non-Indigenous cultural places and values.

The protection of rural landscapes, threatened by a decline in agriculture activities, was highlighted as a priority in Tweed Futures 04/24 and remains an issue of high community importance. The landscape of the Tweed must be preserved, together with Aboriginal heritage and other built heritage items with cultural significance or educational values.



Tweed Futures 04/24 also highlighted that quality urban design was essential to retain the distinctive character of towns and villages in the shire and this was reaffirmed during the engagement process for this Community Strategic Plan.

The Tweed has extensive areas with parks and reserves, which provide an opportunity for integrated management, particularly along the coast. Improved coordination between Council and other agencies, plus effective planning controls over privately owned land within important landscapes, will provide improved amenity for all stakeholders.

Key Objectives and Strategies: Caring for the Environment

Source Document (see p27) Key Contributors

Objective 4.1	Protect the environment and natural beauty of the Tweed.		
4.1.1	Retain open space and greenbelts for conservation and for all people to enjoy.	28, 42	DoP, community groups
4.1.2	Protect, regulate and maintain natural assets (the coastline, coastal and inland waterways, biodiversity, bushland and scenic landscapes) for current and future generations.	4, 5, 6, 20, 22, 28, 42	DECCW, DoP
4.1.3	Manage and regulate the natural and built environments.	4, 5, 6, 14, 15, 16, 22, 30, 33, 35, 37, 38, 39, 42	DECCW, DoP, Department of Primary Industries
Council Role: Provider, Partner, Leader, Promoter			
Objective 4.2	Conserve native flora and fauna and their habitats.		
4.2.1	Promote the protection of native vegetation and wildlife habitat of high conservation value, social or cultural significance in Tweed Shire.	20, 35, 42	DECCW, NRCMA, DoP, developers, community
4.2.2	Encourage and promote rehabilitation and management of native vegetation and wildlife habitat in Tweed Shire.	20, 35	DECCW, NRCMA, Landcare, landholders
4.2.3	Recognise the social and economic impacts of managing vegetation.	20, 35	DECCW, NRCMA, developers, DoP
4.2.4	Promote and encourage partnerships between the community and governments through consultation and participation.	20, 35	DECCW, NRCMA, Landcare, landholders
4.2.5	Establish and promote a framework for the implementation, continued development and monitoring of vegetation management and planning measures.	20, 35	DECCW, NRCMA, Landcare
Council Role: Provider, Leader, Regulator, Partner, Supporter			
Objective 4.3	Maintain and enhance Tweed's waterways and its catchments.		
4.3.1	Manage water resources sustainably and minimise impact on the environment by achieving more integration of water supply, wastewater and stormwater services.	15	DECCW, DoP, NRCMA
4.3.2	Improve urban stormwater discharge through water sensitive urban design.	33	DoP, developers, private industry
4.3.3	Improve rural stormwater discharge quality and ecosystem health through best practice land management.	5, 33	Rural landholders, Landcare
Council Role: Provider, Partner, Leader, Regulator, Supporter			
Objective 4.4	Manage the Tweed coastline to ensure a balance between utilisation and conservation.		
4.4.1	Recognise and accommodate natural processes and climate change.	6, 20	DECCW
4.4.2	Protect and enhance the aesthetic qualities of the coastal zone.	6, 20, 42	DECCW, DoP
4.4.3	Provide for appropriate public access and use.	6, 20, 42	DECCW, DoP
Council Role: Provider, Partner, Leader, Supporter			
Objective 4.5	Improve the environmental capacity of Tweed agricultural lands.		
4.5.1	Promote and encourage sustainable and innovative agricultural practices.	28	DII, research organisations, NSW Farmers Association
4.5.2	Promote and encourage partnerships between farming communities, governments and research institutions through consultation and participation.	28	DII, research organisations, NSW Farmers Association
4.5.3	Provide information and support on sustainable land use practices to the agricultural community.	28	DII, research organisations, NSW Farmers Association
Council Role: Supporter, Partner, Leader, Promoter			

Caring for the Environment indicators

- Health of bushland.
- Waste diverted from landfill.
- Water quality.
- Energy and water consumption.
- Renewable energy usage.
- Area of bushland under active management.
- Number of endangered species.



