



Australian Government

Department of Infrastructure and Transport

SUSTAINING THE TWEED
STRATEGIC PLANNING - GENERAL

File Reference: P077

Mr Iain Lonsdale
Coordinator Planning Reform
Tweed Shire Council
PO Box 816
MURWILLUMBAH NSW 2484

TWEED SHIRE COUNCIL
FILE No: GRANTS - GENERAL
DOC. No:
REC'D: 18 APR 2012
ASSIGNED TO: LONSDALE, I
HARD COPY <input type="checkbox"/> IMAGE <input checked="" type="checkbox"/>

Dear Mr Lonsdale

Liveable Cities Program

Thank you for your application for funding under the Liveable Cities Program. The Department of Infrastructure and Transport received a large number of high quality applications for the program. Unfortunately your application was not successful on this occasion.

The Minister for Infrastructure and Transport, the Honourable Anthony Albanese MP, has now approved successful projects and will shortly announce successful projects. Details of the successful projects can be found at:

<http://www.nationbuildingprogram.gov.au/funding/liveablecities/index.aspx>.

If you wish to receive feedback on your application, please email the Liveable Cities team at liveable.cities@infrastructure.gov.au before 27 April 2012. The Department will then contact you to arrange a suitable time to provide feedback.

Thank you for your interest in the program.

Yours sincerely

Roland Pittar
General Manager, North West Roads
Nation Building Infrastructure Investment

13 April 2012

GPO Box 594 Canberra ACT 2601 Australia • Telephone: 02 6274 7111 • Facsimile: 02 6257 2505
Website: www.infrastructure.gov.au • ABN 86 267 354 017



Australian Government
Department of Infrastructure and Transport

Liveable cities program

Nation Building
Infrastructure Investment

A grayscale illustration featuring silhouettes of a person on a bicycle, a family of four, and a child. The scene is overlaid with abstract, flowing lines and circular patterns, suggesting movement and infrastructure. A dark rectangular box is positioned in the lower-left corner of this illustration area.

APPLICATION FORM

LIVEABLE CITIES PROGRAM

The Liveable Cities Program has been established by the Australian Government to improve the quality of life in our cities. The program seeks to foster innovative solutions to address issues of poor urban design and the need for improved quality open space and public places; high levels of car dependency and traffic congestion; and rising carbon emissions.

The Australian Government released its National Urban Policy – *Our Cities, Our Future* – in May 2011. The Policy represents an important contribution by the Australian Government to COAG's cities reform agenda. The Liveable Cities program shows the Government's commitment to make the largest of our cities and regional centres even more productive, sustainable and liveable.

Program Objectives

The Program will seek to improve the capacity of major regional cities to undertake strategic planning in line with the COAG agreed criteria and will support the development of demonstration projects that facilitate urban renewal and strategic urban development.

The Department is seeking projects that will achieve

- improved alignment of urban planning and design with the National Urban Policy and COAG principles;
- partnerships for action or planning where these have not previously existed;
- governance arrangements resulting in lasting partnerships between levels of government, parts of government, and government and private interests;
- lessons or successful outcomes that can be transferred or applied to other partnership projects;
- planning approaches that break down specialist silos;
- enhanced collaboration resulting in improved outcomes in urban planning and delivery;

The Program

The Liveable Cities Program is a \$20.0 million program over two years by the Australian Government to help improve the planning and design in capital cities and major regional cities that are experiencing population growth pressures and housing and transport affordability cost pressures. Program funding will be limited to no more than 50% of project costs. The Program has two streams:

- planning and design, which will provide up to \$500,000 for projects to improve the capacity of these capital and regional cities to undertake strategic planning and design; and
- demonstration, which will provide up to \$4 million for projects within capital cities and major regional cities that drive urban renewal and strategic urban development that contributes to improving the productivity, sustainability and liveability of our cities.

Applicants should note that funding of projects under this Program does not imply that further funding will be made available for these projects, or for subsequent stages/implementation of them.

Applications

Applications will be assessed against the appraisal criteria, but additional information will be required for demonstration projects in order to ensure their "buildability" and ongoing viability. Further information can be found in the Guidelines.

Applications are invited from State and Territory governments and local government authorities in the 18 identified major cities (see Guidelines for list). To ensure applicants put forward only their priority projects, and to encourage applicants to work in partnership, applicants may apply for funding for only one planning and design project and one demonstration project, but may be a member of multiple consortia. That is, they may submit only two applications (one for planning/design and one for demonstration) as applicant, but there is no limit on participation in consortia led by others.

Eligibility

The Liveable Cities Program is only available to State and Territory governments, and specified local governments in capital cities and major regional cities. Other local governments are ineligible to apply for the LCP.

