National Stronger Regions Fund
Grant Application Business Case
Kingscliff Foreshore
Protection and Revitalisation Project
November 2014
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Locality Map
The Kingscliff and District Chamber of Commerce is a strong supporter of the proposed Foreshore Development Plan and we believe that the economic benefit that will be derived from the National Stronger Regions Funding is vital to job growth and retention in our region.

(The Kingscliff and District Chamber of Commerce)
Executive Summary

The Kingscliff Foreshore Protection and Revitalisation Project is critical to preserving the Kingscliff Foreshore from severe erosion and ensuring the economic future of the Kingscliff community through innovative and sustainable economic opportunities.

The Kingscliff Foreshore Project will provide an economic growth platform through immediate construction activity and long-term tourism and related industry activity. This will be achieved via a three-pronged growth strategy.

Output of the $20 million integrated project that is scheduled to be completed by September 2018, include:

1. **Constructing a sea wall** that will protect the shoreline and foreshore areas of Kingscliff for decades from the immediate threat of severe and potentially catastrophic erosion and the subsequent risk of economic and social decline in the area.

2. The protective sea wall will allow the **creation of a stunning beach-front park** that will restore the uncluttered, natural vista of the beach front and provide an epicentre for community and visitor recreational and cultural activity, and

3. The **redevelopment of the adjoining Holiday Park** that will ensure sustainable economic growth and employment in the town and broader region through provision of increased quality short-stay accommodation.

The anticipated increase in visitor numbers to the Kingscliff Foreshore and associated tourist activity in the region is central to the Tweed Shire Council strategy to build economic resilience, increase employment in the region, and improve the socio-economic wellbeing and environment of our community.

This Business Case details how the Kingscliff Foreshore Project meets all NSRF Criteria for the grant assessment process, particularly the criteria demonstrating economic growth potential and economic sustainability. A Grant amount of $9,426,200 is requested in matching funding.
Project Benefits, Deliverables and Objectives

The Kingscliff Foreshore Protection and Revitalisation Project will:

- Protect the Kingscliff foreshore and critical public and private infrastructure from severe erosion.
- Manage risk and insure against severe and dislocating social and economic cost.
- Reduce future demands on Australian & State Government finances through proactive risk management, disaster prevention and employment growth.
- Provide a source of sustainable economic growth to Kingscliff and the wider Tweed Shire region.
- Increase direct and indirect employment during construction.
  - 200 construction employees (estimate) *
- Increase direct and indirect sustainable employment through increased tourism to the Kingscliff and broader Tweed Shire area.
- Provide a funding stream from Kingscliff Beach Holiday park profits to maintain and upgrade Crown Reserves along the Tweed Coast for all residents and visitors.
- Foster private investment in Kingscliff and Marine Parade in particular, by ensuring the Kingscliff CBD and foreshore are protected against coastal erosion.

Economic Sustainability Benefits of Project

Prior to the erosion of Kingscliff beach in 2009, The Kingscliff Beach Holiday Park made approximately $500,000 profit per annum. Approximately 50% of this profit was held by the Holiday Park Trust for reinvestment in the Holiday Park’s businesses, whilst the other 50% is paid as a dividend to Council to maintain and upgrade Crown Reserve Land along the Tweed Coast.

Since the erosion, which required the closing down and removal of six cabins, two villas and 18 sites, profits from the Kingscliff Beach Holiday Parks have dropped to around $250,000 per annum with a corresponding drop in dividend to council. Despite temporary stabilisation works funded and carried out by Council this drop in profit is set to continue as the 6 cabins, 2 villas and 18 sites cannot be replaced due to the lost foreshore.

The proposed upgrade of the Kingscliff Beach Holiday Park will allow expansion of the profitable aspects of operations returning profit margin returns to pre erosion levels. This projection is based on the following occupancy rates.

- Cabins 84%
- Tent sites 56%
- Tourist Sites 64%
These numbers approximate actual occupancy rates achieved under the current configuration. This reflects a conservative approach to financial modelling and project risk.

The profits generated by the Holiday Park make the project sustainable because they are use to:

- reinvest in the Holiday Park for maintenance and upgrades
- invest in the Coastal Reserve including the proposed Central Park for maintenance.

**Without Foreshore Protection.**

Without the erosion protection Coastal Studies and the adopted coastal erosion lines demonstrate that erosion would eventually (within 100 years) reach Marine Parade. However it is considered unlikely that the community and in particular the Kingscliff Business community would allow this situation to eventuate. In the meantime the predicted erosion lines would retard development and investment in Marine Parade as there would be no protection for private and public assets from coastal erosion.

Potentially no financial institutions would provide investment funding for Marine Parade businesses without foreshore protection measures in place and insurance premiums would increase as the threat from coastal erosion grows.

In the preceding years because of their exposed locations, both the Cudgen Headland Surf Life Saving Club and the Kingscliff Beach Bowling Club would have to be provided with seawalls on their northern and southern sides to prevent outflanking of their existing erosion protection walls. Over a two year period from 2010 to the end of 2011 Tweed Shire Council and the Tweed Coast Holiday Parks Reserves Trust have spent approximately $1,000,000 on unplanned and emergency coastal erosion protection measures to protect their assets. Based on this expenditure it is estimated that outflanking walls of $3 to $4m each (ie $6 to $8 million total) would be required.

The works that are as proposed in this project aim to prevent further damage to community assets and infrastructure from wave erosion. The funding by the Commonwealth Government of this project is an investment that will reduce the demand for future disaster recovery funding. In other words, to not do the proposed foreshore protection works now would only defer the problem to a future generation.
Overview of the Tweed Shire and the Kingscliff Foreshore

The Tweed Shire

Tweed Shire is located in the north-east corner of New South Wales, about 860 kilometers north of the Sydney CBD and around 100 kilometers south of the Brisbane CBD. Tweed Shire covers 1303 square kilometers and adjoins the NSW shires of Byron, Lismore and Kyogle, with the NSW/Queensland border to its north where it divides the twin towns of Tweed Heads and Coolangatta. The Tweed’s population is approximately 89,000. The population is estimated to reach more than 128,000 by 2031. Our diverse population is geographically spread between urban communities, coastal and rural towns and more than fifteen villages. The stunning centrepiece of the Tweed, where the sun first hits the Australian continent, is Wollumbin / Mount Warning which is surrounded by national parks forming the caldera of the fertile Tweed Valley. With 37 kms of natural coastline, wetlands and forests, lush pastoral and farm land, the entire basin of the Tweed River, and mountainous regions containing three World Heritage listed national parks, Tweed boasts a unique and diverse environment high in biodiversity. It is located within one of the largest natural erosion calderas in the world. The Tweed has an average rainfall of approximately 1600 millimeters per year and offers a very moderate climate all year round, with mild winters and many sunny summer days.

The Tweed Shire Council: Project Managers

Tweed Shire Council, the largest Council on the north coast of New South Wales, was declared on 1 January 1947 following the amalgamation of the municipality of Murwillumbah and Shire of Tweed. With an annual budget of approximately $194 million, it is the largest employer in the Tweed with a workforce of approximately 670 employees across a wide range of programs and services.

