

Local Strategic Planning Statement – 2020





Statement of acknowledgment of the Bundjalung Aboriginal Nation

We wish to recognise the generations of the local Aboriginal people of the Bundjalung Nation who have lived in and derived their physical and spiritual needs from the forests, rivers, lakes and streams of this beautiful valley over many thousands of years as the traditional owners and custodians of these lands.

Illustration by Bundjalung/Yugambeh Artist and Graphic Designer, Christine Slabb.

Purpose of this document

The purpose of the *Local Strategic Planning Statement* ('the Statement') is to present Tweed Shire Council's 20-year vision for land-use in the local area, the special character and values that are to be preserved and how change will be managed into the future.

The community can use this Statement to help better understand the 20-year strategic vision for the Tweed, as well as the actions planned to deliver the vision.

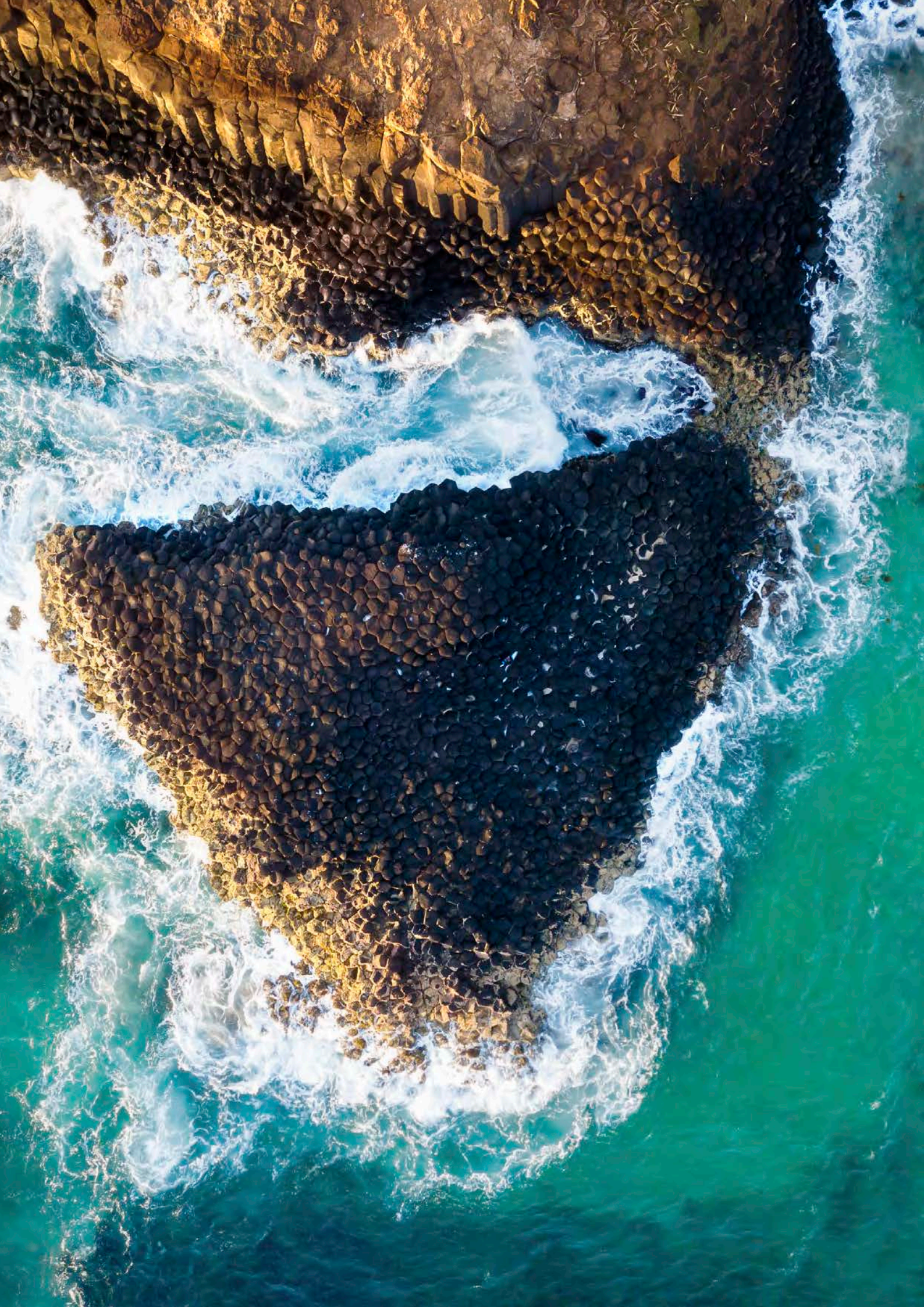
Tweed Shire Council can use this Statement to implement relevant actions in the state and regional plans, guide planning decisions and shape how the development controls in the local environmental plans (LEPs) and development control plan (DCP) evolve over time to meet the community's needs.

Government agencies can use this Statement to identify how Tweed Shire Council propose to implement State and regional strategic and statutory plans at the local level.

Developers can use this Statement to align proposals to the Tweed's future direction and community needs.

Industry professionals can use this Statement to advocate for well-planned and sustainable development in the Tweed.

Revision no.	Document stage/update	Date
1	Draft for exhibition	2 March 2020
2	Final – adopted by Council	4 June 2020



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Mayor's message

Council's vision for land-use planning for 2040 is that the Tweed's vibrant urban, coastal and rural communities will be recognised for adapting to the challenges of climate change and population growth in a way that protects and enhances our internationally significant environment, maintains a highly desirable lifestyle and supports a thriving local economy.

The Tweed's diverse natural landscape of World Heritage listed ancient Gondwana rainforests, wetlands, estuarine forests, and national parks have great cultural, environmental, geological and scenic significance.

Our Shire has the third highest environmental biodiversity in Australia but also the highest number of threatened species. Therefore, over the next 20 years Council aims to ensure that the Tweed's internationally significant environment and distinctive local character is protected and is at the centre of all decision making about the use of land in our Shire as we grow.