Liveable Cities Program – Application Form

1. Applicant

Applicant organisation	Tweed Shire Council
Address (street)	Cultural and Civic Centre
	Tumbulgum Road
	Murwillumbah NSW 2484
Address (postal)	PO Box 816
	Murwillumbah NSW 2484
ABN	90 178 732 496

2. Contact (in regard to this application):

Contact name	Iain Lonsdale
Position	Coordinator Planning Reform
Phone	02 6670 2457
e-mail	ilonsdale@tweed.nsw.gov.au
Address (if different to above)	

3.

Partner organisations in this project (if applicable)
<i>(enter text here)(Name only)</i>

4 Project

4.1. Name of project (This name will be used in all publicity for the project)	Tweed Liveable Cities Strategy
4.2. Type	Planning
4.3. Location (if demonstration) (street address or lat/long)	
4.4. Describe, in the context of the National Urban Policy, the problem that the project seeks to address. (up to half a page)	<p>The Tweed Liveable Cities Strategy seeks to develop a strategy for improving the productivity of the Tweed through the identification of industry and work force opportunities and spatially based population growth planning aimed at improving access to jobs and social services, their coordinated co-location targeting higher returns on investment expenditure and marrying opportunity for human movement with urban friendly environments fostering healthy residential lifestyles.</p> <p>Tweed is one of the most diverse and desirable local government areas in the State, with world heritage environmental areas, and a climate which has caused the area to grow at twice the State average; a region of coastal towns and villages experiencing significant pressure for growth and redevelopment, for housing and tourism, but with a defined absence of middle income families. With this growth has come a change in the demography of the Shire, with a population aging faster than the State average, and the workforce more and more attracted to employment opportunities north of the border in South Eastern Queensland.</p> <p>While growth is seen as of benefit, within defined parameters, this growth is occurring without a clear understanding of, and strategy for the associated management and development of economic activity in the region; of employment and income trends and opportunities; of tourism needs and opportunities and of the relationship of continued urban growth and housing affordability.</p> <p>Tweed's proximity to the larger and stronger economic region of the Gold Coast has resulted in many of the employment and economic services, such as higher order retail, education, technology and medical services, being met outside the region in Queensland resulting with increased travel to work distances/time and negative economic drivers and incentives on the Tweed's local economy. Historical low rates of investment combined with increasing competition from South East Qld is stifling the marketability and attractiveness of Tweed for business and suppressing growth activity in flow-on industries, including tourism.</p>

See also Section 5.1

Employment opportunities within the Tweed largely provide lower order employment opportunities as evidenced by 27.9% of the Tweed on a "low income" (less than \$500 per week) and 47.5% of the Tweed residents having no post school qualifications (Tweed Community Profile 2011).

In addition, housing costs in the Tweed continue to increase, resulting in poor housing affordability levels, with 14.4% of mortgagees and 41.8% of renters suffering housing stress (Tweed Shire Demographic Profile).

The complex relationship between employment, economic growth, development of the region and rising costs of housing all impact on the liveability of the Tweed. A continual decline in access to relatively affordable housing and stagnated jobs sector is forcing many of the younger Tweed residents to migrate away from the region in search of work and housing whilst at the same time it denies access to a broad spectrum of professional men and women owing to a lack of both higher wage employment opportunity and appropriate housing and social infrastructure. The net effect is an increase in the age of the inbound population, a decline in the region's economic resilience, productivity and return on infrastructure expenditure.

The Tweed Liveable Cities Strategy seeks to identify and recommend actions to address the imbalance and misalignment in the delivery of a diverse economy and multifunctional city with greater certainty and incentives for private sector investment in the region; to establish greater collaboration with Gold Coast Council, industry partners and to ultimately raise the competitive of Tweed within its geographical region. This will entail defining barriers to development, identify needs and opportunities for enhanced integrated economic development, and develop an economic strategy which provides a framework and action plan for alignment of the workforce with labour demand, integrate land use planning with social and economic infrastructure (Objective 1), encourage housing diversity (Objectives 8 and 9) and improve community wellbeing (Objective 11).

4.5. Summarise your project, how it arose and what it seeks to achieve (outputs). (up to one page)

Summary

The Tweed Liveable Cities Strategy will be an action-oriented document linked to Council's Community Strategic Plan and the desires of the local community for a quality lifestyle and place to work close to home.

The Strategy will a): investigate and report on the complex economic context for the Tweed and its proximity to the employment hub of South East Queensland, b): identify economic trends and projections, c): identify barriers to present and past development of the region, d): undertake a needs analysis, what employment opportunities the local community desires, e): identify employment and economic stimulus opportunities and market niches, f): work closely with key stakeholders, industry and community groups to ensure effective engagement and ownership of the Strategy as it is being developed, and the targets and actions required of the outcomes, g): establish a framework through which the actions and outcomes of the Strategy will be implemented, reviewed and updated to ensure the Strategy remains active and applicable to the long term economic goals, objectives and principles for the Tweed, h): to present this information in a single coordinated and integrated strategic economic planning and development strategy.

