

Tweed Shire Economic Development Progress Report - August 2016

Project	Direction	Priority	Responsibility	Action to Date
Tweed Heads Economic Revitalisation				
Health precinct Masterplan	D1. Undertake a coordinated Masterplan for Tweed Heads health precinct, incorporating future hospital growth plans and feasibility of other land use opportunities within a designated health precinct.	Medium	TSC/ State govt. agencies	These projects are pending further discussions with several government agencies.
	D2. Develop prospectus material to attract new business and industries to the Tweed Heads health precinct following completion of the Masterplan.	Low	TSC / DT	
Tweed Heads city centre revitalisation	D3. Continue to implement the Tweed Heads CBD Masterplan.	Medium	TSC	The Tweed Heads LEP and DCP has been adopted and gazetted. \$2.4 million invested in completing the Tweed Heads Bay and Wharf Streets street scaping project with works due for completion in later 2016. Bay Street upgrade has been completed mid-2015.
Attraction of government offices	D4. Continue dialogue with the NSW government regarding opportunities for decentralisation of government offices into Tweed Shire.	Medium	TSC	Continuing discussions with State members and the Minister for Trade and Investment to expand and relocate government offices to Tweed Heads. July 2016 resolution: RESOLVED that: 1. Council writes to the Minister for Finance, Services & Property, the Hon. Dominic Perrottet, MP and the local State Members requesting the Land and Property Service (LPI) has a physical presence in the Tweed Shire. 2. Council considers opportunities of other State Government portfolios for the establishment of a physical presence in the Tweed and brings a report back to Council. :

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	<p>D5. Develop a business case for attracting NSW government agencies, highlighting the benefits of a Tweed Shire location.</p>	Medium	TSC	<p>Listing of top floor commercial lease space in Tweed Heads Council Admin Offices building. Ongoing discussions with a number of interested parties including NSW Health.</p> <p>New business gateway web site has been completed and presents an improved access to Council information for small business.</p> <p>http://www.tweed.nsw.gov.au/Business/Gateway</p>
	<p>D6. Investigate suitable locations which may be offered to attract NSW government offices in Tweed Heads.</p>	Medium	TSC	<p>Undertook promotion of the third floor of the new Tweed Heads Admin Offices to NSW Government Agencies. Discussions continue with two significant government agencies who have indicated a position will be known by September 2016.</p>
<p>Tweed foreshore tourism precinct</p>	<p>D7. Undertake a Masterplan and feasibility study that activates the Jack Evans Boat Harbour.</p>	Medium	TSC	<p>Development approval attained for Twilight Markets and operator appointed. Unfortunately, the markets ceased after approx. 12 months and will be included in tender process with other Shire markets on Council managed land.</p> <p>Expression of Interest for water based activities conducted.</p> <p>Tenders for the provision of non-motorised water craft hire to be advertised.</p> <p>Foreshore Management Options Assessment undertaken to study the processes taking place within the harbour and develop options to manage shore bank erosion. Option to undertake works to reinstate existing rock revetment walls supported by Council.</p>
<p>Working waterfront</p>	<p>D8. Maintain dialogue with the Tweed Heads fishing industry and identify ways to promote and develop the role of the Tweed Heads working waterfront precinct.</p>	Medium	TSC	<p>Supported the Department of Lands - Tweed Heads Harbour Working Group. Liaised with commercial tourism operators to review current river access restrictions.</p>

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The Creative Cauldron				
Establish Murwillumbah as a centre of creativity	D9. Brand and promote Murwillumbah as a creative hub.	High	DT	Creative Studio tourism signs installed along Tweed Valley Way. Artistic Town Entry Statement being pursued for Alma Street roundabout.
	D10. Identify opportunities to establish subsidised creative spaces in Murwillumbah using the "creative spaces" model.	Medium	TSC	Funds provided through Arts Northern Rivers for "pop-up" art programs. Council has provided part funding for the Murwillumbah Art Trail showcasing local artists in CBD and shops in 2015 and 2016.
	D11. Grow a program of creative events in Murwillumbah to raise the profile and establish the town as a recognised centre of creative arts and culture.	High	DT	Council completed an Economic Impact report on the Tweed Regional Art Gallery in collaboration with the Tweed Regional Gallery Foundation. Council engaged a Project Officer for 6 months to implement findings of the report. Council has provided assistance to numerous Events in Murwillumbah including Murwillumbah Country Roots Festival, Foodie Fest, Tweed Fusion, CAMS Carnival Motofest and World Environment Day.
	D12. Continue to promote the Tweed Regional Gallery and Margaret Olley Art Centre.	High	DT	

