

Community Facilities Plan 2019–2036



Acknowledgement of Country

Tweed Shire Council acknowledges the generations of Aboriginal people of the Bundjalung Nation who have lived in and derived their physical and spiritual needs from the forests, rivers, lakes and streams of this beautiful valley for thousands of years as the traditional owners and custodians of these lands.

Acknowledgements

This Plan has been prepared by Tweed Shire Council in partnership with a wide range of community organisations, groups and individuals. Council would like to thank all those who contributed their time and wisdom towards developing this Plan.

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COMMUNITY FACILITIES PLAN



Executive summary

Purpose and objectives

Community and cultural infrastructure plays a critical role in providing social inclusion spaces for all ages, cultural backgrounds and abilities, sharing knowledge and connections and creating a sense of belonging, as well as promoting and enhancing health and wellbeing for all members of our community.

Community infrastructure should be welcoming, accessible, affordable and activated to meet changing community needs and be financially and environmentally sustainable. As the population of Tweed Shire continues to grow and change, so too does the community's demand for and use of infrastructure and facilities. For this reason, Council is committed to improving the quality of community infrastructure and future planning for new or expanded community facilities.

This *Community Facilities Plan* (the 'Plan') provides direction about **where** and **when** new and expanded community and cultural facilities may be delivered in the Tweed Shire over the next 20 years. It presents an opportunity to build on what we have achieved so far and work in partnership with the broader community and social infrastructure providers to plan for and deliver a network of community facilities that meet the needs of future generations.

This Plan considers community and cultural "hard infrastructure" or buildings, such as libraries, community centres and halls, art galleries, museums, auditoria and some tenanted facilities including pre-schools and child care services and centres, and comprises facilities that are owned and/or operated by Council as well as community service providers and private partners.

This Plan is intended to be used to inform decision-making around the planning, re-purposing, financing, governance and management of new and upgraded community facilities to meet future needs. It does not commit Council or other providers of community infrastructure to projects, yet acts as a guide.

Background and approach

Following community and stakeholder consultation in 2014, Council adopted the *Community Infrastructure Framework* (CIF) which is a methodology to guide a network approach to planning, delivering and managing Tweed Shire Council's community and cultural infrastructure now and into the future. This work supersedes the whole-of-Shire *Cultural and Community Facilities Plan 2007*, prepared by SGS Planning and Economics on behalf of Council, which followed best practice methods for infrastructure planning as outlined in the *Implementation Guideline No.5 Social Infrastructure Planning* (Queensland Government, 2007). This whole-of-Shire *Cultural and Community Facilities Plan 2007* served to inform Council's section 7.11 Contributions Plans, pertaining to community facilities (formerly referred to section 94 of the *NSW Environmental Planning and Assessment Act*).

This Plan follows this adopted methodology and is the product of a detailed needs assessment and analysis of findings, including consultation with community, stakeholders, and the broader community services sector. We have listened and engaged with the community to gain a more in depth understanding of the existing infrastructure and what needs to be done over the next 20 years to protect and enhance the community infrastructure network.

For example, we aim to ensure our future community infrastructure is well located and is flexible to cater for all ages, cultural backgrounds and abilities. We commit to work hard to establish high standards and consistent levels of service to meet the needs of our residents and visitors. We seek to, through the adoption of a network approach, plan, deliver and manage community facilities and work collaboratively with the broader community services sector, to deliver a range of health and wellbeing, social, cultural and economic benefits.

Key findings and actions

The needs assessment and consultation feedback provides the evidence-base for this Plan's recommended network action planning activities by whole-of-Shire, and the network action plans by district and local level.

In summary, there is no requirement for new regional infrastructure, for example, Art Gallery, Museum, Auditoria, as those existing facilities currently delivered by Council are expected to meet the community need and standards of service provision for our growing and changing community to 2036. Indicative gaps are identified, however, in the current supply of local community halls, district community centres and district libraries to service the population growth expected in the coastal and Tweed urban districts in particular. These additional facilities may comprise individual or multi-purpose or shared spaces, and their planning, funding and delivery will form part of the growth and development of these areas over time.

Short, medium and long-term actions are outlined in this Plan and provide opportunities for Council to collaborate and work in partnership with State and Federal Governments and private partners to deliver the desired community facilities, including identifying funding opportunities, land use planning and feasibility assessment of sites and delivery options. Monitoring and reviewing of actions, and their appropriate allocation of resources for delivery, will be integrated with the reporting cycle of the overarching draft Community Development Strategy.

Implementation of this Plan ultimately endeavours to ensure that new and expanded community facilities provides existing and future residents and visitors with diverse, dynamic and enjoyable places to work, live and play.

Building on our success

Much has been achieved over the past decade to protect, enhance and expand the quantity and quality of Tweed Shire's community and cultural infrastructure. We are proud of our achievements and we want to build on this foundation. The following projects highlight what we have achieved:

Community Facility improvements

New and upgraded Pottsville Beach Neighbourhood Centre site (2012)

New Murwillumbah Community Centre (2012)

Professional access audit of 11 Council buildings including 3 Community Centres and 3 Libraries (2015)

Pottsville & District Men's Shed relocation (2017)

Renewal of Nullum House following flood (2018)

Renewal of Possums Community Preschool following flood (2018)

Tweed Heads Auditorium upgrade (2019)

Murwillumbah Auditorium upgrade (2019)

Cultural Facility improvements

Establishment of Museum Collection Store (2012)

Murwillumbah Museum extension (2014)

New Margaret Olley Art Centre (2014)

Tweed Heads Museum renovations and new additions (2018)

Tweed Heads Library upgrade (2018)

Trial of Gallery DownTown at M | Arts Precinct (2018)

Policy development & Governance

S7.11 (formerly s94) Contributions Plans – Tweed Shire Library Facilities (2009)

S7.11 (formerly s94) Plan – Developer Contributions for Community Facilities (2010)

Community Infrastructure Framework (2014)

Community Halls Advisory Hall Committee established (2016)

Community Centre Business Model Review (2016)

Deed of Agreement with Richmond Tweed Regional Library (2017)

Tweed Shire community facility online booking system (2018)

Defining community facilities

For the purposes of this Plan, *community and cultural infrastructure* refers to community infrastructure, services and networks which help individuals, families, groups and communities meet their social needs, maximise their potential for development and enhance community wellbeing.

For the purposes of this Plan, *social infrastructure* refers to State and Federal Government operated and/or funded infrastructure including Education, Centre-based Child Care, Health and Emergency Services.

The scope of this Plan includes Council owned and/or managed community and cultural infrastructure:

- Libraries
- Community Centres
- Community Halls/General community use meeting spaces
- Art Gallery
- Museum
- Auditoria/Performing Arts
- Tenanted facilities: Early Childhood Education and Care Services – Preschool and Child Care Centre; and Children’s Services Administration/Playgroup/Preschool in shared facilities
- Other tenanted facilities (including shared buildings)

(See Appendix 1: Definition of services and Appendix 2: Council Owned and/or Managed CCS Infrastructure Inventory, 2018)

Council owns and/or manages other infrastructure such as sports clubhouses, environmental purpose buildings and emergency services buildings etc. Whilst these buildings are not part of the demand and supply analysis for this stage of planning, future consideration of this infrastructure may be included in community infrastructure network planning.

From a broader perspective, network planning across the Shire will also consider non Council owned/managed community infrastructure similar to infrastructure types as outlined above. Community and cultural facilities are owned and operated by a range of private, public and not for profit providers. Throughout the network planning and delivery cycle Council aims to identify opportunities to link with spaces and facilities that complement Council’s infrastructure to best meet our growing community needs and make the best use of limited Council resources.

(See Appendix 3: Non Council owned/managed CCS Infrastructure Inventory, 2018 Nb: this inventory is taken at a particular point in time to inform needs analysis and details are likely to change. See Appendix 4: Maps of existing infrastructure by District).

It is important to note, this Plan complements the NSW planning scheme and State Government’s role in social infrastructure. State Government share the view that when considering any new social infrastructure or improved use of current infrastructure in order to meet community needs, there is a vision of shared community use beyond singular use. For example, the use of school facilities by community outside of school hours should be encouraged, planning for libraries as community spaces, use of school halls, and use of sports fields. This network planning approach and collaborating with other service providers places the community at the centre of its planning, delivery and management now, and in the future.

Council's community facilities

Art Gallery

Art galleries research, develop and present visual arts exhibitions, host and present touring exhibitions, education and public programs, and develop and care for collections. They may also provide meeting and workshop space for artists and the broader community. Existing facilities comprise the Tweed Regional Gallery & Margaret Olley Art Centre and the Gallery Down Town.



Museum

Museums research, develop and present social and cultural history exhibitions, host and present education and public programs, develop and care for moveable cultural heritage collections, and may also care for and interpret heritage buildings. They may also host and support broader community social and cultural heritage activities. Existing facilities comprise the Tweed Regional Museum in Murwillumbah, Tweed Heads and Uki and the Museum Collection Storage Facility



Community/Neighbourhood Centre

There are four facilities of this nature in the Tweed, which comprise flexible multi-purpose focal points for community activities and places for people to meet and connect. Community Centres are an important asset to the community, along with providing a social connection space they most often provide a range of services and information pertaining to the local community.



Auditoria/performing arts

Two auditoria facilities across the Tweed provide space for performing arts and events. These cater for a variety of cultural activities including performing arts, conventions and exhibitions. In addition, the facilities provide community meeting rooms and activities space.



Library

Three libraries in the Tweed provide the community with inclusive, safe and inviting spaces, with carefully designed library programming to entertain, educate and improve the lives of local residents and visitors. Access to Wi-Fi, computer and photocopier facilities, along with online and text based resources supported by expert staff.



Community hall/general community use meeting space

Existing facilities provide general community use of meeting spaces for social, cultural, educational and recreational activities; and/or health, support and information.



Tenanted facility

Council has an ad hoc historical context of providing a range of buildings for community use. This currently includes child care facilities, preschool programs, child-related programs, tenanted facilities including aged care/ respite programs, youth facilities, men's sheds, recreational program space, art and cultural activities amongst others. These facilities are managed and governed in partnership with a range of not-for-profit service providers.



(See Appendix 2: Council Owned and/or Managed CCS Infrastructure Inventory, 2018)



Benefits of community facilities

Communities and the use of community facilities has shifted greatly from the original intended purpose of our current built environment in the Tweed. Like other local government areas nationally, Tweed Shire Council will no longer plan for stand-alone facilities that offer one type of community service. The focus for future planning will be on developing shared or multi-purpose community facilities that are universally designed, located in suitable areas, are activated and provide flexible spaces that can respond to changing future community needs. Required community infrastructure should be available to even the first residents in any new community.

Community facilities provide significant health and wellbeing, social, cultural and economic benefits to the community. Innovation in the delivery of community infrastructure provides multiple benefits to the users and providers of infrastructure. For providers, innovation in delivery can result in overall decreased establishment and operational costs. For users, this often means that more services can be delivered, the quality of services and facilities are better, and multiple services can be accessed in a centralised and more convenient location.

The community told us that community facilities provide the following benefits to them:

- A place for social connection, sharing knowledge, new ideas, community empowerment, richness in culture, equity of opportunity, diversity in experience, support for the needy and cohesion
- Places to meet like-minded people and share with others
- Networking and collaboration
- Spaces for not for profit sector to use for client activities
- Place for community and family gatherings
- Places to meet, educate and recreate
- Are centrally located and provide good parking
- Provides a chance to meet new people and establish and grow friendships
- Inclusiveness
- Are there if needed – encourage people to get out of their house
- Place to have crisis needs met – informal entry point;
- Places to go and be safe
- Enables healthy, supported and connected communities;
- Spaces to reduce community division
- Provides volunteering opportunities
- Provide activities for a healthy lifestyle
- Opportunities to learn new skills and participation
- Hire fees assist with maintenance of facility
- Service hubs and early intervention
- Sense of belonging – for better mental health and wellbeing
- Low cost programs and activities
- Historical value and respect
- Training spaces and community education
- Contribute to all round quality of life.

Purpose of the *Community Facilities Plan*

The *Community Facilities Plan* provides direction on **where** and **when** we plan and deliver new community facilities. This Plan focuses on ‘hard infrastructure’, defined as the buildings, whilst highlighting some broader ‘soft infrastructure’ which refers to programs, resources, services and community development in network planning activities in this Plan and the Community Development Strategy. Community infrastructure is important to the Tweed community and residential growth will place pressure on existing facilities. It is a priority that a strategic and integrated approach to community facility planning is taken. Without sound strategic and operational planning and direction for community infrastructure, there is a risk that decisions and distribution of resources are made in an ad hoc and inefficient manner.

The *Community Facilities Plan* aims to:

- Align its vision with Council's integrated planning and reporting framework
- Integrate community and cultural facilities projects in a centralised strategic planning document
- Inform Council's Planning Scheme, subsequent land use plans, provide detail to master plans and concept plans in relation to community facilities
- Present the evidence base for community facility decision making and allocation of resources, including informing a review of community infrastructure contributions in the relevant Section 7.11 Contributions Plans (formerly s94 of the *NSW Environmental Planning and Assessment Act*)
- Enable community participation in community facilities planning and decision-making
- Plan for an equitable distribution of high-quality and sustainable community and cultural facilities
- Present standards for the provision of service to ensure all communities have access to community facilities

- Respond to community needs and aspirations for community facilities
- Acknowledge and respond to the community needs, projected population and social trends in use of community facilities
- Recognise the constraints and key challenges likely to impact community facilities planning and management
- Protect and enhance building and cultural heritage
- Develop new and strengthen existing partnerships to better utilise and manage the delivery of new and expanded community facilities
- Demonstrate sustainable and responsible management of community infrastructure.

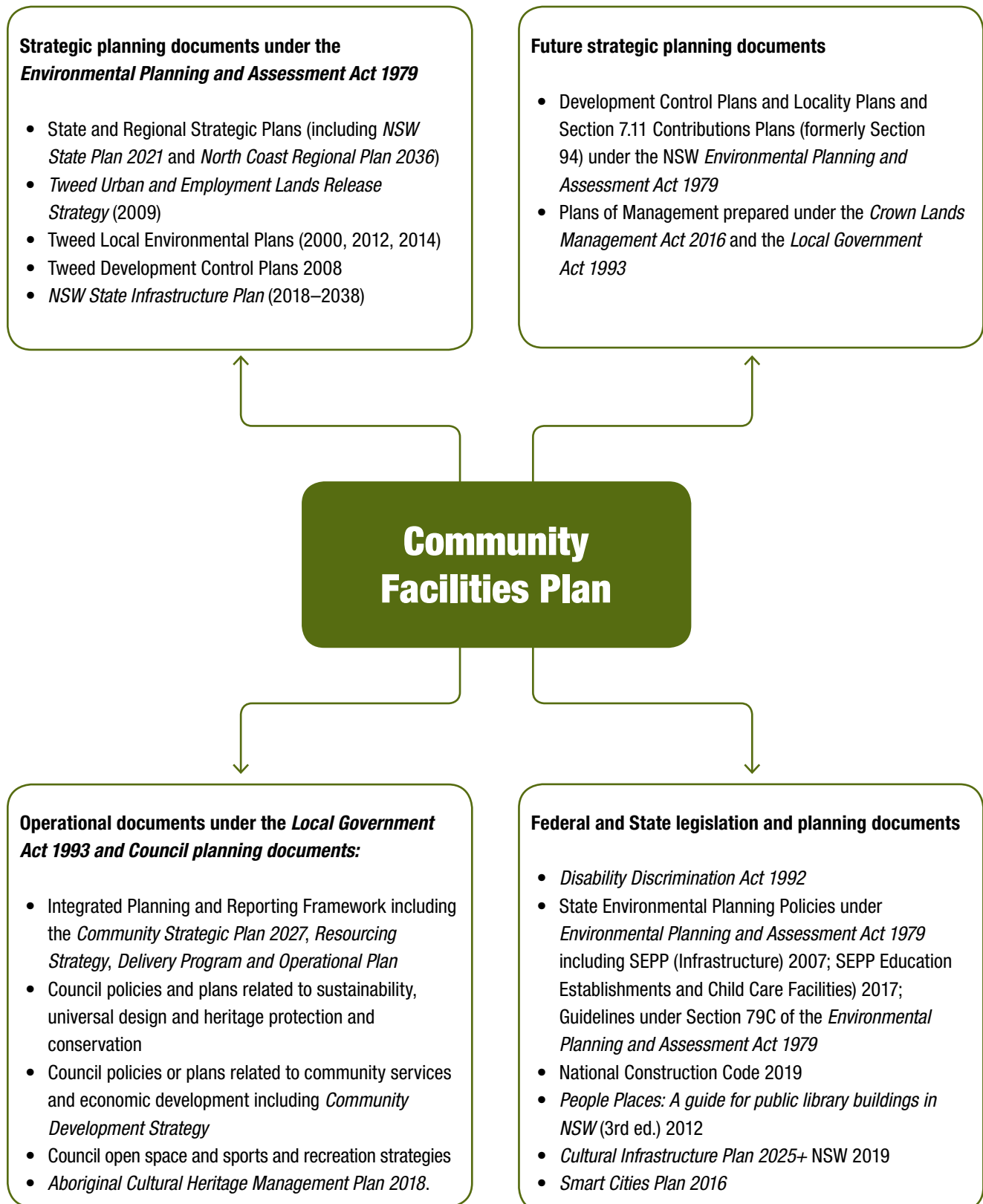
The *Community Infrastructure Framework 2014* and this *Community Facilities Plan* will form the basis for any decisions relating to planning future service delivery, including:

- acquisition and sale of properties and land
- reclassification of properties and land
- repurposing and refitting of existing facilities
- maintenance and renewal schedules
- to inform the preparation and/or assessment of development applications for community facilities
- grant applications and the allocation of funds and resources for community facilities
- governance and management arrangements.