The Tweed Liveable Cities Strategy will be a critical catalyst in the development of the Tweed Local Growth Management Strategy, a requirement of the NSW Department of Planning and Infrastructure; an overarching strategic plan tying together economy, land use planning, housing, transport, recreation and conservation needs and projections for the Shire.

The Tweed Liveable Cities Strategy will consider the relationships between commercial, retail, industrial, tourism and other employment generating industries. This strategy will consider and integrate a related framework for land use planning and economic development and management, within the context of understanding and supporting the development of technology, education and health industries and support housing diversity. Getting the right balance of economic development within the context of these inter-related factors will assist Council in achieving improved liveability and productivity of the Tweed.

How the project arose

The Tweed has experienced unprecedented growth, and projections show that it will continue to grow at more than twice the State average and with one of the highest aged population demographics. This is placing significant pressure on the natural and built environment, and generated demand for specific types of housing and limited range of employment opportunities, which is largely occurring in the more environmentally sensitive and spatially dislocated areas.

The relationship between places to live, work and recreate makes it essential at this time in the development of the Tweed that a Strategy is developed to ensure that present development trends in housing and aged-care meet the demands of the future both in terms of its adaptability to cater for long-term changes occurring in the life-cycle of the development and its resilience to energy consumption / climate sustainability, but to ensure that the most appropriate housing for the Tweed's future work force is located close to and matched to the employment base.

Consolidation of urban environments and infrastructure has become increasingly important in recent years. The NSW State Government has significantly limited the ability for local government to collect an appropriate apportionment of development costs for many aspects of urban infrastructure, shifting the burden on to councils to provide for the short fall in financing and infrastructure provision, which in a time of declining revenue and increasing overheads and construction costs means that local communities are going without key social and urban support infrastructure.

Tweed's aging population, low-income and relatively small population is widening the gap in the Council's ability to service the existing infrastructure needs and placing many new projects beyond reach. The Tweed Liveable Cities Strategy is aimed at identifying strategies to assist in reversing this trend by diversifying the economy, increasing job and housing opportunities in a way that maximises the return on infrastructure investment and that minimises wastage and duplication through considered

integrated land-use planning. Urban design strategies will provided the right balance of strategies to improve the liveability of and commercial attractiveness of Tweed City.

The Tweed's Gross Regional Product (GRP) in 2004-2005 was estimated at \$1.2 billion, approximately 0.4% of NSW Gross State Product (GSP). While the NSW GSP increased by 1.2% per year on average, the tweed's GRP declined by almost 1%, despite strong population growth. This is further complicated by a lower labour participation rate, net outflow of workers, and lower value-adding activities.

The Tweed economy is largely based on smaller businesses with a higher representation of businesses with a Gross Regional Product of less than \$150k. This aspect of the local industry appears to be a barrier to commercial and mixed use redevelopment. Whilst land use plans may permit major redevelopment of Tweed CBD locations, the nature of this small business ownership results in limited take up of these opportunities.

Tweed predominant industries are retail, which has declined 14.2% between 2006-11; accommodation and food/cafes, down 9.8% over the same period; and health and social assistance, which grown by 16.8%, in part attributed to the aging population. Traditional agricultural industry in the Tweed has also experienced a decline of 3.8% over the same period. Emerging industries experiencing growth over this period are the professional, scientific and technical sector, up 4.7% and postal, transport and warehouse, up 4.9%.

The Tweed is under-represented in goods-producing industries and knowledge-based services industries which are typically high value-adding activities.

This application is far more than just understanding, it is about developing action-oriented strategies and plans which are developed and owned by the community, industry and government and applied to ensure that the longer term strategic economic development and redevelopment of the Tweed is undertaken in a manner sensitive to community needs and expectations for conservation of its significant environmental resources while enabling an adjustment in the economic base of the Shire.

What will the project achieve

The outcomes of the Tweed Liveable Cities Strategy are:

- An understanding of the Tweed economy, including its strengths, weaknesses and relationship with the Gold Coast;
- Identification of trends, opportunities and market gaps to ensure the long term viability of the Tweed economy;
- Engagement and ownership by key stakeholder, community, industry and government of the outcomes of the framework and Strategy;
- A framework for aligning workforce availability and labour demand to encourage retention of Tweed residents within the Tweed region, local tertiary educational opportunities and ensure a diverse and sustainable community,
- Development of an economic framework of goals, objectives and principles for commercial, retail, industrial, tourism and employment;
- Development of an integrated land use framework to achieve the above goals;
- Development of a planning framework to facilitate sustainable social and economic infrastructure for the Tweed;
- Develop a strategic alliance with the Gold Coast Council on cross boarder planning and with the local Chambers of Commerce and Destination Tweed (tourism).

