

THE TWEED

Ready for Business

ECONOMIC GROWTH MANAGEMENT STRATEGY

2007-2010

**“THINKING, GROWING,
SMARTER”**

Strategic directions for facilitating sustainable economic growth, prepared in collaboration by:



MESSAGE FROM THE GENERAL MANAGER, TWEED SHIRE COUNCIL

Local Governments across Australia have become an increasingly important contributor to Economic Development. This, no doubt, is in part to economic development becoming more of a local issue, as well as local communities taking responsibility for their own promotion and growth.

The Tweed is one of the fastest growing communities along the eastern seaboard. It is imperative that economic development and job creation keep in line with population growth. However, this needs to be balanced against the preservation of the unique environment of the Tweed. In September 2004, Council adopted a new Strategic Plan, which principally focused on sustainability. One of the key areas it identified to achieve this sustainability was economic development.

In order to achieve this, the Tweed Shire Council has been increasing its commitment to economic development over the last ten years. Council is the principal funding agency of the Tweed Economic Development Corporation (TEDC); also Council provides substantial funding towards tourism promotion. Other aspects of economic development in which Council is involved include the provision of essential infrastructure that encourages the development of specific industry sectors and the review and rezoning of areas for future enterprise land that will foster new employment opportunities.

This Strategy provides a blueprint for Council's contributions and efforts to achieving a sustainable economy for the Tweed.

**Mr. Mike Rayner
GENERAL MANAGER
TWEED SHIRE COUNCIL**

**MESSAGE FROM THE CHAIRMAN,
TWEED ECONOMIC DEVELOPMENT CORPORATION LTD**

As Chairman of the Tweed Economic Development Corporation Ltd (TEDC), I am pleased to present this first joint Tweed “Ready for Business” Economic Growth Management Strategy, developed in partnership by TEDC and the Tweed Shire Council.

The TEDC was established by TSC to give focus and direction to job-creating sustainable growth in the Tweed Shire. Through extensive research, we have developed a refined, robust and informed, statistical understanding of the Tweed economy, which clearly identifies and reinforces the need for diversification of the Shire’s economic base on a macro scale.

This joint Economic Growth Management Strategy is flexible, proactive and innovative in its approach to providing a vision for the future of the people and economy of the Tweed Shire. It should be seen as a blueprint for creating a conducive climate and culture in the Tweed that will create a sustainable balance between population growth and economic growth.

The challenge for TEDC and TSC is the effective resourcing, implementation and actioning of the projects and policies identified in this document.

Mr. Bill Stainlay
CHAIRMAN
TWEED ECONOMIC DEVELOPMENT
CORPORATION LTD

**MESSAGE FROM THE CHIEF EXECUTIVE OFFICER,
TWEED ECONOMIC DEVELOPMENT CORPORATION LTD &
THE DIRECTOR PLANNING AND DEVELOPMENT,
TWEED SHIRE COUNCIL**

This Tweed “Ready for Business” Economic Growth Management Strategy 2007-2010 has been collaboratively developed by the Tweed Economic Development Corporation Ltd (TEDC) and the Tweed Shire Council (TSC) to identify a plan for facilitating sustainable economic growth in the Tweed.

The Tweed Shire is currently experiencing significant population growth and residential development, which pose many challenges for the continued sustainable development of the economy. Together TEDC and TSC have developed the strategic directions outlined in this document to provide leadership in diversifying the economic base and creating employment opportunities in the Shire.

The individual projects identified within the broader strategic directions have been prioritised over the next three financial years for budgeting and resource allocation purposes. However, this strategy is a “living” document to be updated jointly by TEDC and TSC on an annual basis to reflect the rapid changes occurring in the economy and the strategies required to address these challenges. The completion of these projects therefore will not only rely upon the required resources being made available, but also the necessity for TEDC and TSC to remain adaptable and flexible in planning for the future of the Tweed.

**Mr. Tom Senti
CHIEF EXECUTIVE OFFICER
TWEED ECONOMIC
DEVELOPMENT CORPORATION LTD**

**Mr. Noel Hodges
DIRECTOR PLANNING AND
DEVELOPMENT
TWEED SHIRE COUNCIL**

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1.0 OBJECTIVES

A Plan for Facilitating Sustainable Economic Growth

The primary objective of the Tweed “Ready for Business” Strategy is to identify a plan for facilitating sustainable economic growth in the Tweed. The Strategy aims to reinforce, complement and enhance the economic development and employment generation component of the Tweed Futures Draft Strategic Plan 2004 – 2024, which was adopted by the Tweed Shire Council following significant community and industry consultation. (For further information on Tweed Futures, please visit www.tweed.nsw.gov.au.) The Tweed “Ready for Business” Strategy will also be used to identify and secure funding to drive the Strategic Directions outlined in Section 3.0 of this document.

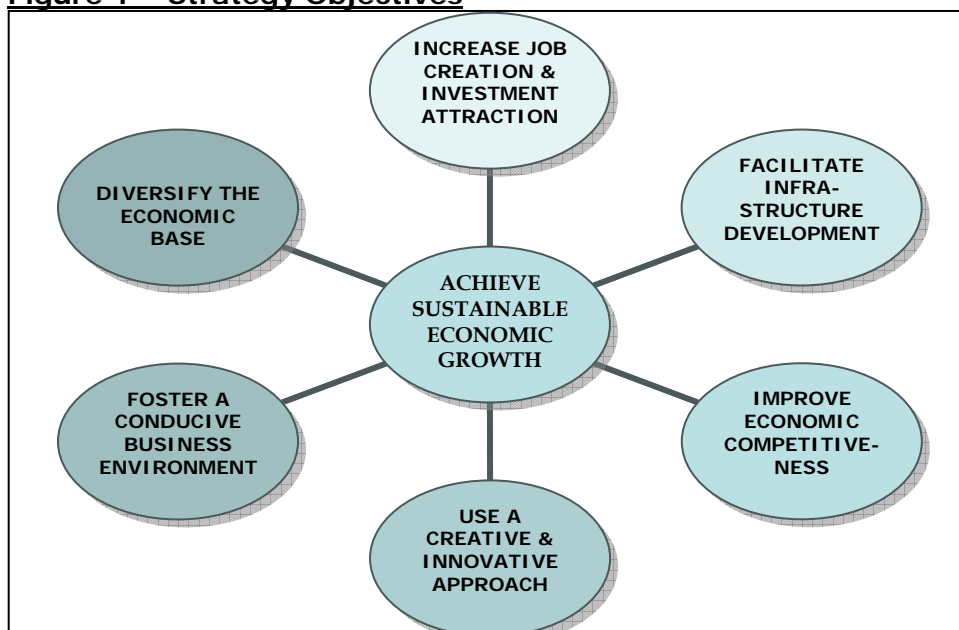
Provide Leadership through Developing Proactive & Strategic Directions

The Tweed Shire Council (TSC), through the Tweed Economic Development Corporation Ltd (TEDC), aims to provide leadership to the economy of the Shire, through developing proactive and strategic directions that will achieve Council’s Corporate Economic Goal, “to promote a strong economy and diverse employment opportunities”, by:

- Giving leadership and direction to increase job-creating growth and investment attraction;
- Promoting, facilitating and assisting the national and international competitiveness of new and existing industries;
- Facilitating the provision of world-class infrastructure;
- Fostering a positive business culture and environment;
- Facilitating the diversification of the Shire’s industry base to support a robust economy; &
- Being creative and innovative in the approach to promoting economic vitality, while maintaining the ecological integrity and cultural fabric of the Tweed.

Tourism is a major economic driver for the Shire, and due to its importance, a separate, specialist TSC-sponsored organization, Tweed Tourism (formally Tweed and Coolangatta Tourism Inc. (TACTIC)) is responsible for tourism marketing and development, including the compilation of a separate tourism strategy, which when completed should be read in conjunction with this document.

Figure 1 – Strategy Objectives



2.0 CONTEXT

2.1 ROLES IN ECONOMIC DEVELOPMENT

TSC provides Strategic Planning & Direction, including Infrastructure & Land-Use Planning.

Tweed Shire Council (TSC), as the local government authority, has the responsibility for providing strategic planning and direction, including the provision of infrastructure, for the management of the future growth of the Tweed Shire.

TEDC facilitates Job Creation through Investment Attraction & Industry Growth.

The Tweed Economic Development Corporation Ltd (TEDC) is an independent company limited by guarantee, established by Tweed Shire Council in 1997, to give leadership and direction to job-creating investment growth and business attraction in the Tweed Shire. The TEDC is governed by an independent Board of nine (9) Directors of diverse private and public sector backgrounds, qualifications and experience. The TEDC, as contracted by TSC, has the responsibility for providing strategic direction for the development and promotion of the future sustainable economic growth of the Tweed, through identifying, researching and facilitating opportunities for job creation through investment attraction and industry growth.

Tweed Tourism Maximises the Value of Tourism

The role of Tweed Tourism (formally TACTIC) is to maximise the value of the tourism industry in the Tweed, through delivery of tourism information services and marketing of tourism.

The synergy and expertise that exists within each organisation assists in the delivery of a complementary strategic direction aimed at achieving managed growth and prosperity for the Tweed.

2.2 THE TWEED SHIRE

Rapid Population Growth.

Rapid population growth and the trend to coastal living, led by the "baby boomer" generation and their "sea change" and now "tree change" phenomena, have had a significant impact on the region, driving unprecedented residential and tourism development and giving rise to environmental, economic and social pressures. Population projections for the region suggest this will continue for at least the next 20 years.

Decline in the Traditional Agricultural Base.

Historically the Tweed Shire has relied on an agricultural base, with sugar cane, dairy cattle, bananas and vegetable growing being the traditional productive activities. However, the Tweed & Northern Rivers Economic Model, a national-award winning initiative of the TEDC, shows that the Tweed economy is predominantly service-based, driven by rapid population growth and related urban development. In fact, in 2004/05, the Gross Regional Product of the Tweed economy is 87% service-based, with only 3% contributed by primary industries and 10% contributed by the manufacturing sector. As is, the Tweed economy is unsustainable in the long term.

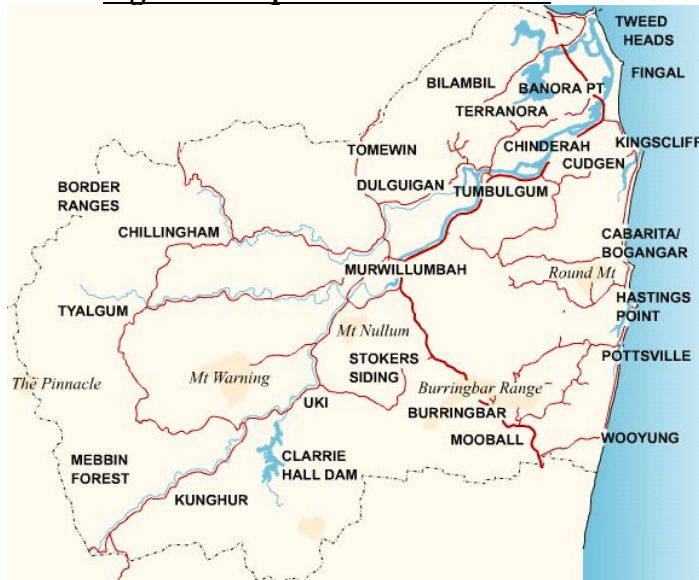
Predominantly Service-Based Economy.