Planning for a Sustainable Future - Integrated Planning and Reporting Framework

An integrated planning and reporting framework has been introduced to ensure NSW local government operations and strategic planning are meeting the needs of the community. These reforms replace the former Management Plan and Social Plan reporting mechanisms and require councils to prepare:

- A **10-year 'Community Strategic Plan'** developed in consultation with the community, State Government agencies and other relevant stakeholders.
- A **four-year 'Delivery Program'** that details all activities Council will commit to over the following four years to work towards its long-term objectives.
- An **annual 'Operational Plan'** that specifies individual activities Council will be undertaken during the year, together with details of income and expenditure estimates for the year.

The 2011/2021 Tweed Community Strategic Plan must be supported by a Resourcing Strategy that defines how community assets will be used and how Council's workforce will be managed to deliver the future directions desired by the Tweed community. The Resourcing Strategy will include:

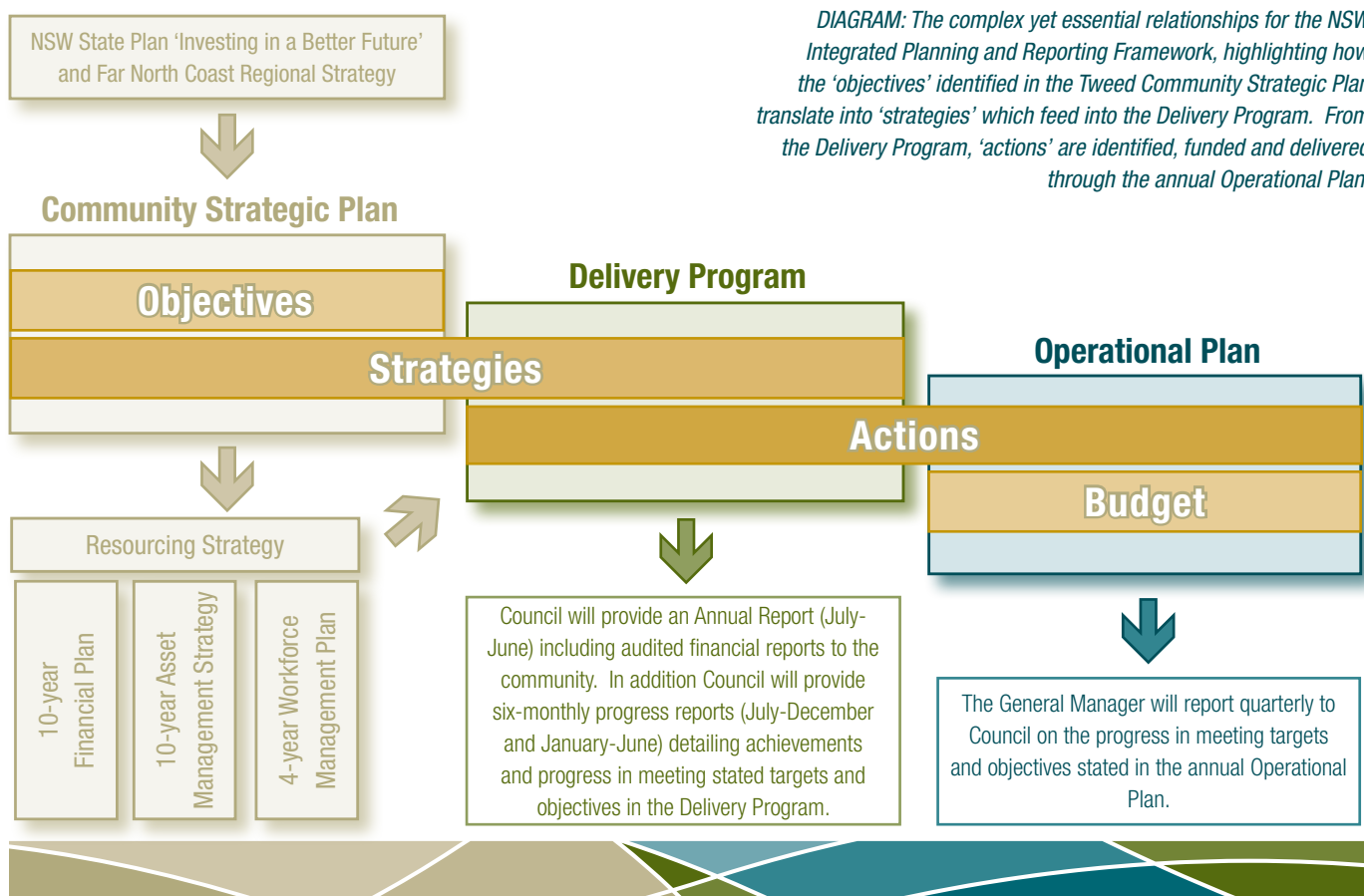
- a 10-year Financial Plan that establishes funding to support long-term goals of the 2011/2021 Tweed Community Strategic Plan.
- a 10-year Asset Management Strategy that accounts for all existing assets under ownership and control of the Council.
- a four-year Workforce Management Plan addressing the labour and skills requirements needed to deliver outcomes of the Tweed Community Strategic Plan 2011/2021.