4.6. Describe the outcomes that would signify that the project has been successful. How will you know that these outcomes have been achieved? How will you measure and document desired outcomes, performance criteria and learnings, including challenges encountered and how these were overcome? (up to one page)

Indicators of success

The success of the project will be implementation of the Tweed Liveable Cities Strategy, a live working strategy, that drives economic development, endorsed and supported by all stakeholders including the community, government including cross-border relationships) and industry.

Measuring and evaluating / Community capacity building

The success of the Tweed Liveable Cities Strategy will be measured through:

- The increased growth, development, and investment in the Tweed economy;
- Increased diversification of the economy in terms of function as a city as well as holiday and residential destination;
- Increased diversification in the workforce, with an increase in the skilled and professional employment sector;
- Increased alignment between workforce availability and capacity to meet labour force demand;
- Increase in the percentage of residents employed within the Tweed, reducing travel times and trip journeys and skills migration north of the border;
- The gradual regeneration of the Tweed CBD as the business, retail and cultural hub of the Tweed;
- Building a "brand" for Tweed, which plays to our strengths and our points of difference from the Gold Coast, whilst recognising our close relationship;
- Integration of land use planning, economic and social infrastructure;
- A policy framework which feeds into "actions" and that in turn those actions feed back into policy, ensuring the policy strategy keeps abreast of emerging market trends;
- Achievable and actionable targets, and
- Ability to review and update regularly.

Tweed Shire Council will build partnerships and capacity with local industry groups, including the Chambers of Commerce and Destination Tweed (tourism), educational institutions, government agencies, and provide a special focus on developing unique opportunities to retain and expand the workforce within the Tweed through the establishment of new employment opportunities.

Tweed Council, in consultation with a diverse range of stakeholders will together:

- Establish, monitor and evaluate the indicators of success;
- Respond to recommendations derived from routine evaluation of the success of the Strategy;
- Ensure that the strategy remains a live document with measurable achievable outcomes;
- Ensure key economic community organisations already established are brought into the strategy process, that the goals and objectives are "owned" by the community and that the business community are working towards clear and common goals;
- Establish a reporting mechanism for these organisations to feedback into Council planning.

4.7. Describe how these outcomes would further the goals of the National Urban Policy and/or the COAG National Criteria for Cities. (up to half a page)

The outcomes of the Tweed Liveable Cities Strategy strongly aligns with the following National Urban Policy goals and objectives:

Productivity:

Primary focus for the Tweed Economic Strategy is providing a strategic framework for economic growth within the Tweed and will be a crucial element in the development of the Tweed Local Growth Management Strategy. At the core of its objectives will be understanding mechanisms for stimulating economic growth within the Tweed and understanding the land use planning, infrastructure, labour and capital productivity implications and opportunities for stimulating this growth.

Sustainability:

Sustainability is a priority issue for residents of the Tweed. With a significantly increasing residential population, and a high proportion of the working population travelling across the border seeking employment, the Tweed needs to assert and anchor itself as a commercial, retail and culturally unique hub providing a desirable residential, recreational destination with appropriate employment opportunities close to home. This Strategy seeks to integrate the economic and social aspects of our workforce and our commercial, retail, industrial and tourism industries and to ensure the local economy meets the needs of the local residents and workforce, reducing travel times and improving the region's liveability.

Liveability

A great place to live and work is pivotal to the future of the Tweed; understanding the complex relationship between aligning local job opportunities with workforce, ensuring education opportunities and diversity in housing to ensure residents can work and live locally is crucial to ensuring the Tweed retains and improves its reputation as a preferred place to live. Tweed seeks to ensure a long term viable, diverse and responsive economy that improves the sustainability and liveability of the natural and built environments.

Governance

The governance aim of the Economic Strategy is to improve the planning, development and management of our city; to lead by example, Council, community, government and industry working together to build the capacity of local business, tourism, and industry sectors, and diversify into employment generating opportunities consistent with the desired future established through this process.

The goals of the National Urban Policy include ensuring productive cities and improving the liveability and sustainability of our cities, a goal clearly identified in the recently gazetted Tweed Heads City Centre Local Environmental Plan 2011.

The goals of the COAG National Criteria for Cities include ensuring Australian cities are globally competitive, productive, sustainable, liveable, and socially inclusive and well placed to meet future challenges and growth. The Tweed Economic Strategy closely aligns with these goals to achieve locally competitive, productive, sustainable, liveable, socially inclusive Tweed, also goals clearly enunciated in Councils recently endorsed Community Strategic Plan 2011.