Council delivers these services for the more than 35,000 ratepayers and 89,000 residents who call the Tweed home. They include planning and development, water and wastewater, major and minor works, waste management, natural resource management, community and cultural development, art galleries, recreational facilities, parks and reserves, cemeteries, aquatic facilities and much more.

Overview of Kingscliff

The Kingscliff township is a coastal town of 8,000 residents located in a prime region for tourism and recreation. The Kingscliff coastline features numerous quality surf beaches cradled between headlands. There are world-class surf breaks and a reef break on the southern edge of Kingscliff. The potential for sustainable economic growth based on developing tourism in the area is significant, however the area adjacent to Marine Parade is subject to immediate risk from coastal erosion that threatens public and private infrastructure and ultimately businesses and dwellings, and which severely limit the economic growth potential of the immediate area.
Project Background and Description

The Kingscliff Foreshore Master Plan, which was adopted by Council in July 2007, established a vision for future upgrade works along the Kingscliff Foreshore from Cudgen Creek in the south, to the North Kingscliff Holiday Park.

Council, through the Coastline Hazard Study, has identified that the Kingscliff Beach foreshore has major public assets within the Immediate Hazard Zone, which are therefore subject to immediate risk from coastal erosion and inundation. Severe coastal erosion in recent years has highlighted the vulnerability of these public assets and prevented implementation of major features of the Foreshore Master Plan.

Extensive community consultation and consideration of issues has confirmed the desire by the community for Council to address the erosion hazard risk to enable the protection and enhancement of the public facilities at Kingscliff Beach foreshore. Preliminary and conceptual studies and some on-ground works have been completed, however the foreshore protection measures need to be installed to give certainty that the public assets proposed in the Kingscliff Foreshore Master Plan are protected. Furthermore, funding of the Master Plan elements cannot be guaranteed until the foreshore is protected.

The Kingscliff Foreshore Project is therefore a three-step process:

1. Construction of a seawall to protect the foreshore.
2. Upgrade the Kingscliff Beach Holiday Park and reduce its size to create open space for a Central Park.
3. Construction of a Central Park in the open space provided by the reduction in the Holiday Park area.

Project Intent

The intent of the Kingscliff Foreshore Project is to open up the enclosed feel of Marine Parade as you pass through the business hub, by creating sight lines to the ocean, with tree plantings and connecting pathways. These elements will provide a stronger relationship between the park, the beach and the Central Business District of Kingscliff.

The project intent will be realised by upgrading the existing Holiday Park and reducing its area to allow for the creation of a park opposite the Kingscliff CBD.

The proposed features for the park include an enlarged Cenotaph area, new amenities block, boardwalk with viewing platforms, a children’s playground, a youth space, barbeques, picnic shelters and landscaping. The park will connect with the existing community/amenities hall to allow the park/hall to be used for performances and festivals.

Scope of Project

The Project will involve four main elements:

1. Foreshore Protection
   - Rock seawall protection of Kingscliff Beach Holiday Park
   - Stepped concrete seawall opposite Kingscliff Central Park
   - Accessible beach access points
   - Stormwater drainage runoff quality and control
2. Redevelopment of Kingscliff Beach Holiday Park
   - New amenities block / park buildings
   - Reduction in area to 60 sites
   - Improved facilities to provide a high standard park
   - New access road and improved landscaping

3. Kingscliff Central Park and Lions Park
   - Enlarged Cenotaph Area
   - Board walk/cycleway with connectivity to north of the Kingscliff Beach Bowls Club and south to Cudgen Creek
   - Additional public parking
   - New park furniture / amenities / viewing platforms/landscaping

4. Kingscliff Amenities Hall
   - Refurbishment of existing Hall to allow it to be more accessible and to better facilitate community uses
   - New fixtures including audio-visual and lighting to facilitate entertainment and performances
   - Landscape forecourt and front of building including public art installation

Further details on Project Management are included in the Kingscliff Foreshore Protection and Revitalisation Project Plan document.
## Kingscliff Foreshore Project Schedule and Key Milestones

<table>
<thead>
<tr>
<th>Kingscliff Foreshore Project Key Milestones</th>
<th>Key Dates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Announcement</td>
<td>May 2015</td>
</tr>
<tr>
<td>Planning and Approvals for Seawall</td>
<td>December 2015</td>
</tr>
<tr>
<td>Complete Detailed Design and Tender-</td>
<td>April 2016</td>
</tr>
<tr>
<td>Start Construction</td>
<td>May 2016</td>
</tr>
<tr>
<td>Complete Seawalls</td>
<td>February 2017</td>
</tr>
<tr>
<td>Planning and Approvals for Kingscliff Beach Holiday Park, Central Park, Community Building</td>
<td>June 2017</td>
</tr>
<tr>
<td>Complete Detailed Design and Tender Kingscliff Beach Holiday Park, Central Park, Community Building</td>
<td>November 2017</td>
</tr>
<tr>
<td>Start Construction Kingscliff Beach Holiday Park, Central Park, Community Building</td>
<td>February 2018</td>
</tr>
<tr>
<td>Complete Project</td>
<td>December 2018</td>
</tr>
<tr>
<td>NSRF Project Completion Requirement</td>
<td>31 December 2019</td>
</tr>
</tbody>
</table>

Tweed Shire Council is confident that required approvals will be achieved as scheduled and the Project is ‘shovel ready’ due to the extensive planning and development already invested in the Kingscliff Foreshore Protection and Revitalisation Project.

Refer to separate document NSRF000120 Planning Approvals Summary for a description of the planning approvals that are required and the planning approvals pathway.
# Kingscliff Foreshore Project Budget Summary

## Proposed Expenditure

<table>
<thead>
<tr>
<th>Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Foreshore Protection - Includes detailed design and Council's on-costs for project management</td>
<td>$8,818,100</td>
</tr>
<tr>
<td>Cycleway connections to Central Park</td>
<td>$204,300</td>
</tr>
<tr>
<td>Kingscliff Beach Holiday Park Upgrade – includes construction, survey, investigation, design and approvals</td>
<td>$6,861,800</td>
</tr>
<tr>
<td>Kingscliff Central Park – includes construction, survey, investigation, design and approvals</td>
<td>$3,760,300</td>
</tr>
<tr>
<td>Car parking – includes construction, survey, investigation, design and approvals</td>
<td>$203,900</td>
</tr>
<tr>
<td>Amenities Hall Upgrade – includes construction, survey, investigation, design and approvals</td>
<td>$212,500</td>
</tr>
<tr>
<td>Lions Park Furniture upgrade – includes construction. No survey, investigation, design or approvals required</td>
<td>$93,000</td>
</tr>
</tbody>
</table>