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	<p>D13 Tweed Shire to actively promote arts and cultural activities in Murwillumbah.</p>	<p>Medium</p>	<p>TSC</p>	<p>DESTINATION TWEED: Actively supporting art events and organisation in Murwillumbah:</p> <ul style="list-style-type: none"> ○ Arts Northern Rivers in placing pop up activity as part of Tweed Fusion. ○ Support of Tweed Fusion activities. ○ Support the marketing and further development of MAT. ○ Support Caldera Art with their events, workshops, activities and the running of the Caldera Art Gallery. <ul style="list-style-type: none"> ▪ Support and cooperatively working with Creative Caldera to foster Arts industry development in Murwillumbah. <ul style="list-style-type: none"> ○ Audit of creative industries, capability and capacity to deliver tourism related experiences ▪ Cooperatively market Tweed River Art Gallery and Margret Olly Centre in art publications with DT and other campaign partners. ▪ Working with TAFE to deliver Creative Master Classes in conjunction with Tweed River Art Gallery.

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Murwillumbah CBD and Murwillumbah south Masterplan	D14. Undertake a Masterplan for Murwillumbah CBD, Murwillumbah south including the riverfront.	Medium	TSC	<p>A Murwillumbah Locality Plan (Town Centre and/or South Murwillumbah) has not been resourced as yet and will be subject to the Strategic Planning and Urban Design (SPUD) work plan, as resourcing permits.</p> <p>Council funded the Look Up project in 2014-15. This has provided a small level of financial assistance to owners within the Murwillumbah Main Street Heritage Conservation Area. It sought to encourage heritage appropriate conservation and maintenance improvements to the buildings funded and enlivening the wider Murwillumbah Town Centre Streetscape.</p> <p>It has been pleasing to see that some of the shop fronts that participated in the program now have commercial tenants, thereby bringing new jobs and retail to the CBD.</p>
Grow and develop creative villages	D15. Undertake Masterplans for Tweed Shire's villages.	Low	TSC	<p>Council adopted a Rural Villages Strategy (RVS) in February 2016 which provides a framework and priorities for village planning and actions within the Shire's rural villages.</p> <p>Locality Plans for the villages will be undertaken in accordance with the RVS priorities, the Strategic Planning and Urban Design (SPUD) work plan, and as resourcing permits.</p>

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	D16. Brand and promote the creative aspects of the villages within the green cauldron.	High	DT	DESTINATION TWEED <ul style="list-style-type: none"> ▪ Development and production of marketing collateral to promote the villages experiences (food, cultural, creative). ▪ Supporting communities and operators in marketing their creative events and activities. ▪ Undertaken a tourist marketing campaign to promote the regions villages (SE QLD, NR, SYD, MEL). ▪ Developing the regions experiences through product development workshops to further develop the consumer experiences. ▪ Currently undertaking brand review for the Tweed incorporating creative identity.
Resilient and Innovative Agriculture				
Food processing cluster	D17. Undertake a study which reviews the opportunity to establish a food processing cluster in Tweed Shire.	High	TSC	Council has worked closely with several food processors at the Murwillumbah industrial area including Stone & Wood, Specialty Chicken and a new organic / activated bulk food supplier. Also actively sought new food processing businesses to establish in the area.
Growing non-traditional agricultural industries	D18. Investigate opportunities into organic and non-traditional agricultural production conjunction with the Department of Primary Industries. A study should be undertaken.	High	TSC / DPI	Work has not yet commenced on this action.
	D19. Prepare an investment prospectus for highlighting the region's attributes and opportunities in organic farming and non-traditional industries.	Medium	TSC / DT	Work has not yet commenced on this action.
Rural land owner education	D20. Educate rural land owners regarding the opportunities for non-traditional agriculture.	Medium	TSC / DPI	The Sustainable Agriculture Program continues to educate landowners about strategies and practices for improving their existing land uses through workshops and field days. No specific emphasis has been placed on non-traditional industries. Food for Thought Forum scheduled 11 & 12 August 2016.