This document demonstrates Council's commitment to sustainable development that protects our environment and supports strong, resilient communities for current and future generations by:

- planning our use of land in a way that protects and enhances significant natural environments
- setting the guidelines for the use of land in the Tweed to promote a sustainable economy that meets the needs of the present without compromising the ability of future generations to meet their own needs
- designing communities with a view to improving residents' quality of life

Council will work in partnership with local residents, community groups, local businesses, non-profits, and other levels of government to achieve our vision. We all must work together but I am optimistic about the future of the Tweed and the opportunities for our environment and community to thrive over the next 20 years.

About this statement

The Tweed Local Strategic Planning Statement ('the Statement') sets out the 20 year vision for land-use planning in the Tweed. It provides the roadmap for managing future development and growth pressures against the community's desire to retain the area's high scenic quality, biological and ecological values, iconic natural landscapes, sense of community and relaxed lifestyle.

The Statement describes the special characteristics that define the Tweed and its distinctiveness within the North Coast region of NSW. These points of difference provide insight and opportunities to leverage a sustainable economy, to enrich the Tweed's cultural experiences and reinforce the community's local identity. The Statement's land-use vision will guide the future direction for where, and the diversity of how our community grows. It provides direction for public infrastructure and transportation, and investment in public health services, recreation and tourism assets. It also identifies the transitions needed to cater for an aging population and ever widening social complexities such as housing affordability, homelessness and mental health. Underpinning the land-use vision is a strong commitment to how the Tweed's unique landscape and biodiversity values will be protected and enhanced, so as to ensure benefits are carried forward with intergenerational equity.

Within the hierarchy of the planning system, the Statement functions as a bridge between the NSW State Government's high level state and regional planning, and Council's local planning framework. In effect, the Statement links the priorities and actions in the North Coast Regional Plan (NCRP) and the Tweed Community Strategic Plan (CSP), as well as establishing the reasoning for the planning controls and requirements set out in the Tweed's Local Environmental Plans (LEPs) and Development Control Plan (DCP). It is also used to update key components of these plans to ensure consistency and alignment to achieve both state and local priorities and deliver the land-use vision.

The Statement is informed by the Tweed CSP, which is a community driven plan. This link within the land-use planning system provides a new opportunity for the community to formally and regularly contribute to the development of detailed local planning instruments such as the LEP, DCP and other local planning policy.

The Statement has been prepared in accordance with clause 3.9 of the *Environmental Planning and Assessment Act 1979*. It brings together and builds on Council's current land-use plans, strategies and policies. The planning priorities and actions outlined in the Statement are consistent with and will implement those outlined in the *North Coast Regional Plan 2036*.



Policy context

In March 2019, the NSW Department of Planning, Industry and Environment amended the *Environmental Planning and Assessment Act 1979*. The amendment sought to recognise the importance of strategic planning and the need for better alignment between state and local government strategic land-use planning through the introduction of Clause 3.9.

Clause 3.9 requires that all councils in NSW prepare a Local Strategic Planning Statement. The purpose of the Statement is to provide a clear line of sight and linkage between both state and regional policies and local strategic land-use planning.

In accordance with clause 3.9 the Statement must include or identify the following:

- a) the basis for strategic planning in the area, having regard to economic, social and environmental matters
- b) the planning priorities for the area
- c) the actions required for achieving those planning priorities
- d) the basis on which the council is to monitor and report on the implementation of the actions

The purpose of the Statement is to:

- set the 20 year vision for land-use in the Tweed
- outline the special characteristics which contribute to the local identity
- identify shared community values to be maintained and enhanced
- direct how future growth and change will be managed
- shape planning controls in the LEPs and DCP
- implement the North Coast Regional Plan as relevant to the Tweed
- identify where further detailed strategic planning is needed

North Coast Regional Plan

The *North Coast Regional Plan 2036* is the NSW Government's strategy for guiding land-use planning decisions for the North Coast region. The region comprises Tweed, Byron, Ballina, Lismore, Kyogle, Richmond Valley, Clarence Valley, Coffs Harbour, Bellingen, Nambucca, Kempsey and Port Macquarie-Hastings local government areas.

The NSW Government's vision for the North Coast is to create the best region in Australia to live, work and play thanks to its spectacular environment and vibrant communities.

The *North Coast Regional Plan 2036* sets out four goals to help achieve this vision for the North Coast region:

- the most stunning environment in NSW
- a thriving, interconnected economy
- vibrant and engaged communities
- great housing choice and lifestyle options

Tweed Community Strategic Plan

The *Tweed Community Strategic Plan 2017–2027* (CSP) provides the umbrella vision, priorities and goals of the Tweed's community. It is the centrepiece of the local government integrated planning and reporting framework. The CSP informs Council's long-term financial plan and delivery program and is developed from a comprehensive community engagement process that spanned many months of consultation.

This Statement brings together the community vision and goals in the CSP and aligns those with the vision and goals in the *North Coast Regional Plan 2036*. In doing so it allows Council to plan for a future Tweed that will meet the community's expectations and achieve the Tweed's wider expected role within NSW, alongside every other council.

Tweed Local Environmental Plan(s)

The Tweed currently has three Local Environmental Plans (LEPs):

- *Tweed Local Environmental Plan 2000*
- *Tweed City Centre Local Environmental Plan 2012*
- *Tweed Local Environmental Plan 2014*

LEPs are statutory documents that guide planning and decision making about the way land can be used by applying land-use zones and standards that control development. Specific actions in this Statement will be implemented through amendments to the Tweed's LEP's that will bring land-use zones and development standards in line with the vision and planning priorities of the Statement.

Tweed Development Control Plan

A development control plan (DCP) provides detailed controls and design guidelines that provide definition and clarity to the development standards in the LEPs. A DCP gives effect to the aims of the LEPs and controls the development made permissible by them. It guides how permitted development may look and function. DCPs are not statutory documents however they carry considerable weight in guiding development outcomes to meet community expectation.