The current and anticipated growth of the Tweed poses extreme challenges for socio-economic planning and creates an urgent need for the Tweed to diversify its economic base if a sustainable future for the region is to be achieved.

2.2.1 Population

Over the last 25 years the Tweed Shire has experienced rapid population growth, resulting in an estimated population of 80,935 in 2005 (Tweed & Northern Rivers Economic Model Update 2004/05.)

Figure 2. Map of the Tweed Shire



The Australian Bureau of Statistics (ABS) breaks the Shire into two sections for statistical purposes, Tweed Heads, and the remainder of the Shire. Tweed Heads, was estimated to have a population of 48,226 as at 30 June 2002 (ABS, Tweed Heads Regional Profile), and is experiencing an estimated two percent growth per annum (Tweed Shire Council, Tweed Heads Trade Area Economic Profile). The remainder of the Shire, referred to as Tweed [A] - Part B by the ABS, which includes Murwillumbah, the north and south coasts and the rural valleys, was estimated to have a population of 27,932 at 30 June 2002, an increase of nearly six percent since 1997 (ABS, Tweed (A) – Part B Regional Profile).

One of the fastest growing areas in Australia.

Estimates and projections suggest that by the 2020s, the Tweed's population may well reach one hundred and ten thousand, as one of the fastest growing areas in Australia. This reflects the opportunity and potential for commercial growth on a diverse base. There is also a large influx of non-permanent residents during holiday periods, when the coastal population increases by up to thirty percent.

2.2.2 Demographics

Over one Quarter of the Population over Sixty-Five Years of Age.

ABS data shows that in 2001, over twenty-one percent of the Shire's population was aged over sixty-five, which compares with only twelve percent nationally. This population ageing will have significant impacts on the Tweed economy as those in this over sixty-five age group traditionally contribute less to the economy, and in a lot of cases rely heavily upon government income support and services. The Tweed needs to ensure employment opportunities exist to attract younger families to live and work, and therefore buy goods and services, in the Shire.

Table 1. Summary of Key ABS Regional Profile Demographics

	TWEED [A] – PART B (Tweed Heads)	TWEED [A] - PART B (Balance of Shire)	TWEED SHIRE	AUSTRALIA
Percentage Of Population Aged (at 30 June 2003):				
14 Years & Younger	17.1%	22.4%	19.1%	20.0%
15 Years to 44 Years	31.9%	37.2%	33.9%	43.3%
45 Years to 64 Years	25.3%	25.6%	25.4%	23.8%
65 Years & Over	25.6%	14.7%	21.7%	12.8%
Percentage Unemployment Rate *				
June Quarter 2004	6.6%	7.4%	6.9%	5.8%
June Quarter 2005	8.1%	9.7%	8.5%	5.1%
June Quarter 2006	7.4%	8.0%	7.6%	5.0%
Percentage on Income Support (at June 2003)	37.46%	33.89%	36.16%	22.7%
Average Individual Annual Taxable Income (at June 2002)	\$31,808	\$30,665	\$31,384	\$39,258

* **Note** - the unemployment rates were sourced from Australian Workplace, Small Area Labour Market Analyses – June Quarters 2004 & 2006.

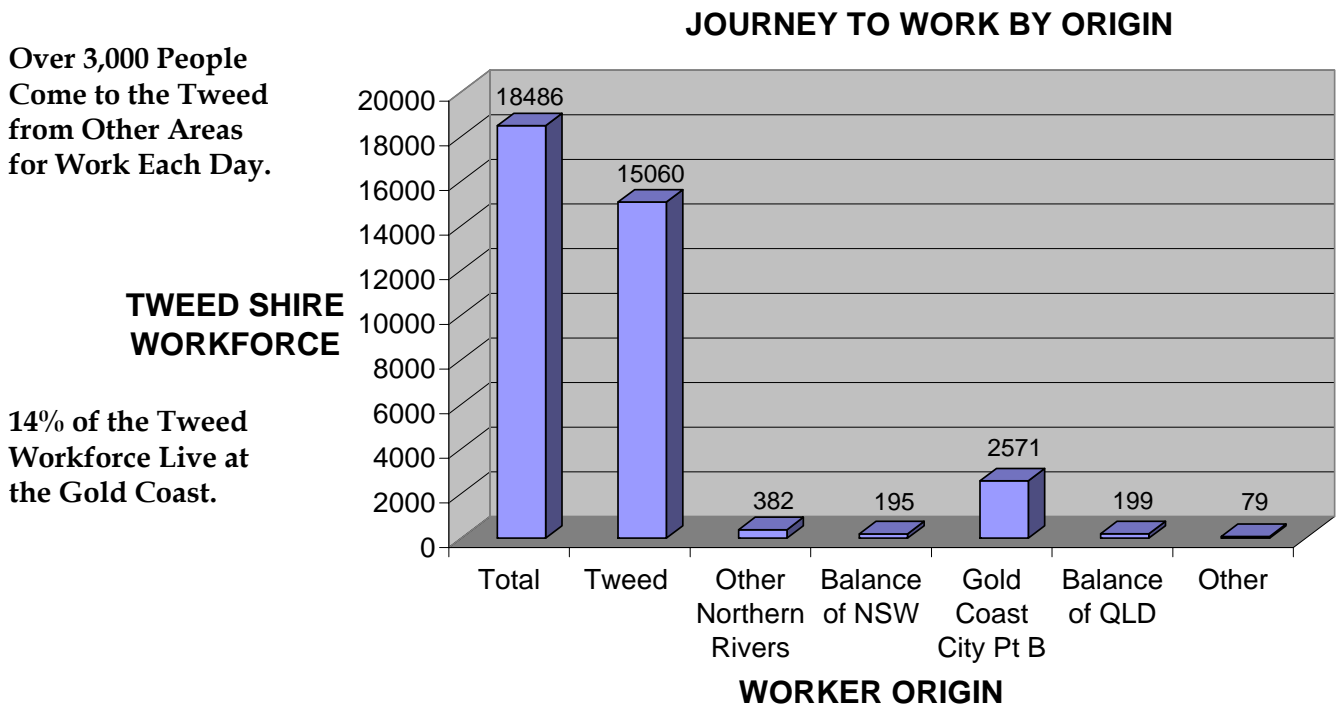
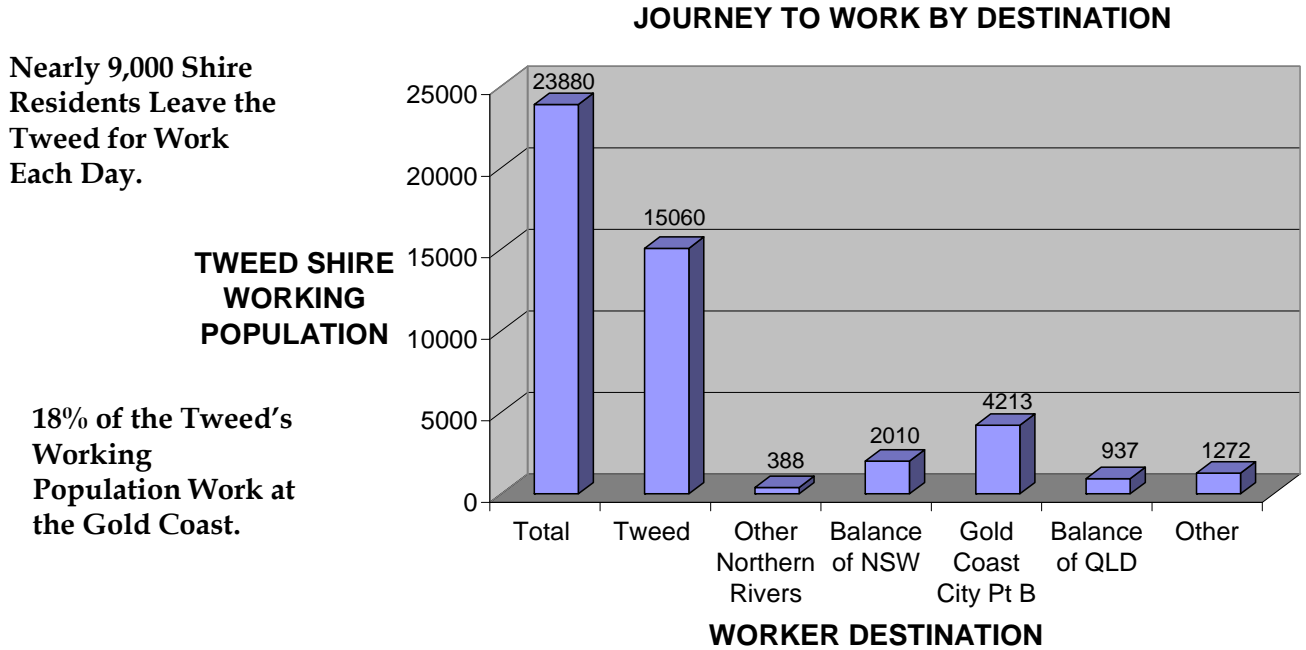
**Tweed Average
Annual Taxable
Income \$8,000
less than for
Australia.**

In 2003, over one third of the Shire's population was receiving some form of income support from the government, compared with less than a quarter of the national population. Adding to this issue, the average individual annual taxable income for Tweed Shire residents' for 2002 was eight thousand dollars less than the average for all Australians.

2.2.3 Employment & Journey to Work

According to ABS Journey to Work data from the 2001 Census, the Tweed presently provides jobs for only 18,486 people; nearly fourteen percent of whom live at the Gold Coast. Out of the Shire's working population of 23,880 in 221, nearly nine thousand residents leave the Tweed each day for jobs in other local government areas in New South Wales and Queensland – over five thousand of these people go over the state border to work Queensland each day. These figures indicate that in fact only 15,060 Tweed residents actually work in the Tweed out of the Shire's 2001 population of 76,158.

Figure 4. Graphic Representations of Tweed Shire Journey to Work Data 2001



2.2.4 The Tweed Economy

The Tweed & Northern Rivers Economic Model shows that in 2002/03, total production of goods and services in the Tweed region was valued at \$3.02 billion. The recent 2004/05 update reveals that in nominal terms total production only increased to \$3.07 billion, but in taking into account the impacts of inflation, this reflects in fact a decline in total production of 0.9% over the two(2)-year period 2002/03 to 2004/05. In 2004/05, services industries dominate and account for 87% of the total gross output for the region.