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Small scale on site value adding and direct to market opportunities	D21. Provide case studies of small on site value adding and direct to market success stories to Tweeds' farmers and rural land owners.	Medium	TSC	Council has reviewed its Business webpages including the addition of some new destination marketing information to encourage investment in the Shire and provided a set of new brochures to assist new business trying to establish in the Tweed. http://www.tweed.nsw.gov.au/Business/Invest
	D22. Continue to develop the Tweed fresh scheme.	High	DT	DESTINATION TWEED: Actively participating in Caldera Farmers Market committee. <ul style="list-style-type: none"> ▪ Ongoing engagement and with Tweed producers to build collaborative approach to support and engage within Tweed Fresh. ▪ Development of web portal for Tweed Fresh to link producer, distributor, chef and consumer. ▪ Development of Taste the Tweed brand and consumer experiences that build the story of the Tweeds food providence.
Sustainable agriculture	D23. Finalise and implement the Sustainable Agriculture Strategy.	High	TSC	The Tweed Sustainable Agriculture Strategy was adopted by Council on 16 June 2016. Implementation will commence in 2016/17.
Tweed Shire: Business Investment and Attraction.				
Tweed Shire concierge	D24. Investigate the appointment of a business concierge and gateway website for business.	High	TSC	Recruitment of Economic Development Coordinator identified 3 suitable candidates who each initially accepted the position but for a number of reasons withdrew from the recruitment prior to commencing in the role. Short term appointment internally will be pursued prior to the position being revised and re-advertised in the later part of 2017. Tweed Shire Council Business webpages has undergone a review to include new destination marketing information to encourage investment. New and updated features of the website include: <ul style="list-style-type: none"> • Enhanced Business Gateway pages that include comprehensive planning and business development resources for businesses wishing to establish and expand business in The Tweed. The Business Gateway webpages confirm Council's commitment to the Small Business

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				<p>Friendly Councils program;</p> <ul style="list-style-type: none"> • New Small Business Guides and technical documents. These include business start-up guides, fit-out guides, environmental health compliance checklists and self-assessment questionnaires for food businesses, beauty services, home businesses and retail businesses; • Greater accessibility to a range of economic investment and development data and statistics; • New business and investment destination marketing section promoting The Tweed as the ideal location to either relocate business or start a new venture. Pages in this section focus on information promoting The Tweed as a business and lifestyle destination and provide information on infrastructure, industrial precincts, major projects and the Council's investment in infrastructure and community assets. <p>The Scores on Doors Program is an initiative of the NSW Food Authority and Tweed Shire Council decided to participate in the program following consultation with Food Businesses and the Business Chambers.</p> <p>The Program was commenced in October 2015 and provides eligible food businesses with an opportunity to display a 3,4 or 5 star rating certificate depending on the standard of food hygiene and food safety performance of the business based upon inspection by Council EHO's. Council EHO's have worked closely with eligible food businesses to enable the food businesses to achieve the highest rating possible. The program has been very successful with 245 food businesses now participating in the program and 175 food businesses achieving the highest 5 star rating.</p>

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Tweed incubator	D25. Investigate the development of a Tweed business centre and incubator, focused on providing advice and support to business, providing offices for start-up business and other business services.	Medium	Private	Work has not yet commenced on this action.
Business support levy and business reference group	D26. Investigate a business support levy and governance model.	High	TSC	The State Government has commenced a review of the NSW rating system in 2016. Awaiting indication of legislative changes before commencing the exhaustive process of seeking a special rate.
Red tape audit	D27. Undertake an audit of red tape, focusing on the development application process, development contributions and other government regulation.	Medium	TSC	A major priority in 2016/17 is to introduce a new Fast Track Combined DA/CC approval process for new houses in greenfield development sites, with a 10 to 14 day turnaround, as compared to the current average of 40 days.
	D28. Review Tweed Shire's developer contribution for business and employment generating development.	High	TSC	Introduction of a new High Consumption Charge for water and sewer as an alternative to the existing developer contributions for businesses. Also the review of the Business Investment Policy has included a review of the existing Eligible Business Enterprise and the discount scales as well as inclusion of deferred payments on Roads contributions.
	D29. Prepare a simple and concise education package for business to explain the various local government and State government policy.	Low	TSC	4 brochures designed for small business to understand State and Council policies in relation to areas of food business, retail business, beauty services and tattooing and home based businesses. http://www.tweed.nsw.gov.au/Business/OperatingMyBusiness