Consultation

This Statement was informed by community feedback gathered during preparation of the CSP. In combination with the CSP's strategies and actions, Council was able to draw sufficient guidance from this past community engagement to understand community sentiment about land-use priorities and actions needed to achieve the vision under this Statement.

Feedback from Council's Community Satisfaction Survey, undertaken in August 2019, as well as submissions received during public exhibition of the following land-use plans was also used:

- *Draft Rural Land Strategy 2019*
- *Open Space Strategy 2019–2029*
- *Community Facilities Plan 2019*
- *Draft Scenic Landscape Strategy 2019*
- *Draft Tweed River Estuary Management Plan 2019*
- *Community Engagement and Participation Plan 2019*

The Department of Planning, Industry and Environment (DPIE) and other State government agencies including Transport for NSW (TfNSW) and NSW Health have also provided advice to support preparation of this Statement.

The draft Statement was placed on public exhibition from 3 March to 3 April 2020, seeking feedback from the community and other stakeholders in accordance with Council's *Community Engagement and Participation Plan 2019*.

Submissions received during the public exhibition period have been used to inform the finalisation of the Statement.

Our community

The projected population growth and corresponding need for development in the Tweed over the next 20 years is significant. Much of this growth is likely to be concentrated in the new urban release areas of Cobaki Lakes, Kings Forest and Dunloe Park. These growth areas span Tweed's coastal range from north to south and have been in the planning for over two decades. This coastal concentration of growth adjacent to existing urban areas will augment the Tweed's already diverse urban communities, however it may lead to lower population growth and demand for development in some of the Tweed's rural areas.

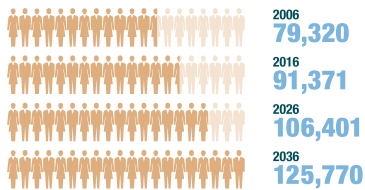
It is imperative that Council carefully plan and consider the allocation of resources to these high growth areas in order to responsibly manage the projected population increase over the next 20 years.

Tweed Shire community profile

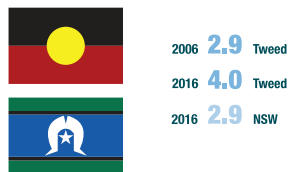
Census 2016

People and diversity

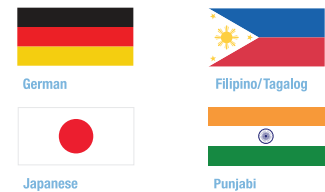
Total population (#)



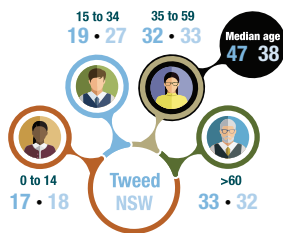
Indigenous population (%)



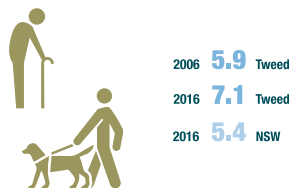
Top 4 languages other than English



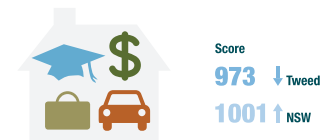
Ageing population (%)



Needs assistance due to age or disability (%)



SEIFA Index of Disadvantage

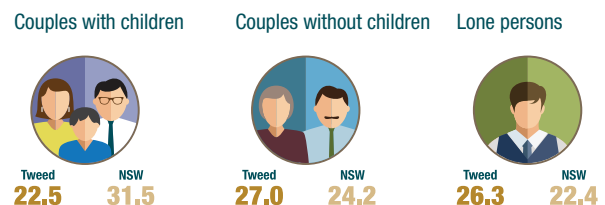


Housing

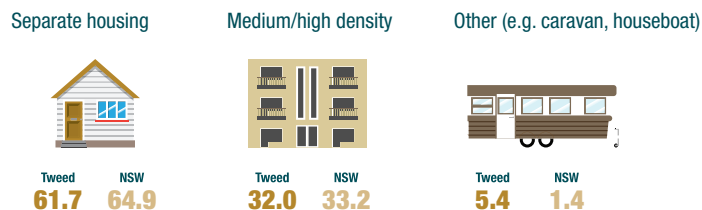
Dwellings (#)



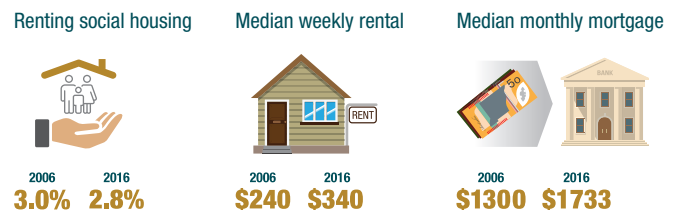
Household types summary (%)



Dwelling summary (%)



Housing tenure

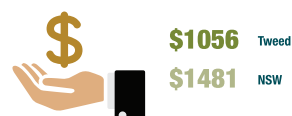


Education and economy

Education (%)



Income



Unemployment (%)



Highest level of secondary schooling: Year 12

Bachelor degree level and above

Median household income

December 2017

Sources:

Australian Bureau of Statistics, Census of Population and Housing 2016. Compiled and presented in profile.id by .id, the population experts.

Population and household forecasts, 2016 to 2036, prepared by .id, the population experts, November 2017.

Australian Bureau of Statistics, Census QuickStats Tweed Community profile 2016, 2011 and 2006.

Socio-economic Indexes for Areas (SEIFA): The Index of Relative Socio-Economic Disadvantage (IRSD) 2016. A lower score on the index means a higher level of disadvantage.

*Unemployment: Australian Government Department of Jobs and Small Business – Small Area Labour Markets – December quarter 2017

See Disclaimer: www.tweed.nsw.gov.au/CommunityProfiles

Our context

Regional context

The North Coast of NSW is a highly desirable place to live, work and visit. From the coast to the hinterland, the natural landscape is the region's greatest asset. The North Coast boasts more endemic plants and animals than any other NSW region and is a stunning example of geological processes, evolutionary history and diversity.