Gross Regional Product (GRP) is the primary measure of the economic worth of the region. It is a measure of the total value adding which takes place across all industries in the region, or the total income produced. The total GRP of the Tweed economy also grew only marginally from \$1.22 billion in 2002/03 to \$1.24 billion in 2004/05. In 2004/05, there was value-added level of \$15,200 per capita in the Tweed, compared with \$43,600 for New South Wales. This can be explained by a lower labour participation rate in the Tweed and the fact that local industries tend to be less value-adding in general.

In 2004/05, service sectors, such as property & business services, retail trade, construction, and health & community services, contribute 88% to the region's GRP. Manufacturing, of which food processing is the largest at 2%, contributes 9% to the region's GRP, while primary industries only contribute 3%.

Total employment in the Tweed in 2004/05, in full-time equivalents, was 25,329 persons, 89% of whom were employed in the service sector. Retail trade employed 19% of the workforce, with health & community services 12%, construction, accommodation, cafes & restaurants, and property & business services all employing 9% each. The manufacturing sector employed 7% of the workforce and the primary sector 4%.

The Tweed region is a net importer, with an industry trade deficit of approximately \$168million in 2004/05. The largest exporting industries are retail trade and accommodation, cafes & restaurants, reflecting the strong tourism base of the economy, and also food processing. Other strong exporting industries include property and business services, transport and storage, and construction. The largest importing sectors are again property and business services and construction, as well as retail; which together account for over 40% of total imports into the region.

In overall terms, the Tweed economy was relatively stagnant over the period 2002/03 to 2004/05. It does not appear to have benefited from the strong economic growth in south-east Queensland, apart from population inflows. However, this population growth did not translate into economic activity. The increased household expenditure resulting from additional residents occurred either outside the region (e.g. Gold Coast) or as additional imports of consumer goods, rather than through increased local production. The results imply that, rather than economic growth being generated through local initiatives, it is largely a result of being carried along by state and national growth.

Sector Contribution to Gross Regional Product in the Tweed 2004/05

- **Primary 3 %**
- **Manufacturing 9 %**
- **Services 88 %**

Sector Contribution to FTE Employment for the Tweed 2004/05

- **Primary 4 %**
- **Manufacturing 7 %**
- **Services 89 %**

3.0 STRATEGIC DIRECTIONS

3.1 RESEARCH & DEVELOPMENT

**Assist in
Identifying
Initiatives Yielding
Optimal
Sustainable
Development**

The Tweed is experiencing an environment of rapid change, driven by population growth, the associated pressures of urban encroachment on land use, and economic globalization. Effective planning, supported and substantiated by robust economic data at a local level, is vital if a sustainable future economy is to be attained.

Traditional approaches to regional economic development planning, largely based on interpretation and the application of “intuition”, can easily fail in such an environment. Understanding the local and regional economies through ongoing research and development will greatly enhance the capacity of the TEDC, TSC, Tweed Tourism and other stakeholders to identify socio-economic initiatives that will yield optimal, sustainable development outcomes for the Tweed region.

3.1.1 Tweed & Northern Rivers Economic Model

**Innovative,
Best-Practice
Economic
Modelling Tool**

The TEDC Tweed & Northern Rivers Economic Model is an innovative, best-practice economic modelling tool, which provides a robust foundation for the identification, measurement and evaluation of socio-economic development projects that best support sustainable development of the Tweed in an environment of rapid change.

**Regional Set of
Accounts for
Tweed & Six
Other Northern
Rivers LGAs.**

The project, which was funded through the Commonwealth Government’s Sustainable Regions Programme, provided the participating councils (Tweed, Byron, Ballina, Lismore, Kyogle and Richmond) with a computer-based economic modelling tool to evaluate the benefits and impacts of specific projects and developments, as well as economic events outside of their control, on their local economies. The TEDC has access to an inter-regional model, which can assess impacts of developments and events on the whole Northern Rivers region. The TEDC has also negotiated a program for annual update of the data to ensure the continued currency and accuracy of the Model.

The TEDC has the capability in-house to undertake industry and economic impact assessments to assist in TEDC’s economic development activities, as well as the capacity to conduct policy analyses and respond to requests from external agencies on a cost-recovery, consultancy basis.

In 2005, the TEDC was awarded the Inaugural National Award for Innovation in Economic Development Excellence by the Economic Development Association of Victoria for the development of the Tweed & Northern Rivers Economic Model.

TEDC is of the view that there is an opportunity for the Northern Rivers to become a pilot region for evaluating and assessing the value and benefits of the Tool as an aid, or one of a suite of tools, to be used by local governments to underpin, and thereby assist in the development, of a more informed, proactive and responsive approach to future sustainable policy development. As confirmation of this opportunity, the NSW Department of Planning has held discussions with TEDC regarding the best way for inclusion of the Tweed & Northern Rivers Economic Model as part of the Implementation Plan for the Far North Coast Regional Strategy.

It is the intention of the TEDC, in partnership with Dr Guy West (previously of the University of Queensland's Centre for Economic Policy Modelling, and currently TEDC consultant), to upgrade the existing economic modelling software from the current system to increase its capacity to contribute to strategic planning through micro-simulation and price-sensitivity analysis.

ACTIONS for the TWEED & NORTHERN RIVERS ECONOMIC MODEL	AGENCY RESPONSIBLE	STATUS	ESTIMATED COMPLETION DATE
Assist in policy analysis and establishing direction for sustainable economic growth in the Tweed & Northern Rivers.	TEDC	Ongoing	
Undertake analyses for external agencies on a consultancy basis.	TEDC	Ongoing	

3.1.2 Industry Audit & Database

A Web-Based, Interactive Tweed Industry Database.

The TEDC has a web-based, interactive Tweed Industry Database, which allows identification of all businesses in the various Tweed industrial estates, listing specific industry groups by location. Due to the ever-changing and inherently volatile nature of business, it is important that regular audits of the Shire's businesses are undertaken to maintain the accuracy of this database.

Need Industry Audits & Communication between TSC & TEDC to Maintain Accuracy.

The information contained in the database has many uses including linking of services between businesses, understanding and growing industry supply chains, and assisting the growth of specific industries by identifying industry clusters.

ACTIONS for the INDUSTRY AUDIT & DATABASE	AGENCY RESPONSIBLE	STATUS	ESTIMATED COMPLETION DATE
Undertake audits on a bi-annual basis	TEDC	Planned	July 2007
Provide update on new, business-related development applications and licences	TSC	Ongoing	

3.1.3 Demographic & Statistical Research

By undertaking demographic and statistical research, the TEDC can establish the real importance of the needs and/or demands of the growing Tweed population and their impact and/or influences on the various aspects of the Tweed economy. This information, substantiated by fact, enables the TEDC to develop a strategic direction, which encourages sustainable economic growth. To achieve this, the TEDC will monitor, update and expand this information database on a regular and ongoing basis.

ACTIONS for DEMOGRAPHIC & STATISTICAL RESEARCH	AGENCY RESPONSIBLE	STATUS	ESTIMATED COMPLETION DATE
Access & analyse 2006 Census data as it becomes available	TEDC	Planned	December 2007
Access relevant ABS statistics as they become available	TEDC	Ongoing	
Monitor local, regional, national and international economic trends and statistics as they become available	TEDC	Ongoing	
Respond to enquiries for statistics and information.	TEDC	Ongoing	

3.2 LAND-USE PLANNING

3.2.1 Tweed Rural Land Use Study

The Tweed Rural Land Use Study undertaken by TEDC in 2002 identified the following:

- Traditional agriculture in the Tweed Shire is declining at 7.4% per annum, which is almost three times the national average.
- Agriculture employs only 6% of the Tweed work force, and is not a major economic employer for the Tweed.
- Farm or lot sizes in Tweed Shire are very small, which has a serious impact on economies of scale, particularly when other factors are taken into account like aspect, slope, terrain, soil type and access to water.
- With the exception of cane, other traditional farming practices of bananas and dairy farming are either no longer large scale or in rapid decline.

Further, the Tweed and Northern Rivers Regional Economic Model confirms that primary industries are a very small contributor (only 3%) to the Industry Output of the Tweed.

The NSW Government's proposed Far North Coast Regional Strategy raises the question of Rural Land Protection for the Northern Rivers Region, including Tweed. There is no question that the scenic, ecological, environmental and bio-diversity aspects of the region need to be protected from over-development; however the Rural Land Protection proposal raises the whole question of agricultural viability and sustainability, which is not addressed as part of the Far North Coast Regional Strategy.

Need to ensure agricultural viability and sustainability, not just protect rural land.

If the Tweed and Northern Rivers region is to support agricultural land protection, then agricultural viability and sustainability needs to be addressed, as part of the total sustainability of the region. Protection of land on the basis of some future, yet to be identified, opportunity should also include the evaluation of solutions including farm subsidies etc.

TEDC is currently working with TSC and other relevant stakeholders to develop a proposal for a Tweed Rural Land Use Study Stage II with the following three major objectives:

1. To inform the rural land use component of strategic planning at a local, state and commonwealth level.
2. To identify mechanisms for protecting rural land, while addressing the needs of its owners.
3. To increase the viability of farms at an individual and rural community level.

ACTIONS for the TWEED RURAL LAND USE STUDY	AGENCY RESPONSIBLE	STATUS	ESTIMATED COMPLETION DATE
Undertake Stakeholder Meeting	TEDC/TSC	Planned	
Confirm Project Brief & Identify Funding Sources	TEDC/TSC	Planned	
Continue to deal with LEP issues	TSC	Ongoing	

3.2.2 Rural Land Release Strategy

Need to establish a balance between rural living and rural industries.

The North Coast Regional Environmental Plan is a policy document that establishes broad-based planning controls for the North Coast region. This plan has statutory force and is legally superior to TSC's Local Environmental Plan. The regional plan identifies that any changes to an environmental plan that would increase rural living in the region needs to be done through a planned strategy. The preparation of a Rural Land Release Strategy by TSC would need the endorsement of the Director of the Department of Infrastructure, Planning and Natural Resources.

Rural land in the Tweed is a valuable commodity for agriculture as well as for rural living. Establishing a reasonable balance between these sectors as well as the environmental qualities of the Tweed is the challenge faced in the preparation of a Rural Land Release Strategy.

TSC has endorsed the preparation of a Rural Land Release Strategy. However the work undertaken and proposed by TEDC, through the Rural Land Use Study, offers a considerable input into the preparation of the Rural Land Release Strategy. Subsequently, it is considered premature to finalise this strategy without the input from the second stage of the Rural Land Use Study.

ACTIONS for the RURAL LAND RELEASE STRATEGY	AGENCY RESPONSIBLE	STATUS	ESTIMATED COMPLETION DATE
Finalise preparation of Rural Settlement Strategy	TSC	Current	To be part of LEP review
Achieve NSW Government endorsement of the Tweed Rural Land Release Strategy	TSC	Ongoing	

3.2.3 Home-Based Business Development

Home-based business as a source of local employment opportunities

The identified shortage of industrial land within the Tweed has significant impacts on the number of employment opportunities that are available locally, including increasing the attractiveness of employment opportunities outside the Tweed.