**Total Expenditure** | **$20,153,900**

## Sources of Funds

<table>
<thead>
<tr>
<th>Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Foreshore Protection - 7 year plan loans funds</td>
<td>$2,240,200</td>
</tr>
<tr>
<td>Cycleway connections to Central Park – Capital Works Projects - Cycleways</td>
<td>$204,300</td>
</tr>
<tr>
<td>Kingscliff Beach Holiday Park Upgrade – Loan Funds</td>
<td>$6,861,800</td>
</tr>
<tr>
<td>Kingscliff Central Park – Contribution Plan 26 Shire Wide Open Space</td>
<td>$1,000,000</td>
</tr>
<tr>
<td>Car parking - Contribution Plan 23 (Kingscliff)</td>
<td>$203,900</td>
</tr>
<tr>
<td>Amenities Hall Upgrade - Capital Works</td>
<td>$124,500</td>
</tr>
<tr>
<td>Lions Park Furniture upgrade - Asset replacement</td>
<td>$93,000</td>
</tr>
<tr>
<td><strong>Total Tweed Shire Council Funding</strong></td>
<td>$10,727,700</td>
</tr>
<tr>
<td><strong>National Stronger Regions Fund</strong></td>
<td>$9,426,200</td>
</tr>
</tbody>
</table>

**Total Funding** | **$20,153,900**

*Note: All totals rounded to the nearest $100*
Figure 3 - Kingscliff Beach Holiday Park area to be reduced to allow public access to the beach
Community Engagement and Community Support for the Kingscliff Project

Extensive community consultation regarding the Project has been conducted under the auspices of the Kingscliff Foreshore Master Plan, in 2007 and in 2011. In 2011 over 200 people actively participated in consultation on the Central Park proposal.

Council has continued to communicate with the community progress on the Kingscliff Foreshore Project though its extensive range of engagement tools and promotional events. The Kingscliff Foreshore Project regularly features in local media and in the Tweed Shire Council communication platforms, including the Council website and the *Tweed Link* weekly newspaper, delivered to 40,000 households and premises weekly.

Full details of the Project Community Engagement Strategy are provided in the Kingscliff Foreshore Project Plan document.

Letters of Support

Tweed Shire Council has also received 12 Letter of Support from Local MPs, Peak business organisations, leading regional businesses and numerous Kingscliff businesses and organisations stressing the critical importance of funding for the Kingscliff Foreshore Protection and Revitalisation Project. A complete listing is at Appendix B.

“The wave erosion cell that... over the last few years has devastated the foreshore... the Ratepayers Association strongly support the application of funding to build a seawall to protect the structural assets... and to ensure that the Kingscliff area continues to be a much sought after residential and tourist destination.”

(Kingscliff Ratepayers Association)

“The Kingscliff and District Chamber of Commerce is a strong supporter of the proposed Foreshore Development Plan and we believe that the economic benefit that will be derived from the National Stronger Regions Funding is vital to job growth and retention in our region.”

(The Kingscliff and District Chamber of Commerce)

“Quite apart from the short-term impact economic impact, and particularly employment generation, of the foreshore plan, it will drive tourism and underpin the viability of the shops fronting the foreshore. It will be the making of “the new Kingscliff”.

(LEDAC Development Pty Ltd)

“One of Kingscliff’s best features is the foreshore, however in its current state it is difficult to access. If there was an upgrade to the Kingscliff Foreshore to run alongside the renovated Kingscliff Hotel, would give visitors the opportunity to get onto the beach and by doing so they will be able to sample our true beach lifestyle that so many families look for when they visit our town.” (David Preston, Kingscliff Sales and Rentals)
Business Case by NSRF Criteria

Criterion 1 - The extent to which the project contributes to economic growth in the region

Sustainable Economic Benefits of Project

Tourism

The Kingscliff Foreshore Protection and Revitalisation Project will contribute to the growth of tourism as an important employer in the Local Government Area. Existing data illustrates the importance of the sector to the regional economy.

According to economic.id, in 2012/13, the total tourism and hospitality sales in Tweed Shire was $357.7m, the total value added was $168.6m. Employment created directly and indirectly is estimated at approximately 2,500 in 2012/13.

Tourism and hospitality employment

![Graph showing tourism and hospitality employment in Tweed Shire from 2000 to 2014.](image)
According to Destination NSW, direct spending by visitors amounted to $378 million per year (by annual average).

Key Measures: Tweed Local Government Area (LGA): Four Year Annual Average to 2013

<table>
<thead>
<tr>
<th>Key Measures</th>
<th>Tweed</th>
<th>NSW</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Visitors (overnight and domestic daytrip)</td>
<td>1,425</td>
<td>79,269</td>
</tr>
<tr>
<td>(000's)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Overnight Visitors (000's)</td>
<td>534</td>
<td>27,396</td>
</tr>
<tr>
<td>Total Nights (000's)</td>
<td>2,100</td>
<td>149,488</td>
</tr>
<tr>
<td>Total Spend (overnight and domestic daytrip)</td>
<td>378</td>
<td>25,645</td>
</tr>
<tr>
<td>($ Million)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Overnight Visitor Spend ($ Million)</td>
<td>278</td>
<td>20,187</td>
</tr>
</tbody>
</table>

According to the ABS, tourism is a relatively labour intensive industry, it employs more females and features more part time workers compared to other industries.

Tourism is an important source of employment in Australia, accounting for 4.7% of total employed persons in the economy in 2012-13. Tourism's share of total employment is greater than its share of gross value added (2.7%). This is because tourism tends to be more labour-intensive than, on average, other forms of economic activity. The national tourism industry employed 543,600 persons in 2012-13, an increase of 11,400 (2.1%) on 2011-12. This compares with an increase of 1.2% in total employed persons in the Australian economy (which is inclusive of tourism and non-tourism employed persons).

In 2012-13, 45.6% of total tourism employed persons were part-time. This compares with the economy wide proportion of part-time workers of 29.7%. This equates to tourism contributing 7.2% of total part-time employed persons in 2012-13. Only four other industries had a higher share of total part-time employed persons in 2012-13.

In 2012-13, tourism had 295,600 full-time employed persons, which accounted for 54.4% of tourism employment. Tourism had a lower relative share of full-time employed persons (3.6%) than twelve other industries (out of a total of nineteen industries).

This publication also presents a split of tourism employed persons into male and female workers. In 2012-13, females accounted for 292,700 tourism employed persons, or 53.8% of the tourism workforce. Tourism accounted for 5.5% of total female workers in 2012-13. In 2012-13, males accounted for 250,900 tourism employed persons (46.2% of tourism workforce), or 4.0% of total male employment.

(Source: 5249.0 - Australian National Accounts: Tourism Satellite Account, 2012-13)
Kingscliff Employment Opportunities from Tourism

Given limitations on available data at micro local levels, it is difficult to provide precise data estimates of employment created and maintained by tourism at the Kingscliff town (population 8,000), however it is estimated that approximately 1,800 /local jobs are directly and indirectly impacted by tourism.