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	D30. Review Tweed Shire's business and investment policy following completion of other red tape assessments.	High	TSC	A review of the Business Investment Policy has been undertaken with a completely redrafted Policy for Council consideration at the August 2016 meeting. The revised policy will introduce four incentive streams: <ol style="list-style-type: none"> 1. Employment Generating Incentive 2. Small Business Incentive 3. High Consumption Charge Incentive 4. Deferred Payment Incentive
	D31. Review Council's fees and charges document with the aim to streamline content.	Low	TSC	Council's Fees and Charges has been reviewed and rationalised, reducing the fees and charges document from around 100 pages down to 64 pages. This has been done to simplify the fees relevant to small business.
Tweed Shire gateways	D32. In conjunction with NSW State government improve Tweed Shire's gateways.	Medium	TSC / Roads and Maritime Services	Discussions with Roads and Maritime Services have resulted in Tweed Heads entry signage and maintenance being upgraded at the M1 and Access signage to NSW along old Pacific Highway. Ongoing standardised and branded signage being placed at the entrance of all towns and villages of Tweed. Officers pursuing in accordance with Council Resolution of April 2016 - Public artwork to be placed at the entryway to Kingscliff and Murwillumbah.
Promote Tweed as a "lifestyle business destination"	D33. Undertake marketing initiatives focused on promoting Tweed Shire as a lifestyle business destination.	High	DT	A complete review of Council's business attraction and economic development web site. With new business attraction, small business assistance and business testimonials web pages. http://www.tweed.nsw.gov.au/Business/Gateway

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Work closely with northern rivers regional plan initiatives	D34. Investigate opportunities to link with northern rivers regional plan initiatives.	Low	TSC	Continued ongoing working relations with NOROC and Northern Rivers RDA and Department of Premier and Cabinet. Council has also provided a response to the Draft North Coast Strategy in support of Tweed being identified as one of three regional cities on the NSW North Coast.
Tweed Shire Destination Development				
National landscapes brand	D35. Undertake a brand development strategy for Tweed, aligning with the national landscapes brand	High	DT	NSW Business Chamber pursuing Regional Brand.
	D36. Promote the values and magnificence of the Tweed's world heritage rainforest through redevelopment of the existing World Heritage Rainforest Centre and the surrounding gateway at Alma St.	Low	TSC	Council lobbied National Parks and Wildlife Services to re-open the Mt Warning Track for tourists after a cyclone event closed the National Park. The track was re-opened after \$250k investment by the State Government after lobbying by Council and the local member. Council is playing a lead role in proposing that the existing railway corridor be converted to a hiking/cycle "rail trail". Application has been made to NSW State Government and Federal National Stronger Regions Fund. Funding has been provided to Caba Creative trails through the Festivals and Events funding.

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Events and development	D37. Undertake a review of the existing events strategy in order to make recommendations relating to existing operations, further opportunities and resources required to deliver events.	Medium	TSC DT	The Tweed Shire Events Strategy 2016-2020 was adopted by Council on 18 February 2016. The Strategy provides the framework to support, develop and attract events that are fitting to the character and aspirations of The Tweed region. It also seeks to increase the benefits of events on the quadruple bottom line with impacts cutting across economic, social, cultural and environmental markers. A streamlined event application and internal approvals process, including categorisation by impact/value/timing, will be implemented in accordance with the actions outlined in the Tweed Shire Events Strategy.
	D38. Undertake a feasibility study which investigates the supply, need, commercial feasibility and options for an events facility capable of supporting more than 500 people. This will also investigate private sector, State, federal and public-private partnership funding opportunities.	High	TSC / NSW Trade and Investment/ private sector	Council's Community and Cultural Services Unit are undertaking a review of the requirements for cultural facilities across the Tweed. At the May 2016 meeting of Council it was resolved to undertake a series of workshops with Council to review the current situation and stock of facilities in the Tweed.
Paddock to plate initiatives	D39. Continue to develop the Tweed fresh project which promotes local produce in Tweed Shire.	High	DT	Council arranged a food symposium (held 11 & 12 August 2016) with experts in the field to present opportunities for the Tweed. DESTINATION TWEED Actively participating in Caldera Farmers Market committee: <ul style="list-style-type: none"> o Ongoing engagement and with Tweed producers to build collaborative approach to support and engage within Tweed Fresh. o Development of web portal for Tweed Fresh to link producer, distributor, chef and consumer. o Development of Taste the Tweed brand and consumer experiences that build the story of the Tweeds food providence.