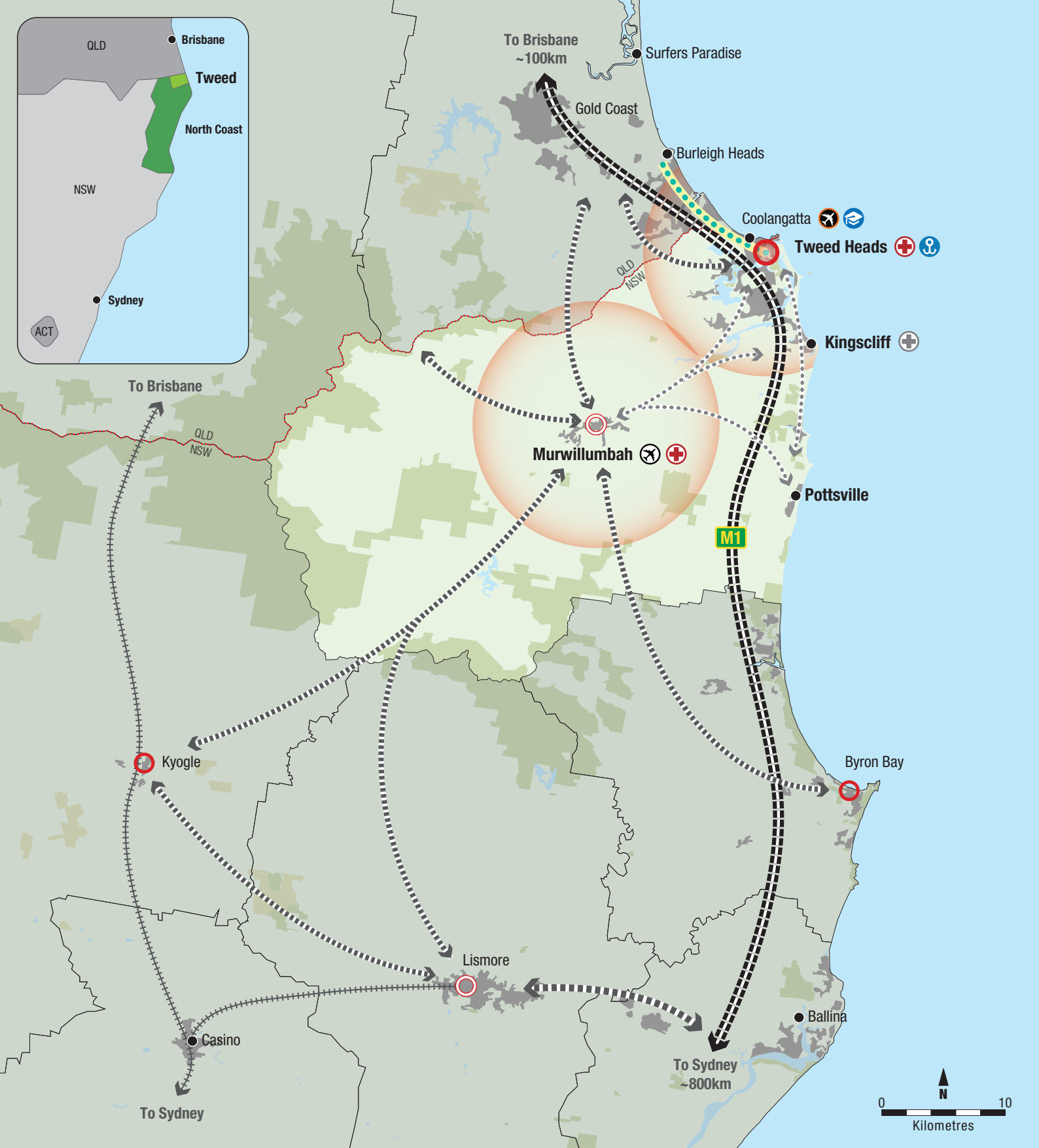
The natural values and beauty of the North Coast environment, combined with year-long warm climate, is highly valued by its residents and is attractive to migrants seeking lifestyle change, particularly in their retirement phase of life. These attributes also sustain a thriving tourism and lifestyle economy. The NSW North Coast attracts more than 12 million visitors annually and supports a strong and economically lucrative south-east Asia tourism market, which is set to increase as more province based value-add agriculture tourism industries establish.

The NSW North Coast has a population of over 502,000 (2016 census) and is expected to accommodate an additional 76,200 people over the next 20 years, generating the need for 46,000 new homes and a significant number of new jobs.

Accommodating this growth without compromising the region's highly valued and important natural environmental attributes whilst ensuring adequate and equitable infrastructure to service the regional population will be a major challenge. This will be met in part by directing growth to established cities and urban centres. In this way the region can accommodate and thrive from growth while protecting the sensitive natural environments, minimising the risks posed by natural hazards and limiting encroachment and loss of rural productive capacity.

The North Coast has the foundations for a diverse, productive and sustainable economy, with strong cities and centres, inter-regional connections, high quality infrastructure and a unique environment. Connectivity and prosperity throughout the region is being boosted by significant infrastructure investment led by the Pacific Highway and Gold Coast Airport upgrades, which are expanding the global reach of the North Coast. Leveraging these assets will grow jobs and the economy over the longer term.

South East Queensland (SEQ) has long had an influence on the North Coast owing to its much larger and diverse economy which has been fuelled in-part by the Gold Coast Airport, rapid population growth and declining availability of coastal low-density residential and employment land. Strengthening ties between SEQ and NSW will be increasingly important going forward for the North Coast to ensure continuity in services, healthy competition in the provision and movement of goods and services and ensuring that both regions leverage maximum potential from their respective strengths and advantages, while retaining their individualism.