Importantly, data from prominent tourism enterprises in Kingscliff suggests a strong foundation for sustainable growth, including:

- The existing Holiday Park has achieved 19% IRR (Internal Rate of Return) from its existing operations, and the proposed Kingscliff Project will allow expansion of this profitable aspect of operations, while also creating the publicly accessible Central Foreshore Park.

- Extracts from the Tweed Coast Holiday Parks Business Plan (Appendix C) relate to the proposed re-development of Kingscliff Beach Holiday Park. The study demonstrates the critical importance of seawall construction to the future development of the Holiday Park and related park improvements.

- Destination Tweed visitor survey data of the Kingscliff/Fingal Head region suggest a strong opportunity to broaden market segments and reach. Analysis of survey data, Domestic Overnight Visitors 2004-2013, suggest 70% of overnight domestic visitors to the Kingscliff Fingal bay area are drawn from the Brisbane area and other parts of Queensland.

- Funding for the Kingscliff Foreshore Protection and Revitalisation Project will provide the local tourism industry with greater opportunities and certainty to further develop their capacity and attractions.
Damage to Foreshore due to Wave Erosion

The Kingscliff Foreshore Project clearly meets the NSRF Economic Criteria 1 that considers “the extent to which the project halts a mooted or foreseen decline in a region, or otherwise stems a decline in employment, operating businesses, output or population”. The Kingscliff Foreshore seawall will protect existing infrastructure and amenities, and contribute to the survival of adjacent and other businesses dependant on beach access.

The foreshore protection works will be designed for a 50 year life span including a sea level rise of 0.4m within 50 years. Importantly the walls are designed to resist a 1 in 100 year storm event and they can be enhanced to further the life of the works including higher sea levels.

It is difficult to quantify actual economic returns from prevention of wave erosion, however the savings are significant in terms of retained infrastructure and maintained economic activity.

Importantly, works that prevent damage to communities and infrastructure from natural events such as wave erosion are a long-term asset to Federal, State and Local Governments as such investments reduce the demand for future disaster recovery funding.

Over a two year period from 2010 to 2011 Tweed Shire Council and the Tweed Coast Holiday Parks spent approximately $1m on unplanned emergency protection measures to protect their assets on the Kingscliff Foreshore.
Local Federal and State Members of Parliament have recognised this danger to existing infrastructure and the local economy:

“For years Kingscliff has experienced numerous severe erosion events which have not only caused considerable damage to the foreshore but have threatened the safety and stability of both public and business infrastructure. This in turn has disrupted the economic prosperity of the town which heavily relies on beach-linked tourism”. (Geoff Provest, State MP for Tweed)

“I am aware that of greatest longterm significance is the construction of the rock seawall and sand nourishment to protect the Kingscliff Town Centre and Central Business District from significant damage from Coastal erosion. I acknowledge that the redevelopment of the Kingscliff Beach Holiday Park, construction of the Kingscliff Central Park, and the refurbishment of the Kingscliff Amenities Hall will also result in significant economic and social benefit”. (Justine Elliot, Federal MP for Richmond)

Supporting Data and Testimonials

Anecdotal evidence and testimonials suggests the damage caused by wave erosion to the Kingscliff Foreshore results in significant economic damage being suffered by businesses in the immediate locale.

- Media reports of 6/11/14 (Tweed Daily) report "Kingscliff retailers takings have plummeted 20% since the closure of Marine Parade beach access" due to erosion.

Tweed Shire Council has received numerous letters of support from prominent local individuals and businesses supporting this view.

“The possibility of proper, long-lasting foreshore development for public use (i.e. consolidating the beach & access facilities/parking) is an exciting proposal. This level of infrastructure development has the potential to consolidate Kingscliff's commerce generally and the tourism industry in particular, turning the area into a local & tourist Northern NSW mecca.” (Idwall Richards (JP, OAM))

“The current Foreshore Development Plan which Tweed Shire Council have resolved to fully support and if fully funded, will secure the future viability of the many local businesses whom currently employ up to 1800 local people in full time, part time and casual positions. We are of the strong opinion that the Kingscliff Foreshore Master Plan will provide an increase in economic activity, productivity and employment during the construction phase, which could be up to 18 months. Major components including the construction of the seawall, the holiday park upgrade and most importantly the construction of the Central Park precinct will require skilled workers which will all contribute to the local economy during this period and will also create an increase in tourism for the future.” (P.L Kelly, General Manager, JP, Kingscliff Beach Bowls Club)

Short Term

Adherence to Project Schedule (On-time Delivery)
Number of Construction related jobs created by Kingscliff Foreshore Project

Increase direct and indirect employment during construction

200 construction employees on-site*

Ongoing

Increase direct and indirect sustainable employment through increased tourism to the Kingscliff and broader Tweed Shire area

Supporting Comparative Regional Socio-Economic Measures to support application

Unemployment Rate (ABS)
Higher Education Level achieved (ABS, Census)
Average Weekly Income (ABS)
Household Income (ABS)
Casualization of Workforce Rate (ABS)

Other Ongoing Project Monitoring and Review Measures

<table>
<thead>
<tr>
<th>OUTCOME</th>
<th>EVALUATION CRITERIA</th>
<th>MONITORING</th>
</tr>
</thead>
<tbody>
<tr>
<td>Greater Economic Vitality</td>
<td>Reduction in vacant shops</td>
<td>Vacant retail floor space assessment</td>
</tr>
<tr>
<td>Greater Pedestrian Activity</td>
<td>More pedestrians</td>
<td>Pedestrian counts</td>
</tr>
<tr>
<td>Greater road safety</td>
<td>Reduction in traffic accidents within the project area</td>
<td>RMS traffic location reports</td>
</tr>
<tr>
<td>Greater disability access</td>
<td>Less impediments for people with physical disabilities to access area</td>
<td>Pedestrian counts Inclusion and access plan reporting</td>
</tr>
</tbody>
</table>

* Note: The NSW Treasury Office of Financial Management publication Employment Support Estimates - methodological framework (2009) includes an infrastructure employment estimator. This simple employment multiplier has a rounded value of 10 - meaning that every $1 million of infrastructure spending can support around 10 full-time equivalent jobs per annum. This comprises an initial impact of around four FTE jobs, and a flow on production-induced effect of around six FTE jobs.
Seawall Cost Benefit Analysis

Draft Cost Benefit Analysis for Kingscliff Foreshore Management Options

Tweed Shire Council commissioned Griffith University Centre for Coastal Management, in collaboration with Bond University, to undertake a study to estimate costs and benefits of pre-determined foreshore management options (FMOs). The study included participation of a Stakeholder Group of 30 representatives of the local community. In the Draft Report the Option most frequently supported by the stakeholder group was:

1. Boulder seawall (4.5 m) with amenity beach nourishment

A cost-benefit analysis was completed to provide a better understanding of the costs of the options by comparing construction and maintenance costs with the economic value of Kingscliff beaches, mainly from an end-user perspective. This included calculations of the Net Present Value (NPV) at the year 2050 and the Cost-Benefit Ratio (CBR).