TSC is currently investigating the benefits associated with encouraging local employment through promoting home-based businesses and industries, as it is believed that the size, scale, number of employees and nature of industry that can be conducted at home may have a significant impact on employment levels. It is important that a suitable strategy be adopted to ensure that issues commonly associated with home-based businesses are dealt with appropriately.

ACTIONS for HOME-BASED BUSINESS DEVELOPMENT	AGENCY RESPONSIBLE	STATUS	ESTIMATED COMPLETION DATE
Review the LEP to ensure that home-based businesses can be adequately accommodated.	TSC	Planned	To be part of LEP review
Prepare a set of clear guidelines to explain planning requirements for home-based businesses in the Tweed.	TSC	Planned	To be part of LEP review

Establish a standard for the maximum acceptable impacts from a home-based business to easily identify exempt and complying developments.	TSC	Planned	To be part of LEP review
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3.2.4 Retail Strategy

One of the strategic roles of TSC is to forward plan for retail centres, incorporating good urban design, and allowing competition without undermining economic viability of established local centres. Current TSC policies relating to retail development are contained in Development Control Plans (DCPs), which have been adopted over a ten-year period and reflect different styles of retail development.

The increasing urban development pressure in the Tweed has highlighted the need for a comprehensively articulated retail centres network. TSC therefore engaged independent, professional economic consultants to prepare a Retail Development Strategy for the Tweed. TSC considered the Tweed Retail Strategy in November 2005 and resolved the following:

- The character of existing towns and villages and the retail facilities they already have be protected.
- Where appropriate, TSC will support the incremental expansion of existing retail centres in such a way as not to threaten or fracture those centres, rather than building new ones.
- Reinforce Tweed Heads South as the major district retail centre by encouraging the expansion and when Tweed's population demands that increased range and level of shopping.
- Maintain and where possible, enhance the special appeal of the retail centre of Murwillumbah and those village centres of similar style.
- Limit the scale of new large scale retail centres in the coastal region to a level which caters for the majority of chore type shopping needs. This concept to reflect the need to reduce fuel consumption and to support sustainability within each centre through discouraging vehicle use and encouraging walking.
- Council does not support the establishment of another district retail shopping centre.
- The retail concepts in these recommendation form the basis of locality plans in the Shire and any retail development applications which are submitted in the interim of these locality plans being prepared and approved by Council be assessed so that the above retail strategies are supported and not compromised.

Urban development pressure has highlighted the need for a retail centres network.

ACTIONS for the RETAIL STRATEGY	AGENCY RESPONSIBLE	STATUS	ESTIMATED COMPLETION DATE
Finalise Tweed Retail Development Strategy	TSC	Completed	Nov 2005
Prepare a Draft Retail Development Control Plan based on the Tweed Retail Strategy	TSC	Planned	Dec 2006
Revise the size and location of zones in which retail developments are permissible.	TSC	Planned	To be part of LEP review

3.2.5 Commercial Floorspace Strategy

As a part of developing strategies to deliver economic sustainability through economic diversification in the Tweed, there is an urgency to review and identify future commercial floorspace requirements across the Shire as a whole. This strategy is critical to ensuring that the future population growth encourages economic sustainability, by providing employment generating opportunities. This research will be critical to establishing flexible planning provisions, which encourages growth of commercial office space to meet future needs, as part of the process of informing the review of the Tweed Local Environmental Plan

ACTIONS for the RETAIL STRATEGY	AGENCY RESPONSIBLE	STATUS	ESTIMATED COMPLETION DATE
Prepare a Commercial Floorspace Strategy	TSC / TEDC	Planned	Jan 2008

3.3 INDUSTRY DEVELOPMENT INITIATIVES

Need for a broad and diverse economic base.

The Tweed region is experiencing unprecedented population growth, placing increasing pressure on economic, social and environmental sustainability. Population growth alone does not deliver a sustainable economy, particularly when a high percentage of the growth is made up of residents over the age of 55 years. Regional sustainability will only be achieved by developing a diverse, broad-based economy, which encourages job creation through investment growth.

Using the Tweed & Northern Rivers Economic Model, TEDC has assessed the economic potential of industries in the Tweed and identified strategies for further development and growth. These strategies look at facilitating business expansion and investment growth through initiatives based on such things as infrastructure development, strategic planning, labour availability, industry supply chains and cluster development.

3.3.1 Marine Industry

The Tweed Marine Industry Contributes \$30 Million Annually & 150 Jobs.

The Tweed marine industry is estimated to contribute around \$30 million dollars annually to the economy of the Shire and employ over one hundred and fifty people. The industry consists of professional fisherman; houseboats; cruise, diving and deep-sea fishing operations; marine-related manufacturing; recreational boating; chandlers; and boat brokerage.

2 Studies commissioned by TEDC into the Marine Industry have Identified Significant Growth Potential.

The Tweed River Marine Industries Development Plan – May 2004 and The Tweed Marine Industry Association Draft Business Plan – September 2004, identified the growth potential of the marine industries in the Tweed, as well as the issues impeding growth in this sector. These reports have been backed up by data from the Tweed & Northern Rivers Regional Economic Model.

3.3.1.1 Tweed Marine Industry Association Inc

The TEDC initiated the establishment of the Tweed Marine Industry Association Inc. in October 2004 to represent and promote the varied

Tweed Marine Industry Association Established to Promote Development of the Industry

interests of commercial stakeholders involved in the Tweed marine industry. Specifically, it is envisaged that the Tweed Marine Industry Association will:

- Efficiently and commercially coordinate the operation and maintenance of the existing facilities, including slipway, marina, finger jetty, and casual berthings and moorings.
- Facilitate the attraction, strengthening and diversification of new and existing businesses and infrastructure in the marine industry.
- Promote the competitive advantage of the Tweed as a destination for locals, tourists and boating enthusiasts through building on identified river-based tourism product and opportunities.

ACTIONS for the TWEED MARINE INDUSTRY ASSOCIATION INC	AGENCY RESPONSIBLE	STATUS	ESTIMATED COMPLETION DATE
Establish and assist the Association to achieve its initial goals	TEDC	Current	June 2006
Work with the Association to achieve industry development outcomes	TEDC/TSC	Ongoing	

3.3.1.2 Tweed Heads Slipway Refurbishment

The Tweed region's marine industry relies heavily upon the Tweed River's sole slipway facility, located within the Tweed Heads Southern Boat Harbour precinct, for haul outs, hull maintenance, regular anti-fouling and obligatory marine surveys. The condition of this slipway facility had deteriorated to such an extent that it could no longer be relied upon to carry the weight of vessels using the Slipway and hence provide the service required to support the industry. The Slipway also created significant environmental issues, which were in need of urgent attention.

Closure of the Slipway was inevitable unless funds were found to completely refurbish the structure so that it complied with environmental and OH&S standards applicable as at 2006. The TEDC, in partnership with The Tweed Marine Industry Association (TMIA), have raised \$363,000.00 from federal, state and local government sources, as well as nearly \$40,000 levied on commercial boat operators of \$100 per metre as an industry contribution to the project, to undertake this refurbishment.

Whole-of-Government approach to support the marine industry.

ACTIONS for the TWEED HEADS SLIPWAY REFURBISHMENT	AGENCY RESPONSIBLE	STATUS	ESTIMATED COMPLETION DATE
Confirm funding sources	TEDC	Completed	January 2006
Obtain relevant approvals	TEDC/TSC	Completed	April 2006
Undertake refurbishment project	TEDC	Current	Sept 2006

3.3.1.3 Tweed Heads Southern Boat Harbour Redevelopment

There has been a long history of management issues involving the Tweed Heads Southern Boat Harbour precinct, resulting in limited future planning for the existing marine industry, let alone any potential growth of future marine-related or tourism industries. To provide leadership and direction to the development of the Tweed Heads Southern Boat Harbour in a planned and coordinated way, the TEDC is working closely with the NSW Department of Lands to generate a conducive climate for investment and

commercial redevelopment, thus increasing the precinct's contribution to the economy of the Tweed.

ACTIONS for the TWEED HEADS SOUTHERN BOAT HARBOUR REDEVELOPMENT	AGENCY RESPONSIBLE	STATUS	ESTIMATED COMPLETION DATE
Facilitate coordinated management of the marine facilities in the Harbour	TEDC	Current	
Develop a brief for expressions of interest	TEDC	Planned	
Advertise expressions of interest	TEDC	Planned	
Facilitate development of the precinct	TEDC	Planned	

3.3.1.4 SouthROC Marine Supply Chain Project

The Gold Coast City Council and Queensland Department of State Development, Trade & Innovation, with a number of partners including the TEDC, are leading a regional marine industry supply chain project through the five local government areas of SouthROC (Tweed, Gold Coast, Beaudesert, Logan and Redland). The project will focus however on Gold Coast, Tweed and Redland, the local government areas in the region in which the marine industry is focused, and also the broader NSW Northern Rivers region.

Through a capability analysis and implementation of an action plan, it is anticipated that marine industry collaboration, sales, employment and access to opportunities for local manufacturers will all be increased, subsequently improving profitability of all supply chain contributors to this growing sector. The project will involve direct interviews with 45 boat builders from across the region, as well as preliminary research on the industry, to develop a supply chain map for the marine manufacturing industry in the SouthROC region. From here, three specific projects will be identified, which offer growth opportunities, or address issues restricting industry growth, and which will be implemented on an ongoing basis.

The overall aim is to identify savings and improved competitiveness for boat builders, and their related suppliers and customers, through efficiencies and improved communications within the marine manufacturing industry in the SouthROC region.

ACTIONS for the SOUTHROC MARINE SUPPLY CHAIN PROJECT	AGENCY RESPONSIBLE	STATUS	ESTIMATED COMPLETION DATE
Work with GCCC and the appointed consultants to ensure a productive outcome from the project	TEDC	Planned	December 2007

3.3.1.5 Condong Regional Boating Facilities

The TEDC has identified significant growth potential in the local boat-building industry. In order to support not only current, but also future, employment within the boat-building industry, the TEDC facilitated the funding and construction of a concrete launching pad at Condong in 2004. The industry regularly uses this concrete pad, which provides a stable platform for cranes launching multi-million catamarans and other craft into the Tweed River.

The Condong Launch Pad was part of a larger concept proposal outlined in the Upper Tweed Management Plan (Tweed Shire Council, 1996) for the creation of a regional boating facility at Condong. This concept involved the construction of toilets, car and trailer parking, a new boat ramp and jetty, beaches, picnic areas and revegetation.

The jetty in particular is a significant piece of infrastructure to the boat-building industry and also community boating activities. The TEDC has continued to work with TSC and the industry to access funding and facilitate the construction of a floating pontoon at Condong.