This *Community Facilities Plan* does not outline general maintenance and renewal works as these are considered in Council's asset management schedule and register, which also aligns with Council's *Community Strategic Plan 2027* and Integrated Planning and Reporting Framework under the *NSW Local Government Act*.

Who is this document for:	
Tweed Shire Council	Councillors and organisation staff including Strategic Planners, Town Planners, Asset Management, Community Development, Community Services, Parks and Active Communities, Finance.
External stakeholders	Community and cultural service organisations; State Government; Federal Government; Developers; Not-for-profit organisations; Private providers.
Community	To guide needs, wants, opportunities and expectations.

Strategic context and relevant legislation and policy



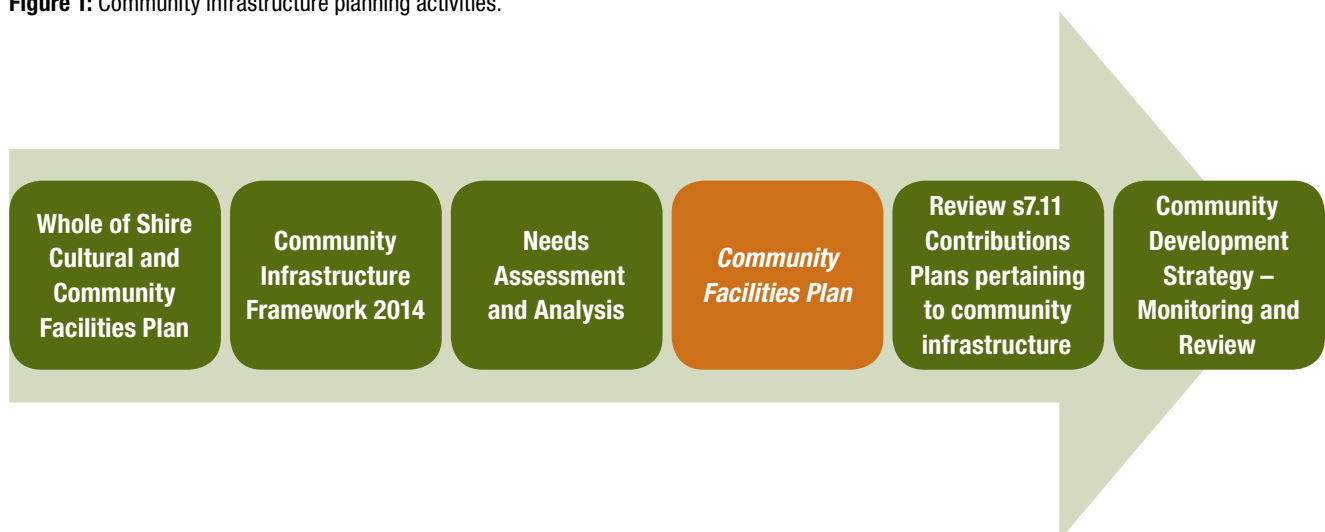
Methodology

This Plan delivers on the network planning methodology of the *Community Infrastructure Framework 2014*, by outlining the process of the needs assessment and analysis of findings and providing recommendations of changes to the community infrastructure network.

To inform this Plan the following has been completed:

- An assessment of Tweed Shire's progress and achievements in community infrastructure planning, delivery and management
- A review of literature, best practice community infrastructure planning, Federal and State Governments policy direction and Tweed Shire Council's key planning documents
- Development of an internal working group and consultation with Council staff
- Analysis of key issues and opportunities, including analysis of demands and trends for community and cultural infrastructure
- Development of demographic profiles for Tweed Shire Region and by District areas including a population forecast to 2036 to cover the period of this plan
- Benchmarking with other Councils
- Community and stakeholder consultation
- Review of secondary demand information including previous community consultation for the Community Strategic Plan, Rural Villages Strategy, Cultural Plan, Kingscliff Locality Plan, Access and Inclusion Plan, Youth Strategy and Open Space Strategy
- Site audits and analysis of condition, capacity and functionality of existing infrastructure
- A review of the community infrastructure hierarchy and standards of service for community facilities
- Inventories and mapping of all of Council and non council community and cultural infrastructure.

Figure 1: Community infrastructure planning activities.



Community engagement

The Tweed Shire community played a crucial role in the development of this Plan along with key stakeholders who manage and operate community and cultural facilities. The community engagement process identified community needs, preferences and aspirations for Tweed Shire’s community infrastructure and included the following consultation:

Table 1: Summary of community engagement activities.

Internal	Community	Stakeholders
<ul style="list-style-type: none"> • 6 Councillor workshops • 5 Community Infrastructure Framework (CIF) Council reports • 7 Internal Planning and Delivery Working Group meetings • 12 Internal Infrastructure Coordination Committee Meetings. 	<ul style="list-style-type: none"> • Draft CIF – 9 submissions received and 206 views on Your Say Tweed • Draft CIF forum – 18 attendees • Weekly liaison with community members regarding community facilities • Consultation on <i>Community Strategic Plan 2017–2017, Cultural Plan 2018–2021</i> and <i>Rural Villages Strategy</i> • 2 fact sheets released regarding community infrastructure planning stages • Your Say Tweed webpage kept updated to inform on progress • 80+ attendance at 4 Community Development Strategy and CIF community and stakeholders focus groups and 1 forum • 300 surveys completed by community. 	<ul style="list-style-type: none"> • 12 Community Hall meetings • Extensive consultation with community centres • Extensive site visits with managers and committees of tenanted facilities • 90% increase in engagement with tenanted facilities since CIF implementation • Elliott Whiteing Social Planning Solutions – Peer Review of draft CIF • Your Say Tweed draft CIF Needs Analysis – 62 views, 18 contributions, 81 document downloads • HYS – 18 contributions from 5 stakeholders, 81 downloads of needs analysis findings. • 30 surveys completed by community service sector.

SETTING THE SCENE



Demand and consultation outcomes

This Plan is based on a sound understanding of the needs of our community following extensive consultation, a review of population data and of proposed residential development for the Tweed, an audit of existing infrastructure and an analysis of social trends that are likely to influence future demand for community facilities.

We also identified emerging challenges and influences that have implications for community infrastructure planning, design and development. Over the next 20 years we will be presented with opportunities as well as challenges which have been considered in the development of this Plan. We will continue to monitor the implementation of district and local network planning actions to be measured through the *Community Development Strategy* reporting.

The community provided feedback to Council regarding the existing community and cultural infrastructure network and opportunities for improvement. This included feedback at a regional level (or 'whole-of-shire') and more localised district levels. This information has been taken into consideration in developing the district and local network action plans.

Key findings, community priorities and satisfaction levels:

- Highly value community infrastructure, rating community facilities and libraries as extremely important.
- Highly satisfied with Art Gallery, Libraries and Community Facilities across Tweed.
- Community report that community services should be in the top five priority services for Council.
- Demand for more community programs and services outside school/work hours and on weekends. Expand operating hours.
- Demand for improved access to public transport.
- Increase the usage of existing facilities to inform demand.
- Affordable, accessible and user friendly facilities to deliver cultural outcomes.
- Funding for community infrastructure needs to be a mix as costly infrastructure.
- Partnerships with facility management to maintain and improve facilities. Support to community groups to apply for funds would assist this being achieved.
- 'Find the balance between gold plated infrastructure and community facilities'
- The community highly value retaining the 'village atmosphere' and natural heritage. Conserve heritage of ageing facilities.
- Gap in services for Tweed Heads West.

- Need to update and maintain libraries as a highly valued community facility.
- Storage space needed. Flexible use facilities with adaptable spaces will assist to meet changing needs.
- Improve sustainability in design of facilities.
- The community highly value a range of art and cultural activities and facilities across the Tweed.
- Existing capacity and flexible spaces in design needs consideration.
- Encourage the use of old educational facilities or health facilities for general community use. Co-locate with education facilities for shared use.
- Socio-economic disadvantage and geographical factors should be given greater weightings.
- Open membership/access to facilities for all ages and abilities. Need for general use community facilities, not specific to one use facilities.
- Specific youth programs/activities in facilities.
- Increased promotion and marketing of facilities. Use of Council's online booking system for community access to facilities.
- Works well in villages/rural areas when networking across a range of facilities to program and plan for community requests.
- Affordable, inclusive and capacity building programming targeted based on community need.
- Accessibility to all community services should be a priority.
- Parking is a must.
- Upgrade and possibly expand existing community facilities to meet community need.
- Place-making in design, everyone belongs.
- Spaces and places for all age groups and abilities.
- Safe, visible and open spaces.
- Governance and long term maintenance of facilities.
- Partner with commercial business, State Government or not for profit organisations.
- Activation – need regular and consistent staffing. Permanent staff to build connection with community.
- Rent and insurances for community groups. Umbrella organisation to take on insurance obligations.
- Police involvement in community surveillance and crime prevention.
- Co-location of intergenerational services for opportunities for shared programming and activities.
- Libraries to include digital learning facilities to complement traditional library services.

Population and density

The population growth and forecast residential development across the Tweed Shire is significant. This will have implications for the where, when and how community facilities will be provided and used, as will other emerging challenges impacting network planning for community facilities. A snapshot in time of the existing population and projected future growth is captured here. More detailed population information is presented by each district area.

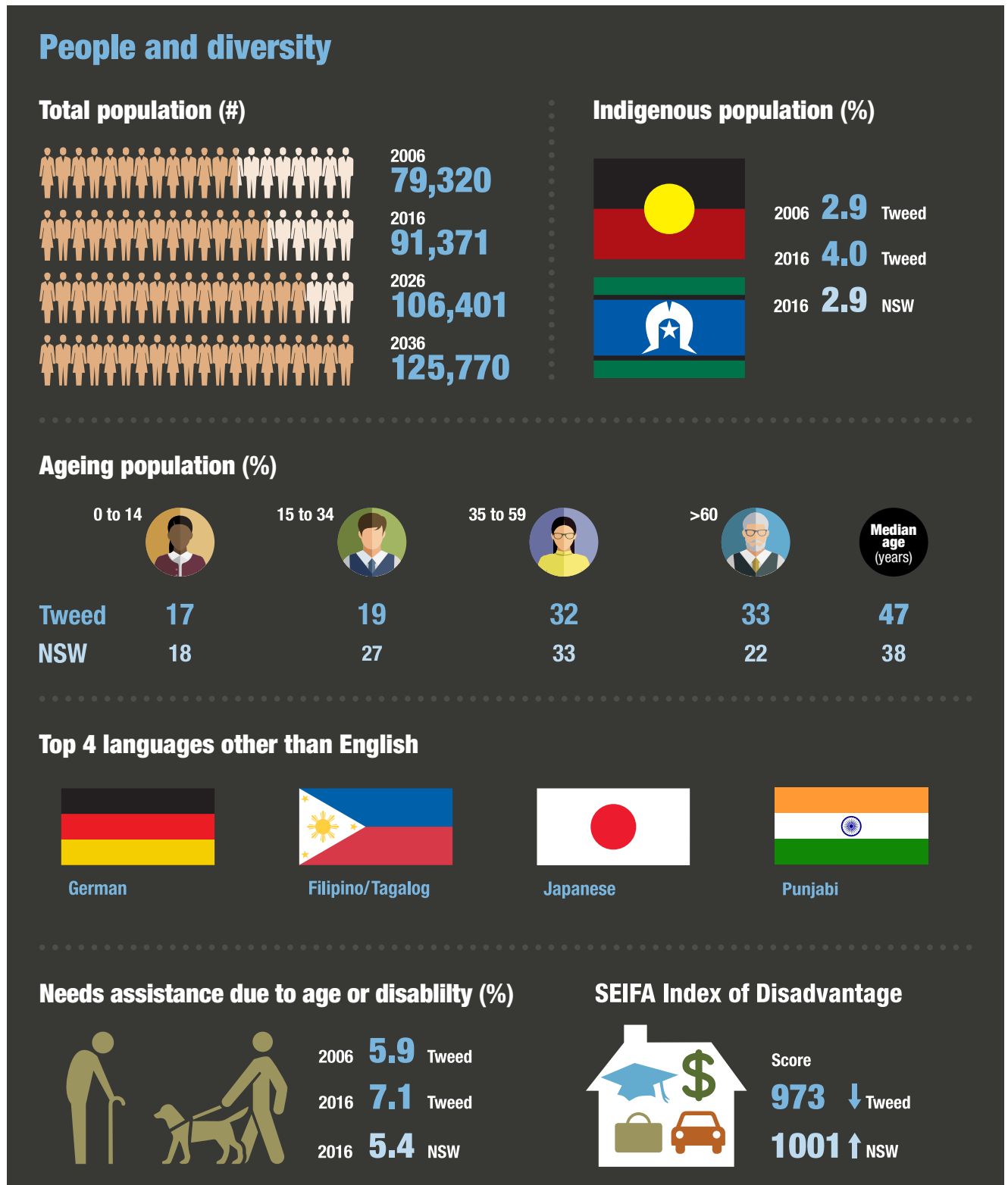


Figure 2a: Tweed Shire community profile: People and diversity (Census 2016). Infographics will be available on Council's website at www.yoursaytweed.com.au/CommunityFacilitiesPlan

Housing

Dwellings (#)



Household types summary (%)

Couples with children



Tweed **22.5**
NSW **31.5**

Couples without children



Tweed **27.0**
NSW **24.2**

Lone person households



Tweed **26.3**
NSW **22.4**

Dwelling summary (%)

Separate houses



Tweed **61.7**
NSW **64.9**

Medium/high density



Tweed **32.0**
NSW **33.2**

Other (e.g. caravans, houseboats)



Tweed **5.4**
NSW **1.4**

Housing tenure

Renting social housing



2006 **3.0%**
2016 **2.8%**

Median weekly rental payment



2006 **\$240**
2016 **\$340**

Median monthly mortgage payment



2006 **\$1300**
2016 **\$1733**

Figure 2b: Tweed Shire community profile: Housing (Census 2016).

Education and economy

Education (%)



38.0 Tweed
48.0 NSW

Highest level of secondary schooling: Year 12



13.4 Tweed
23.4 NSW

Bachelor degree level and above

Income



\$1056 Tweed
\$1481 NSW

Median household income

Unemployment* (%)



4.0 Tweed
4.8 NSW

December 2017

Figure 2c: Tweed Shire community profile: Education and economy (Census 2016).

Emerging challenges and the implications for the provision of community facilities

Ageing community

The demographic analysis highlighted Tweed's older population with one third of the population over 60 years of age. The median age of residents in Tweed is significantly higher at 47 years, than NSW and Australia's median age of 38 years. This trend will continue with population projections as retirees and sea/tree change and city dwellers move to the Tweed. Tweed has a larger proportion of older persons living alone and those reporting needing assistance with core daily activities. 70% of people with disabilities are aged over 55 years with a significant increased demand for community transport. Community consultation highlighted accessibility to facilities and programming for all ages and abilities is a key priority. To meet the needs of an ageing population and to support social inclusion, community infrastructure needs to consider programming, universal design, and service delivery in existing and future provision.

Ageing infrastructure

The analysis of audit and demand findings highlights an historical context of ageing existing infrastructure that does not necessarily meet fit for purpose requirements. A condition report indicated varied ratings of infrastructure from very poor to good. These findings inform Council's maintenance and renewal schedule and will inform the long term financial plan in upgrading existing infrastructure and informs new infrastructure planning. The analysis highlighted that the usage of facilities varies, hours of operation vary and the capacity of the facility and range of programming and service delivery to meet the needs of community may be limited which may be due to the age of the facility. Accessibility to the building, nearby parking and transport options are limited in some cases with existing infrastructure. Community report preserving the heritage of existing infrastructure as very important and considerations of costs to do so need to be scoped.

Affordable, accessible and attainable facilities

Tweed has a high population of people on low to median incomes. 12 of the 14 local areas of Tweed are below the NSW socio-economic index. Increasing housing costs and other living expenses are impacting individual and families' ability to access a range of community and recreational activities. In recent years Tweed Shire has seen a significant increase in persons experiencing homelessness and those at risk of homelessness. Young workforce and tertiary aged youth are moving out of the area to pursue employment and education opportunities. Public transport remains an issue across the Tweed with 75% of the Shire getting less than two services per day and a number of arterial public bus routes shared with school routes. Mental health issues, drug and alcohol misuse, domestic violence and social isolation presenting as significant social issues across Tweed with limited support services. The community highlight the need for access to community facilities in rural areas and to consider Tweed Shire's population of those socio-economically disadvantaged. Increase of, and flexibility in, operational hours is required across the community infrastructure network to meet community need. The community want future infrastructure to consider sustainable design with flexible use.

Multi-purpose flexible spaces

Many buildings in the existing community infrastructure network are provided for a specific purpose; age group; have limited storage for shared use; provide inflexible design; poor accessibility and are not necessarily in desired locations which impacts the activation of spaces and places. The integration of community facilities in a central location with a range of services to meet community needs is a cost effective way both in the planning and delivering and long term operation of facilities. The community want access to flexible spaces with adequate storage spaces for multiple programs and services. The advantages of providing fewer, larger community multi-purpose facilities are found in reduced management and maintenance costs, increasing usability, better security and staffing efficiencies.