<p>4.8. Is this (or similar) project the subject of any other applications for Australian Government funding?</p>	<p>No</p>
<p>4.9. If yes, provide details.</p>	<p><i>(enter text here)</i></p>

STATEMENT OF CLAIM AGAINST APPRAISAL CRITERIA

1. Policy compliance (up to one page)

5.1 Your responses to questions 4.4, 4.5, 4.6 and 4.7 will be used to assess your project under this criterion. If you wish to add anything more in relation to how the project will progress the goals of productivity, sustainability and liveability within the *National Urban Policy* and/or the *COAG National Criteria for Cities*, use the space below.

2. Partnerships in Planning and Delivery (up to one page)

6.1 Describe the extent to which the project is a collaborative effort between levels of Government or across local government boundaries;

Tweed Shire Council will be actively engaging with the Gold Coast City Council, State and Federal Government Agencies, and the education and health industries to ensure that the broader National and regional imperatives which sponsor this project are fully addressed and responded to throughout the life of the Strategy, and by this:

- integrates with the economic context of South East Queensland and Northern New South Wales;
- that it works towards meeting the NSW planning regional and local objectives in terms of integrated settlement, employment targets, and a range of objectives for transport, the environment, natural resources, infrastructure and climate change hazards established in documents such as the far North Coast Regional Strategy 2006; and
- that it meets the key priorities of the Commonwealth National Urban Policy and the COAG National Criteria for Cities

While of recent times there has been limited cross-border collaboration, this has been recognised as critical in establishing an identity for the Tweed different but complementary to that of the gold Coast, yet recognising those features of the Tweed which make it such a popular residential and recreational destination, yet building a unique economic setting which stimulates employment opportunities in the Tweed without competing with the much larger mass of the Gold Coast.

This project provides an opportunity to establish a closer working relationship and synergy between the Gold Coast City and Tweed Shire Councils, their local government areas and their respective economies.

6.2 Describe the extent to which the project brings together multiple functional streams of planning (eg transport, land use, health/education and other services, utilities, employment/residential/recreation, etc)

The economic future of the Tweed relies heavily on a well planned and integrated strategic landuse and infrastructure planning framework. Establishment of closer cross-border linkages will enhance the ability of the local economy to assimilate transport requirements of visitors and residents of the Tweed Heads commercial core, with the substantial infrastructure in place in SE Queensland, including the Gold Coast Airport and proposed rapid transport and heavy rail proposed to the border.

Ongoing communications with the NSW Department of Roads and Maritime Services has raised a range of significant constraints currently affecting local infrastructure at or near the border which requires further investigation to ensure that the vision for the economic future of the Tweed is not impeded by limitations on transport infrastructure availability and capacity.

6.3 What is the nature/extent of involvement/support of stakeholders, local communities, and other interested parties (for example, universities)? Attach copies of supporting documentation, or provide references/sources/link (if available on Web)

With endorsement of the Final Draft Tweed Heads City Centre Local Environmental Plan by Council on 11 December 2011, a document substantially developed and endorsed by the NSW Department of Planning and Infrastructure, the planning framework for an escalation of focus on the economic development of Tweed City is now established (further discussed below).

The ability of this project to catalyse the change necessary to see Tweed City revitalised and the community motivated to invest in re-development of the economic heart of the Tweed cannot be over-emphasised. The timing is perfect for a coordinated approach to the establishment of a broad-based community of common interest focused on the creation of a new look and feel to Tweed City, a place where people want to come to live and work, a place of diversity, interest, integrated into the unique setting and desire of the local community without duplicating South East Queensland, not high rise buildings, but high level activity, well connected, accessible and diverse meeting the day-to-day needs of local residents and attracting a new clientele to an increased level and diversity of business and commercial opportunities.

Funding of this project will provide a long awaited opportunity to engage the community in the debate and development of a Strategy which will bring new ideas, new players and establish a new focus and vision for the economic development of Tweed Heads. An important part of the early component of this project will not only be the identification of all key stakeholders, but also the identification of potential new industry groups who can be targeted as part of the Strategy. Representatives of value-adding industries, finance and insurance, wholesale trade, manufacturing and property and business services, and knowledge-based services and industries, and health and aged care providers will be engaged to ensure their thoughts and opportunities will be included in the Strategy.

For this Strategy to be grass-roots effective, facilitating change, a clear identification of all key stakeholders, their engagement in

the development of the Strategy and commitment to on-going implementation will be crucial to the success of this Strategy.

A full list of industry, government, commerce and trade, and community groups will be generated and engaged as mentioned above.