- ↔ Intra-regional connection
- ↔ Regional connection
- ↔ Local connection
- Regional centre
- Strategic centre
- Town
- 20km diameter

- ↔ Railway
- ⋯ Light rail investigation
- ✈ Gold Coast Airport (Global Gateway)
- ✈ Airfield
- ⊕ Hospital
- ⊕ Hospital (under development)
- 🎓 University

- 🌊 Harbour
- 🌿 Rural land
- 🏙 Urban land
- 🌳 National Parks and reserves
- 🏘 Surrounding LGAs
- ⋯ State border

Map 1: Regional context

Local context

The Tweed local government area is located in the North Coast region of New South Wales, covering an area of just over 1300 square kilometres. It adjoins the NSW local government areas of Byron, Lismore and Kyogle to the south and west and the Gold Coast and Scenic Rim Regional Council to the north, providing the gateway between Northern NSW and South East Queensland.

The area's history began with the Bundjalung people, more than 40,000 years prior to the first European resident population of cedar getters in the early 1840s. Today, the Tweed is home to almost 97,000 residents and has the fastest growing population on the NSW North Coast. The major population centres are the regional city of Tweed Heads and towns of Murwillumbah and Kingscliff.

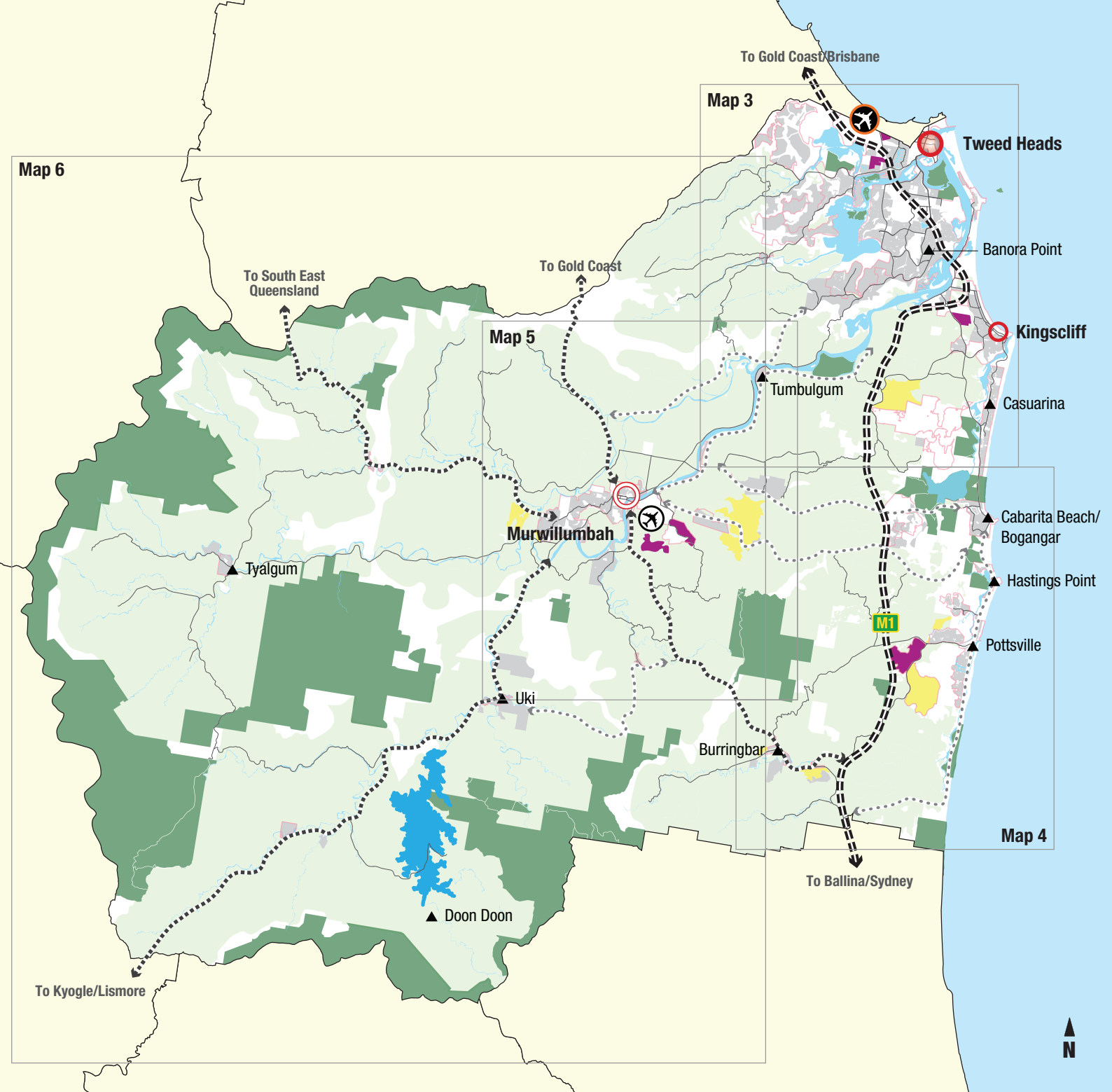
Gold Coast Airport serves as the major international access to the Tweed and also offers daily domestic services across Australia. The Tweed gains many advantages from its proximity to South East Queensland and the Gold Coast, including a range of services and employment opportunities for Tweed residents that do not exist in many other regional areas within the State.

Up to 23% of the Tweed's working population cross the border for employment in Queensland each day, while 17% of people working in the Tweed live in Queensland.