Active management

Council's existing network has a wide range of management and governance arrangements based on historical context. Case study research of community and cultural facilities demonstrates that successful, highly utilised facilities that generate high levels of community benefit tend to be those that are actively managed. Active management refers to high level of involvement of the facility manager in the programming of a facility, determining the right mix of activities, programs, events and services to be provided from the facility to meet community needs. These facilities tend to have an on-site staff presence either Council management staff or staff from an organisation that manages the facility on behalf of Council. Community request that usage of existing infrastructure inform demand and satisfaction, want increased promotion, marketing and improved networking around access systems including bookings, hire agreements, leases/licences. Opportunities exist in the design and delivery phase of individual infrastructure for partnerships with private, public and not for profits identifying shared vision, early commitment and comprehensive planning for community facilities.

Significant growth areas

The majority of population growth will be accommodated in the following urban growth areas: Cobaki; Bilambil area; Mid Coast – Casuarina (Kings Forest); South Coast – Pottsville (Dunloe Park); Tweed Heads; Terranora (Area E) and North Coast – Kingscliff (West Kingscliff). Additional community facilities need to be considered as part of this growth. Land availability, use of existing facilities and continuing pressure for more and better facilities cannot be met by Tweed Shire Council alone. Tweed Urban District has grown at such a rapid rate over the past twenty years resulting in a shortage in supply of existing community facilities, alongside demand in Coastal District.

Costs and funding models

Council has a responsibility under the *Local Government Act NSW 1993* to ensure that the goods, services and facilities they deliver, own and/or manage carry out activities that meet the current and future needs of community. This includes the operational and governance models of facilities and long term financial planning for such infrastructure. There are no set parameters or obligations that prescribe what Council is to provide regarding community and cultural infrastructure. The common mode of funding where one agency or organisation funds the major share of developing and delivering community infrastructure with smaller contributors, is unsustainable now and in to the future. As the delivery of infrastructure becomes more complex and land more scarce and expensive, alternative and diverse funding options are required. This should include consideration of commercial ventures, public/private partnerships, public/public partnerships or joint ventures to alleviate both the upfront capital investment and the ongoing operational costs to the public sector by providing incentives for shared sector investment.

Community facilities catchment planning

Hierarchy of provision

Community facilities and services generally operate within a hierarchy of provision, with different scales of infrastructure servicing varying sized catchments. Planning for community, cultural and social infrastructure cannot be done in isolation. Ad hoc historical approaches to planning for such infrastructure is not sustainable and will not provide the best outcomes for our community now and in to the future.

In adopting a broader community infrastructure network planning approach we look at how facilities work together across Regional, District and Local area catchments detailed in Table 2 to meet community need. By considering assets as part of a network, duplication is limited and a more economically sustainable approach is provided.

For the purposes of understanding the *Community Facilities Plan* and to guide the network, the Regional, District and Local area catchments have been adopted to assist the planning, delivery and management of current and future community and cultural infrastructure across Tweed Shire.

Inventories and mapping of Council's community and cultural infrastructure has been conducted across the identified catchments and by infrastructure type. Consideration of geographic factors and levels of disadvantage that affect access to community infrastructure has been considered in the analysis and future infrastructure planning. Note tenanted facilities are not captured in the hierarchy of provision.

Community facilities provision standards

There are no set service standards nationally for Local Government Areas to guide the provision for community infrastructure besides State Government guidelines for libraries. Tweed Shire Council adopted quantity population based standards in the *Community Infrastructure Framework 2014* to guide the desired provision of community and cultural infrastructure at a Regional, District and Local catchment level. The needs analysis and consultation findings have refined these standards of service and provides recommendations of planning considerations for site and facility area requirements.

Table 2: Regional, District and Local area catchments for community facilities.

District	Local
Tweed Urban North	Cobaki – Piggabeen; Bilambil – Bilambil Heights; Terranora; Tweed Heads; Tweed Heads South – Banora Point; Tweed Heads West
Coastal	Cabarita area; Mid Coast – Casuarina; North Coast – Kingscliff; South Coast – Pottsville
Rural west	Murwillumbah & District; North East Hinterland – Tumbulgum; North West Tweed – Tyalgum; South East Hinterland – Burringbar; South West Tweed – Uki

Table 3: Community infrastructure standards of service for planning considerations.

Facility or service	Catchment level	Facilities within network	Identified population standards [*]	TSC standards of service for each sub network	Indicative gross floor area/site:
Community centres	Local	Community halls/general use community meeting space	1:6–10,000	1:6,000** (indicative)	500m ² 1,500m ²
	District	Multi-purpose community/civic centre	1:20–30,000	District community centre 1:15,000** (indicative)	Min. 1,500m ² Min. 10,000m ²
		Neighbourhood/Community services centre	1:20–30,000		
Cultural	Regional	Museum	1:30–150,000	Investigate need and opportunities for exhibition space at local and district level [^]	1,000–5,000m ² 15,000m ²
		Gallery	1:30–120,000		
Performance	Regional	Auditoria/performing arts/convention centre	1:50–200,000	Investigate local, district and regional needs and options	
Library	District	Branch Library	#As per State Library of NSW standards and guidelines (see Section 7.5.3). District library (35–39 m ² per 1000 people + 20% circulation space) Min. 10,000m ²		
	Regional	Mobile library service			
		Regional library specialist services (genealogy; young adults librarian)			

In/Near Town/Neighbourhood Centre, in a visible location that contributes and relates to public domain and a sense of place. Accessible to public transport and links with spaces and facilities that complement Council's network.

** Adjusted from SGS TSC Community Facilities Plan 2007. Facilities not relevant to the TSC community and cultural facilities network have been excluded.*

***Emphasis in design and programming will be guided by further local/district level consultation including considerations of young people, seniors, people with disabilities, ATSI and CALD communities, and families and young children.*

^Investigate need and opportunities for exhibition spaces at local/district level outside existing Murwillumbah facilities, and consider a network approach where existing facilities can facilitate access to cultural programs and exhibits in smaller local spaces.

Community and cultural facilities – supply

Tweed Shire Council considers quantity population standards to be an appropriate starting point for identifying community infrastructure needs in existing and new residential developments. However, whilst the quantity population standards will be used as one reference point, Council has adopted a needs-based and demand-based approach, which identifies community needs and preferences; demographics and social trends and included an audit of existing infrastructure. The needs assessment and analysis findings including supply analysis, informs the district network action planning for future community and cultural infrastructure identified in this document. Background documents that informed the needs analysis can be found on Council's website.

(See Appendix 5: A Framework for understanding need – Needs Assessment and Analysis)

Tweed Shire Council manages a diverse network of community and cultural infrastructure comprising of over 52 facilities (48 buildings) with a wide range of activities, programs and services being delivered by Council and other community service providers. It is worth noting that multiple buildings may exist on one site. *The SGS Whole of Shire Cultural and Community Facilities Plan 2007* commenced an internal coordinated response to addressing gaps in supply of community infrastructure which, prior to this, had little coordinated planning with infrastructure often acquired informally. Non Council owned/managed community infrastructure has been mapped to inform supply and demand, and inform opportunities to link with spaces and facilities that compliment Council's network.

Tweed Shire Council acknowledges the importance and significance of Aboriginal cultural heritage for the proper understanding of the historical occupation and use of land within Tweed Shire. Tweed Shire Council's *Aboriginal Cultural Heritage Management Plan 2018* outlines the legislative requirements and responsibilities of land owners to assess, consider and manage Aboriginal cultural heritage as part of any development, which includes land on which community facilities occupy.

Public land is managed under the *Local Government Act 1993* based on its classification. All public land is classified as either community land; which is land Council makes available for use by general public, or operational; land which facilitates the functions of Council. Land can be reclassified by Council resolution or an LEP under the *Environmental Planning and Assessment Act 1979*. In addition, community infrastructure on Crown Lands can be managed by Tweed Shire Council or by the State.

Community facilities audit

A detailed audit of existing Council owned and/or managed community infrastructure was conducted to understand the condition, capacity and functionality of facilities in the Tweed Shire. The results of this audit influences whether infrastructure requires any change or is adequately meeting existing and future needs. Where the quality is inadequate now or in the future, actions for re-purposing, decommissioning, asset sale or expand/redevelop existing facilities will be determined. An analysis of this information identified the following:

- Condition ratings and accessibility audits to better inform Council's maintenance and renewal schedule
- Community Development team to work with tenants/occupiers of facilities around findings to inform grant and funding opportunities
- Further measure fit for purpose activities/programs/services and satisfaction levels in existing and future infrastructure
- Implement a Leasing and Licensing Policy to inform management arrangements of tenanted facilities
- Improve utilisation of some of the existing community infrastructure
- Maintain and protect heritage significance of existing infrastructure where feasible
- Incompatible classification of land, further asset management analysis will be conducted
- Determined supply gaps in standards of service. No regional gaps identified. District and Local area gaps inform network action planning. Indicative Supply Gap.

Shire wide map – what we have

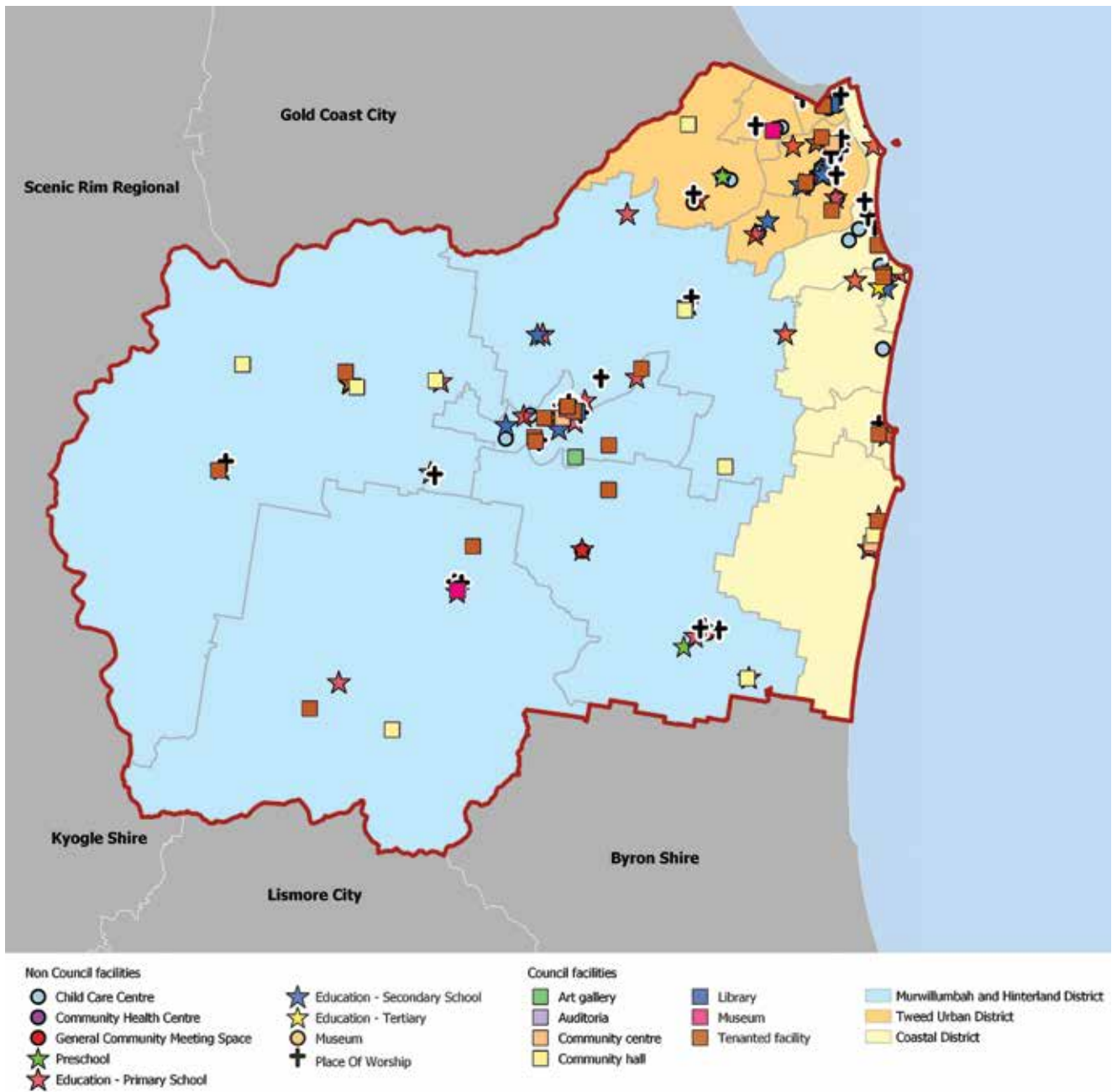


Figure 3: Map of Tweed Shire community infrastructure network.

See Appendices 2 and 3 – Inventories for Council and Non-Council owned and/or managed community facilities mapped

See Appendix 4 – Maps of existing infrastructure by District

Indicative supply gap

How to read the indicative supply gap table

This table signals the types of facilities available, and needed now and in the future, based on current and predicted population growth and demographic needs assessed at district and/or whole-of-shire (regional) scales, and the Standards of Service requirements (refer to Table 3).

Now – refers to current supply i.e. the number of existing facilities provided in the Tweed.

2016 need – refers to current need i.e. the total number of facilities needed to meet the 2016 population demand.

2036 need – refers to future need i.e. the total number of facilities needed to meet the predicted 2036 population demand.

Gap – refers to the additional number of facilities needed, above the current supply, to meet the future need. Any developer contributions captured may be used to meet this supply gap.

For example: In the coastal district, there is a current supply of 2 local community halls and a current need for 3.7 halls. By 2036, a total of 5.6 halls will be needed to service the community, therefore, 3.6 additional halls are needed to be planned for, funded and delivered as part of the growth and development of the coastal district.

'No' or a 'positive' gap indicates the current supply of facilities caters for current and future need.

A decimal figure may indicate the need for a larger new facility, an upgrade or extension of an existing facility, or for a facility to be part of a shared or multi-purpose space.

Table 4: Required provision of Community and Cultural Services facilities to 2036.

Facilities (Standards of service reviewed against 2016 population statistics)	District	Coastal	Murwillumbah and Hinterland	Tweed Urban
Population 2016		24,734	21,216	45,420
Population 2036		33,610	23,258	69,084
*Local Community Halls (1:6,000)				
Now		2	9	2
2016 need		4.1	3.5	7.5
2036 need		5.6	3.9	11.5
Gap		3.6	No gap +5.1	9.5
District Community Centre (1:15,000)				
Now		1	1	2
2016 need		1.6	1.4	2.9
2036 need		2.2	1.6	4.6
Gap		1.2	0.6	2.6
Regional Museum (1:30–150,000)				
Now		0	2	1
2016 need		0.1	0.1	0.3
2036 need		0.2	0.2	0.5
Gap			No gap +2.2	
Regional Gallery (1:30–120,000)				
Now		0	1	0
2016 need		0.1	0.1	0.3
2036 need		0.2	0.1	0.5
Gap			No gap +0.2	
Regional Auditoria/Performing Arts (1:50–200,000)				
Now		0	1	1
2016 need		0.4	0.4	0.9
2036 need		0.7	0.5	1.4
Gap			No gap +1.4	
District Library (31–39 sqm per 1000 people + 20% circulation space)				
Now		425	580	1054
2016 need		1046	988	1893
2036 need		1573	1088	2570
Gap		1148m ²	508m ²	1516m ²

Note: Future planning of tenanted facilities 27/23 buildings is not included in this Plan. However, Council will continue to work in partnership with State and Commonwealth government and other partners to assess community needs and coordinate the delivery of services.

PLAN TO ACTION



Community facilities planning vision and overarching principles

To support delivery of an activated network of community and cultural facilities that:

- Have complementary functions across the network to meet the needs of residents across Tweed Shire and our visitor population
- Are of appropriate scale and located to serve regional, district and local communities
- Can adapt and respond to changing needs.

As part of the *Community Infrastructure Framework 2014*, Council adopted the following overarching **principles** in developing a community and cultural facilities network:

- Provide a network of accessible, welcoming and activated places for the whole community – supporting people to build social connections and active lifestyles
- Lead by example – promoting universal access and social inclusion for our diverse community through design, management and activation of Council's community infrastructure
- Provide facilities in a timely manner at a level commensurate with need and in sequence with the distribution of our growing population – recognising indicators of disadvantage and supporting social cohesion in communities
- Maximise use of existing facilities that are well located for the current and growing population. Co-locate compatible activities in flexible, multi-purpose facilities and plan for longevity, including adaptability over time

- Locate facilities with access to public transport – in functional activity centres where appropriate
- Engage in partnerships with the private and community sectors and other levels of government to deliver affordable, attractive and accessible facilities
- Deliver high quality urban design with safe and visible facilities that contribute and relate to the public domain and a sense of place
- Recognise the need to support disadvantaged communities and isolated areas with declining or small populations
- Design and manage the network to support sustainable facilities that are efficient, viable and affordable to run
- Involve community members in identifying community infrastructure needs across the network and informing the function and design of individual facilities
- Engagement in the planning process builds people's capacity to participate in their community.



Tweed Urban District

Tweed Urban District has the largest diverse population and will continue to have significant growth with large future developments planned for Cobaki, Bilambil Heights and Terranora. The Tweed Urban District has 17 existing Council owned and/or managed community facilities. The needs analysis concluded the following local area findings which inform the proposed district and local network action plan.