7 Strategic Alignment (up to half a page)

7.1 Describe how the project aligns or is consistent with state, regional, local and/or precinct plans for the city.

The **Far North Coast Regional Strategy 2006** (FNCRS) identifies an additional 51,000 dwellings in the Region (19,100 within the Tweed) and the creation of an additional 94,920 jobs (43,650 within the Tweed). It is the intention of this Strategy to identify how this will be achieved, and facilitate compliance with the projected employment demands of the FNCRS.

The Tweed Shire **Community Strategic Plan** talks at length about Strengthening the Economy with its top priorities including:

- Creating employment opportunities;
- Attracting industry to the Tweed;
- Encouraging eco-tourism, and
- Rejuvenating Tweed Heads CBD.

The **Draft Tweed City Centre Local Environmental Plan**, developed in large by the NSW Government, and endorsed by Council on 11 December 2011, talks about "growing the city centre" and while it presents a vision for the future of the city, it has not undertaken a detailed investigation of the impediments to development or investigated options focused on facilitating change and maintaining momentum through community engagement and commitment. Funding through this Federal government initiative will see the critical nexus between a vision for Tweed Heads and on-the-ground change realised.

In 2009 Tweed Shire Council released its **Urban and Employment Land Release Strategy** for the Shire, and while it provides broad guidance on the preferred locations for future urban and employment lands, it does not provide the level of detail necessary, and as proposed under this application, for an action-oriented, sustained implementation of economic development in the Tweed.

The Tweed has also been the focus of several large **State Significant Developments** involving the creation of two large residential precincts close to Tweed Heads, namely: Cobaki Lakes and King's Forest, which will increase the population of the Tweed by an estimated 24,000 people. The imperative of securing employment opportunities for such a dramatic increase in population at this time is obvious but as yet not addressed in any strategy for the Shire.

This Economic Strategy will be an important component in preparation of a Council's Local Growth Management Strategy for the Shire, consistent with the requirements of NSW Department of Planning and Infrastructure and the Far North Coast Regional Strategy.

In order to meet these targets, Tweed seeks to integrate the market driven development with a greater emphasis on strategic planning for the region. The economic strategy will provide a solid foundation for an understanding of the complex commercial, retail, industrial, tourism, employment and housing issues. This will enable Council to respond with a clear strategy for future growth which integrates land use planning with goals and objectives for diversity in housing, sustainable local employment and industry, opportunities for education and social and infrastructure.

8. Deliverability (up to two pages)

8.1 Provide a project timetable, identifying that part of the project funded by the Australian Government which demonstrates that the Australian Government funding will be expended by 30/6/2013.

It is estimated the project will take 12-18 months to complete and the project plan will be aligned to the timeframe of the Australian Government Funding schedule as described in the table following.

See excel spreadsheet below

Number	Task	Resource	Start	End	Duration	% Complete
1	Detailed, terms of reference, outcomes and scoping of the project		1/3/2012	14/3/2012	10	
2	Tender and engage consultant		15/3/2012	14/5/2012	40	
3	Strength, weakness, opportunity and gap analysis of the existing Tweed economy		14/5/2012	9/7/2012	40	
4	Develop overall goals, objectives and principles for Tweed niche market		9/7/2012	1/10/2012	60	
5	develop specific goals, objectives and principles for retail, commercial, industrial, tourism, workforce aligning, education		9/7/2012	1/10/2012	60	
6	develop integrated land use, social and infrastructure planning framework		1/10/2012	24/12/2012	60	
7	report to Council for exhibition		15/1/2013	11/2/2013	20	
8	public exhibition		15/2/2013	16/4/2013	40	
9	final reports		16/4/2013	28/5/2013	30	
10	Milestone - completion and acquittal			30/6/2013	52	

8.2 Identify the current status of the project, what preliminary work has been commenced/completed, what resources are in place or available.

While the need for a liveable cities strategy has been long identified, it is expected that with the co-funding proposed in this submission that this high priority Strategy will now be achievable.

Resources have been allocated to ensure that the management of the project and attainment of the performance indicators and outcomes will be achieved without delay, and will include the provision of land use, social planning and engineering staff to ensure completion of all outcomes within the timeframe stipulated.

Completion of the Tweed Liveable Cities Strategy will form a key component in the development of the Local Growth Management Strategy for the Shire, which is currently programmed for commencement in 2012.

8.3 What is required for it to commence and what, if any, regulatory or other milestones that will be required to be achieved in order to meet project timetable (eg planning approvals, confirmation of partner funding contributions), any risk assessment of the project undertaken and mitigation measures in place.

All necessary complimentary funding has been secured, ensuring that the project can commence as soon as confirmation of approval is received.