ACTIONS for the CONDONG REGIONAL BOATING FACILITY	AGENCY RESPONSIBLE	STATUS	ESTIMATED COMPLETION DATE
Access funding for the development of the Condong Regional Boating Facility, including floating pontoon	TSC	Completed	February 2006
Acquire all necessary approvals for construction of floating pontoon	TSC	Current	May 2006
Construct floating pontoon	TSC	Planned	June 2006

3.3.1.6 Tweed Marine Service Precinct

The Tweed marine industry, both commercial and recreational, is seen as a significant driver for the Tweed economy. A marine-service precinct is seen as important infrastructure to support the industry's continued growth, which is fuelled in particular by the demand for marine-related tourism services and product, including planned infrastructure such as the Chinderah Bay Marina and Pier II. It is envisaged that this site may in the long-term provide additional slipping facilities through a travel lift.

ACTIONS for the TWEED MARINE SERVICE PRECINCT	AGENCY RESPONSIBLE	STATUS	ESTIMATED COMPLETION DATE
Encourage the identification of a suitable site	TEDC/TSC	Current	
Facilitate the commercial development of a marine service precinct, including approval process	TEDC/TSC	Planned	

3.3.2 Tourism Industry Development

Economic modelling undertaken by the TEDC using the Tweed & Northern Rivers Economic Model indicates that tourism expenditure in the Tweed in 2002/3 was associated with a direct (or initial) output from local businesses and firms of about \$118 million, an indirect (or flow-on) output

of almost \$116 million, and therefore a total output of \$234 million. The Model also estimates that an initial 1,174 full-time equivalent positions are the direct result of local industry employment needed to support the tourism activity, while combined, directly and indirectly tourism expenditure in the Tweed in 2002/3 can be linked to a total of approximately 2,161 FTE jobs in the Tweed.

Tourism is a major economic driver for the Shire, and due its importance a separate specialist organisation Tweed Tourism (formally TACTIC) is responsible for tourism marketing and development, including the completion of a separate Tourism Strategy, which when completed should be read in conjunction with this document.

3.3.2.1 Tweed River Nature Link

The Tweed River Nature Link concept encompasses the greater region of the Tweed Valley and, as the title suggests, will create links with the various facilities and natural attractions of the Tweed. The proposed project will directly link, by river, the coastal attractions of southeast Queensland and far north New South Wales, with the rural and rainforest attractions of Murwillumbah and it surrounding valley. This project will prove beneficial in not only increasing the tourism potential of the region, but also the economic well-being of Murwillumbah and it surrounding villages.

Stage one of the project consists of the following components, for which funding must be sourced:

- Heritage Interpretive Display Pavilion;
- Boardwalk Improvements; and
- Tweed Gateway Bridge Pedestrian Walkway and Viewing Platform.

Further areas with potential for enhancing Murwillumbah, as longer-term initiatives of this project, include the following:

- Riverside Square;
- Riverside Landscaping and Parks; and
- Further development of the World Heritage Rainforest Centre.

Critical to the economic growth outcomes of this project, is a Masterplan for Murwillumbah.

Directly Link, by River, the Coastal Attractions with the Rural & Rainforest Attractions.

ACTIONS for the TWEED RIVER LINK	AGENCY RESPONSIBLE	STATUS	ESTIMATED COMPLETION DATE
Re-establish a Tweed River Link Advisory Group	TEDC	Planned	
Identify funding sources for Stage One of the project	TEDC	Current	
Undertake Stage 1 Tweed River Link Project	TEDC	Planned	

TEDC has Worked with Private Parties to Facilitate Other River-Based Tourism Developments.

3.3.2.2 Other River-Based Tourism Infrastructure

TEDC has promoted and facilitated the private development of a “Chinderah Bay Marina” for the last six years. Situated on the south bank of the Tweed River at Chinderah, this high quality development incorporates a public jetty and promenade board walk in the first stage. Other stages could include tourist apartments and retail outlets. This project is seen as a catalyst for other river-based tourism infrastructure and activities that will recreate the historic river links between Tweed Heads and Murwillumbah.

Other river-based tourism objectives include the revitalisation of the Jack Evans Boat Harbour at Tweed Heads as part of the Tweed Heads CBD Revitalisation Project (3.4.1 in this document) and the development of a marine service precinct. TEDC is facilitating private investor interest in identified river-based projects.

ACTIONS for the OTHER RIVER-BASED TOURISM INFRASTRUCTURE	AGENCY RESPONSIBLE	STATUS	ESTIMATED COMPLETION DATE
TEDC to continue to work with significant investors on the development of private tourism infrastructure	TEDC	Ongoing	

3.3.3 Other Industry Development Initiatives

The “Tweed Economic Summit” (October 2003) identified the need to encourage the process of diversification of the economic base by industry growth and attraction. The identification of several industries with significant potential growth, including health and aged care, film and creative industries, tourism, agribusiness, food manufacturing, marine industries and education and training, was a key outcome of the Summit.

Through its extensive networks and research the TEDC aims to identify and take advantage of industry development initiatives that provide sustainable economic growth opportunities for the Tweed as they arise.

3.3.3.1 Health & Ageing

Growth in the health services sector is a natural phenomenon that follows on from population growth. However opportunities exist to expand on this natural growth to promote the development of specialist health and ageing services and products. Specifically, there is an opportunity to grow jobs through a private university campus offering studies in the area of management of health and ageing.

ACTIONS for the HEALTH & AGEING	AGENCY RESPONSIBLE	STATUS	ESTIMATED COMPLETION DATE
TEDC to continue to work with existing businesses and potential investors on opportunities to	TEDC	Ongoing	

Other Industries to be Investigated include Health, Education, Agribusiness, Manufacturing and Creative Industries.

create economic growth through the health and ageing sector.			
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3.3.3.2 Education & Training

Significant opportunities exist for development of private and public business, infrastructure and services in the education and training industry. There are currently three New South Wales Technical and Further Education (TAFE) institutions in the Tweed, at Tweed Heads/Coolangatta, Kingscliff and Murwillumbah. Opportunities exist to promote the incorporation of industry specific courses, such as marine, food processing and laser technology, at these colleges to create skilled employees to fill the current labour shortage experienced in these industries. Expansion of the existing Southern Cross University campus at Tweed Heads also offers opportunities for job growth.

The TEDC is working collaboratively with the marine manufacturing industry, the broader construction industry, the North Coast Institute of TAFE and employment providers to initiate specific outcomes to address the identified skills shortage within these sectors in the Tweed.

ACTIONS for EDUCATION & TRAINING	AGENCY RESPONSIBLE	STATUS	ESTIMATED COMPLETION DATE
TEDC to continue to work with industry partners to facilitate education and training initiatives that facilitate economic growth.	TEDC	Ongoing	

3.3.3.3 Food Manufacturing

The Queensland Department of State Development, Trade & Innovation is leading a regional food manufacturing industry project through the five local government areas of SouthROC (Tweed, Gold Coast, Beaudesert, Logan and Redland).

The preliminary project plan has been developed through consultation with over 25 food manufacturing businesses across the region, including 3 from the Tweed. The final project proposal will also be signed off by focus groups of industry representatives and the 5 LGAs.

The project proposes to establish a private company limited by guarantee to lead collaborative initiatives by the government and industry, which provide positive opportunities for the food industry. It is hoped that this project will assist in preparing and equipping the food manufacturing industry to adjust to the rapidly changing global market, ensuring a vibrant and profitable food industry in the SouthROC region.

Initial economic modelling by the TEDC indicates the food manufacturing industry in the Tweed contributes \$26.625 million to Gross Regional Product, \$12,131 million in wages and salaries, and 371 jobs (FTE).

ACTIONS for FOOD MANUFACTURING	AGENCY RESPONSIBLE	STATUS	ESTIMATED COMPLETION DATE

Work collaboratively to identify positive initiatives and outcomes for the regional food manufacturing industry.	TEDC	Planned	
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3.4 CENTRAL BUSINESS DISTRICT REVITALISATION

Improve the Economic, Environmental & Cultural Vitality of an Area.

Revitalisation projects initiate a process of change focused on improving cultural, economic and environmental vitality of an area through leveraging the benefits of coordinated cultural, economic and physical improvements. Effective Central Business District (CBD) revitalisation projects can stimulate augmented consumer demand, increased tourism appeal and improved investment interest boosting the local economy and community. These projects also often improve upon negative aspects of areas including vandalism, burglary and violence by creating a more positive environment.

3.4.1 Tweed Heads CBD Revitalisation

TEDC initiated Formation of the Tweed Heads Redevelopment Taskforce.

Tweed Heads has been declining economically for some years due to a number of factors, including the:

- Changing whims of tourists, who want either the glitz of the Gold Coast, or the natural appeal of the environmental regions further south and west;
- Movement of permanent residential population toward the south being serviced by non-central shopping and commercial facilities; and
- Lack of long-term vision and strategy for dealing with the changes and shift in commercial focus.

In 2001/2002, the TEDC conducted research and initiated the Tweed Heads Redevelopment Taskforce, formally established by the New South Wales Government. The role of this taskforce was to develop a master plan for the redevelopment of the Tweed Heads business precinct and to investigate transport and other related matters important to the future of the area.

Project Facilitation Team to Implement Tweed Heads Master Plan, Endorsed by NSW Government in July 2004.

The Tweed Heads Master Plan was endorsed by the Minister in July 2004, launched in August 2004, and adopted by TSC in October 2004. The TEDC, TSC and the New South Wales Government formed a Project Facilitation Team (PFT) to work in partnership to facilitate the implementation of the Master Plan. To date, over \$600 million of development has been initiated in the Tweed Heads CBD as a direct result of the Tweed Heads CBD Masterplan.

TSC is preparing amendments to its LEP, development control plans and Section 94 Developer Contribution Plans; a feasibility assessment of the infrastructure components of the Master Plan; and a plan for management and redevelopment of the Jack Evans Boat Harbour as part of the implementation of the project.

ACTIONS for the TWEED HEADS CBD REVITALISATION PROJECT	AGENCY RESPONSIBLE	STATUS	ESTIMATED COMPLETION DATE
Facilitate the redevelopment of the Tweed Heads business precinct as identified in the Master Plan.	PFT	Ongoing	
Review TSC's planning policies to reflect the vision of the Master Plan.	TSC	Ongoing	
Prepare a plan of management and redevelopment of the Jack Evans Boat Harbour	PFT	Ongoing	

3.4.2 Murwillumbah Masterplan

Murwillumbah is an important regional centre for the Tweed Shire and Northern Rivers, servicing a catchment of around 18,000 people. A number of factors, including the implications of substantial coastal development and the uptake of existing and future industrial land, mean that for probably at least another 20 years, Murwillumbah will be under considerable population and commercial growth pressures.

Similarly to the Tweed Heads CBD Masterplan, it is expected that a vision and plan for the future of the town will create a climate of certainty, and attract investment, including tourism development, and hence job creation, in Murwillumbah. It is also anticipated that a Masterplan will inspire creativity and innovation in the product and service offerings of existing Murwillumbah businesses, which will attract increased visitation by tourists.

The key objective of the Masterplan is to provide leadership and direction to the ongoing development of a vibrant and culturally-active town centre, through addressing issues that have implications for the future growth and prosperity of Murwillumbah, and identifying both public and commercial opportunities for investment that support the sustainable economic growth of Murwillumbah.