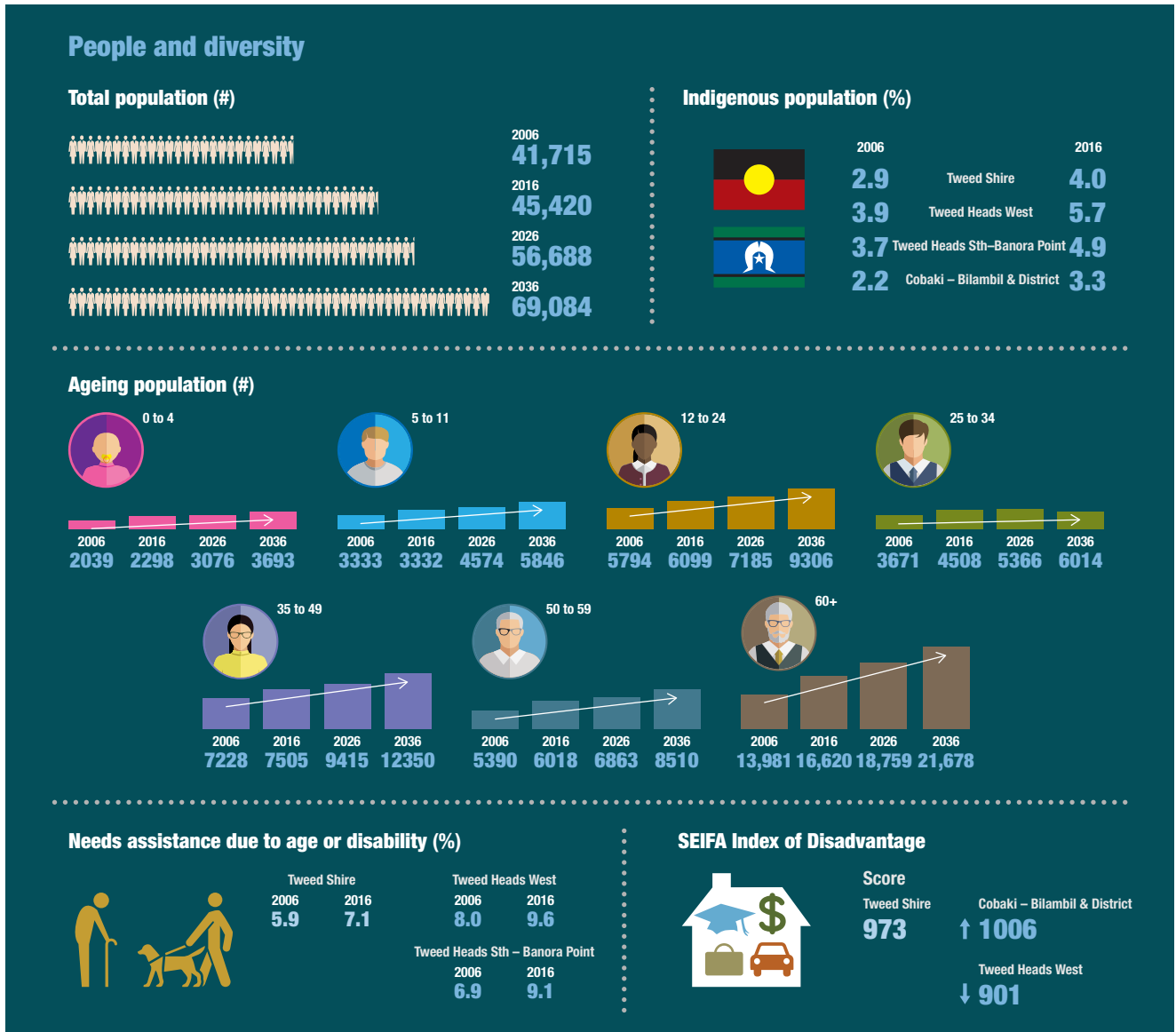


Figure 4a: Population profile for Tweed Urban District: Terranora and Tweed Heads; Tweed Heads South – Banora Point; Tweed Heads West; Cobaki – Piggabeen; Bilambil – Bilambil Heights. People and diversity. (Census 2016).



Figure 4b: Population profile for Tweed Urban District: Terranora and Tweed Heads; Tweed Heads South – Banora Point; Tweed Heads West; Cobaki – Piggabeen; Bilambil – Bilambil Heights. Housing; Education and economy. (Census 2016).

Local area profiles

Cobaki – Piggabeen

Population and demographics

2016: 585
2026: 4,113
2036: 10,315

The current median population age is 43 years and dominant age group is 55–59 years. There is significant population growth expected from 2026, resulting from the release of large residential development in Cobaki Lakes (approximately 5,500 dwellings) and the Cobaki component of The Rise development bordering Bilambil Heights. This population increase is anticipated to comprise mainly of couples with children (0–14 years) and older adults and retirees (50–64 years).

Key findings

One community hall is located in Piggabeen, within a kilometre to the perimeter of the Cobaki Lakes development, and has potential to service future demand.

Any future development should consider the close proximity of community facilities in Coolangatta, Queensland. Current planning proposes the provision of centrally located community services and facilities clustered in the town centre and integrated with open space. In addition, a new library or potential for a reciprocal local system with Gold Coast Council facilities can be explored. Co-locating compatible activities on a site that is visible, safe and adjacent to open space, with connectivity to cycle ways and pathways, is close to public transport is important. Planning of any new or expanded facilities requires engagement on governance and management arrangements and strategies to promote and optimise their use.

Bilambil – Bilambil Heights

Population and demographics

2016: 3,864
2026: 4,554
2036: 6,673

The current median population age is 43 years and dominant age group is 50–54 years. A stable moderate migration of couples with children (0–9 years) and older adults and retirees (50–64 years) is expected in future, as well as a small reduction in young persons (18–24 years) and elderly persons (65 years+). This is mostly due to large residential developments planned for in the Bilambil Heights component of The Rise development bordering Cobaki – Piggabeen, as well as smaller urban developments including at Bilambil Heights (approximately 375 dwellings) to 2036.

Key findings

Bilambil Community Preschool is located on-site of Bilambil Public School and has recently expanded to a double unit preschool to cater for increasing numbers of under-school age children in the area. Bilambil Public School has a school hall on-site, which is not currently available for general community use. Bilambil Sports Clubhouse (Council owned and managed by Parks and Active Communities) and the former Bilambil Literary Association building (managed by community), are centrally located, and both have potential to service future growth and demand. District requirements inclusive of the neighbouring Terranora area may be considered in future planning of facilities.

Terranora

Population and demographics

2016: 2,997

2026: 3,639

2036: 6,221

The current median population age is 39 years. There is a high proportion of youth (12–25 years) and families with primary aged children, and this trend is expected to continue to increase to 2036. There is also a higher number of couples without children, and, in recent years, a moderate gain of empty nesters, retirees (60–69 years) and seniors (70–84 years) has been observed. The area is the least disadvantaged in the Tweed Shire, according to the SEIFA index (ABS, 2016), based on a high number of households with a high income. The housing mix of the Terranora area is predominantly separate house dwellings, arising from large land developments being realised in Terranora Area E (approximately 1,275 dwellings) and with smaller urban development surrounding.

Key findings

Terranora Public School has a community hall available for community use outside of school hours. Lindisfarne Anglican Grammar School is extending their learning environment on large site.

A general use community space is planned for Terranora Area E, with planning considerations to include demographics of community, the size of the facility, governance and activation arrangements. Consideration should be given to the district needs and opportunities of neighbouring Bilambil – Bilambil Heights in any future program planning of facilities.

Tweed Heads South – Banora Point

Population and demographics

2016: 24,260

2026: 26,091

2036: 26,645

The current median age is 51 year and there is a higher proportion of Aboriginal and Torres Strait Islander population. Currently, there is a mix of young people, older people, families inclusive of one parent households and lone person households. The area has a higher proportion of people with disabilities and low income earners, and larger numbers of people born overseas and whom speak a language other than English. The residential mix includes a higher proportion of medium density housing and larger numbers of social housing.

Key findings

Two community centres are evenly distributed across local area with a community hall adjacent to Tweed Heads South Community Centre. Banora Point has tenanted facilities including a preschool and a co-located infant community health service within community centre. This is adjacent to the Salvation Army Centre (non-Council owned) which has community meeting spaces and a large gymnasium space. A tenanted cultural facility is co-located with emergency services on Crown Managed land.

The greatest population demand is for a community hall and general community use spaces. Consider place-making to further understand needs from community. Multiple school halls and a church hall are available for community use, though there is a need for improved connectivity of existing facilities, shared programming and activation of spaces, and improved networking with neighbouring facilities including schools, preschools, sporting facilities, and Salvation Army.

NSW Department of Education plans for redevelopment of education precinct and Council's further development on Arkinstall Park, Tweed Heads South present opportunities for program planning of facilities and services offered, with considerations given to addressing the vulnerability of the population as a priority.

Tweed Heads West

Population and demographics

2016: 6,325

2026: 6,440

2036: 6,807

The current median age is 49 years, with the largest cohort of the Aboriginal and Torres Strait Islander community in Tweed. Currently, there is a higher proportion of older lone person households however, an increase in single parent households has been noted since 2011, as well as an increase in primary aged children to the area. There is minimal growth with only small population increase expected to 2036, comprising couples with children and a higher proportion of low income earners, people with disabilities and social housing. Tweed Heads West is the most disadvantaged community in Tweed according to the SEIFA index (ABS, 2016). The residential mix comprises a higher proportion of medium density housing, adjacent to Gold Coast Airport and large area of Aboriginal heritage land.

Key findings

Population demand for community hall and general community use space, limited land availability. Need for improved connectivity of community spaces to reduce social isolation and improve liveability in the community.

Tweed Heads

Population and demographics

2016: 8,349

2026: 10,203

2036: 10,739

The median age is 56 years, with a large cohort of Aboriginal and Torres Strait Islander population. Currently, there is a higher proportion of older people (65+ years), lone persons, couples without children and people with disabilities. The area comprises a higher proportion of low income earners and is considered significantly disadvantaged according to the SEIFA index (ABS, 2016), with a higher proportion of social housing and single parent households. A recent small increase in young adults (18–34 years) has occurred. Small population growth is expected to 2036, comprising mostly of couples without children and lone person households. The residential mix of the area consists of predominantly medium and high density housing. Hospital relocation and use of existing land may impact demographics and future development in area.

Key findings

Seven tenanted community facilities are centred around Recreation Reserve. There is potential for increased collaboration across facilities. The museum has undergone an extensive renovation launched in October 2017. Tweed Civic Centre community meeting spaces, Auditorium and Library facility, upgraded in 2018 and 2019.

There is current population demand for community hall and general community use space, with considerations for improved connectivity of existing facilities and activation of spaces, and improved networking with neighbouring facilities and place-making to determine community needs.

Renewal opportunities of the Library exist to improve local facilities, as well as better promotion and marketing of upgraded Auditorium facility (2019) to maximize use. The Civic Centre new Social Enterprise Café is also planned to assist in activation of space.

**Disclaimer: Population projections are taken at a point in time from <https://forecast.id.com.au/tweed>. Please note throughout the needs analysis, data has been collected at different times.*

District and local network action plan

Table 5: Tweed Urban District and local network action plan.

Facilities type	Possible opportunity sites	Potential delivery partners	Funding opportunities	Tweed Shire Council role	Timeframes for delivery*
Tweed Heads Centre Cultural Plaza and Social Enterprise Café, including renewal work at Auditorium	Tweed Heads Civic & Cultural Centre	User groups	Building Better Regions Fund – Commonwealth Government Council budget allocation	Lead	2019
General use community facility	Terranora – Area E – planned general use community facility. Consider shared use agreement with existing social infrastructure – schools extending their learning environment.	Developer NSW Government – Department of Education Community	State Government grants Commonwealth Government grants s7.11 Contributions Plans 15	Collaborate	Short term
General use community facility	Bilambil – Bilambil Heights General use community facility – Feasibility study for best site option for community, consider Council and Non Council owned existing infrastructure.	NSW Government – Department of Education Non Council owned/ managed facilities Community/User groups	State Government grants Commonwealth Government grants s7.11 Contributions Plans 15	Collaborate	Medium – Long term
Master Planning – Tweed Heads South	Master–Planning of broader Education/Community/ Recreation precinct – Tweed Heads South to improve community facilities and spaces: 1. Consider shared use community facilities over precinct, consider extended learning environments. 2. Consider existing Arkininstall Park master plan. 3. Partake in NSW Government School Assets Strategic Plan development.	NSW Government – Department of Education Sport Clubs/Associations Community/User groups	State Government grants Commonwealth Government grants	Collaborate	Short – Medium term

Continued

Facilities type	Possible opportunity sites	Potential delivery partners	Funding opportunities	Tweed Shire Council role	Timeframes for delivery*
Tweed Heads facilities	Consider as part of North Coast Regional Plan – Tweed City Action Plan. Explore feasibility of possible future Community Centre location to meet standards of service demand.	NSW Government – Department of Planning and Environment & NSW Health Tenanted facilities – Recreation Reserve. Community/User groups	State Government grants Commonwealth Government grants	Collaborate	Medium term
Cobaki Lakes – Multi-purpose community centre	Existing master plan for Cobaki Lakes – community facilities included. Consider library space and community health centre to meet standards of service demand. Recommended minimum land size: 10,000m ² Recommended minimum gross floor area: 1,500m ² Further exploration of co-location of State Government social infrastructure required.	Developer NSW Government – Department of Planning and Environment State Library NSW Richmond Tweed Regional Library Gold Coast City Council	State Government grants Commonwealth Government grants s7.11 Contributions Plans 10, 11 and 15	Collaborate	Medium – Long term

*Short term 0–5 years

Medium term 5–10 years

Long term 10–20 years

Coastal District

The Coastal District has seen huge growth in the last twenty years. The Coastal District will have significant growth with large future developments planned for Kings Forest, Dunloe Park and West Kingscliff. The Coastal District has 10 existing Council owned and/or managed community facilities. The needs analysis concluded the following local area findings which inform the proposed district and local network action plan.

Opportunities for larger-scale, centralised and co-location options for facilities to service district demands are to be a priority for future planning and programming of services, with careful consideration of geographic and accessibility factors, community needs and levels of disadvantage.

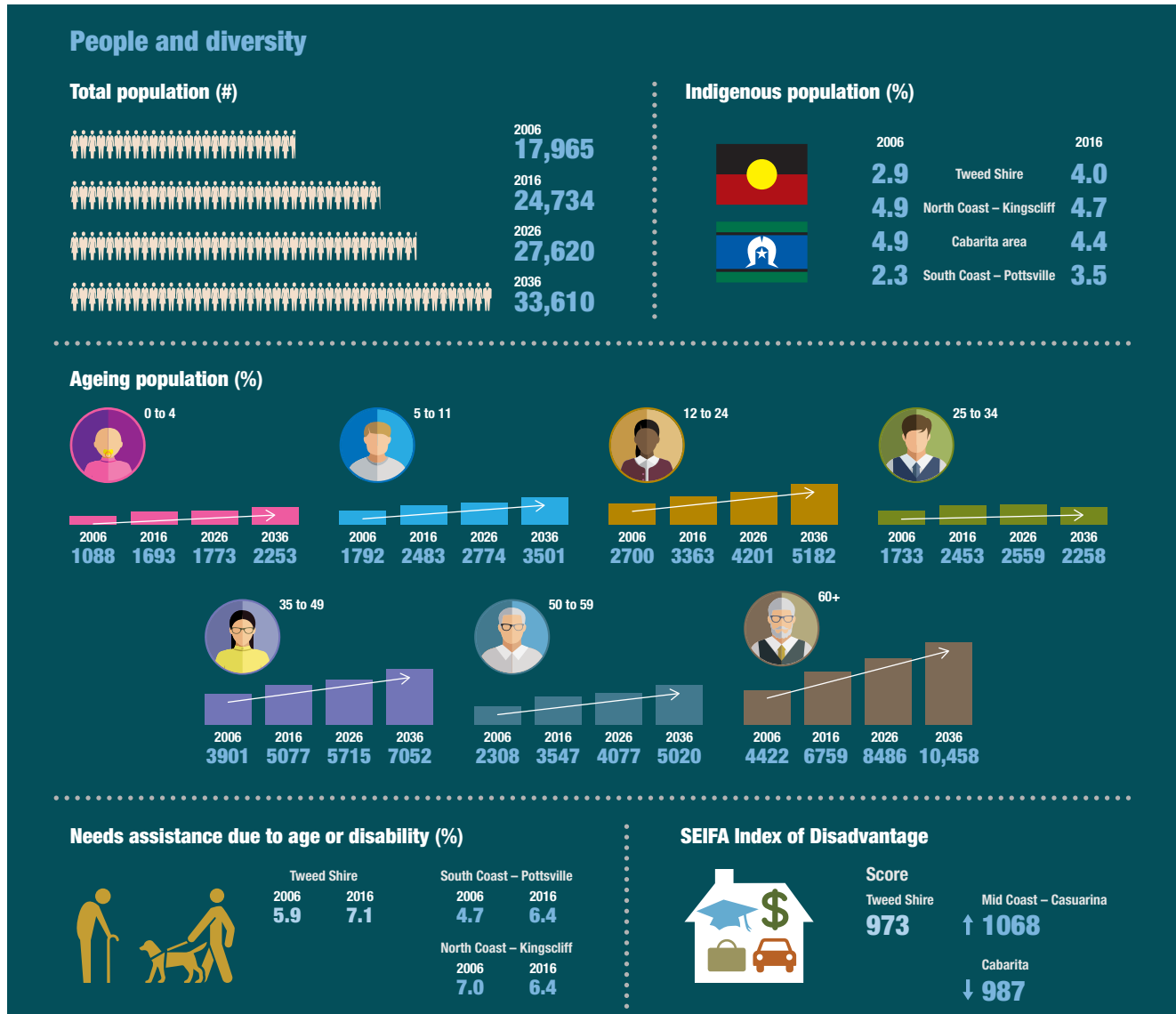


Figure 5a: Population profile for Coastal District: North Coast – Kingscliff; Mid Coast – Casuarina; Cabarita; South Coast – Pottsville. People and diversity. (Census 2016).