Council has a well established network of community, industry and government agency contacts which will be drawn upon in the establishment of the steering committee, and consultative groups, apart from other broader consultation.

8.4 Describe the project governance arrangements that have been (or will be) implemented, and how these will contribute to the timely and effective implementation of the project. *(eg project leader, organisational structure, steering committees, MOUs with other bodies, consultation with interested parties, public etc)*

Managed within the operations of the Council's Planning Reform Unit, a dedicated Project Manager will be allocated with the task of overseeing the management of this project, establishment of the Steering Committee which will comprise representatives of key stakeholder groups from industry, trade and commerce, local government (including Gold Coast City Council), and the community.

It will be the responsibility of the Project Manager to ensure that the Steering Committee is convened and that the Committee develops the detailed scope of works, the structure of the project, and that with their support, that authorities and accountabilities are defined, stakeholder obligations are accepted, risk assessment and due diligence practices are undertaken, work allocation, schedules, benchmarks/milestones, performance monitoring, time, cost, resources and quality are all administered efficiently, with precision and according to the agreement establishment for completion of this important project.

8.5 Confirm basis for cost estimation and that cost over-runs will be (and can be) borne by the applicant/partners

Estimates provided in this proposal are based upon the preparation of a wide range of urban land-use planning policies through the use of Council staff and external professional service providers.

Any overrun on this project will be borne by Council.

8.6 In the case of Stream 1 (Planning and Design) project, the extent to which the proponent has committed to implement the outcomes of the planning project. *(Attach supporting documentation (eg extract from Council*

resolution), or provide link if available on Web)(Attachment not to exceed 5 pages)

Through the advice provided above, including Council's Community Strategic Plan which directs the activities of Council, it is a clear that Council is totally committed to the revitalisation of the Tweed CBD.

9. Funding

The box below contains an MS Excel worksheet. Please double click on it to open the worksheet in Excel. When you have completed it, save it in the usual way and lodge it as an attachment with the rest of your completed application.

Section 9.4 of the worksheet may be modified to better reflect the circumstances of your (and your partners') in-kind contributions. If you wish to modify the layout/formatting of the worksheet, we would appreciate it if you kept as close as possible to the layout/formatting in the template.

Please take care not to delete any of the questions, as this may result in your application not being assessed.



Microsoft Office
Excel Worksheet

Additional information for Stream 2 (Demonstration) projects (up to two pages)

10 Liveability

10.1 Describe the extent to which the project will enhance the liveability of (city), including the long term benefits and outcomes generated by the project.
<i>(enter text here)</i>
10.2 Identify the principal elements of the project, and the nature of their contributions to urban liveability.
<i>(enter text here)</i>
10.3 How will these contributions be assessed?
<i>(enter text here)</i>

11 Sustainability

11.1 Describe the extent to which the project will enhance the sustainability of (city), including the long term benefits and outcomes generated by the project.
<i>(enter text here)</i>
11.2 Identify the principal elements of the project, and the nature of their contributions to urban sustainability.
<i>(enter text here)</i>
11.3 How will these contributions be assessed?
<i>(enter text here)</i>

12 Productivity

12.1 Describe the extent to which the project will enhance the productivity of (city), including the long term benefits and outcomes generated by the project.
<i>(enter text here)</i>
12.2 Identify the principal elements of the project, and the nature of their contributions to urban productivity. Describe any benefit/cost studies that have been undertaken.
<i>(enter text here)</i>
12.3 How will these contributions be assessed?
<i>(enter text here)</i>

Note For Applicants for Demonstration Project Funding

In addition to information to assess the project against the appraisal criteria, applicants for Demonstration Project funding will be expected to provide sufficient information to allow an assessment to be made of the viability of the project and the capability of the applicant and its partners to deliver the project and to manage it on an on-going basis. This might include financial information, market or other research, and experience with similar projects. This material should be limited to no more than 15 pages.

Any 'commercial-in-confidence' material is to be clearly marked as such on the relevant pages.

13. Attachments

- 13.1 Detailed project budget + timetable **Required**
- 13.2 Cost estimates verification **Desirable**
- 13.3 Substantiation of partner funding contributions **Required (if partners)**
- 13.4 Supporting documentation, including strategic planning and council resolutions/government commitments **Desirable**
- 13.5 Any other supporting documents which strengthens the merits of this project for LCP funding **Desirable**
(note: the relevance/relevant parts MUST be identified – we will not read attachments lacking this.)
- 13.6 Additional information for demonstration projects(see p7) **Required (if Demonstration)**

Notes for applicants

14 Lodgement

Completed and checked applications (including attachments) must be ***lodged no later than 5:00pm AEDT 15 December 2011*** by email to liveable.cities@infrastructure.gov.au (receipt of applications will be acknowledged). Late applications ***will not be accepted*** for consideration. Applications are to be lodged as MS Word-compatible documents on this template, and all attachments must be provided in soft copy (pdf-type). Only emailed soft copy will be used in assessing your application, so please do not send any hard copy.