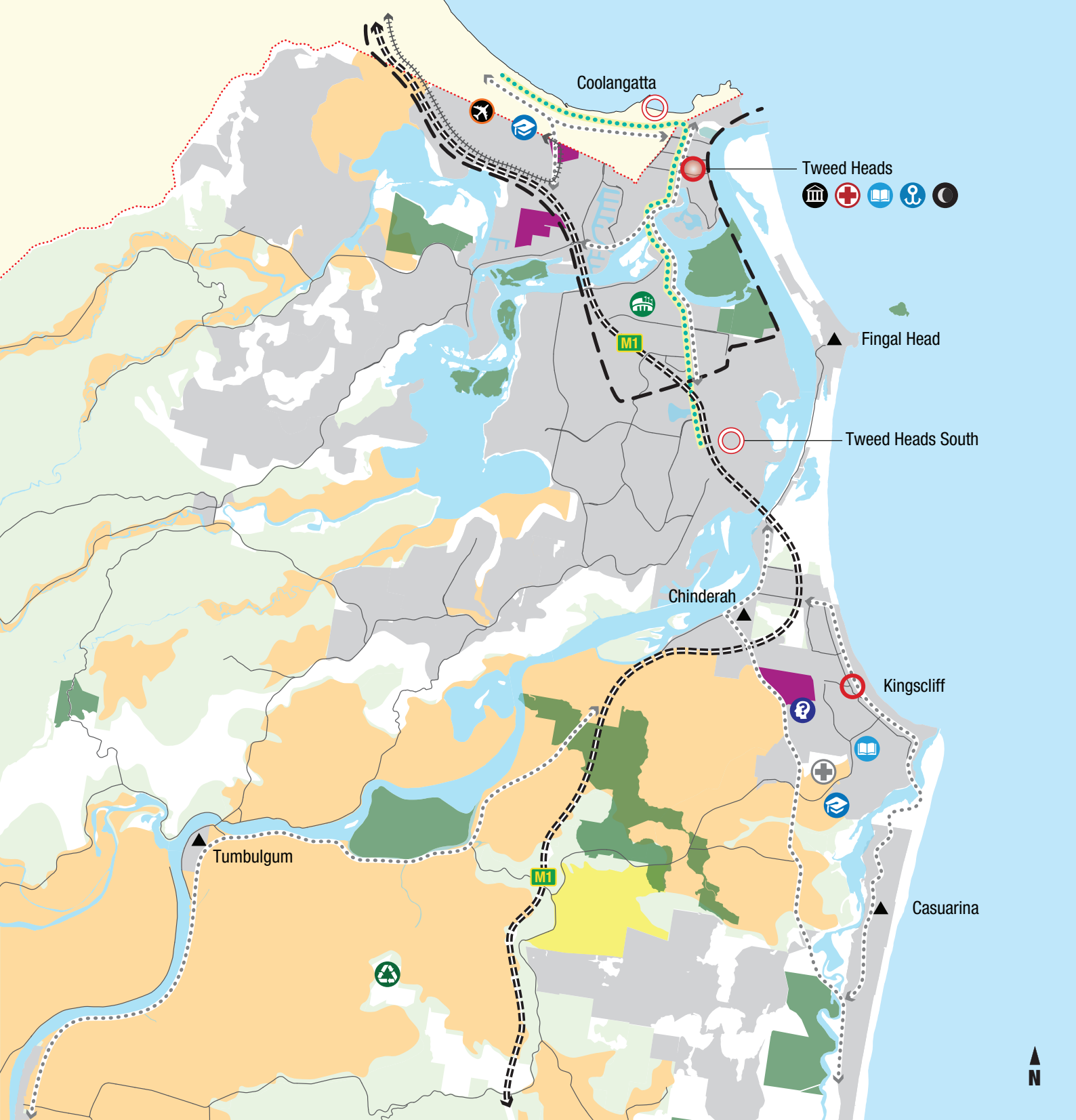
The Tweed is a hub for tourism activity, being positioned between the Gold Coast and Byron Shire. Its foremost advantages for tourism lie in the quality of its diverse natural settings, with the Tweed River itself tracing a path from mountains to ocean.

Over the next 20 years, Council needs to ensure that the land presently available is used efficiently and additional land is made available, as necessary, to accommodate a projected 11,600 new homes, jobs and services for an additional 34,399 people, while protecting its unique environment and distinctive local character (*North Coast Regional Plan 2036*).

This Statement provides a framework for how the Tweed's land-use needs will be achieved over the next 20 years.