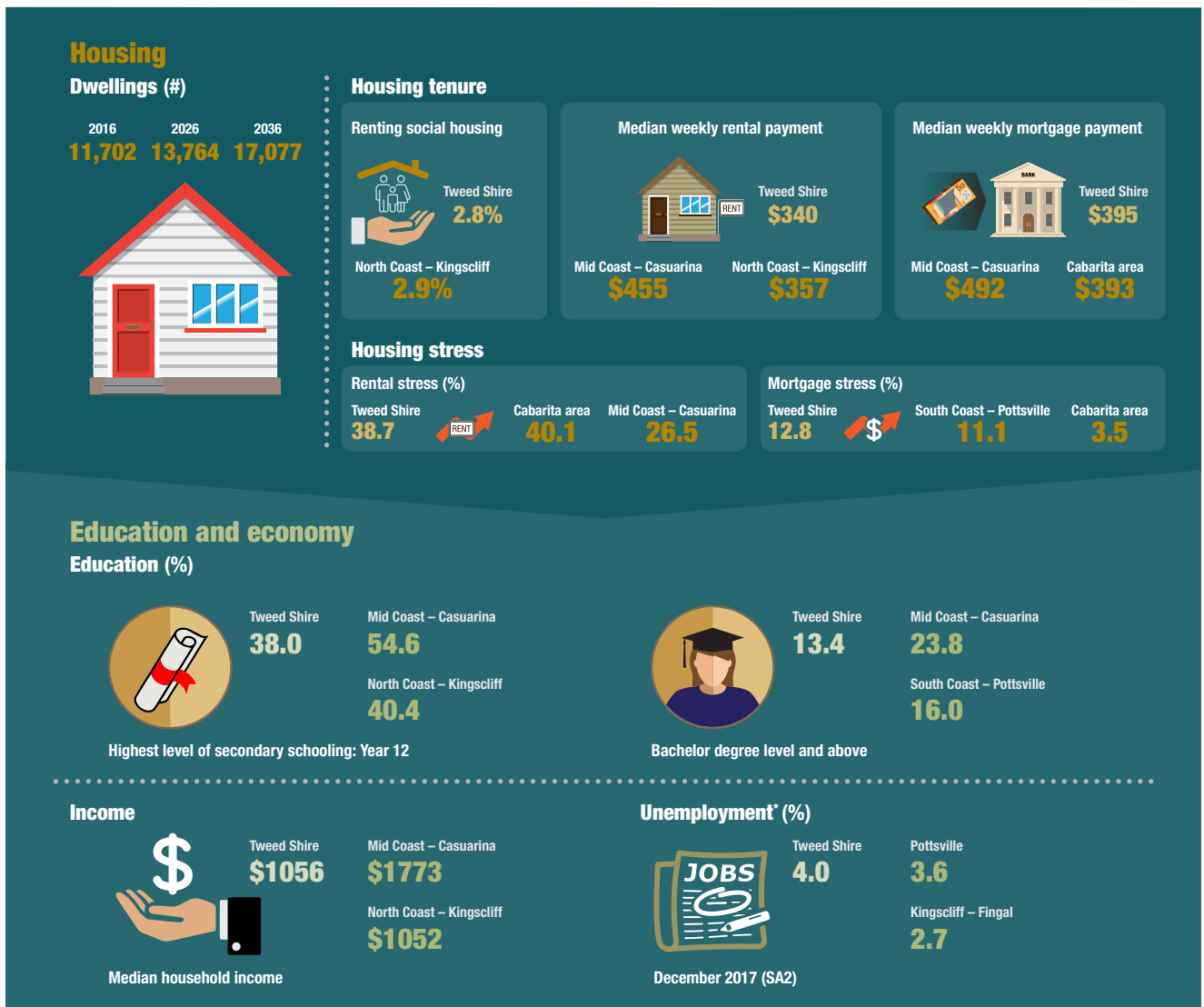


Figure 5b: Population profile for Coastal District: North Coast – Kingscliff; Mid Coast – Casuarina; Cabarita; South Coast – Pottsville. Housing; Education and economy. (Census 2016).

Local area profiles

South Coast – Pottsville

Population and demographics

2016: 8,257
2026: 9,082
2036: 10,656

The current median age is 42 years. There is a mix of children, young people, families and older people, dispersed across high and low income households. Recent trends show a decreasing numbers of families with children and increasing number of couples without children. The current residential mix shows a higher number of separate dwellings and moderate number of medium density housing.

Key findings

Pottsville Beach Primary School has completed recent renovations expanding library space to front of school, no expansion in facilities or enrolments.

Pottsville Beach Neighbourhood Centre and Pottsville Beach Community Hall are very well utilised. There is also a mobile library service that visits the township most weeks of the year. There is an increasing demand for community hall/general community use space.

Pottsville Environment Centre provides a community space for particular interests and has capacity for further use (Council owned, managed by Sustainable Communities and Environment).

Pottsville Community Preschool is expanding to a dual unit preschool in order to cater for the demand of preschool aged children with 100+ on waitlist, need for further early childhood education and care services.

Cabarita Area

Population and demographics

2016: 3,339
2026: 3,481
2036: 3,471

The median age is 41 years. Currently, there is a mix of children, young people, families and older people, dispersed across a mix of high and low income households, and a larger cohort of the Aboriginal and Torres Strait Islander population resides in the area. Recent trends show an increase in empty nesters and retirees (60–69 years) which is expected to continue, along with a decrease of older workers and pre-retirees (50–59 years) likely couples without children. The housing stock comprises mostly separate homes and higher number of medium density households, with some pockets of social housing. Future development at Tanglewood may impact community infrastructure planning across the district.

Key findings

Cabarita Youth Service previously occupied community space at Les Burger Sportsfield community rooms, however, now provide a mobile outreach service, resulting in an opportunity to promote the utilisation of this facility for general community use (Council owned, Sustainable Communities and Environment managed). A Council owned early childhood and education tenanted facility in Bogangar caters for under school age children and is fully utilised during week. Bogangar Public Primary School has a hall available for community use outside of school hours.

Mid Coast – Casuarina

Population and demographics

2016: 3,923

2026: 6,521

2036: 11,631

The median age is 37 years. Currently, there is a higher proportion of families with babies and preschoolers, primary and secondary aged children, with significantly higher income households in the area compared with the Shire average. The housing stock comprises a higher number of separate houses and medium density dwellings. Future population growth is expected to consist of couples without children and lone person households.

Key findings

There is existing demand for general community use space for the current Casuarina population as privately owned recreational indoor facilities are well utilised.

Kings Forest will see approximately 2,600 dwellings being developed in the area, resulting in a significant demand for additional community infrastructure. Current planning proposes a multi-purpose community/civic at Kings Forest Town Centre, and local community facilities. Co-locating compatible activities on a site that is visible, safe and adjacent to open space, with connectivity to cycle ways and pathways and is close to public transport is important. Planning of any new or expanded facilities requires engagement on governance and management arrangements and strategies to promote and optimise their use.

North Coast – Kingscliff

Population and demographics

2016: 9,855

2026: 10,500

2036: 10,998

The median age is 48 years. Currently, there is a mix of children, young people, families, older persons and lone person households, and a larger cohort of the Aboriginal and Torres Strait Islander community resides in the Kingscliff, Fingal Head and Chinderah areas. Trends show increasing numbers of seniors and elderly persons and a larger proportion of low income households and pockets of social housing. Half of the population reside in separate houses, and moderate medium density and high density dwellings. A larger population of long term residents reside in caravans/cabins.

Key findings

Library space significantly under provision for current population. Mobile library currently servicing Pottsville, Bogangar and Fingal Head along coastal district. Kingscliff Community Hall is very well-utilised and has recently undergone a significant renewal renovation.

West Kingscliff Urban Release Area, including West Kingscliff, Turnock Street and North Kingscliff precincts will generate a need for increased community facilities. Kingscliff Community Preschool is expanding to dual unit preschool to cater for demand for increased preschool-aged children with 120+ on waitlist, supported by neighbouring private child care centres with preschool programs to assist with demand. Co-located tenanted facilities for aged and disability respite care and meals on wheels near library are experiencing increased demand. Kingscliff Public School, local churches and Kingscliff TAFE have halls and community spaces available for hire.

District and local network action plan

Table 6: Coastal District and local network action plan.

Facilities type	Possible opportunity sites	Potential delivery partners	Funding opportunities	Tweed Shire Council role	Timeframes for delivery*
General use community facility	<p>Casuarina</p> <p>Consider partnership approach with private provider (lease arrangement).</p> <p>Consider feasibility of upgrade of Council recreation facilities to include community facility.</p> <p>Consider larger facility in Kings Forest in the long term.</p>	<p>Private Providers</p> <p>Developer</p>	<p>State Government grants</p> <p>Commonwealth Government grants</p> <p>s7.11 Contributions Plans 19</p>	Lead	Short term
General use community facility	<p>South Coast – Pottsville</p> <p>General use community facility – land considerations at Dunloe Park and State Government land at Seabreeze, Pottsville, need to closely consider best practice models and CIF principles.</p> <p>Consider ageing buildings at Pottsville Beach Neighbourhood Centre and possible new general use community space.</p>	<p>Developer</p> <p>NSW Government – Department of Education</p> <p>Pottsville Beach Neighbourhood Centre</p>	<p>State Government grants</p> <p>Commonwealth Government grants</p> <p>s7.11 Contributions Plans 15</p>	Collaborate	Medium term
General use community facility	<p>North Coast – Kingscliff</p> <p>General use community facility – consider partnership approach with private provider (lease arrangement).</p> <p>Consider future use of existing library space.</p> <p>Consider new green development sites at West Kingscliff.</p> <p>Consider Kingscliff TAFE and new Tweed Valley Hospital site.</p> <p>Consider new Business and Education precinct.</p>	<p>Developer</p> <p>NSW Government – Department of Education & NSW Health</p>	<p>State Government grants</p> <p>Commonwealth Government grants</p> <p>s7.11 Contributions Plans 15</p>	Collaborate	Short – Medium term

Continued

Facilities type	Possible opportunity sites	Potential delivery partners	Funding opportunities	Tweed Shire Council role	Timeframes for delivery*
Coastal Library	Need to consider central location for new library to service Coastal District. Site feasibility to be conducted to consider site options. Required gross floor area: 1,575m ² .	NSW Government State Library NSW Richmond Tweed Regional Library	State Government grants Commonwealth Government grants s7.11 Contributions Plans 11	Collaborate	Short – Medium term
Kings Forest – Multi-purpose community centre	Existing master plan for Kings Forest – community facilities included. Recommended minimum land size: 10,000m ² Recommended minimum gross floor area: 1,500m ² Further exploration of co-location of State Government social infrastructure required.	Developer NSW Government – Department of Planning and Environment	State Government grants Commonwealth Government grants s7.11 Contributions Plans 19	Collaborate	Short – Medium term

*Short term 0–5 years

Medium term 5–10 years

Long term 10–20 years

Murwillumbah and Hinterland District

Murwillumbah and Hinterland District is a large geographical district that is well established with small future growth. The Murwillumbah and Hinterland District has 25 existing Council owned and/or managed community facilities. The needs analysis concluded the following local area findings which inform the proposed district and local network action plan.

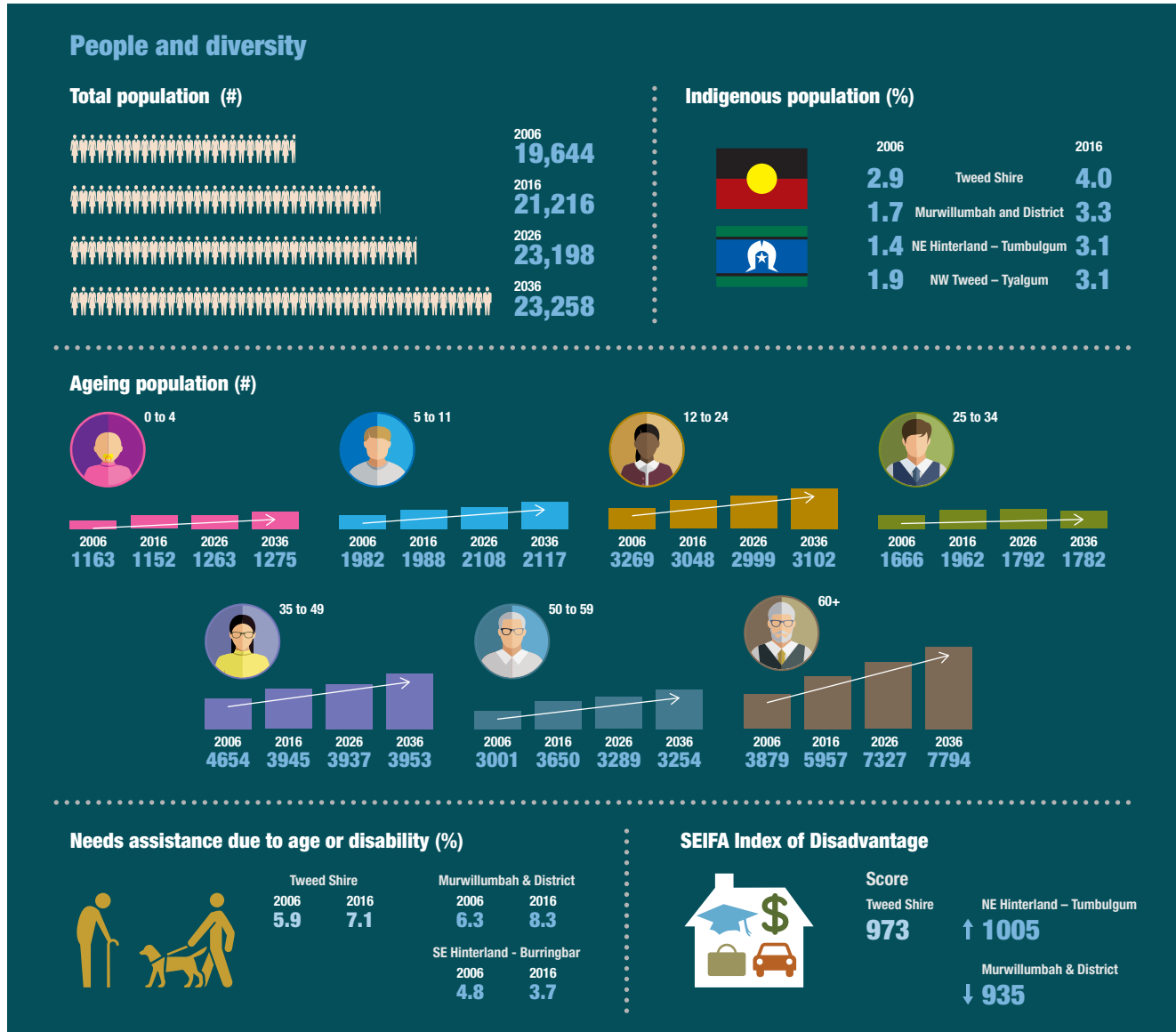


Figure 6a: Population profile for Murwillumbah and Hinterland District: Murwillumbah and District; North East Hinterland – Tumbulgum; North West Tweed – Tyalgum; South East Hinterland – Burringbar; South West Tweed – Uki. People and diversity. (Census 2016).

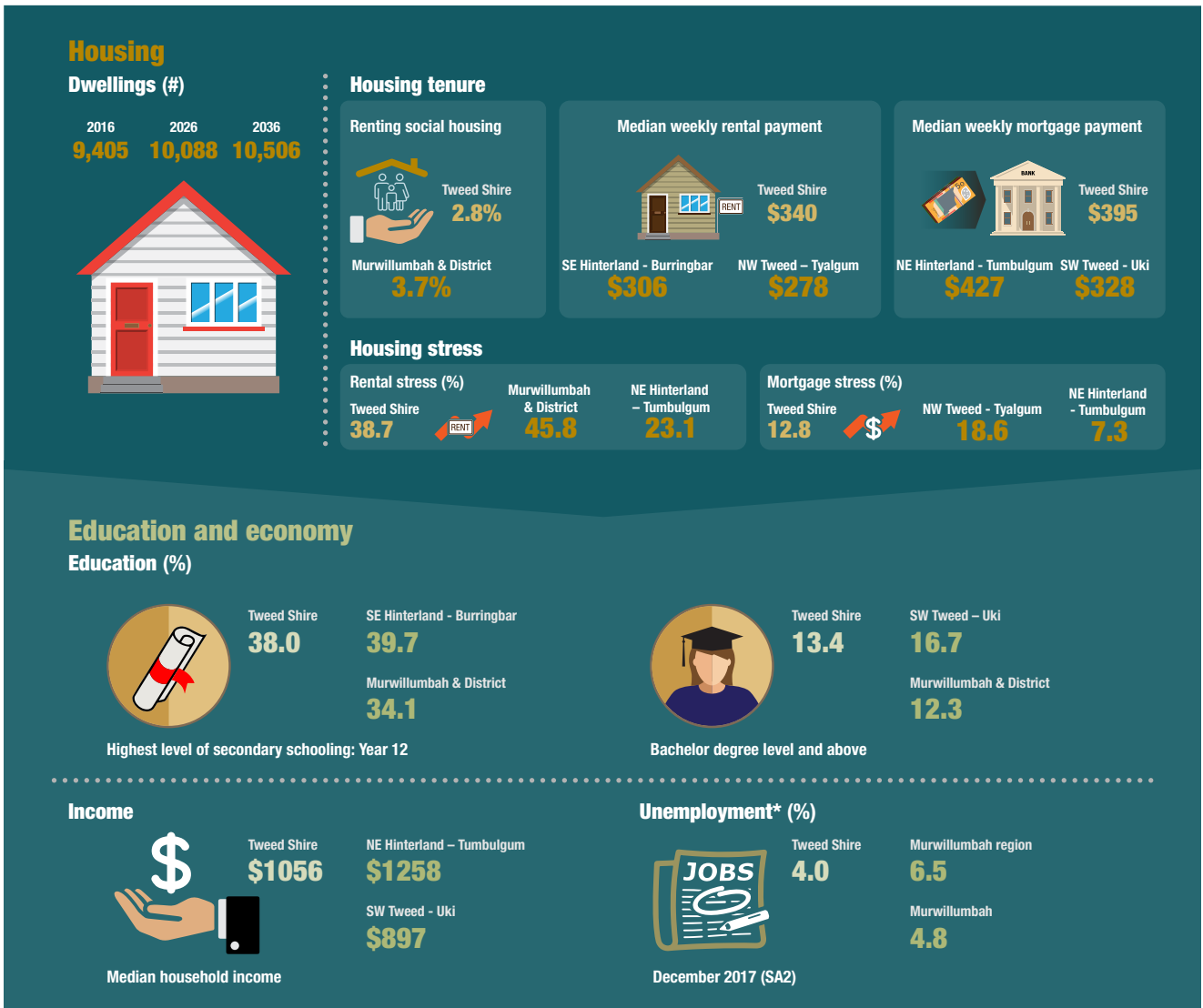


Figure 6b: Population profile for Murwillumbah and Hinterland District: Murwillumbah and District; North East Hinterland – Tumbulgum; North West Tweed – Tyalgum; South East Hinterland – Burringbar; South West Tweed – Uki. Housing; Education and economy. (Census 2016).