The Draft Cost Benefit Report concluded that:

- Boulder Seawall with amenity nourishment has a CBR of 4.26 and
- Vertical concrete seawall with amenity nourishment has a CBR of 4.55.

Council has currently commissioned BMT WBM Pty Ltd to undertake a final Multi Criteria Assessment of the Foreshore Management Options. This process is scheduled to begin in December 2014 with the first of two stakeholder meetings to be held on December 3. It is envisaged that a final Multi Criteria Assessment Report will be available in February 2015.

The Multi Criteria Assessment will fully consider the value and non-value social, economic and environmental costs and benefits of the foreshore management options.
Business Case by NSRF Criteria 2 - The extent to which the project supports or addresses disadvantage in a region

Economic and Social Issues

The Kingscliff Foreshore Protection and Revitalisation Project will assist in addressing socio-economic disadvantage in the Tweed Shire area through encouragement of economic development of the construction and tourism industries. The tourism sector is expected to receive a significant sustainable boost due to the Project.

The Socio-Economic Index for Areas (SEIFA Index), published by the Australian Bureau of Statistics, ranks the Tweed Shire as relatively disadvantaged.

The Tweed LGA Australian wide rank is 217 (4 Decile/39 Percentile) by relative socio-economic disadvantage.

The Tweed LGA NSW wide rank is 68 (5 Decile/45 Percentile) by relative socio-economic disadvantage.

Criteria 2: - Relative Disadvantage through Unemployment

The Tweed Shire LGA consistently has a higher than State and National rate of unemployment.

<table>
<thead>
<tr>
<th>Year (June quarter)</th>
<th>Quarter</th>
<th>Unemployed people</th>
<th>Workforce</th>
<th>Unemployment rate %</th>
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</tbody>
</table>

[Graph of quarterly unemployment rate]
Criteria 2: - Relative Need by Population

The Tweed Shire Council area is fast growing and requires support for infrastructure development. The DP&I population forecast represented below, identifies Tweed as containing 37% of the region's population. This is expected to increase to 42% by 2036 where the Tweed will have a total population of over 130,000 people.
Criteria 2: - Relative Disadvantage by Education

The Tweed Shire LGA has a low level of post Year 10 education compared to the Australian average.

Criteria 2: - Relative Disadvantage by Income

The Australian Bureau of Statistics (ABS) data indicates that there are less well-off households in the Tweed LGA relative to the rest of Regional NSW. Weekly Household Incomes of $1500 and over are under represented in the Tweed LGA compared to Regional NSW.
The ABS data illustrating relative income disadvantage is also reflected in local media reports of non-government organisations and charities observations of poverty and welfare dependence in the Tweed Shire region. The Tweed Daily News of 24/11/14 claimed “at least 38% of Tweed Householders are living hand-to-mouth, as they endure financial strain.”

Tweed Daily News

Residents struggling with rising costs

24th Nov 2014 9:19 AM

AT LEAST 38% of Tweed householders are living hand-to-mouth, as they endure extreme financial strain.

A special APN investigation found 34,452 families in the Tweed Shire were unable to raise $2000 cash in a week to cover a crisis.

Of the region’s 90,114 residents, 28,131 people had relied on government income to survive over the past two years.

New University of Adelaide data shows 14,069 people had cash flow problems in the past 12 months.

St Vincent de Paul Society National Council CEO Dr John Faison said some residents were taking drastic measures to cut costs.
Criterion 3 - The extent to which the project increases investment and builds partnerships in the region

As demonstrated by Letters of Support from Tweed leaders and business organisations, the Kingscliff Foreshore Protection and Revitalisation Project meets the criteria to increase investment and build partnerships.

“Quite apart from the short-term impact economic impact, and particularly employment generation, of the foreshore plan, it will drive tourism and underpin the viability of the shops fronting the foreshore. It will be the making of “the new Kingscliff”.

(LEDADevelopment Pty Ltd)

Project Alignment with Partner and Council Community Strategic Objectives

Criteria 3 is also demonstrated by Project alignment with existing Council and Partner Organisations. The Kingscliff Foreshore Protection and Revitalisation Project is also consistent with the NSW State 2021 Plan and the NSW 2021 Northern Rivers Regional Action Plan employment objectives for the region.

The Kingscliff Foreshore Protection and Revitalisation Project is aligned with the objectives and priorities of Tweed Shire Council Community Strategic Plan 2013/23, specifically:

Objective 1.1 Ensure actions taken and decisions reached are based on the principles of sustainability.
Objective 1.2 Improve decision making by engaging stakeholders and taking into account community input.
Objective 2.5 Provide vibrant and accessible town, community and business centres.
Objective 3.1 Expand employment, tourism and education opportunities
Objective 3.3 Maintain and enhance the Tweed lifestyle and environmental qualities as an attraction to business and tourism
Objective 3.3.2 Facilitate government-funded infrastructure.
Objective 3.4.2 Ensure sustainable provision of infrastructure (utilities, services and transport) is available to support economic development.
Objective 4.1 Protect the environment and natural beauty of the Tweed.
Objective 4.4 Manage the Tweed coastline to ensure a balance between utilisation and conservation.
Objective 4.4.3 Provide for appropriate public access and use.
Alignment with Northern Rivers RDA

Further evidence that the Kingscliff Foreshore Project satisfies Criteria 3 - project alignment with partners - is demonstrated by correspondence from Ian Tiley, Chair of RDA Northern Rivers.

“The project will play a key role in establishing a healthy, prosperous and sustainable future for Kingscliff and the Northern Rivers region. Furthermore the project aligns with the following key aspects of the RDA Northern Rivers Regional Plan as follows:-

“Natural infrastructure
3.1 Support measures to maintain and improve the region’s irreplaceable natural infrastructure, in particular the key strategies and actions identified in the Northern Rivers Catchment Action Plan.

Regional identity
6.2 Grow and develop the Northern Rivers’ visitor economy consistent with the region’s identity.

6.3 Promote the region’s rich natural asset base, high quality and clean, green image as a means of communicating competitive advantage and accessing international, national and regional markets.

A Collaborative Region
7.3 Support collaborative long-term sustainable land-use planning integrated with infrastructure investment and whole of government implementation for the region.”

Given this proposal’s effective alignment to the Regional Plan objectives, I am pleased to support this innovative and important infrastructure project which will provide considerable economic, social and environmental benefits to the Kingscliff locality and the Northern Rivers.

(Ian Tiley, Chairperson RDA Northern Rivers)"

The Kingscliff Foreshore Protection and Revitalisation Project also supports the objectives of partner organisation plans, including:

- **Tweed Tourism Destination Management Plan**, and the
- **Tweed Shire Economic Development Strategy**.
The *Tweed Shire Economic Development Strategy*, Objective 8.3.6. COASTAL VILLAGES, states:

"Specifically a coastal village plan should consider:
- Sports tourism events and opportunities that leverage from the natural assets, including triathlons, surf carnivals, lifesaving carnivals and multi-sport adventure races.
- Strengthening the tourism product and infrastructure supply along the coast.