Map 2: Whole-of-Shire

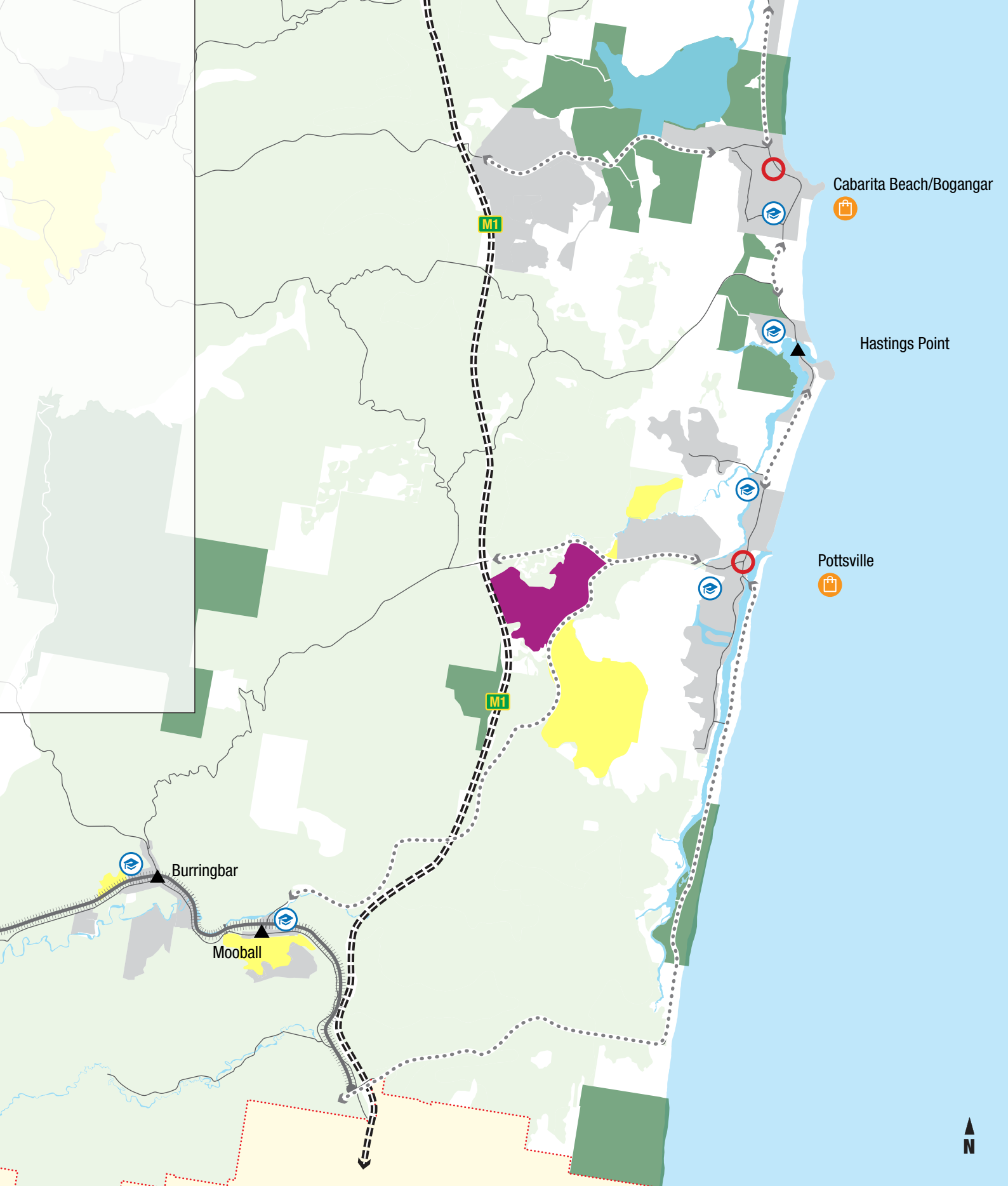


- ↔ Intra-regional connection
- ⋯ Local connection
- Local roads
- Regional centre
- Strategic centre
- Town
- ▲ Village
- ⋯ Investigation for light rail
- ⋯ Investigation for heavy rail
- ⋯ State border

- Potential employment land
- Potential urban release land
- Waterways
- Rural land
- Urban land
- National Parks and Reserves
- Surrounding Local Government Areas
- State and Regionally Significant Farmland
- Gold Coast Airport (Global Gateway)
- Civic precinct

- Library
- Harbour
- University/TAFE
- Future knowledge precinct
- Hospital
- Health precinct (under development)
- Regional sports precinct
- Night economy
- Recycling centre
- Cross border Regional Economic Cluster (South East Queensland Regional Plan 2017)