Local area profiles

North East Hinterland – Tumbulgum

Population and demographics

2016: 2,921

2026: 2,782

2036: 2,804

The median age is 47 years. Currently, there is a mix of young children, youth and families and older person households. With recent small population growth, there was an increasing number of secondary students, tertiary aged and young workforce (25–24 years) predominantly young persons living at home with their parents. Prominent households are parents and home builders (35–49 years), older workers and pre-retirees (50–59 years) and empty nesters and retirees (60–69 years). Existing larger population comprises high income households. A small decline in future population is anticipated. The current housing stock is predominantly separate house dwellings, many on large rural properties.

Key findings

Tumbulgum Community Hall, whilst popular, has capacity to service additional demand. There is small local public primary school central to town. Consideration of rural uses of the area and environmental constraints, such as flooding risk, is important when identifying appropriate sites and/or use of facilities.

South East Hinterland – Burringbar

Population and demographics

2016: 3,216

2026: 3,228

2036: 3,268

The median age is 46 years. Currently, there is a mix of young children, youth and families and older person households. Since last Census, there has been declining rates of school aged children and an increase in empty nesters and retirees and lone person households. Prominent households are parents and home builders (35–49 years), older workers and pre-retirees (50–59 years) and empty nesters and retirees (60–69 years). Minimal future population growth is expected. The housing stock predominantly comprises separate house dwellings, many on large rural properties.

Key findings

Fernvale Hall and co-located tenanted arts facility is currently in use, and has capacity to cater for increasing demand. Crabbes Creek Community Hall is utilised by community and the small local primary school as a pivotal meeting space, and has capacity for utilisation to increase. Burringbar Community Hall is owned and managed by community and located near the township. An additional two small local primary schools exist in the area, with potential for an additional shared use.

North West Tweed – Tyalgum

Population and demographics

2016: 2,846

2026: 2,754

2036: 2,768

The median age is 47 years. Currently, there is a mix of young children, youth and families and older people. There is a higher number of couples with and without children. In recent times, population increases include primary aged children (5–11 years) and empty nesters and retirees (60–69 years). Population is expected to decrease by 2036 with minimal development in the area.

Key findings

Within Chillingham there is the Chillingham Community Hall and Chillingham Community Centre which are central to the township, though have potential for additional use. Crystal Creek Hall and Limpinwood Hall have a high level of capacity available, with no neighbouring townships. Crystal Creek Primary School has a school hall not currently available for public use. Tyalgum Community Preschool shares management with Chillingham Community Preschool (community managed) and are able to meet the demand for early childhood education and care services as it caters for children 2+ years. Tyalgum Community Hall is managed by community and centrally located in the township. Population projections suggest there is an oversupply of Council owned/managed facilities and community infrastructure. Consideration of the rural uses of the area and environmental constraints, such as flood – or bushfire – prone land, is important when identifying appropriate sites and/or use of facilities.

South West Tweed – Uki

Population and demographics

2016: 2,217

2026: 2,271

2036: 2,328

The median age is 50 years. Currently, there is a mix of young children, youth and families and pre-retirees. In recent years, a declining number of families with children and a small increase in empty nesters and retirees (60–69 years) has occurred. Minimal growth is expected for area. The housing stock comprises predominantly, separate house dwellings, many on large rural properties. A higher proportion of low income earners reside in the area – the SEIFA index notes this as the second most significantly disadvantaged community in the Tweed Shire.

Key findings

Uki Community Hall (community managed) and Museum – Uki branch houses The Historical Society. Kunghur Hall is currently utilized by the Kunghur community preschool. A community preschool is located at Dum Dum, which caters for 40 children and has some vacancies.

Murwillumbah and District

Population and demographics

2016: 10,504

2026: 11,685

2036: 12,090

The median age is 45 years. Currently, the population comprises a mix of primary and secondary aged children and families and older persons. This is expected to continue in small population increases. Trends show a decrease in the number of young persons (18–24 years) as they leave the family home seeking further education and work opportunities. Minimal growth is expected for area. The housing stock is predominantly separate houses with some small medium density dwellings, occupied by predominantly low income earners, as well as pockets of social housing.

Key findings

Murwillumbah Community Centre is utilised for specific user group programming and operates services from Nullum House as a Social Inclusion Drop-In service (approx. 250m²) and has tenancies with Red Cross building in Knox Park for Food Pantry service. The Tweed Regional Art Gallery services the Northern Rivers and Gold Coast Region, and its annexe, the DownTown Gallery is being trialled during 2019. A high number of tenanted facilities are used by specific user groups with population demand showing a need for general community hall space in the future.

Consideration should be given to the existing capacity available across the district in community halls and the distribution of this capacity. In addition, school halls, the Autumn Club, churches and the Murwillumbah TAFE have general community space available for hire. Library space is significantly under-providing for the current population, along with mobile library servicing Burringbar and Tyalgum.

District and local network action plan

Table 7: Murwillumbah and Hinterland District and local network action plan.

Facilities type	Possible opportunity sites	Potential delivery partners	Funding opportunities	Tweed Shire Council role	Timeframes for delivery*
Murwillumbah Auditorium renewal work	Murwillumbah Civic Centre	User groups	Regional Cultural Fund – Create NSW	Leader	2019–2020
Murwillumbah and Hinterland Library	Existing facility is 580m ² . By 2036 an additional 508m ² is required to meet desired standards of service. Total gross floor area = 1088m ² . Consider general use community spaces at new/expanded library. Site feasibility to be conducted to consider existing site and other options.	NSW Government State Library NSW Richmond Tweed Regional Library	State Government grants Commonwealth Government grants s7.11 Contributions Plans 11	Collaborate	Medium – Long term

*Short term 0–5 years

Medium term 5–10 years

Long term 10–20 years

Whole-of-Shire (regional) action plan

Table 8: Whole-of-shire – network planning activities.

Objective	Action	Roles and responsibilities	Timeline*
Maximise use of existing community infrastructure and network activation for co-located services	<p>Explore marketing/promotion, insurances, hire and booking systems.</p> <p>Programming, usage, capacity and satisfaction levels to be monitored. Consider intergenerational programming and flexible spaces.</p> <p>Support to disadvantaged communities and isolated areas, particularly rural village facilities.</p> <p>Activities to be planned by network of co-located community facilities to activate space.</p>	Tweed Shire Council. All community facilities.	Ongoing
Secure governance arrangements for all non Council managed, Council owned infrastructure	<p>Tenanted facilities to have contemporary lease/license/ management agreements.</p> <p>Support Community Centres to develop Strategic Business Plans.</p> <p>Capacity building with volunteer committees of management via training and support.</p>	Tweed Shire Council. Tenanted facilities. Community Centres.	Short term
Implement <i>Community Facilities Plan</i> findings in to planning documents and the long term financial plan	Engage Consultant to conduct a review of s7.11 contribution plans related to community facilities and libraries which will include projected total costs of new infrastructure and where applicable associated concept plans.	Consultant. Tweed Shire Council.	Short term
Establish a strong working partnership with Department of Education to explore opportunities for shared or joint planning of facilities for use by community.	<p>Strengthen working relationships with the Department of Education Asset Management and Joint Use teams.</p> <p>Evaluate the feasibility of recommendations identified in district action plans.</p>	Tweed Shire Council. Department of Education.	Ongoing
Assess Council's role in provision of infrastructure for State and Commonwealth funded services.	Working in partnership with centre based child care facilities/ early childhood education and care services, conduct a needs assessment across the Shire.	Tweed Shire Council. Department of Education. Tenanted ECEC Facilities	Medium term
Implement a new asset management register as part of associated asset management strategic planning.	Ensure all community infrastructure is included in the asset management register according to the <i>Community Facilities Plan</i> , and community facilities are engaged in coordinated maintenance and renewal schedules.	Tweed Shire Council. Consultant.	Short term
Ensure community facilities are a priority for delivery in new and growing urban areas.	<p>Council's Cultural and Community Services Unit to partake in master planning for new urban growth areas.</p> <p>Review of available land and opportunities for new community infrastructure.</p>	Tweed Shire Council. Developers. NSW Department of Planning and Environment.	Ongoing

*Short term 0–5 years

Medium term 5–10 years

Long term 10–20 years

IMPLEMENTING THE PLAN



What is the role of Council?

Tweed Shire Council shares a joint responsibility with a range of partners to provide community facilities and infrastructure services; collaborating with all levels of government, not-for-profit providers, the private sector and the wider community hence, a **network approach**. Integrated land use and community infrastructure planning is essential to ensure that community expectations are met for improvements to living conditions and economic performance to accompany population growth and change in to the future.

The provision of appropriate, effective, efficient and timely infrastructure is essential to achieve affordable and sustainable living conditions in the Tweed. In the context of current infrastructure provision, population increase, climate change and infrastructure management; devising the means to fund and provide necessary infrastructure is a major and critical local, state and commonwealth challenge.

While each tier of government plays a role providing social and community infrastructure, they need to integrate their planning, funding and delivery responsibilities to enable collaborative development and create the most value from the investment for the community. It is important to distinguish the difference in social infrastructure that is governed by State Government policy which is not in scope of the needs analysis however, has been considered. This included consideration of the inclusion of core government services that keep residents safe and secure, healthy and well-cared for, especially for those most vulnerable in our communities e.g. health services, education establishments, and emergency services amongst others.

Tweed Shire Council's role in the delivery of community infrastructure involves both planning and provision, depending on the type of community infrastructure involved. The various roles of Tweed Shire Council in the delivery of community infrastructure are¹:

- As a planning regulator Council can encourage (but not require) the provision of community infrastructure through the Planning Scheme.
- As a land and building owner, Council has the potential to develop or use its infrastructure for community infrastructure (solely or as a joint venture).

- Council may also be a developer of community facilities in its own right, either solely or in partnership with others.
- Council can also be a community service provider delivering programs and initiatives for its range of residents and workers, children, youth and aged.
- Council can also be an advocate by actively approaching other levels of government to deliver facilities and services required by the community.
- Finally, as a facilitator/active partner, Council can create enabling environments for partnership and collaboration as a network, and coordinate integrated delivery of facilities and services across the community.

Tweed Shire Council's role will alter across the acquired community and cultural infrastructure. Consideration of legal entities involved in the facility will be planned for, outlining roles and responsibilities and the documents that will be used to confirm these agreements are a requirement under the *Local Government Act 1993*. The governance of shared community facilities will consider public participation and program activation of spaces that maximise use of the facility.

Council has an ongoing role of facilitating community networks, relevant to each facility type to promote and build community connections, maximise utilisation, promote access, enable the sharing of information, to assess viability and sustainability and resourcing and improve facility information. For example, the Community Halls Advisory Committee is an established network looking at existing hall facilities' ability to deliver the types of services that meet the needs identified through the needs analysis.

¹ Source: Adapted from City of Belmont Community Infrastructure Plan (2013)

Key actions

1. Site planning and feasibility analysis

Planning for proposed sites or co-location options for those new or expanded facilities identified in this Plan involves firstly investigating land opportunities against environmental constraints. The following community infrastructure specific suitability criteria, outlined in the *Community Infrastructure Framework 2014* (section 7.7), are then applied to assess the feasibility of potential sites:

- Accessibility
- Influences and demand on the site
- Public space
- Financial parameters.

The design and delivery of identified feasible sites is then conducted in collaboration with key stakeholders and community and relevant legislation regarding specific locations, facility types and proposed programs

2. Review of s.7.11 Contributions Plans

This Plan will be used to inform a review of Council's section 7.11 Contributions Plans, pertaining to new community and cultural facilities (formerly referred to as section 94 of the *NSW Environmental Planning and Assessment Act*).

As per the NSW Department of Planning Industry and Environment requirements and guidance, developer contributions contribute to the cost of delivering infrastructure needed to support new communities.

This Plan will assist the review of Council's existing Contributions Plans. This is achieved by this Plan helping to establish the relationship between the expected types of development in the area and the demand created by those developments for additional community facilities.

Fund, monitor and review

Implementing this Plan involves a range of actions including a commitment of funding and resources, the establishment of partnerships and attainment of grant funding.

Funding opportunities include the following:

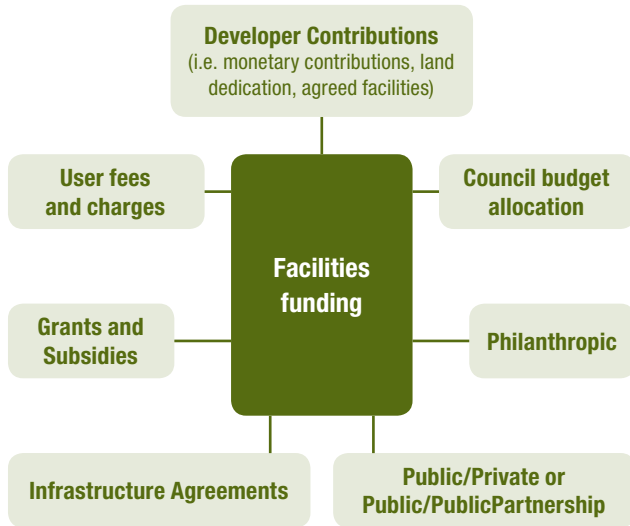


Figure 7: Possible funding sources.

To achieve these actions, Council will monitor and manage the following factors and opportunities that may influence the funding, timing and delivery of facilities to the community:

- The availability and timing of State and Federal Government grants and subsidy programs
- Aligning this Plan’s recommendations and actions to the eligibility requirements of various grants and subsidy programs
- Availability and capacity of Council staff and in-kind resources
- Council’s annual funding streams to meet service delivery requirements, considering both capital investment and ongoing operational and maintenance demands
- Council’s wider budget priorities and project alignment
- Balancing the tension between the need to generate revenue to contribute to operating costs and providing social benefits to the community, which are sustainable and affordable.

Council, in developing and implementing the sequencing and staging of work programs and budgets, will monitor, review and address issues, for example:

- ensuring the entire costs of a facility are considered at the project feasibility stage, with the expenditure of all built projects appropriately reflected in the capital and operating planning costs
- allocation in operational budgets for new facilities funded through residential developments, and State and Federal grants, dependent on operating arrangements
- opportunities to leverage financial investments and ongoing funding through other partnerships
- implementation of projects in line with the total project costings outlined in the relevant s7.11 Contribution Plans along with adopted standards of service
- performance and management of individual facilities, which may include the usage, capacity, satisfaction and related information to inform Council’s asset management planning
- changing and competing priorities and new information as they arise, and gained experience through the delivery program; for example, other changes to external infrastructure provision and management, population increases and climate change pressures.

Reporting will align with the *Community Strategic Plan 2017–2027* and be linked to the draft Community Development Strategy (CDS) currently being prepared. The CDS will not only manage the implementation of this Plan but also identify needs for soft infrastructure; being programming, resources, services and community development, and include key directions for how community facilities can be used to meet the identified needs of the community. Ongoing communication and engagement with the community services sector and general community will evolve as this Plan is implemented.

(See Appendix 6: Tweed Shire Council community and cultural facilities network planning and delivery cycle)

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APPENDICES



Appendix 1

Definition of services

Local	Child Care Centre	Early Childhood Education and Care (ECEC) services that provide long day care generally for children aged 6 weeks to school age. Many services also provide a preschool program. Child Care Centres ECEC services are regulated and receive a quality rating under the Australian Children’s Education and Care Quality Authority (ACECQA). Child Care is a Commonwealth funded service and where providing a preschool program can attract State funding ran by Not for Profit organisations, Private, Councils, Church or Community.
	Preschool	Early Childhood Education and Care (ECEC) services that generally provide an early education and care program for children aged between three and six years, although some may be licensed to take children from two years of age. Preschools are regulated under the National Education and Care Services Law and Regulations. The program is delivered by a qualified university trained kindergarten teacher. Preschool is a State funded service ran by Not for Profit organisations, Private, Schools, Councils, Church or Community.
	Community Hall	General community use facility providing meeting spaces; social, cultural, educational and recreational activities; and/or health, support and information.
District	Community/Neighbourhood Centre	A flexible multi-purpose focal point for community activity and places for people to meet and connect. Community Centres are an important asset to the community and often provide meeting space for social interaction as well as a range of services and information pertaining to the local community.
	Libraries	A branch library provides the community with inclusive, safe and inviting spaces, with carefully designed library programming to entertain, educate and improve the lives of local residents. Access to Wi-Fi, computer and photocopier facilities, along with online and text based resources supported by expert staff.
Regional	Art Gallery	Art galleries research, develop and present visual art exhibitions, host and present education and public programs, and develop and care for collections according to formalised collecting profiles. They may also provide meeting and workshop space for artists and the broader community.
	Museum	A building, place, or institution devoted to the acquisition, conservation, study, exhibition, and educational interpretation of items having specific, historical, or cultural value.
	Auditoria/Performing Arts	Provides performing arts and event facilities that cater for a variety of cultural activities – including performing arts, conventions and exhibitions. In addition the facilities provide community meeting rooms and activities space.