ACTIONS for the MURWILLUMBAH MASTERPLAN	AGENCY RESPONSIBLE	STATUS	ESTIMATED COMPLETION DATE
Facilitate the development of the Murwillumbah Masterplan.	TEDC/TSC	Planned	
Review TSC's planning policies to reflect the vision of the Masterplan.	TSC/TEDC	Planned	

3.4.3 Town & Village Centres

The challenge facing the Tweed is to balance the pressures and implications of high-level growth, while safeguarding the environmental resources and rural amenity of the Tweed. Achieving that balance will influence the quality of life experienced by the Tweed community. Locality plans are policy documents, which summarise TSC's commitments in respect to resources to a specific center, locality, or village.

The objectives of this local planning process are:

- To implement existing Shire-wide strategies and plans;
- To inform the local community of TSC's intention for a community, particularly in respect to resource allocation;
- To provide direction for the future of local communities;
- To co-ordinate and integrate TSC effort in each local area; and
- To link the Strategic Plan with the Corporate Plan and Budget.

Locality plans incorporate social, economic, community and infrastructure planning, and expresses a commonly agreed vision for each of the localities as well as a list of future projects, which will be undertaken to achieve the vision. These plans should reflect and implement the overall strategy embraced by Council's Management Plan and the Tweed Local Environment Plan 2000, including community expectations, the potential capacity to support any necessary additional infrastructure or other

service commitments, and the long-term viability or appropriateness of the proposed land uses.

ACTIONS for TOWNS & VILLAGES CENTRES	AGENCY RESPONSIBLE	STATUS	ESTIMATED COMPLETION DATE
Kingscliff	TSC	Current	June 2007
Tweed Heads South	TSC	Planned	June 2007
Murwillumbah	TSC	Planned	June 2007
Pottsville	TSC	Current	June 2007
Cabarita	TSC	Current	Dec 2006
Hastings Point	TSC	Planned	To be part of LEP review
Fingal	TSC	Planned	To be part of LEP review
Kings Forest	NSW Govt	Planned	
Area E	TSC	Current	Dec 2006

3.5 CROSS-BORDER ISSUES

The Tweed Economy is Linked Inextricably to that of Southeast Queensland.

Working Group established with REDAB to Address Cross-Border Issues.

Socio-economically the Tweed is effectively part of southeast Queensland and experiences strong cross-border influences that raise significant issues in planning for sustainability. These issues include:

- Effects of daylight saving on businesses and the community;
- Differences in workers' compensation premiums;
- Growth pressures, mainly for housing along the coast, but increasingly for rural living, as available land on the Gold Coast runs out;
- Reliance on job opportunities in the Gold Coast;
- Scope to generate more local employment by attracting suitable 'spillover' development; and
- Transport connectivity issues such as the Tugun Bypass, expansion of the Gold Coast Airport and light rail connectivity.

3.5.1 TEDC/REDAB Cross-Border Working Party

In September 2004, the TEDC initiated the formation of a joint working group as part of the Gold Coast City Council Regional Economic Development Advisory Board (REDAB). The purpose of this working group is to assess the impact of cross-border issues on an economic and social level, and to present a cost analysis to local, state and federal governments.

ACTIONS for CROSS-BORDER ISSUES	AGENCY RESPONSIBLE	STATUS	ESTIMATED COMPLETION DATE
Participate on Cross-Border Working Party	TEDC/REDAB	Current	
Identify, initiate, and facilitate projects that address cross-border issues	TEDC/REDAB	Ongoing	
Investigate participating in an annual delegation to Canberra to lobby Federal politicians on significant cross-border and Tweed issues	TEDC/REDAB	Current	

3.5.2 Gold Coast / Tweed Transport, Aviation & Distribution Hub

The original purpose of this project was to increase exports from the Gold Coast/Tweed region, focused on the development of clusters of businesses based at Gold Coast Airport. For a number of reasons, the major objectives of the project changed, to promoting broader, more generic investment attraction into the "TweedGold Coast Enterprise Region", with a focus on transport-related infrastructure in the region, such as Gold Coast Airport, and connectivity with and proximity to the facilities at the Australia Trade Coast, as competitive advantages and economic drivers of the region.

These marketing materials, launched by the project partners (Gold Coast City Council, Gold Coast & Region Area Consultative Committee, Qld Department of State Development, Trade & Innovation, Gold Coast Airport and the TEDC) on the 22nd February 2006, are to be used in any future Tweed/Gold Coast regional projects, such as the Cross-border Regulation Reduction Project, as well as any specific marketing opportunities that arise that may offer value to the region.

The project, funded in the majority by the Federal Government, achieved a number of very important outcomes, including:

- An exciting, dynamic new branding concept for the region involving the development of associated marketing collateral, including DVD, brochure, economic map and logo, which will be used to increase awareness of business, investment and employment opportunities in the TweedGold Coast region.
- An increased understanding of the region's economic capacity, development opportunities and growth limitations, particularly in terms of transport, aviation and distribution related industries. This knowledge and information is already being fed into facilitating job creation and growth through industry development initiatives, such as export-related opportunities in food manufacturing; and particularly cross-border regulation reduction initiatives, which limit the impacts of local and state regulation inconsistencies on businesses in the region.

ACTIONS for GOLD COAST/TWEED TRANSPORT, AVIATION & DISTRIBUTION HUB	AGENCY RESPONSIBLE	STATUS	ESTIMATED COMPLETION DATE
Use the developed marketing collateral to promote the TweedGold Coast region in any identified economic growth opportunities.	TEDC	Ongoing	

3.5.3 Seamless Borders Regulation Reduction Project

The Seamless Borders project is a joint initiative of a very significant nature aimed at reducing inconsistencies in regulation, through development of productive and constructive strategies, at both a local and state government level that impact adversely on small and home-based businesses operating in the TweedGold Coast cross-border economic zone.

The project involves the employment of two personnel to first map regulations applying to businesses operating in the cross-border region, investigate and implement compliance and regulation reduction strategies, and develop a web-portal acting as a "one-stop-shop" regarding establishment and ongoing regulations applying to businesses.

The overall objective of this project is to reduce and streamline the regulations imposed by both local and state government on businesses operating in the cross-border region to create a more conducive environment for investment attraction to the TweedGold Coast region.

ACTIONS for SEAMLESS BORDERS REGULATION REDUCTION PROJECT	AGENCY RESPONSIBLE	STATUS	ESTIMATED COMPLETION DATE
Work with GCCC to ensure the project achieves productive outcomes.	TEDC/TSC	Current	April 2007

Present & Future Growth Necessitates an Assessment of Infrastructure Needs and a Proactive Approach to Planning & Implementation.

3.6 STRATEGIC INFRASTRUCTURE DEVELOPMENT

The availability of transport, water, land and telecommunications infrastructure is fundamental to the future development of the Tweed. The residential and tourism growth predicted for the Tweed, along with planned industry sector growth in warehousing, manufacturing, processing, agriculture and aquaculture, reinforces the need for the Tweed to assess “economic growth supporting” infrastructure requirements to the year 2006 and beyond.

3.6.1 Transport Infrastructure

Both TEDC and TSC have promoted the construction, extension and connection of general transport infrastructure in the Shire increasing connectivity to southeast Queensland and central and southern New South Wales. However it is important that future transport needs at all levels are identified and a proactive, forward-thinking approach to all transport issues is adopted, particularly projects such as the Tugun Bypass and Sexton Hill realignment.

The Gold Coast/Tweed Transport, Aviation & Distribution Hub project identified the following transport infrastructure issues that provide opportunities for economic growth in the Tweed:

- Planned \$3 billion to be spent of the upgrading of the Pacific Highway between Sydney and Brisbane; including of road and highway connectivity between Queensland and New South Wales to significantly improve inter-regional and regional traffic flow between the Tweed and Gold Coast.
- The Tweed and Gold Coast is a major entry point for non-bulk road freight from Sydney to Brisbane, with the Pacific Highway carrying over 70% of the Sydney to Brisbane traffic.
- Ready access to two of the busiest and fastest growing airports in Australia – Gold Coast and Brisbane.
- The extension of the Gold Coast Airport runway to provide the opportunity and potential for growth in airfreight capacity to international destinations.
- Retention of the Murwillumbah rail corridor alignment provides future growth opportunities particularly in the area of freight movements to and from southern states.

The TEDC is to play a key role in the development of a Shire-wide Transport Strategy, as well as all micro-transport strategies, in terms of contributing to economic considerations and assessing impacts on the economy and opportunities for commercial/industrial growth.

ACTIONS for TRANSPORT INFRASTRUCTURE	AGENCY RESPONSIBLE	STATUS	ESTIMATED COMPLETION DATE
Identify a proactive approach to planning and implementing transport infrastructure needs that support economic growth	TSC/TEDC	Ongoing	
Promote regional transport infrastructure to attract investment and business growth	TEDC	Ongoing	

3.6.2 Land Infrastructure

Enterprise/industrial land can be broadly defined in two categories:

1. Light industry, light commercial, bulky goods and retail outlets. These types of estates are service provider estates driven by population growth.
2. Large lot enterprise/industrial areas. These estates provide for growth of larger, job-creating industries, which include manufacturing, food processing, warehousing & distribution centres, as well as transport service centres.

Urgent Need for Large-Lot Enterprise Land for Industry Growth & Attraction.

The Tweed is currently well served by a mixture of light industry/commercial land. The TEDC has identified however, the need for large-lot enterprise land development as a matter of urgency to capitalise on the opportunity to further diversify the Tweed economy through industry growth and attraction.

Research Shows Enterprise Land Estates Generate 21-50 Jobs per Hectare with a Job Multiplier of 1.998.

Economic research compiled as part of the Coolangatta Airport Industrial Land Study 2001, projects that enterprise estates have the capacity to deliver at a minimum rate of twenty-one to fifty-five jobs per hectare, with a job multiplier of 1.998. Further, the study states that post land development, during the building's construction phase, enterprise estates expend an estimated thirty-two million dollars per ten hectares and create a further seven-hundred and seventy jobs both directly and indirectly.

Research Indicates Tweed's Short-Term Enterprise Land Need is 380 Hectares; while the Long-Term Need is Estimated at 1200 Hectares.

Research conducted by the Queensland Government suggests that to meet the short-term industrial land needs of southeast Queensland the formula used is fifty square metres per head of population. If this formula is applied to the Tweed's current population of approximately seventy-six thousand people, there is a short-term requirement of three hundred and eighty hectares of industrial-zoned land. The formula for long-term industrial land needs is calculated on the basis of one hundred square metres per head of population. By 2024, the Tweed's population is projected to reach one hundred and twenty thousand people, which would suggest that the Tweed's long-term enterprise land needs could be one thousand two hundred hectares. The Tweed economy is inextricably linked to that of southeast Queensland, which suggests that these figures are realistic and reinforces the need to establish a land bank into the future.

Taskforce to Address Identification of a Land Bank, Industry Approval Processes, Precinct Development & Master-Planned Estates.