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Destination management plan	D40. Undertake a destination management plan focusing on product development.	Medium	DT	<p>DESTINATION TWEED Tweed Destination Management Plan drafted- currently being updated to incorporate TSC plans and policies (i.e. rural land use, events, Rural Villages) written and adopted. Areas for development identified.</p> <ul style="list-style-type: none"> ○ Tweed Destination Management Plan identifies development focuses to deliver tourist experiences in keeping with the natural and cultural expectation of the Tweed.
Rural villages	D41. Undertake a rural village strategic plan	See D15	TSC	The Rural Villages Strategy was adopted by Council Feb 2016.
Coastal villages	D42. Undertake a coastal village strategic plan	Medium	TSC	Work has not yet commenced on this action.
Leveraging from Tweeds' Geographic Location				
Transport and freight hub feasibility study	D43. Undertake a feasibility study which identifies the need and opportunities for a transport and freight hub.	Low	TSC	Council arranged a meeting with key transport industry leaders from the Tweed to discuss industry specific matters. Representation from Council resulted in a federal grant being secured for the new Melaleuca Station Truck Rest Area.
Education, research and business park	D44. Feasibility study into establishment of a business and research park on sites in proximity to Gold Coast Airport and Southern Cross University.	High	TSC	A rezoning has been completed for the Border Park Raceway to B7 Business Park.
Commercial and industrial land	D45. Monitor the supply and quality of industrial and commercial land ensuring there is identification of an adequate supply of potential future employment land sites through the urban release strategy.	Medium	TSC	Council's Strategic Planning and Urban Design Unit have recently undertaken a review of potential employment lands at Tweed Heads West, Pottsville and Murwillumbah/Wardrop Valley. This work has led to rezoning and continued investigations to ensure that suitable lands are identified for appropriate employment land uses.

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Plan For An Economy of the Future				
<p>Sustainable industries</p>	<p>D46. Council to promote and provide training programs to business to enhance businesses environmental performance.</p>	<p>Medium</p>	<p>TSC</p>	<p>Council coordinated two energy efficiency workshops for local food manufacturing businesses in 2014 and 2015 as part of the Australian Food and Grocery Council <i>empower</i> program. Representatives from 12 businesses attended the workshops. Two local businesses (Madura Tea, Stone & Wood) completed energy efficiency audits at their premises, resulting in energy action plans outlining short, medium and long-term initiatives to reduce energy use and costs. Both facilities installed 100kW rooftop solar systems.</p> <p>In May 2015 Council collaborated with Office of Environment and Heritage's Energy Saver Program to host energy efficiency workshops for the local clubs and aged care sectors.</p> <p>Council supported Club Banora Twin Towns' successful application for funding under the Australian Government's Community Energy Efficiency Program. The grant helped the Club install a new 230KW tri-generation system, resulting in a cut of the Club's annual energy costs by approximately \$125,000 and reduction of carbon emissions by 30%.</p> <p>Council continues to offer free water audits to businesses in the Shire. Some funding may be available under the Demand Management budget.</p> <p>Council's annual 'Living for the Future' Home Expo provides a platform for local businesses to showcase how their services and products can help the community reduce their environmental footprint. Since its inception in 2013, over 30 local businesses have participated in the event.</p>