Monitoring and Review Process

To assess the implementation and effectiveness of Council's actions in achieving its long-term goals, each outgoing elected Council must prepare a report to the community detailing achievements over its four-year term. The Tweed Community Strategic Plan will be formally reviewed every four years by each newly elected council and the community will have the opportunity to revisit the priorities and objectives set by the incoming Council to ensure they reflect the community's current needs and aspirations.

How will we measure our success?

The objectives and strategies for each theme provide a transparent approach to reporting and establish a baseline from which Council can track its progress. Council's Annual Report provides a snapshot of progress towards an environmentally, socially and economically sustainable shire, and Council's progress in meeting its indicators. Council's performance, in managing its budgets and delivering programs and services, is also outlined in the Annual Report.



Guiding Principles

The 2011/2021 Tweed Community Strategic Plan is based upon the four guiding principles of social justice, economic resilience, asset management and sustainability.



Social Justice

Social justice recognises the need for equity and fairness in the allocation of resources and access to infrastructure and services. It provides the opportunity for individuals to participate in decisions that can affect their quality of life. These opportunities extend to all people regardless of background, level of education, socio economic status or access to facilities and technology. All individuals have the opportunity to participate in community life. Social justice principles are interrelated and will guide Council through the delivery and assessment of outcomes of the 2011/2021 Tweed Community Strategic Plan.

Economic Resilience

Economic resilience is based upon the recognition that we live in a world of finite resources and that economic growth must not threaten long-term social and ecological sustainability for the sake of short-term economic gain. Economic resilience seeks to deliver a strong economy through ingenuity, resourcefulness and diversification so business can adapt and respond to pressures appropriately.

Diversification of the key industries in the Tweed is critical in developing a vibrant and mature economy. This needs to be achieved in a way that complements the lifestyle and environment of the Tweed, which are significant selling points in attracting business investment.



Asset management

Council is the custodian of community assets worth \$2.3 billion. Good stewardship, maintenance and management of these assets are core Council responsibilities and a key community expectation.



Sustainability

The issue of sustainability has emerged over the past 20 years due to worldwide recognition that our environmental problems and solutions are closely linked with the health of our community and the state of the economy.

Sustainability has three core components:

1. Balanced decision making based on environmental, social and economic goals.
2. A focus on equity and fairness and a recognition that we cannot ignore the effects of our actions on others in an interdependent world.
3. Recognition that while a strong economy is necessary to meet the needs of today, it must not be at the expense of future generations to meet their own needs.

The broader concept of sustainability is underpinned by the principles of ecologically sustainable development (ESD). ESD, as defined in the NSW Local Government Act, requires the effective integration of economic and environmental considerations in decision-making processes. It must be continually progressed through the implementation of the following principles:

- The precautionary principle: Lack of scientific certainty should not be used as a reason for postponing measures to address threats of serious or irreversible environmental degradation.
- Intergenerational equity: The present generation should ensure the health, diversity and productivity of the environment is maintained or enhanced for the benefit of future generations.
- Conservation of biological diversity and ecological integrity.
- Improved valuation, pricing and incentive mechanisms: Environmental factors should be included in the valuation of assets and services.



Tweed Snapshot (as at December 2010)

Population

2009 – 89,000
 Forecast to be 125,000 by 2031

Growth Rate 2.5% p/a =
 2200 people p/a compared to Northern Rivers 1.9% and NSW 2.1%.