The Draft Far North Coast Regional Strategy has identified an available 296 hectares of zoned, vacant industrial land across the region and future projected requirements of 156 hectares. These employment-generating land requirements fall well short of the Queensland figures, which raises the question whether they should be reviewed in terms of the opportunity for job creation across the region through the provision of a land bank suitable for industry growth.

It is imperative that a Tweed Enterprise Land Taskforce be established to identify and zone appropriate land, in the form of a land bank, to meet the Shire's industrial land needs for the next fifteen to twenty-five years.

Other actions of the Taskforce should include:

- Facilitating efficiency gains in industry approval processes;
- Investigating precinct development with associated pre-approvals;
- Investigating fully master-planned enterprise estates/business park developments.

ACTIONS for the LAND INFRASTRUCTURE	AGENCY RESPONSIBLE	STATUS	ESTIMATED COMPLETION DATE
Establish a Tweed Enterprise Land Taskforce	TEDC/TSC	Planned	July 2006
Identify a bank of enterprise land	TELT	Planned	July 2006
Address issues relating to stream-lining the planning approval process	TELT	Ongoing	
Investigate the concept of fully master-planned estates	TELT	Planned	July 2006

3.6.3 Water Infrastructure

The Tweed is fortunate to have one of the highest rainfalls in the sub-tropical areas of Australia, which has afforded the Tweed a stable water supply even in times of drought. Population growth pressures will see a steady increase in the demand for potable water well into the future. It is estimated that Council will provide 16,000 megalitres per year by 2019 and 22,000 megalitres by 2034. As a result of this predicted increase in demand, strategies need to be identified early, which outline suitable solutions to accommodate this projected demand.

ACTIONS for the WATER INFRASTRUCTURE	AGENCY RESPONSIBLE	STATUS	ESTIMATED COMPLETION DATE
Develop and promote future water supply strategies for the Tweed.	TEDC/TSC	Ongoing	

3.6.4 Telecommunications Infrastructure

The availability of telecommunications infrastructure is essential to business and industry development in the Tweed.

"Broadening Broadband - Connecting Your Place" is a joint project funded by a partnership group of ten councils in south-east Queensland and northern New South Wales and the Federal Government's Community Based Broadband Demand Aggregation Broker Program. This project provides the opportunity to extend the provision of Broadband services to all of the participating council areas.

ACTIONS for the TELECOMMUNICATIONS INFRASTRUCTURE	AGENCY RESPONSIBLE	STATUS	ESTIMATED COMPLETION DATE
Promote and support positive outcomes for the Broadening Broadband project	TEDC/TSC	Current	December 2006

3.7 MARKETING, PROMOTION & COMMUNICATION

3.7.1 Tweed Marketing Group

Establishment of the Tweed Marketing Group to Coordinate Marketing of all Economic Development Initiatives.

TEDC has identified the need to establish a Tweed Marketing Group, with the specific purpose of coordinating marketing activities across the broad spectrum of economic development. TEDC has identified the need to engage professional expertise to guide future marketing activities including branding, advertising, industry attraction, promotions and events. The Tweed Marketing Group will liaise with various industry associations and representatives, as part of a coordinated marketing approach.

ACTIONS for the TWEED MARKETING GROUP	AGENCY RESPONSIBLE	STATUS	ESTIMATED COMPLETION DATE
Establish an Industry Advisory Committee	TEDC	Planned	
Employ a Marketing Coordinator	TEDC	Planned	

3.7.2 Marketing Collateral

"The Tweed – Ready for Business" Portfolios to be Reviewed.

TEDC has developed collateral marketing the Tweed Shire, using the slogan "The Tweed – Ready for Business". The marketing collateral includes a folder with inserts describing the Tweed, as a place to live and do business, profiles of each of the main business centres in the Shire, a brief overview of the main industries in the Tweed and also a summary of the important infrastructure in the Shire. This collateral has been very effective to date; however should be reviewed regularly for continued relevancy and currency.

ACTIONS for MARKETING COLLATERAL	AGENCY RESPONSIBLE	STATUS	ESTIMATED COMPLETION DATE
Review the existing generic Tweed Shire marketing collateral	TEDC	Ongoing	
Implement results of the review	TEDC	Ongoing	

3.7.3 Trade Shows, Conferences & Events

Promotion of the Tweed as a Location for Business.

Attendance at relevant trade shows, conferences and events by TEDC staff allows for the identification of contacts and opportunities for the Tweed, increases understanding of issues as well as selling of the Tweed as a location for business. A program for attending relevant trade shows, conferences and events is to be developed.

ACTIONS for TRADE SHOWS & CONFERENCES	AGENCY RESPONSIBLE	STATUS	ESTIMATED COMPLETION DATE
Develop a program for attending relevant trade shows and conferences	TEDC	Planned	February 2005
Implement programme	TEDC	Ongoing	

3.7.4 Events & Presentations

Series of Events & Presentations to Increase Awareness & Understanding of Economic Development Related Topics.

In 2003, TEDC held a series of very successful events with the aim of communicating the economic challenge facing the Tweed, the importance of economic development and the need to diversify the economic base in the Tweed Shire.

This series consisted of a presentation by Mr Bernard Salt, Partner KPMG Australia and author of "The Big Shift", in May 2003 on "The Facts...The Effects...The Opportunities – Business Implications of Demographic and Cultural Change in Tweed". This event was held both at Murwillumbah and South Tweed Heads and attracted three hundred people. The second event in this series was the TEDC Economic Summit held in October 2003. The event attracted a number of influential and informative speakers and around one hundred attendees.

A program of events and presentations is to be developed for the next three years to continue the education and communication process with local businesses and the three tiers of government.

ACTIONS for EVENTS & PRESENTATIONS	AGENCY RESPONSIBLE	STATUS	ESTIMATED COMPLETION DATE
Develop a program for delivering relevant events and presentations	TEDC/TSC	Planned	July 2006
Seek sponsorship for delivery of this program	TEDC	Ongoing	
Deliver the program of events and presentations	TEDC	Ongoing	

3.7.5 Website & E-Bulletin

Website Attracts Significant Interest from the USA.

TEDC's website continues to be active in the global marketplace with statistics reflecting a consistent average of two thousand visits per month. Equally consistent is the interest being shown from the United States of America (USA), with over thirty percent of visits coming from that region over the last several months.

In order to ensure its ongoing effectiveness, the website is undergoing a complete design, content and maintenance redevelopment program. The new website will be user-friendly, as well as being fully content-managed, to ensure it is also easy to use for TEDC staff.

E-Bulletin Distributed to over 300 Members and Interested Parties.

TEDC's E-Bulletin is an electronic newsletter that is both freely available on the website, as well as emailed directly to members and other interested parties. The E-Bulletin, which is currently distributed to in excess of three hundred members and interested parties and generates significant economic growth opportunities, is also currently being upgraded.

ACTIONS for WEBSITE & E-BULLETIN	AGENCY RESPONSIBLE	STATUS	ESTIMATED COMPLETION DATE
Upgrade the E-Bulletin and continue to distribute regularly	TEDC	Ongoing	
Redevelop TEDC website	TEDC	Current	Sept 2006

3.8 REGIONAL PARTNERSHIPS

3.8.1 Southern Regional Organisation of Councils

TSC has been an active and financial member of the Southern Regional Organisation of Councils (SouthROC) since the original assessment of the region by the Queensland State Government's planning department in the early 1990s.

As the only Council representing a New South Wales local government authority within the SouthROC area, some of the administrative and legislative issues faced by SouthROC do not affect the Tweed. However, as the economy of the Tweed Shire, particularly Tweed Heads, is inextricably linked with southeast Queensland, the Tweed fits well as part of the SouthROC region.

SouthROC is a mechanism that will ensure Queensland and New South Wales Governments are made aware of the challenges presently being faced by the Tweed, many of which are a direct result of the Tweed's proximity to southeast Queensland.

ACTIONS for SOUTHERN REGIONAL ORGANISATION OF COUNCILS	AGENCY RESPONSIBLE	STATUS	ESTIMATED COMPLETION DATE
Participate in the SouthROC	TSC/TEDC	Ongoing	
Participate in relevant regional projects	TSC/TEDC	Ongoing	

3.8.2 Northern Rivers Regional Organisation of Councils

The Northern Rivers Regional Organisation of Councils (NORROC) represents the local government areas of Ballina, Copmanhurst, Grafton, Kyogle, Lismore, Maclean, Tweed, and Richmond, as well as North Coast Water and Rous Water.

The focus of NORROC is regional representation and political lobbying with the General Managers of the constituent Councils managing operational matters. This is achieved through the "General Managers' Group".

ACTIONS for NORTHERN RIVERS REGIONAL ORGANISATION OF COUNCILS	AGENCY RESPONSIBLE	STATUS	ESTIMATED COMPLETION DATE
Participate on NORROC	TSC	Ongoing	
Participate in relevant regional projects	TSC	Ongoing	

3.10.4 Gold Coast City Council Regional Economic Development Advisory Board

TEDC is an Invited Observer on this Board.

Gold Coast City Council's Regional Economic Development Advisory Board (REDAB) is an advisory board working with key business development organisations throughout Gold Coast City to strengthen and diversify their economic base and encourage national and international business investment.

The Chief Executive Officer of the TEDC presently acts as an observer on REDAB to primarily identify opportunities for collaboration between the Tweed and Gold Coast. The initiation of a Cross-Border Working Party within REDAB (3.6 Cross-Border Issues) has been a key outcome of the advisory board for the Tweed.

ACTIONS for GOLD COAST CITY COUNCIL ECONOMIC DEVELOPMENT ADVISORY BOARD	AGENCY RESPONSIBLE	STATUS	ESTIMATED COMPLETION DATE
Participate on REDAB	TEDC	Ongoing	
Participate in relevant regional projects	TEDC	Ongoing	

3.10.1 Northern Rivers Regional Development Board

The Northern Rivers Regional Development Board (NRRDB) sees its key role as facilitating regional prosperity for the Northern Rivers region, which in this case includes Tweed, Byron, Ballina, Clarence Valley, Richmond Valley, Lismore and Kyogle local government areas.

The NRRDB has undertaken a study that has resulted in the development of the Regional Economic & Industry Plan, a resource document for which a second stage study proposes to identify an implementation process.