Cultural and Recreational Benefits of the Kingscliff Foreshore Protection and Revitalisation Project

The Kingscliff Foreshore Protection and Revitalisation Project will:

- Expand opportunities for triathlons, surf carnivals, lifesaving carnivals
- Cultural events and festivals
- Enhance the community amenity and foreshore aesthetics
- Increased recreation activity
- Encourage fitness and engagement activity

"The Cudgen Headland Surf Life Saving Club has lost direct access to the beach via a ramp previously installed on the southern end of the club by the Tweed Shire Council, significantly reducing our response time for emergency incidents. In addition, safe access for our members and the general public when visiting the beach has also been lost through erosion increasing the risk of injury for those that elect to try and negotiate a large drop off to the beach. It is acknowledged that the loss of access to the beach has directly affected the local community businesses and that the proposed coastal asset protection works, upgrade of the Kingscliff Beach Holiday Park and creation of a new central foreshore park amenity will significantly benefit the wider local community through jobs growth, the protection of vital infrastructure assets, the provision of safer access to popular swimming areas and the development of a central community Park area that will provide a focal point for future community events and activities."

Adam Mills, President, Cudgen Headland Surf Life Saving Club

Figure 5 Cudgen SLSC Beach Carnival 2013
The Kingscliff and District Chamber of Commerce is a strong supporter of the proposed Foreshore Development Plan and we believe that the economic benefit that will be derived from the National Stronger Regions Funding is vital to job growth and retention in our region.

Our Chamber represents over 100 businesses in our coastal community which in turn represents employment of nearly 2,000 local persons in either a full time, part-time or casual basis. The Foreshore Development Plan which Tweed Council have resolved to support, will act as an economic multiplier for our tourism and hospitality based business sectors in both the short and long term, and economic activity, productivity and employment generated during the construction phase.” (Jayne Henry, President Kingscliff & District Chamber of Commerce).”
Assessment Criterion 4 - The extent to which the project and proponent are viable and sustainable.

The Kingscliff Foreshore Project clearly meets the NSRF Economic Criteria 4 that considers “the extent to which the project and proponent are viable and sustainable”.

The Kingscliff Foreshore seawall will protect existing infrastructure and amenities for decades, and contribute to the survival of adjacent and other businesses dependant on beach access.

The seawall will be designed to facilitate its upgrading in the future.

As demonstrated in evidence against Criteria 1, The Kingscliff Foreshore seawall will protect existing infrastructure and amenities, and contribute to the survival of adjacent and other businesses dependant on beach access. Grant funding for the Kingscliff Project will realise real sustainability in directly impacted businesses, such as Council’s Kingscliff Beach Holiday Park. The Holiday Park’s profitability has halved from $500,000 per annum due to erosion impacts, but when the seawall is constructed and the Kingscliff Beach Holiday Park is upgraded, the projected profit margin is expected to return to pre erosion levels.

These works that prevent damage to communities and infrastructure from natural events such as wave erosion are a long-term asset to Federal, State and Local Governments as such investments reduce the demand for future disaster recovery funding.

The Project proponents, Tweed Shire Council, is the largest Council on the north coast of New South Wales with an annual budget of approximately $194 million with a workforce of approximately 670 employees. The financial statements of the Tweed Shire Council - provided for this application - demonstrate sound financial management and governance excellence.

Demonstrated Capacity to Delivery the Project

The Tweed Shire Council has an excellent and well document record of excellence in project management and delivery to schedule of large scale infrastructure and amenity construction. The Tweed Shire Council demonstrable sound financial position and recognition in 2011 through the AR Bluett Award local government award for management excellence demonstrate capacity to deliver the project as funded by the Australian Government.

Completed projects include:

- Arkinstall Park Regional Sports Centre $7,741,800
- Kirkwood Road $17,880,437
- Jack Evans Boat Harbour Park $5,501,082
- Construction of Kingscliff Sewage Treatment Plant $37,586,000;
- Murwillumbah Aquatic Centre and Car Park $14,893,000;
- Bray Park Water Treatment Plant Upgrade $62,039,000.

This history of excellence in project management is evidence that the Tweed Shire Council, as proponent of the Kingscliff Foreshore Project, meets the NSRF Economic Criteria 4 that considers “the extent to which the project and proponent are viable and sustainable”.

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This is a sample text to illustrate the format and style of the natural text extraction.
Detail of Completed Projects, Delivery Competence and Governance

The financial management of Local Governments in New South Wales is closely monitored by the NSW State Government. Through the Local Government Act 1993 (NSW) Council's are required to report their independently audited financial performance to both the State Government and the local Community. Council has a proven track record of administering public monies which include council rates as well as government grants. Tweed Shire Council has undertaken extensive planning and risk assessment to ensure that the use of resources is carried out in an efficient, effective and ethical manner and the project is undertaken in an accountable and transparent manner.

The Engineering Division of Council will be responsible for the implementation of the project. This division includes construction engineers and gangs, design engineers, civil designers and environmental scientists. The Director of Engineering will be the project principal with the project managed by Council's Design Unit Project Manager.

The Recreational Services Unit of Council will also be responsible for the ongoing management and maintenance of the project. Recreational Services has a high level of expertise in managing and maintaining infrastructure such as that proposed for the Kingscliff Foreshore Master Plan project. The division is responsible for managing and maintaining the following:

- 35 Sportsfields
- 308 Parks
- 7 Cemeteries
- 3 aquatic facilities including the $14M Tweed Regional Aquatic Centre in Murwillumbah
- asset management of 2 civic centres, the regional Art gallery and community buildings.

Council's Contracts Unit will manage all external contracts involved in design and construction of the project. The Contracts Unit is headed by the Senior Contracts Engineer and includes three other contract engineers, three contract foreman and administration staff.

The Contracts Unit is highly skilled to manage major contracts such as the proposed Kingscliff Foreshore Master Plan. In addition to this, Council utilises a commercial system known as Contracts 5 to ensure professional contract administration and complete documentation of the contract process.

Appendix A provides example projects that demonstrate Tweed Shire Council's capacity to deliver the Kingscliff Foreshore Master Plan project.
Project History and Origin

The Kingscliff Foreshore Master Plan, which was adopted by Council in July 2007, established a vision for future upgrade works along the Kingscliff Foreshore from Cudgen Creek in the south, to the North Kingscliff Holiday Park. Kingscliff is of great importance to Tweed Shire economically, environmentally and socially due to it being a regional coastal tourism hub.

History: 2000 - 2007

In June 2000 Tweed Shire Council engaged Consultants to develop the Tweed Coastline Hazard Definition Study. This Study identified and defined the coastline hazards and underlying coastal processes affecting the Tweed coastline. The study mapped the landward extent of the hazard zones for the immediate, 50 year and 100 year planning timeframes. For Kingscliff, significant assets including the Cudgen Headland Surf Life Saving Club, the Kingscliff Beach Holiday Park and Kingscliff Community Hall were all identified as being at immediate risk from coastal erosion.