Unemployment rates

(as at March 2010)
 Tweed 5.8%
 NSW 5.9%

Median weekly income

\$683.00

Median residential sale price

Tweed \$455,000
 Sydney \$498,000

Median residential rent three-bedroom home

\$350 per week – June 2010



Since Tweed Futures 04/24 was developed in 2004, the Tweed's population has grown by more than 10 per cent and 1700 new land parcels have been created in response to growth needs. This increases demand for new services and places greater demand on existing infrastructure.

Infrastructure

- Two public hospitals
- 39 primary schools
- 11 secondary schools
- Three libraries
- Two TAFE campuses
- Southern Cross University
- Gold Coast Airport
 - 4.4 million domestic passengers (2009/10)
 - 755,000 international passengers (2009/10)

Business and industry

9800 GST registered businesses

Major industries

- Retail
- Tourism
 - 33 motels
 - 19 caravan parks
 - 481 holiday flats/units
- Property development
- Agriculture

Environment

- Total area – 1307km²
- Total fauna species – 3340
- Gazetted National Parks and nature reserves
 - Approximately 19,000 hectares
 - 9% of total shire area

Definitions/Terms

Action - activity resulting from an objective that flows into either the Delivery Program or Operational Plan for implementation.

Asset Management Plan - accounts for all existing assets under ownership and control of Council, as well as any proposed asset solutions planned during the term of the Community Strategic Plan.

Community Strategic Plan - a plan that identifies the main priorities and aspirations for the future of Tweed Shire covering a 10-year period.

Council Charter - as prescribed by Section 8 of the Local Government Act 1993.

Delivery Program - a program that details the principal activities to be undertaken to implement the strategies established by the Community Strategic Plan within the resources available under the resourcing strategy.

Long-term Financial Plan - establishes funding to support long-term goals of the Community Strategic Plan.

Objectives - community aspirations to be delivered over the life of the Community Strategic Plan.

Operational Plan - activities to be undertaken by Council as part of the Delivery Program covering that particular year.

Resourcing Strategy - provision of resources required to implement the strategies established by the Community Strategic Plan that Council is responsible for, including a long-term financial plan (10 year), workforce management plan and asset management plans.

Strategy - a plan of action intended to accomplish a specific goal.

Workforce Management Plan - addresses the labour and skills requirements needed to deliver the objectives of the Community Strategic Plan.

A-Z of Major Informing Strategies

1. Aquatic Facilities Strategy
 2. Asset Management Plans
 3. Cemeteries Business Plan
 4. Coastal Estuaries Management Plan
 5. Coastal Zone Management Plans (generic name for a number of plans)
 6. Coastline Management Plan
 7. Community Road Safety Strategic Plan
 8. Cultural Plan – Stretching Dimensions
 9. Developer Contribution Plans (Section 94 and Section 64)
 10. Domestic Solid Waste Management Strategy
 11. Economic Development Strategy
 12. Festivals Strategy
 13. Five year Works Programs
 14. Floodplain Risk Management Plans
 15. Integrated Water Cycle Management Strategy
 16. Interim Water Quality Management Plan
 17. Libraries Strategy
 18. Museum Strategy
 19. Regional Sports and Facilities Plan
 20. Seven Year Infrastructure and Services Plan
 21. Social Plan
 22. State of the Environment Report
 23. Surf Life Saving Strategy
 24. Telecommunications Action Plan
 25. Tweed Coolangatta Community Safety Plan
 26. Tweed Development Control Plan 2008
 27. Tweed Development Program
 28. Tweed Futures 2004-2024
 29. Tweed Heads Master Plan
 30. Tweed Local Environmental Plan
 31. Tweed River Art Gallery Business Plan
 32. Tweed Urban and Employment Land Release Strategy 2009
 33. Tweed Urban Stormwater Quality Management Plan
 34. Tweed Youth Needs Analysis
 35. Vegetation Management Strategy
 36. Wastewater Activity Management Plan
 37. Water Activity Management Plan
 38. Water Supply Demand Management Strategy
 39. Water Supply Drought Management Strategy
 40. Whole of Shire Cultural and Community Facilities Plan
 41. Youth Alcohol and Other Drugs Study
 42. *Far North Coast Regional Strategy
 43. *NSW State Plan
- * External Plans



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