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Diverse business base	D47. Continue to support and enhance existing primary industries in Tweed Shire.	High	TSC	The Tweed Sustainable Agriculture Strategy has been adopted by Council and is currently being implemented. Supporting sustainable local agriculture is an important part of the strategy.
Effects of climate change on business	D48. Match regional effects of climate change effects on the local business sector and plan to mitigate these effects.	High	TSC / Dept. Of Environment and Heritage	One of the objectives of the Kingscliff Foreshore Master Plan is to preserve the economic value and prosperity of the Kingscliff CBD area by preserving the foreshore dune from erosion. Council has entered into a long term lease arrangement for the Murwillumbah Saleyards to ensure its continued operations as a strategic asset to the Tweed grazing industry.
Strengthen workforce participation	D49. Work closely with education providers and employment organisations to identify opportunities to strengthen workforce participation in Tweed Shire.	High	TSC, North Coast TAFE, other providers	Discussions with TAFE NSW and SCU to review education needs of small business. Council was an active member of the Tweed Education Forum until it was disbanded by the host.
	D50. Continue to implement the Tweed Shire Youth Strategy.	High	TSC	Council adopted the Tweed Youth Strategy in November 2013 and it is currently being implemented. Inaugural Youth Council Meeting held 24 February 2016. Follow-up meetings outside of formal Council meetings with students from each school are regularly held.

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Transition to digital	D51. Promote opportunities for attracting digital related businesses.	Medium	DT	<p>Economic Development Unit continues to work closely with NBN Co to assist the roll out of high speed broadband with the Tweed. Further discussions continue with Telstra and other mobile service providers to continue to promote greater telecommunications infrastructure for the Tweed. NBN has now completed the fixed wireless roll out in the Tweed and the NBN Sky Muster satellite is now operational and available to remote areas in the Tweed. Rollout of fixed line to the urban areas of the Tweed has commenced.</p> <p>Council has made submissions to the Federal Government Mobile Blackspot Programme. Mapping and nominating areas of very bad mobile blackspots completed.</p>
	D52. Educate the existing business base on trends and opportunities to improve digital presence.	Medium	TSC / consultant	Council continues to keep the Tweed business sector abreast of the latest trends and opportunities available. Council provides the Business community with up to date economic statistics, demographics and population forecasts through Profile ID websites.
Public transport	D53. Support initiatives that improve public transport in Tweed Shire.	High	TSC	<p>Council adopted the Regional Transport Plan in July 2011.</p> <p>Actively working with the Cross Border Commissioner to address the Go-Card and taxi anomalies through the Cross Border Commissioner's Economic Development Sub-Committee.</p> <p>Council has been undertaking a progressive upgrade to bus shelters to ensure that they are adequately lit and safe to the public.</p>

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Renewable energy in Tweed Shire	D54. Continue to investigate renewable energy in Tweed Shire.	High	TSC	<p>Council in collaboration with other regional councils, state agencies and community group won funding from the Office of Environment and Heritage 'Growing Community Energy Program' to investigate the feasibility of bioenergy at 3 regional hubs: Murwillumbah, Casino and Nimbin. The project investigated community attitudes about bioenergy technologies and found receptiveness to bioenergy depending on technology and site-specific factors. The feasibility of a bioenergy plant drawing on inputs from around the Murwillumbah area found a negative return on investment based on current assumptions.</p> <p>Council resolved to be self-sufficient in renewable energy. A project brief is in development to determine the feasibility of renewable energy options across Council's facilities, and for large-scale renewable energy technology.</p> <p>Tyalgum Energy Project received funding from the Office of Environment and Heritage 'Growing Community Energy Program' to investigate options to make Tyalgum village self-sufficient in renewable energy. Their feasibility report found 1.5ha of solar and 30sqm of batteries would be sufficient to transition Tyalgum to net zero carbon emissions.</p>
Expand global business networks	D55. Investigate opportunities to expand global business networks to create new markets for Tweed business.	Medium	TSC	Destination Tweed undertook to strengthen ties with tourism operators from China.
Health sector	D56. Lobby for a Masterplan for the growth and development of the Murwillumbah hospital ensuring that opportunities for growth in the health sector are accommodated and facilitated.	High	TSC	Council continues to lobby the State government of the economic importance of the Murwillumbah Hospital to the Tweed Economy. GIS Maps of Murwillumbah Hospital provided as part of the 90 th Anniversary celebrations.