ACTIONS for NORTHERN RIVERS REGIONAL DEVELOPMENT BOARD	AGENCY RESPONSIBLE	STATUS	ESTIMATED COMPLETION DATE
Participate in relevant regional projects	TEDC	Ongoing	

4.0 SUMMARY OF CURRENT, PLANNED & ONGOING PROJECTS

Project	Action	RESPONSIBLE AGENCY	STATUS	ESTIMATED COMPLETION DATE	Jan-07	Jul-07	Jan-08	Jul-08	Jan-09
RESEARCH AND DEVELOPMENT									
TWEED & NORTHERN RIVERS ECONOMIC MODEL									
	Assist in policy analysis and establishing direction for sustainable economic growth in the Tweed & Northern Rivers.	TEDC	Ongoing						
	Undertake analyses for external agencies on a consultancy basis.	TEDC	Ongoing						
INDUSTRY AUDIT & DATABASE									
	Undertake audits on a bi-annual basis	TEDC	Planned	Jul-07					
	Provide update on new, business-related development applications and licences	TSC	Ongoing						
DEMOGRAPHIC & STATISTICAL RESEARCH									
	Access & analyse 2006 Census data as it becomes available	TEDC	Planned	Dec-07					
	Access relevant ABS statistics as they become available	TEDC	Ongoing						
	Monitor local, regional, national and international economic trends and statistics as they become available	TEDC	Ongoing						
	Respond to enquiries for statistics and information.	TEDC	Ongoing						
TWEED LOCAL ENVIRONMENTAL PLAN REVIEW (STAGE II)									
TWEED RURAL LAND USE STUDY									
	Undertake Stakeholder Meeting	TEDC/TSC	Planned						
	Confirm Project Brief & Identify Funding Sources	TEDC/TSC	Planned						
	Continue to deal with LEP issues	TSC	Ongoing						
RURAL LAND RELEASE STRATEGY									
	Finalise preparation of Rural Settlement Strategy	TSC	Current	LEP review					
	Achieve NSW Government endorsement of the Tweed Rural Land Release Strategy	TSC	Ongoing						
LAND INFRASTRUCTURE									
	Establish a Tweed Enterprise Land Taskforce	TEDC/TSC	Planned	Jul-06					
	Identify a bank of enterprise land	TELT	Planned	Jul-06					
	Address issues relating to stream-lining the planning approval process	TELT	Ongoing						
	Investigate the concept of fully master-planned estates	TELT	Planned	Jul-06					
COMMERCIAL FLOORSPACE STRATEGY									
	Prepare a Commercial Floorspace Strategy	TSC / TEDC	Planned	Jan-08					
HOME-BASED BUSINESS DEVELOPMENT									
	Review the LEP to ensure that home-based businesses can be adequately accommodated.	TSC	Planned	LEP review					
	Prepare a set of clear guidelines to explain planning requirements for home-based businesses in the Tweed.	TSC	Planned	LEP review					
	Establish a standard for the maximum acceptable impacts from a home-based business to easily identify exempt and complying developments.	TSC	Planned	LEP review					
RETAIL STRATEGY									
	Finalise Tweed Retail Development Strategy	TSC	Completed	Nov-05					
	Prepare a Draft Retail Development Control Plan based on the Tweed Retail Strategy	TSC	Planned	Dec-06					
TWEED HEADS CBD REVITALISATION PROJECT									
	Facilitate the redevelopment of the Tweed Heads business precinct as identified in the Master Plan.	PFT	Ongoing						
	Review TSC's planning policies to reflect the vision of the Master Plan.	TSC	Ongoing						
	Prepare a plan of management and redevelopment of the Jack Evans Boat Harbour	PFT	Ongoing						
	Revise the size and location of zones in which retail developments are permissible.	TSC	Planned	LEP review					
MURWILLUMBAH MASTERPLAN									
	Facilitate the development of the Murwillumbah Masterplan.	TEDC/TSC	Planned						
	Review TSC's planning policies to reflect the vision of the Masterplan.	TSC/TEDC	Planned						
TOWNS & VILLAGES CENTRES (TEDC to provide input into the economic development component of the following plans)									
	Kingscliff	TSC	Current	Jun-07					
	Tweed Heads South	TSC	Planned	Jun-07					
	Murwillumbah	TSC	Planned	Jun-07					
	Pottsville	TSC	Current	Jun-07					
	Cabarita	TSC	Current	Dec-06					
	Hastings Point	TSC	Planned	LEP review					
	Fingal	TSC	Planned	LEP review					
	Kings Forest	NSW Govt	Planned						
	Area E	TSC	Current	Dec-06					

4.0 SUMMARY OF CURRENT, PLANNED & ONGOING PROJECTS Cont.

Project	Action	RESPONSIBLE AGENCY	STATUS	ESTIMATED COMPLETION DATE	Jan-07	Jul-07	Jan-08	Jul-08	Jan-09
MARINE INDUSTRY DEVELOPMENT INITIATIVES									
TWEED MARINE INDUSTRY ASSOCIATION INC									
	Establish and assist the Association to achieve its initial goals	TEDC	Current	Jun-06					
	Work with the Association to achieve industry development outcomes	TEDC/TSC	Ongoing		<i>Ongoing</i>				
TWEED HEADS SLIPWAY REFURBISHMENT									
	Confirm funding sources	TEDC	Completed	Jan-06					
	Obtain relevant approvals	TEDC/TSC	Completed	Apr-06					
	Undertake refurbishment project	TEDC	Current	Sep-06					
TWEED HEADS SOUTHERN BOAT HARBOUR REDEVELOPMENT									
	Facilitate coordinated management of the marine facilities in the Harbour	TEDC	Current						
	Develop a brief for expressions of interest	TEDC	Planned						
	Advertise expressions of interest	TEDC	Planned						
	Facilitate development of the precinct	TEDC	Planned						
SOUTHROC MARINE SUPPLY CHAIN PROJECT									
	Work with GCCC and the appointed consultants to ensure a productive outcome from the project	TEDC	Planned	Dec-07					
CONDONG REGIONAL BOATING FACILITY									
	Access funding for the development of the Condong Regional Boating Facility, including floating pontoon	TSC	Completed	Feb-06					
	Acquire all necessary approvals for construction of floating pontoon	TSC	Current	May-06					
	Construct floating pontoon	TSC	Planned	Jun-06					
TWEED MARINE SERVICE PRECINCT									
	Encourage the identification of a suitable site	TEDC/TSC	Current						
	Facilitate the commercial development of a marine service precinct, including approval process	TEDC/TSC	Planned						
TOURISM INDUSTRY DEVELOPMENT INITIATIVES									
TWEED RIVER LINK									
	Re-establish a Tweed River Link Advisory Group	TEDC	Planned						
	Identify funding sources for Stage One of the project	TEDC	Current						
	Undertake Stage 1 Tweed River Link Project	TEDC	Planned						
OTHER RIVER-BASED TOURISM INFRASTRUCTURE									
	TEDC to continue to work with significant investors on the development of private tourism infrastructure	TEDC	Ongoing		<i>Ongoing</i>				
OTHER INDUSTRY DEVELOPMENT INITIATIVES									
HEALTH & AGEING									
	TEDC to continue to work with existing businesses and potential investors on opportunities to create economic growth through the health and ageing sector.	TEDC	Ongoing		<i>Ongoing</i>				
EDUCATION & TRAINING									
	TEDC to continue to work with industry partners to facilitate education and training initiatives that facilitate economic growth.	TEDC	Ongoing		<i>Ongoing</i>				
FOOD MANUFACTURING									
	Work collaboratively to identify positive initiatives and outcomes for the regional food manufacturing industry.	TEDC	Planned						

4.0 SUMMARY OF CURRENT, PLANNED & ONGOING PROJECTS Cont.

Project	Action	RESPONSIBLE AGENCY	STATUS	ESTIMATED COMPLETION DATE	Jan-07	Jul-07	Jan-08	Jul-08	Jan-09
CROSS BORDER ISSUES									
TEDC / REDAB CROSS BORDER WORKING PARTY									
	Participate on Cross-Border Working Party	TEDC/REDAB	Current						
	Identify, initiate, and facilitate projects that address cross-border issues	TEDC/REDAB	Ongoing		<i>Ongoing</i>				
	Investigate participating in an annual delegation to Canberra to lobby Federal politicians on significant cross-border and Tweed issues	TEDC/REDAB	Current						
GOLD COAST/TWEED TRANSPORT, AVIATION & DISTRIBUTION HUB									
	Use the developed marketing collateral to promote the TweedGold Coast region in any identified economic growth opportunities.	TEDC	Ongoing		<i>Ongoing</i>				
SEAMLESS BORDERS REGULATION REDUCTION PROJECT									
	Work with GCCC to ensure the project achieves productive outcomes.	TEDC/TSC	Current	Apr-07					
STRATEGIC INFRASTRUCTURE DEVELOPMENT									
TRANSPORT INFRASTRUCTURE									
	Identify a proactive approach to planning and implementing transport infrastructure needs that support economic growth	TSC/TEDC	Ongoing		<i>Ongoing</i>				
	Promote regional transport infrastructure to attract investment and business growth	TEDC	Ongoing		<i>Ongoing</i>				
WATER INFRASTRUCTURE									
	Develop and promote future water supply strategies for the Tweed.	TEDC/TSC	Ongoing		<i>Ongoing</i>				
TELECOMMUNICATIONS INFRASTRUCTURE									
	Promote and support positive outcomes for the Broadening Broadband project	TEDC/TSC	Current	Dec-06					
MARKETING, PROMOTION AND COMMUNICATION									
TWEED MARKETING									
	Establish an Industry Advisory Committee	TEDC	Planned						
	Employ a Marketing Coordinator	TEDC	Planned						
TRADE SHOWS & CONFERENCES									
	Develop a program for attending relevant trade shows and conferences	TEDC	Planned	Feb-05					
	Implement programme	TEDC	Ongoing		<i>Ongoing</i>				
TRADE SHOWS & CONFERENCES									
	Review the existing generic Tweed Shire marketing collateral	TEDC	Ongoing		<i>Ongoing</i>				
	Implement results of the review	TEDC	Ongoing		<i>Ongoing</i>				
EVENTS & PRESENTATIONS									
	Develop a program for delivering relevant events and presentations	TEDC/TSC	Planned	Jul-06					
	Seek sponsorship for delivery of this program	TEDC	Ongoing		<i>Ongoing</i>				
	Deliver the program of events and presentations	TEDC	Ongoing		<i>Ongoing</i>				
WEBSITE & E-BULLETIN									
	Upgrade the E-Bulletin and continue to distribute regularly	TEDC	Ongoing						
	Redevelop TEDC website	TEDC	Current	Sep-06					
REGIONAL PARTNERSHIPS									
SOUTHERN REGIONAL ORGANISATION OF COUNCILS									
	Participate in the SouthROC	TSC/TEDC	Ongoing		<i>Ongoing</i>				
	Participate in relevant regional projects	TSC/TEDC	Ongoing		<i>Ongoing</i>				
NORTHERN RIVERS REGIONAL ORGANISATION OF COUNCILS									
	Participate on NORROC	TSC	Ongoing		<i>Ongoing</i>				
	Participate in relevant regional projects	TSC	Ongoing		<i>Ongoing</i>				
GOLD COAST CITY COUNCIL ECONOMIC DEVELOPMENT ADVISORY BOARD									
	Participate on REDAB	TEDC	Ongoing		<i>Ongoing</i>				
	Participate in relevant regional projects	TEDC	Ongoing		<i>Ongoing</i>				
NORTHERN RIVERS REGIONAL DEVELOPMENT BOARD									
	Participate in relevant regional projects	TEDC	Ongoing		<i>Ongoing</i>				