In July 2005, Council adopted the Tweed Shire Coastline Management Plan. The preferred strategy in this plan, for the protection of public assets along Kingscliff foreshore, was that of a flexible rock seawall extending from the existing seawall at the Kingscliff Bowls Club to the Cudgen Headland Surf Lifesaving Club combined with initial and ongoing sand nourishment.

In 2006, Council commenced the process of developing the Kingscliff Foreshore Masterplan. The village of Kingscliff was chosen as the first area for a Foreshore Masterplan to be undertaken due to the increasing level of property development in the immediate area, the importance of Kingscliff as a regional tourism hub, the proposed upgrading of the Kingscliff Beach Holiday Park and subsequent creation of a new central foreshore park beside the Community Hall. The master plan establishes a vision for future upgrade works along the Kingscliff foreshore, which allows staged implementation as funds become available. Throughout the development of the Master Plan extensive community consultation was undertaken to define the Master Plan recommendations. The Kingscliff Foreshore Master Plan was adopted by Council in July 2007.

Reasons for Initiating the Project

Kingscliff Beach has suffered severe erosion since late 2009. Up to 60 metres of vegetated dune width has been lost. Beach access has been restricted for much of the past five years including access for Surf Life Saving activities. Six on site cabins, 2 villas plus several caravan/camping sites have been lost from the Kingscliff Beach Holiday Park. The impacts from this erosion have had a tangible effect on the local economy as in recent years, Kingscliff has experienced loss of economic vitality as tourists and businesses have gravitated to other areas. The result has been a large amount of vacant commercial/retail floor-space, a lacklustre economic climate and a growing need to revitalise the Central Business District (CBD). The proposed works will create a recreational, retail and tourism precinct, encouraging local business development and commercial investment, economic revitalisation and job creation.

The redevelopment will create a public space conducive to increased local and visitor recreational use, whilst protecting and promoting the natural beauty and environment of the area.
As well as the Kingscliff Foreshore Master Plan this project will deliver key priorities of the Tweed Futures Strategy, The Tweed Heads Economic Development Plan, and will bring about significant social, community and economic benefits regionally to the Tweed Shire.

**Project Outcomes**

The current foreshore is aesthetically poor with low amenity value due to erosion and temporary emergency foreshore protection measures that have been implemented on an as necessary basis. As well, beach access is continually changing or unavailable as erosion makes its way along the beach.

The Holiday Park is of a poor standard as uncertainty of foreshore protection has not allowed upgrades of park infrastructure to bring it up to contemporary standards to occur.

The proposed upgrade will deliver foreshore protection and updated urban design to the subject areas, rationalise car parking, provide more shade and provide modern furniture and finishes to encourage pedestrian activity from the CBD area to the Central Park and improved vista and access to Kingscliff Beach. On completion the project will make the area more attractive for visitors as well as being more pedestrian friendly.
Appendix A - Tweed Shire Council Project Management Expertise

Example projects that demonstrate Tweed Shire Council's capacity to deliver the Kingscliff Foreshore Master Plan project:

Name of Project Arkinstall Park
Project Cost $7,741,800
Completion Date Programmed for 19 December 2014
Project Brief: Redevelopment of a park at Tweed Heads South to provide a regional sports facility. The project commenced with the upgrades to the existing netball facility in 2011, and included the upgrade of seven existing courts and the construction of three additional hard courts. Car parking along Cunningham Street was also formalised during this stage of works, including formal car spaces with shade trees and park benching. Later Stages of the works have included new Netball and Tennis clubhouses and landscaping.

Experience Details: This project was a complex project which utilised Council's contract management, project management, design and civil engineering skills. Initial road, car park, stormwater drainage were designed in house by Council's Design Unit and constructed by Council's day labour construction gangs under the supervision of Council's Construction Engineers. The building works, including new netball and tennis clubhouses and amenities were designed by Council's Design Unit and constructed utilising a civil/construction firm. The landscape works were designed by external consultants and constructed utilising a civil/construction firm. The Contract Unit efficiently managed the external design and construct sections of the Arkinstall Park redevelopment using Contract5 software to track, monitor and report on contracts and documentation processes.

Name of Project Murwillumbah Community Centre
Project Cost $3,100,000
Completion Date 24 November 2012
Project Brief: To build a centrally located community centre to provide a range of integrated services and opportunities for social participation to meet growing demand in the local community including, accommodation for the delivery of essential outreach services that are not presently represented in Murwillumbah with private interview spaces and centralised reception providing safety for lone outreach workers, a child and family centre with service providers and a safe youth space.

Experience Details: Consultants were engaged to develop the design drawings and specifications for Murwillumbah Community Centre. This documentation is based on the requirements of current Australian Standards and National, State and Local Government guidelines and policies. This project was delivered as a major project of Council involving collaboration with the Community and Cultural Services Unit and Contracts Section. External contractors were engaged through an open tender process. A project management team was appointed including representatives of the contractor, Community and Cultural Services Unit and Contracts Section to oversee project delivery.
**Name of Project** Kirkwood Road - Tweed Heads South  
**Project Cost** $17,880,437 ($7m from RMS NSW)  
**Completion Date** 14 January 2014  
**Project Brief:** To provide the missing link of Kirkwood Road and the construction of the eastern service road between Kennedy Drive and Kirkwood Road including on and off ramps to the Pacific Highway in accordance with the Lower Tweed and Pacific Highway Master Plan.

**Experience Details:** This project utilised both in house and external design teams and internal project and contract management skills. These in house skills along with the expertise of a large project construction company saw the successful construction of the project. A particular difficulty on this project was dealing with settlement issues for the site of a major roundabout at the Pacific Highway on and off ramps. Working closely with a geotechnical consultant resulted in minimal delays to the contract completion. The Director of Engineering was the project principal with the project managed by Council's Contracts Unit.

**Name of Project** Jack Evans Boat Harbour Foreshore and Parkland  
**Project Cost** $5,501,082  
**Completion Date** 01 Jul 2011  
**Project Brief:** Redevelopment of a major foreshore park at Tweed Heads CBD area. Included extensive upgrade of park facilities and new boardwalks and beach foreshore improvements. This project has won the Landscape Architect's Institute of Australia Award.

**Experience Details:** This project was a complex project which utilised Council's contract management, project management, design and civil engineering skills. Initial stormwater drainage pollution control works were designed in house by Council's Design Unit and constructed by Council's day labour construction gangs under the supervision of Council's Construction Engineers. The landscaping works were designed by external consultants and constructed utilising a large national civil/construction firm. This resulted in the project coming in on time and on budget. The Contract Unit efficiently managed the external design and construct sections of the Jack Evans Boat Harbour redevelopment using Contract5 software to track, monitor and report on contracts and documentation processes.

**Name of Project** Cudgen Headland Surf Life Saving Club Sea Wall  
**Project Cost** $400,000  
**Completion Date** 01 May 2010  
**Project Brief:** Installation of a reinforced concrete piled sea wall surrounding the surf club at Kingscliff Beach to protect the club building from further beach erosion.