Appendix 2

Inventory of Council owned/managed Community and Cultural facilities

CCS facility	Address	Suburb	Lot//DP	Hierarchy	Indicative gross floor area (m ²)	Land size (m ²)	
2 × Auditorium/Performing Arts							
1	Tweed Heads Auditorium	17 Brett St	Tweed Heads	1//1019196	Regional	850	12,138.5
2	Murwillumbah Auditorium	10–14 Tumbulgum Rd	Murwillumbah	1//863851	Regional	1330	24,333.1
3 × Library							
3	Tweed Heads	17 Brett St	Tweed Heads	1//1019196	District	1054	12,140.0
4	Murwillumbah	10–14 Tumbulgum Rd	Murwillumbah	1//863851	District	580	24,360.0
5	Kingscliff	71 Turnock St	Kingscliff	4//1179360	District	425	33,401.1
3 × Museum							
6	Tweed Heads	230 Kennedy Dr	Tweed Heads	3//44829	Regional	231.83	6,199.1
7	Murwillumbah	2 Queensland St	Murwillumbah	1//1177349	Regional	725	963.4
8	Uki	1462 Kyogle Rd	Uki	233//721129	Regional	93	1,739.9
1 × Art Gallery							
9	Tweed Regional Art Gallery & Margaret Olley Art Centre	24 Mistral Rd	Murwillumbah	1/1186759	Regional	2390	9,169.1
4 × Community Centre							
10	Banora Point	Leisure Dr	Banora Point	1//1009649	District	1000	10,106.4
11	South Tweed	18 Heffron St	Tweed Heads South	519//755740	District	855	19,455.3
12	Murwillumbah	36 Nullum St	Murwillumbah	1//1220632	District	1500	2,550.7
13	Pottsville Beach	10B Elizabeth St	Pottsville	534//48641	District	1500	4,046.3
12 × Community Hall							
14	Crabbes Creek	29 Crabbes Ck Rd	Crabbes Creek	1//851314	Local	280	1,232.1
15	Crystal Creek	845 Numinbah Rd	Crystal Creek	1//942902	Local	275	980.9
16	Doon Doon	145 Commissioners Ck Rd	Doon Doon	2//261681	Local	230	89,802.4
17	Fernvale	76 Fernvale Rd	Fernvale	7005//92890	Local	141	8,314.8
18	Limpinwood	228 Limpinwood Valley Rd	Limpinwood	731//863375	Local	95	861.1
19	Piggabeen Hall	525 Piggabeen Rd	Piggabeen	203//755740	Local	135	1,014.9
20	Pottsville Beach	1 Tweed Coast Rd	Pottsville	447//755701	Local	570	2,214.7
21	Reserve Creek	1026 Reserve Ck	Reserve Creek	1//319447	Local	123	1,011.4
22	Tumbulgum	168 Riverside Dr	Tumbulgum	30/1/1223	Local	255	233.2
23	Chillingham	3 Satinwood Place	Chillingham	2//129078	Local	300	787.6

Continued

CCS facility	Address	Suburb	Lot//DP	Hierarchy	Indicative gross floor area (m ²)	Land size (m ²)	
12 × Community Hall (continued)							
24	Kingscliff	81 Marine Pde	Kingscliff	2//1122062	Local	285	517,308.9
25	South Tweed	18 Heffron St	Tweed Heads South	519//755740	Local	490	19,455.3
10 × tenanted Early Childhood Education and Care Services							
26	Kunghur Hall and Community Preschool	1 Cooloon St	Kunghur	1//1217398	Neighbourhood	230	1,560.2
27	Cooloon Children's Centre	2–4 Park St	Tweed Heads	1//1082080	Neighbourhood	434	39,607.4
28	Possums Community Preschool	20 Mcleod St	Condong	1//263998	Neighbourhood	192	1,077.5
29	Pippies Early Childhood Centre	34 Tallowood Ave	Bogangar	146//836305	Neighbourhood	588	1,798.5
30	Tyalgum Community Preschool	1–3 Carraboi Tce	Tyalgum	111//1061262	Neighbourhood	355	1,625.9
31	Joey's Pouch Child Care Centre	41–46 Ewing St	Murwillumbah	5/29/758739	Neighbourhood	590	1,037.3
32	Pottsville Community Preschool	2–4 Centennial Dr	Pottsville	509//728257	Neighbourhood	294	1,397.7
33	Mt Warning Community Preschool	120 Glenock Rd	Dum Dum	19//804812	Neighbourhood	331	2,882.9
34	Kingscliff Mini School	60 Kingscliff St	Kingscliff	18//704246– 17//704246	Neighbourhood	341	1,071.6
35	Wallum Community Preschool	Leisure Dr	Banora Point	1//1009649	Neighbourhood	832	10,110.0
17 × Other tenanted Community Services							
36	Northern Rivers Children's Services	4 Park St	Tweed Heads	1//1082080	Neighbourhood	554	39,630.0
37	Banora Point Community Health	Leisure Dr	Banora Point	1//1009649	Neighbourhood		10,106.4
38	Meals on Wheels	71 Turnock St	Kingscliff	4//1179360	Neighbourhood		33,401.1
39	Country Women's Association Hall	16 Queen St	Murwillumbah	11/16/758739	Neighbourhood	297	512.8
40	Chillingham Community Centre	1469 Numinbah Rd	Chillingham	2//1050879	Neighbourhood	131	33,191.9
41	Murwillumbah Boxing Clubhouse	9A Amwil Ave	Murwillumbah	19//21679	Neighbourhood	310	3,725.7
42	Tweed Unlimited Arts	154 Pioneer Pde	Banora Point	682//41192	Neighbourhood	380	6,753.6
43	Fernvale Old School House Arts	76 Fernvale Rd	Fernvale	7005//92890	Neighbourhood	130	8,314.9

Continued

CCS facility	Address	Suburb	Lot//DP	Hierarchy	Indicative gross floor area (m ²)	Land size (m ²)	
17 × Other tenanted Community Services (continued)							
44	#Bray Park Community Centre – Community Printmakers	33–35 Kyogle Rd	Bray Park	1//381677–1//395275	Neighbourhood	325	1,102.7
45	Tweed Bridge Club	4 Park St	Tweed Heads	1//1082080	Neighbourhood	661.63	39,630.0
46	Twin Towns Playgroup	4 Park St	Tweed Heads	1//1082080	Neighbourhood	as above	as above
47	Tweed Heads Men's Shed	4 Park St	Tweed Heads	1//1082080	Neighbourhood	376	39,630.0
48	Lifebridge – Tweed Valley Respite	71 Turnock St	Kingscliff	3//1179360	Neighbourhood	350	5,136.0
49	Murwillumbah Community Men's Shed	5351 Durroon Ave	Bray Park	1//445752	Neighbourhood	248	16,875.2
50	Twin Towns Police Citizens Youth Club (PCYC)	4 Park St	Tweed Heads	1//1082080	Neighbourhood	107	39,630.0
51	Tweed Heads Community Preschool	4 Park St	Tweed Heads	1//1082080	Neighbourhood	as above	as above
52	Kingscliff Community Health Facility	71 Turnock St	Kingscliff	4//1179360	Neighbourhood	318	33,420.0

52 services in 48 buildings – included as part of analysis work.

*Please note building demolished in 2018 following major flood event

Additional facilities as part of the CCS building management portfolio yet not included in analysis work as acquired following this work:

CCS facility	Address	Suburb	Lot//DP	Hierarchy	Indicative gross floor area	Land size
53	Pottsville & District Men's Shed (Black Rocks Sportsfield)	Overall Dr	Black Rock	301//1125090	Neighbourhood	4 hectares

Appendix 3

Inventory of non Council owned/managed Community and Cultural facilities

CCS facility	Address	Suburb	District	Hall or community meeting space	Available for general community use
Museums					
Minjungbal Aboriginal Cultural Centre and Museum	Cnr Duffy St & Kirkwood Rd	Tweed Heads South	Tweed Urban North	Yes	Yes
Church and church halls					
St Cuthbert's Anglican Church	14 Powell St	Tweed Heads	Tweed Urban North	Church hall	n/a
St Josephs Catholic Church	56 Frances St (Cnr Enid St)	Tweed Heads	Tweed Urban North	Hall	No
Elevation Church (of Christ)	56 Caloola Dr	Tweed Heads	Tweed Urban North	Yes	Yes
Tweed Heads Presbyterian Church	18 Florence St	Tweed Heads	Tweed Urban North	Yes	Yes
Vibe Christian Church	3 Beryl St	Tweed Heads	Tweed Urban North	N/A	n/a
Banora Point Community Baptist Church	19–21 Corporation Circuit	Tweed Heads South	Tweed Urban North	N/A	n/a
Ganggalah National Indigenous Ministry	2/139–141 Minjungbal Dr	Tweed Heads South	Tweed Urban North	Yes	Yes
St. Ksenia of St. Petersburg Russian Orthodox Church	5 Megan St	Tweed Heads South	Tweed Urban North	N/A	n/a
Tweed Heads Kingdom Hall of Jehovah's Witnesses	135 Piggabeen Rd	Tweed Heads West	Tweed Urban North	Hall	No
St Cammilus' Catholic Church	36 Urliup Rd (Cnr Carool Rd)	Bilambil	Tweed Urban North	N/A	n/a
Banora Point Uniting Church	63 Darlington Dr	Banora Point	Tweed Urban North	Hall	No
St James Anglican Church Parish of Kingscliff	122 Marine Pde	Kingscliff	Coastal	Church hall	Yes
St Anthony's Catholic Church	16 Pearl St	Kingscliff	Coastal	N/A	n/a
C3 Church	24 Sand St	Kingscliff	Coastal	N/A	n/a
Tweed Coast Uniting Church	24 Kingscliff St	Kingscliff	Coastal	Yes	Yes
Tweed Coast Church of Christ	Level 2, Zo Building, 38–42 Pearl St	Kingscliff	Coastal	Meeting space	Yes
Kingscliff Seventh Day Adventist Church	85 Phillip St	Chinderah	Coastal	Hall	Yes
Tweed Church of Christ	18 Chinderah Bay Dr	Chinderah	Coastal	N/A	n/a
Fingal Fellowship Church	14 Letitia Rd	Fingal Head	Coastal	N/A	n/a
Tweed Coast Community Church	101 Cabarita Rd	Bogangar	Coastal	N/A	n/a

Continued

CCS facility	Address	Suburb	District	Hall or community meeting space	Available for general community use
Church and church halls (continued)					
St Marks Anglican Church	Cnr Coronation Ave and Berkleys Ln	Pottsville	Coastal	Hall	Yes
St Mary & Ambrose Church	1 Charles St	Pottsville	Coastal	N/A	n/a
St James Anglican – Burringbar	Meets at Uniting Church	Burringbar	Rural West	N/A	n/a
St Brigids Catholic Church	The Broadway	Burringbar	Rural West	N/A	n/a
Far North Coast Uniting Church – Burringbar	Tweed Valley Way	Burringbar	Rural West	N/A	n/a
Living Water Church	122 Riverside Dr	Tumbulgum	Rural West	N/A	n/a
All Saints Anglican Church	32 Byangum Rd	Murwillumbah	Rural West	Meeting space	Yes
Murwillumbah Baptist Church	10 Eveleigh St	Murwillumbah	Rural West	Hall	Yes
Sacred Heart Catholic Church	143 Murwillumbah St	Murwillumbah	Rural West	Hall	Yes
Conxions Church Christian Outreach	19 Prince St	Murwillumbah	Rural West	N/A	n/a
St Andrews Presbyterian Church	16 Wollumbin St	Murwillumbah	Rural West	Hall	Yes
Murwillumbah Seventh Day Adventist	116 Racecourse Rd	Murwillumbah	Rural West	N/A	n/a
Bray Park Seventh Day Adventist	26 Elouera Tce	Murwillumbah	Rural West	Hall	Yes
Gurudwara Sikh Temple	29 Nullum St	Murwillumbah	Rural West	N/A	n/a
Far North Coast Uniting Church – Murwillumbah	2–4 Byangum Rd	Murwillumbah	Rural West	Hall	Yes
Our Lady of Perpetual Succour	22–24 River St	Murwillumbah South	Rural West	N/A	n/a
St Columbah's Catholic Church	Convent Ln	Uki	Rural West	N/A	n/a
Holy Trinity	Kyogle Rd	Uki	Rural West	N/A	n/a
New Govardhana Hare Krishna Temple	525 Tyalgum Rd	Eungella	Rural West	Hall	Yes
St Johns Anglican	2 Carraboi Tce	Tyalgum	Rural West	N/A	n/a
General community meeting spaces and halls					
Twin Towns Masonic Centre	8 Boyd St	Tweed Heads	Tweed Urban North	Function room/hall	Yes
Bilambil Literary Society Hall	377 Bilambil Rd	Bilambil	Tweed Urban North	Hall	Yes
The Salvation Army Tweed Centre	Cnr Leisure and Woodlands Dr (behind Banora Point Community Centre)	Banora Point	Tweed Urban North	Community hall and meeting rooms/space	Yes

Continued

CCS facility	Address	Suburb	District	Hall or community meeting space	Available for general community use
General community meeting spaces and halls (continued)					
Burringbar Hall	1 Old Pacific Highway	Burringbar	Rural West	Hall	Yes
Murwillumbah Autumn Club	16 Tumbulgum Rd	Murwillumbah	Rural West	Hall	Yes
The Citadel – ex Salvation Army Hall	21 Queen St	Murwillumbah	Rural West	Hall and meeting room	Yes
Red Cross Hall	Knox Park 9 Brisbane St	Murwillumbah	Rural West	Hall	Yes
Stokers Siding – Dunbible Community Hall	244 Stokers Rd	Stokers Siding	Rural West	Hall	Yes
Uki Public Hall	1462 Kyogle Rd	Uki	Rural West	Hall and meeting room	Yes
Tyalgum Community Hall	1 Coolman St	Tyalgum	Rural West	Hall	Yes
Education – Primary Schools					
St Josephs Primary School – Tweed Heads	3–5 Frances St	Tweed Heads	Tweed Urban North	No	N/A
Tweed Heads Public School	Stuart St	Tweed Heads	Tweed Urban North	Hall	Yes
Tweed Heads South Public School P–Year 6	12–16 Heffron St	Tweed Heads South	Tweed Urban North	Hall	Yes
Lindisfarne Anglican Junior School P–Year 6	24–26 Sunshine Ave	Tweed Heads South	Tweed Urban North	Hall and meeting rooms	Yes
Pacific Coast Christian School K–12	3a Acacia St	Tweed Heads South	Tweed Urban North	Hall	No
Bilambil Public School	418 Bilambil Rd	Bilambil	Tweed Urban North	Hall	No
Carool Public School	411 Carool Rd	Bilambil Heights	Tweed Urban North	No	n/a
St James Primary School	Doyle Dr	Banora Point	Tweed Urban North	Hall	No
Centaur Primary School	Eucalyptus Dr	Banora Point	Tweed Urban North	Hall	Yes
Banora Point Public School	97 Pioneer Pde	Banora Point	Tweed Urban North	Hall	Yes
Terranora Public School	650 Terranora Rd	Terranora	Tweed Urban North	Hall	Yes
Kingscliff Public School	2 Orient St	Kingscliff	Coastal	Yes	Yes
St Anthony's Primary School	23 Boomerang St	Kingscliff	Coastal	Hall	By negotiation
Fingal Head Primary School	100 Letitia Rd	Fingal Head	Coastal	Hall	No
Cudgen Primary School	11 Collier St	Cudgen	Coastal	Hall	By negotiation
Duranbah Public School	105 Duranbah Rd	Duranbah	Coastal	No	n/a
Bogangar Public School	123–147 Tweed Coast Rd	Bogangar	Coastal	Hall	Yes
Pottsville Beach Public School	85 Tweed Coast Rd	Pottsville	Coastal	Hall	Yes
St Ambrose Primary School	1 Charles St	Pottsville	Coastal	Hall	No
Crabbes Creek Public School	22 Crabbes Ck Rd	Crabbes Creek	Rural West	No	n/a