The maximum size accepted by the Department's email gateway is approximately 15Mb in total. Applicants should take the necessary steps to ensure that their application (with all attachments) fits within this limit – ***multiple emails will not be accepted***. Material in excess of this limit may result in the application being excluded from consideration. Extensions of time ***will not be granted*** for applicants whose applications have been rejected by the Departmental gateway.

15 Enquiries

Enquiries may be directed to liveable.cities@infrastructure.gov.au or (02) 6274 6758 during the hours of 9am – 5pm AEDT weekdays. Enquiries and responses may be placed on the Liveable Cities website.

16 Funding arrangements

In accordance with the program guidelines, successful LGA applicants will be required to enter into a funding agreement with the Commonwealth, as represented by the Department of Infrastructure and Transport. The funding agreement sets out the terms and conditions in which Australian Government funding will be provided. It is recommended that applicants familiarise themselves with the terms and conditions of the Department's current standard long form funding agreement to be found at <http://www.infrastructure.gov.au/department/ips/operational/other.aspx> and consider if they will be able to meet these terms and conditions in the event their application for funding is approved. A schedule to the funding agreement, containing details of the project, payments, milestones etc, will be negotiated for each project.

Successful State/Territory applications will be funded under a National Partnership Agreement. An Implementation Plan to the National Partnership Agreement will set out details of the project, payments, milestones etc.

Application Form - Checklist for Applicants

For the use of the person lodging the application. This checklist is intended to help you lodge a complete application which meets the basic eligibility criteria.

- Application form fully completed.
- Applicant is eligible Council (on the list) or a State/Territory government
- Funding sought is \leq 50% of project budget, and \leq \$500,000 (planning project), or \leq \$4 million (demonstration project).
- Application does not exceed page size and aggregate limits.
- All attachments to application are attached (in soft copy), including project budget and timetable.
- Application has been approved by a duly authorised officer of the Applicant, who certifies that the information herein is complete and accurate.

Name of authorised officer	Iain Lonsdale
Position	Coordinator Planning Reforms Unit
Email	ilonsdale@tweed.nsw.gov.au

- Applicant notes that their application may be provided in confidence to a third party who is assisting the Department with the assessment process.
- Applicant notes that the assessment process may be staged, and not all applications will necessarily be fully assessed; and that incomplete and/or non-compliant applications may be excluded from assessment.
- Applicant notes that applications will be screened against the National Urban Policy goals and the COAG criteria, and that projects failing to demonstrate consistency with these will not be further assessed.

**LOGEMENT OF THIS APPLICATION SIGNIFIES THE APPLICANT'S
CONFIRMATION/ACCEPTANCE OF THE ABOVE.**

9.1. Project cost							
		Total cost	\$150,000				
		Amount sought from Australian Government	75,000				
		Partner contributions	75,000				
		% Australian Government funding	50%				
9.2. Detailed cost estimate attached				No	Further details available upon request		
9.3. Applicant/partners commitment to project (attach copies of supporting documentation)							
Partner	Type (State, LGA, private, other)	Value	% total cost	Status (confirmed, subject to confirmation, under neg, other)	Value (cash)	Value of In-kind (use 9.4 for details of in-kind)	Timing (if not uniform contribution over life of project)
Applicant	LGA	75,000	50%	confirmed	75,000		
Partner 1							
Partner 2							
etc							
9.4. In-Kind (Applicants may complete this table, or attach a spreadsheet)							
Examples of in-kind contributions only – use the headings appropriate to your project here, or attach a specific spreadsheet.							
<i>Note: applicants need to demonstrate the basis of calculating in-kind contributions, for example by reference to rates, quantities, numbers, levels, unit costs etc. Detailed information will be included in funding agreements with successful applicants.</i>							
Contributor	Personnel costs				Property/overhead costs	Land	etc
	No.	Pos/Function	Cost	%time			
Applicant							
Partner 1							
Partner 2							
etc							
9.5. Project cost estimates prepared by Applicant/other (specify)					Applicant		
9.6. Cost estimates independently validated ?					No		
9.7. If yes, by (insert name of organisation)							
9.8. Applicant's funding confirmed					yes		
9.9. If no, please describe status, timing of confirmation							
9.10. If partner contributions not confirmed, please describe their status, and timing of confirmation							

NOTE for applicants

In editing this spreadsheet, please take care to not inadvertently delete any of the questions.

Failure to answer all of the questions may lead to your application not being assessed.