**Experience Details:** This project was delivered through internal cooperation between Council including Engineering and Natural Resources. Due to the increasing risk associated with the beach erosion these works became part of a larger natural disaster works. Concept was designed by Council, and was delivered by a detailed design and construct contract. Tweed Shire Council's Engineering and Operations Division were responsible for the implementation of the project. The Director of the Division was the project principal with the project managed by Councils Contract Unit.
**Name of Project** Faulks Park Kingscliff - Foreshore Park Upgrade  
**Project Cost** $240,000  
**Completion Date** 16 December 2013  

**Project Brief:** Upgrade of Faulks Park Kingscliff with footpaths, playground equipment and public toilets.

**Experience Details:** This project utilised in house design, landscape architect skills, project management and contract management skills. These in house skills along with the expertise of a larger project construction company saw the successful construction of this project. The Engineering and Operations division of Council were responsible for the implementation of the project. The Director of Engineering and Operations was the project principal with the project managed by Council’s contracts unit.
Appendix B - Letters of Support for Project

1. Justine Elliot MP, Federal Member for Richmond
2. Geoff Provest MP, State Member for Tweed
3. Julie Murray, Kingscliff Ratepayers and Progress Association
4. Idwall Richards (JP, OAM)
5. Adam Mills, President Cudgen Headland Surf Life Saving Club
6. Phil Kelly, GM, Kingscliff Beach Bowls Club
7. Reg Van Rij, Regional Manager, LEDA Development Pty Ltd
8. Jayne Henry, President, Kingscliff & District Chamber of Commerce
9. John Murray, Regional Manager, Northern Rivers NSW Business Chamber
10. Matthew Cooper, Director, Aspect Architecture
11. Tim Jack Adams, Owner, Watersports Guru
12. David Preston, Principal, Kingscliff Sales & Rentals

Refer to separate document NSRF000120_Appendix_B_Letters_of_Support.pdf
Appendix C - Kingscliff Beach Holiday Park Business Plan

The attached extracts from the Tweed Coast Holiday Parks Business Plan relate to the proposed re-development of Kingscliff Beach Holiday Park.

The Business Plan that this forms part of also includes proposals for action with respect to the other six Tweed Coast Holiday Parks, as well as, administration measures, which is not relevant to Kingscliff.

The Tweed Coast Holiday Parks operate within a very competitive market, with approximately 50 competing caravan parks in the area. In light of this the detailed financial projections forming part of the Tweed Coast Holiday Parks Business Plan are treated as commercial-in-confidence, not for public release.

The financial projections report a strong and sustainable profit arising from the re-development program for Kingscliff Beach Holiday Park. Note these projections have been subject to external scrutiny and peer examination; firstly by Thomas Noble & Russell, the Trusts external auditors for arithmetic accuracy and reasonableness of assumptions, and, secondly: by the Department of Lands Strategic Financial Analyst for development risk and funding capability.
5.5 Kingscliff Beach Holiday Park

This Park is located directly opposite the Kingscliff commercial area. In the same way as Kingscliff North, it is located on reserve lands situated between Marine Parade and the Beach. Immediately to the north is the Kingscliff Bowls Club while the Surf Club building is found at the southern end of the Park.

Access to the Kingscliff urban area is relatively easy by way of the local road system linking from the north, south or west. These roads in turn link with the main north-south motorway.

The Park has an area of 3.31 hectares and occupies Reserve No 1001014 which is reserved for the purpose of Caravan Park.

The reserve comprises predominantly flat land at the rear of the beach however there is a distinct change of level of about 2m to 3m along the western or Marine Parade frontage which reduces further to the south. The Marine Parade frontage also incorporates facilities associated with the Town centre. These include a defined car park area as well as a formal Cenotaph memorial and associated lawn area. The Park includes a number of Norfolk Island Pines some of which are fairly mature.

Access to the Park is taken from Marine Parade close to the Surf Club buildings. The park layout is quite regular with a main access road running N-S along the western side with ‘finger’ roads leading off towards the beach to provide access.

While all essential utility services are available throughout the Park it is evident that much of the service infrastructure is dated and in need of replacement. The Park has a 3 star AAA Tourism rating.

Accommodation is based on 176 sites of which 93 are short term sites and 8 are camp sites. Of the short term sites 6 are utilized for cabins and 3 are utilized for on-site vans. There are 77 holiday vans in the Park.

Strengths

- Adjacent to an attractive coastline and patrolled surf beach;
- Very close to urban services and facilities including shops, clubs, restaurants and sporting facilities such as golf courses;
- Relatively close to large population groupings (Tweed, Gold Coast/Brisbane);
- Easy access from the major road system;
- An emerging stock of existing self-contained accommodation;
- Good standard of maintenance within the constraints of older facilities and services;
- Established clientele with strong occupancies throughout the year;
- A solid existing income base; and
- The existing operation is profitable.

Weaknesses

- The park is old and consequently visually unattractive. Its ‘dress circle’ location at Kingscliff has resulted in some sections of the community calling for its removal. However, this appears to be resolved by way of an adopted Masterplan for the area which retains the Park in a reduced form;
- Forty percent of the sites are given over to holiday vans. This proportion needs to reduce in favour of tourist sites which are capable of greater returns if correctly organized and supported with appropriate facilities;
- The Park’s location in close proximity to the Kingscliff Village area leads to security issues and concerns;
- There is no internet access;
- The existing cabin accommodation is limited for a park in such an attractive coastal location;
- There are no en-suite tourist sites and no drive through sites for larger motorhomes;
- The existing utility services are old and in need of replacement;
- The beach is subject to erosion and inundation which has led to an EIS for protection of the beach and rearrangement of the foreshore area.

Opportunities

- Utilize the EIS process to plan for a complete redesign of the Park so that all
service infrastructure is replaced and the Park is configured to provide an appropriate form and mix of quality accommodation and services;
- Provide for foreshore open space as well as pedestrian access and movement and appropriate embellishment and landscaping;

**Threats**
- Planning approval for the complete upgrade and embellishment of the Park;

In terms of financial performance relevant information is set out below. From this it is evident that close to half the Park’s total income is derived from drive on tourist sites while about one quarter comes from on-site accommodation. In fact the 8 villas/cabins produce the highest return per cabin (almost $34,000) of all cabin stock in the TCHP parks. Holiday vans which occupy 44% of the sites provide 28% of the income. The Park has the second highest turnover behind Boyds Bay even though it has about 140 fewer sites. It has the second highest income per dwelling site behind Pottsville South.

Occupancy information is also set out below. This information highlights that the Park has strong occupancies throughout virtually the whole year and over most site types. In particular cabin stock provides yearly averages of over 85% which is exceptional.

**Summary for Kingscliff Beach**
Even though the Park is old and infrastructure is ‘tired’ it is clearly a location which is in high demand throughout the year and performs well. Subject to the resolution of the proposed beach protection works, the Park needs to be completely redeveloped to move it into a quality tourist operation.

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