Continued

CCS facility	Address	Suburb	District	Hall or community meeting space	Available for general community use
Education – Primary Schools (continued)					
Burringbar Public School	59 Burringbar Rd	Burringbar	Rural West	No	n/a
Stokers Siding Public School	246 Stokers Rd	Stokers Siding	Rural West	No	n/a
Condong Primary School	77 McLeod St	Condong	Rural West	No	n/a
Tumbulgum Public School	11 Fawcett St	Tumbulgum	Rural West	Hall	Yes
Dungay Public School	305 Tomewin Rd	Dungay	Rural West	No	n/a
Chillingham Public School	1420 Numinbah Rd	Chillingham	Rural West	No	n/a
Crystal Creek Public School	RMB 321 Numinbah Rd	Crystal Creek	Rural West	Hall	No
Tyalgum Public School	2 Coolman St	Tyalgum	Rural West	N/A	n/a
Uki Public School	1463 Kyogle Rd	Uki	Rural West	N/A	n/a
Aetaomah Steiner School – K–Year 8	2486 Kyogle Rd	Terragon	Rural West	Hall	No
Bhaktivedanta Swami Gurukula School – P–Year 12	525 Tyalgum Rd	Eungella	Rural West	Hall	Yes
Mount St Patrick Primary School	30 Mooball St	Murwillumbah	Rural West	Hall	Yes
Murwillumbah East Public School	Charles St	Murwillumbah	Rural West	Hall	Yes
Murwillumbah Public School	Prince St	Murwillumbah	Rural West	Hall	No
Sathya Sai Primary School	9 Nullum St	Murwillumbah	Rural West	Hall	Yes
Tweed Valley Adventist College K–Year 12	9–11 Hall Dr	Murwillumbah	Rural West	Hall	Yes
St Josephs Primary School	3 Greville St	Murwillumbah South	Rural West	Meeting space	Yes
Education – Secondary Schools					
Caldera SSP – Specialist School	37 Corporation Circuit	Tweed Heads South	Tweed Urban North	No	n/a
Tweed River High School	2–10 Heffron St	Tweed Heads South	Tweed Urban North	Hall	Yes
Banora Point High School	2 Eucalyptus Dr	Banora Point	Tweed Urban North	Hall	Yes
St Josephs Secondary College	2 Doyle Dr	Banora Point	Tweed Urban North	N/A	n/a
Lindisfarne Anglican Grammar School	86 Mahers Ln	Terranora	Tweed Urban North	Hall and meeting rooms	Yes
Kingscliff High School	33 Oxford St	Kingscliff	Coastal	Hall and meeting room	No
Sathya Sai High School – Year 7 and 8	16 Jack Williams Place	Dungay	Rural West	Hall	Yes
Mount St Patrick College	143 Murwillumbah St	Murwillumbah	Rural West	Hall	Yes

Continued

CCS facility	Address	Suburb	District	Hall or community meeting space	Available for general community use
Education – Secondary Schools (continued)					
Murwillumbah High School	86 Riverview St	Murwillumbah	Rural West	Hall	Yes
Wollumbin High School	94 North Arm Rd	Murwillumbah	Rural West	Hall	No
Education – Tertiary					
North Coast Institute of TAFE Kingscliff Campus	806 Cudgen Rd	Cudgen	Coastal	Meeting spaces and commercial kitchen available	Yes
North Coast Institute of TAFE Murwillumbah Campus	146 Murwillumbah St	Murwillumbah	Rural West	Meeting spaces and commercial kitchen available	Yes
Early Childhood Education and Care Services – Preschools					
Tweed South Primary School Preschool	18 Heffron St	Tweed Heads South	Tweed Urban North	–	–
Lindisfarne Preschool	24–26 Sunshine Ave	Tweed Heads South	Tweed Urban North	–	–
Bilambil Community Preschool and OOSH Inc	418 Bilambil Rd	Bilambil	Tweed Urban North	–	–
Gumnut Community Preschool	27 Greenvale Court	Burringbar	Coastal	–	–
Chillingham Community Preschool	1411 Numinbah Rd	Chillingham	Rural	–	–
Murwillumbah Uniting Care Preschool	2–4 Byangum Rd	Murwillumbah	Rural	–	–
Early Childhood Education And Care Services – Child Care Centres					
Good Start Early Learning Centre – Sth Tweed Heads	53–55 Greenway Dr	Tweed Heads South	Tweed Urban North	–	–
Teddy Bears Child Care Centre and Out of School Hours Care	27 Corporation Circuit	Tweed Heads South	Tweed Urban North	–	–
Freckles Kindy and Learning Centre	205 Kennedy Dr	Tweed Heads West	Tweed Urban North	–	–
Tweed Heads Kindy Care	239 Kennedy Dr	Tweed Heads West	Tweed Urban North	–	–
Pipsqueaks Creative Learning Care	30 Simpson Dr	Bilambil	Tweed Urban North	–	–
Bili Kids Early Learning Centre and Preschool	24 Buenavista Dr	Bilambil Heights	Tweed Urban North	–	–
Bright Buttons Learning Centre – Banora Waters	106–110 Leisure Dr	Banora Point	Tweed Urban North	–	–
Banora Point Early Learning and Child Care Centre	38 Woodlands Dr	Banora Point	Tweed Urban North	–	–

Continued

CCS facility	Address	Suburb	District	Hall or community meeting space	Available for general community use
Early Childhood Education And Care Services – Child Care Centres (continued)					
Banora Point Little Angels Child Care – Little Angels World of Learning	17 Convent Gardens Way	Banora Point	Tweed Urban North	–	–
Cherubs Early Learning Centre – Banora Point	94B Pioneer Pde	Banora Point	Tweed Urban North	–	–
Terranora Child Care Centre	2 Henry Lawson Dr	Terranora	Tweed Urban North	–	–
Bossy Boots Early Learning Centre	67–69 Lorien Way	Kingscliff	Coastal	–	–
Smiley Tots Child Care Centre	65 Wommin Bay Rd	Chinderah	Coastal	–	–
Offspring ELC Chinderah	28–30 Naru St	Chinderah	Coastal	–	–
Kool Kids Early Learning Centre – Casuarina	478 Casuarina Way	Casuarina	Coastal	–	–
Cabarita Beach Child Care Services	68 Hastings Rd	Cabarita	Coastal	–	–
Pottsville Gumnuts Early Learning & Preschool	8 Hampton Court	Pottsville	Coastal	–	–
Petit Early Learning Journey – Murwillumbah	5 Central Pde	Murwillumbah	Rural West	–	–
Rosellas Children’s Centre	Banner St	Murwillumbah	Rural West	–	–
Toddle Inn Early Education Centre – Murwillumbah	26 Joshua St	Murwillumbah	Rural West	–	–
Community Health Centres					
Tweed Heads Community Health Centre	The Tweed Hospital site – Level 2 & 3, Florence St	Tweed Heads	Tweed Urban North	–	–
Tweed Community Health Women’s Health Clinic	Clinic 145, Level 1, 145 Wharf St	Tweed Heads	Tweed Urban North	–	–
Murwillumbah Community Health Centre	Cnr Wollumbin and Nullum Sts	Murwillumbah	Rural West	–	–

Appendix 4

Maps of existing infrastructure by district

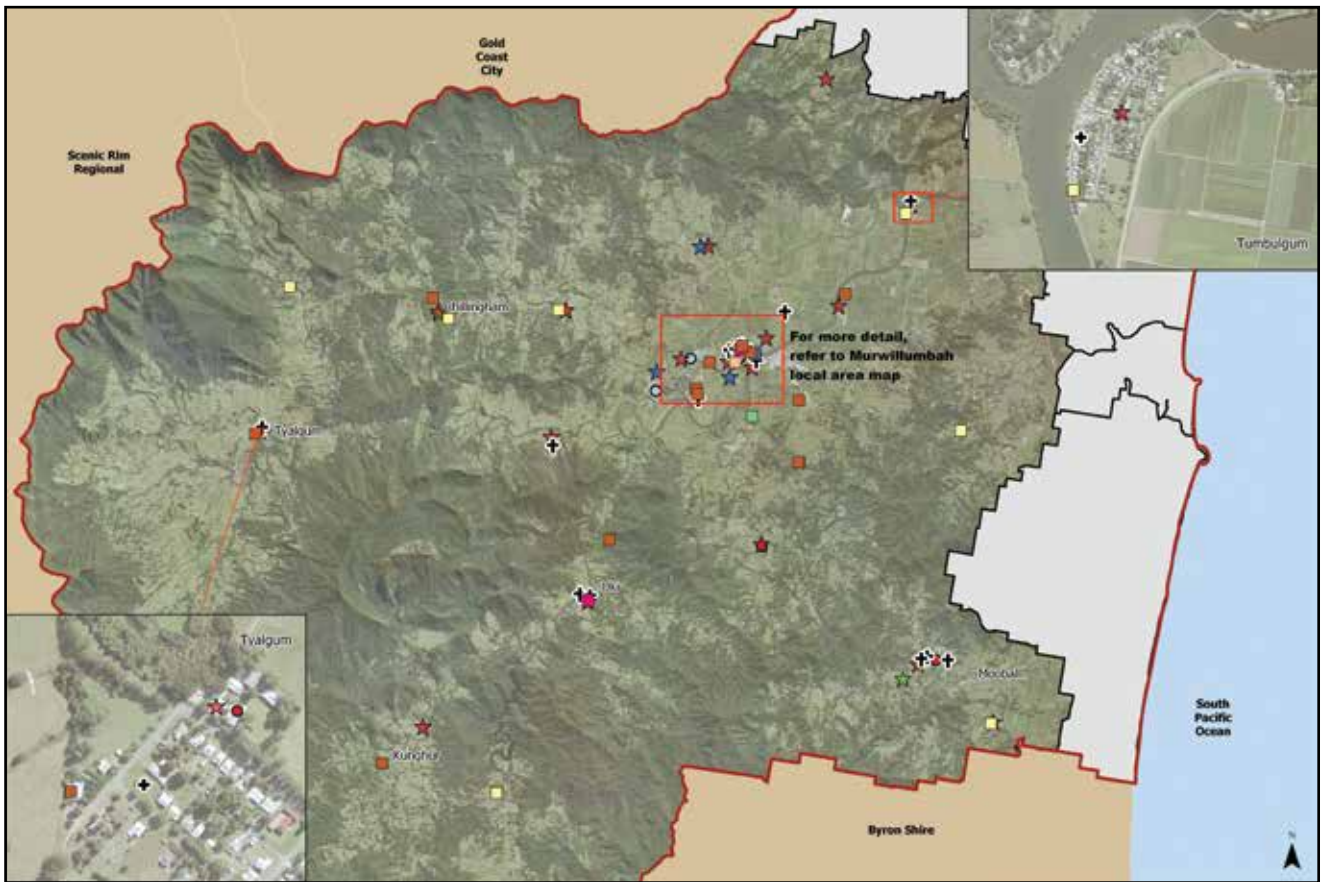
Location of existing council owned and/or managed community and cultural infrastructure and non council owned/managed community and cultural infrastructure



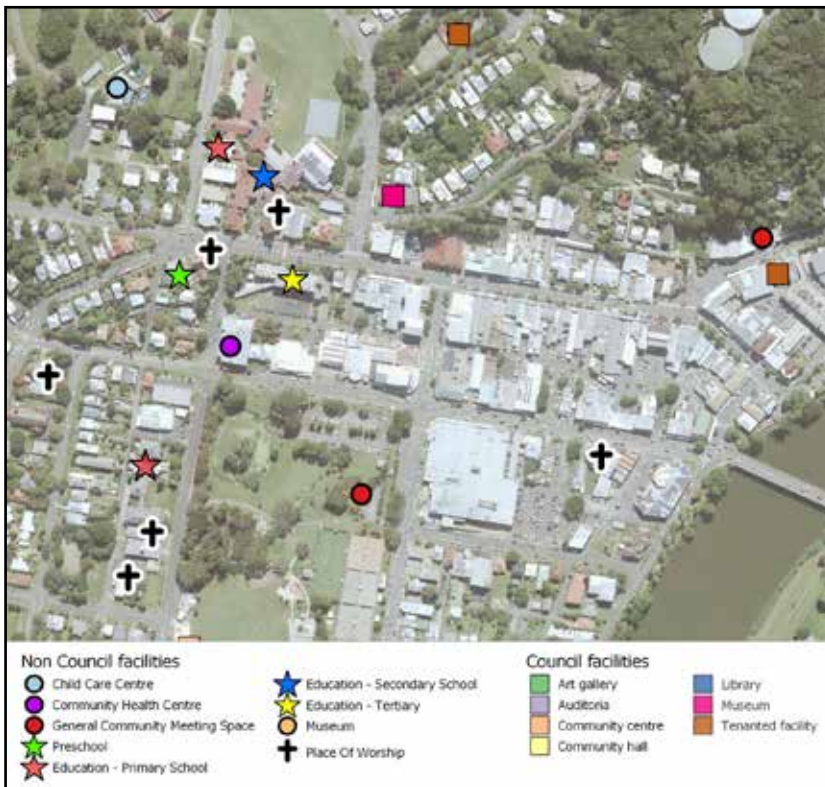
Map 1: Tweed Urban District.



Map 2: Coastal District.



Map 3: Murwillumbah and Hinterland District.



Map 4: Murwillumbah.

Appendix 5

Needs Assessment Framework

Need area	Assessment and analysis	Tools
Community engagement – what people say they need	Engagement with/feedback from community members and other stakeholders including the following consultation activities CIF; Rural Villages Strategy; Community Strategic Plan; Cultural Plan; Kingscliff Locality Plan; Access and Inclusion Plan; Community Development Strategy and <i>Community Facilities Plan</i> .	*Community feedback Final consultation findings
Audit and actual demand	Measured through usage data, service requests and wait lists. Condition, capacity and functionality assessment.	*Audit and actual demand
Demographics and social trends	Analysis of demographic change, expected population growth, research, public policy and social trends.	*Tweed Shire and District demographics
TSC adopted Standards of Service for Community and Cultural facilities	Comparison against established standards and common rates of supply in other similar communities. Revised and adjusted to meet Tweed community need following needs assessment and findings analysis.	See <i>Community Facilities Plan</i> , Table 3.

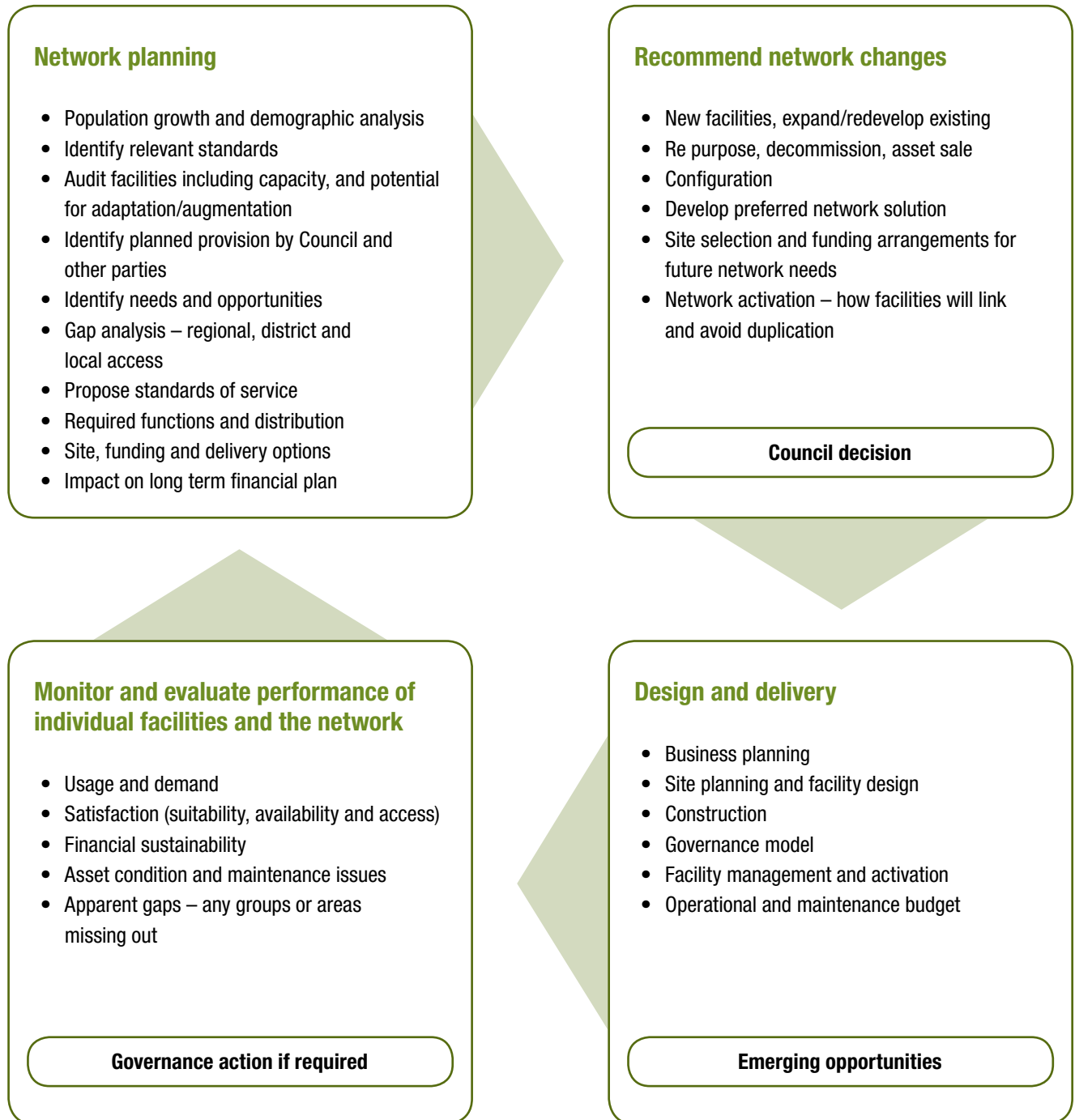
Other engagement tools used in validation of findings stage of engagement:

- Vision and principles
- CIF Community Engagement Framework
- Inventories
- Definition of services

*Needs Assessment engagement tools, can be found at <https://www.tweed.nsw.gov.au/CommunityInfrastructurePlanning>

Appendix 6

Tweed Shire Council community and cultural facilities network planning and delivery cycle



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