Map 3: Tweed north



↔ Intra-regional connection

⋯ Local connection

— Local roads

○ Town

▲ Village

▬ Rail Trail

⋯ State border

■ Potential employment land

■ Potential urban release land

■ Waterways

■ Rural land

■ Urban land

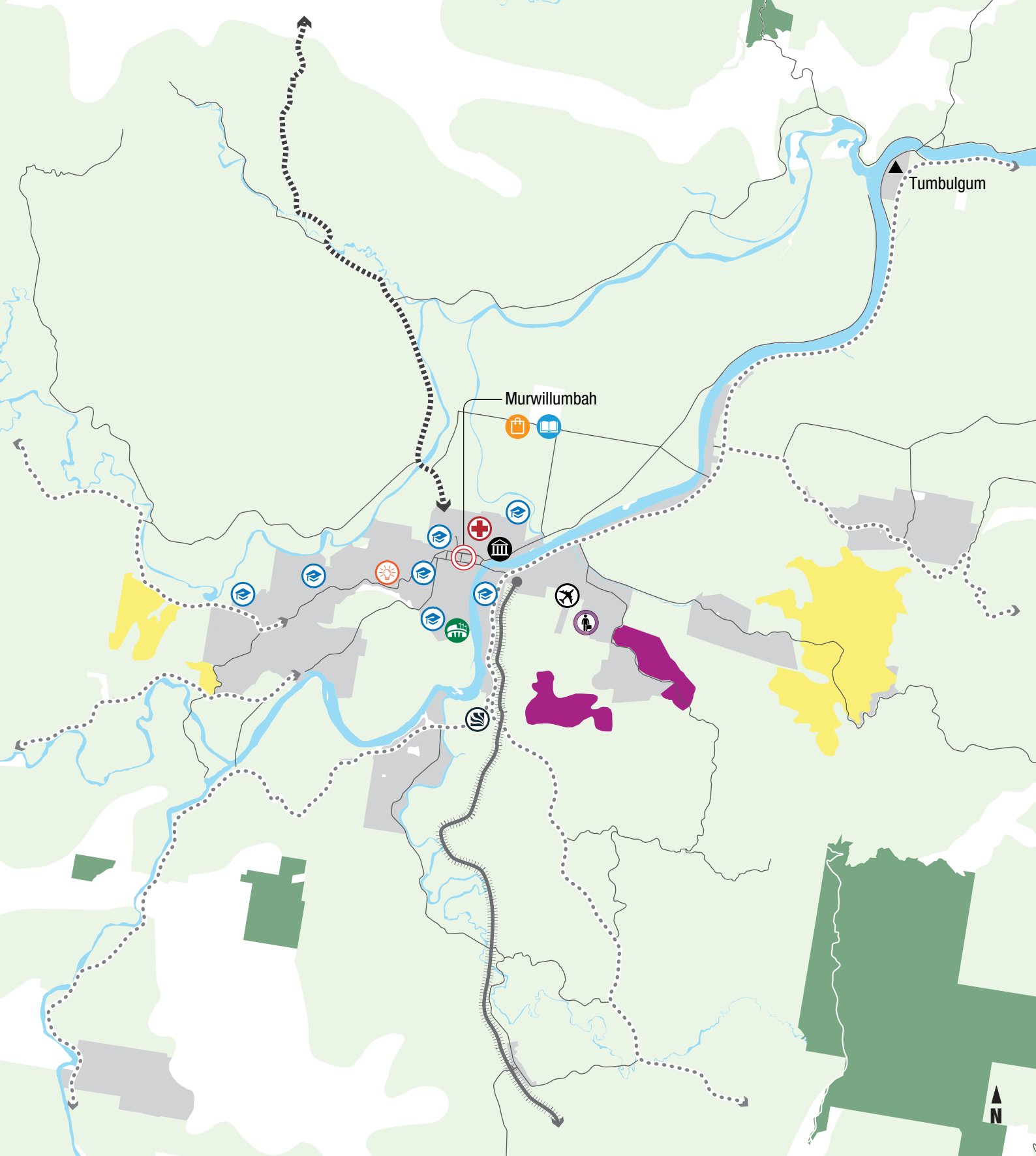
■ National Parks and Reserves

■ Surrounding Local Government Areas

ⓘ Education

ⓘ Retail

Map 4: Tweed Coast

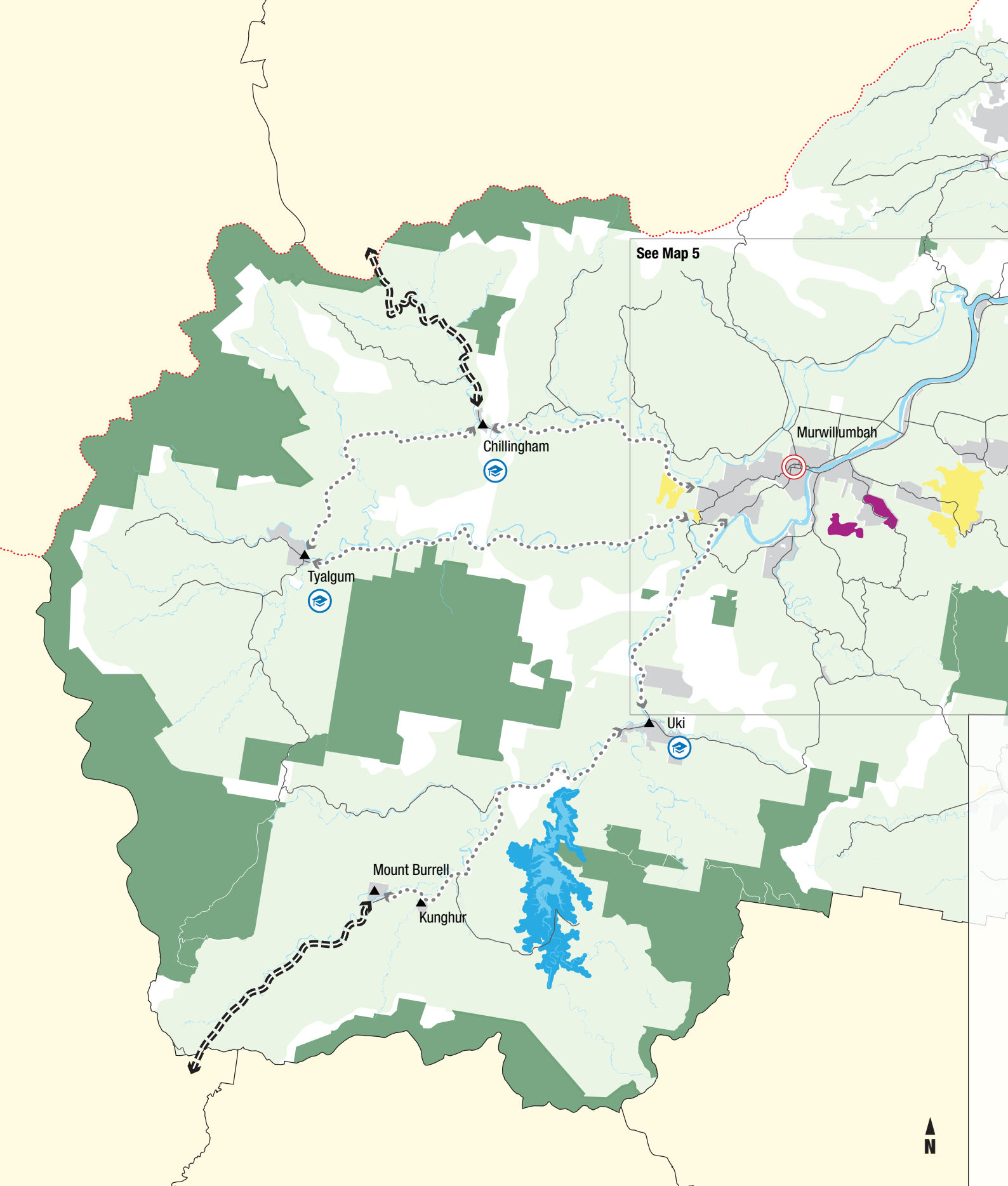


- Regional connection
- Local connection
- Local roads
- Strategic centre
- Village
- Rail Trail
- Potential employment land
- Potential urban release land

- Waterways
- Rural land
- Urban land
- National Parks and Reserves
- Civic precinct
- Library
- Education
- Hospital

- Regional sports precinct
- Regional art gallery
- Airfield
- Commercial/retail centre
- New employment land
- Emerging services

Map 5: Murwillumbah



↔↔↔ Intra-regional connection

⋯ Local connection

— Local roads

⊙ Strategic centre

▲ Village

⋯ State border

■ Potential employment land

■ Potential urban release land

■ Waterways

■ Major water storage (Clarrie Hall Dam)

■ Rural land

■ Urban land

■ National Parks and Reserves

■ Surrounding Local Government Areas

⊙ Education

Map 6: Tweed west

Our land-use

The Tweed's current land-use breakdown is presented in the graphic below. It includes the existing and identified future release development areas. By focusing growth in existing and known future release areas, little change to the proportion of land in each category is anticipated over the next 20 years.



Rural
(80,841 ha) **65%**



Residential
(5,386 ha) **4%**



Infrastructure
(927 ha) **0.7%**



Environmental
(34,530 ha) **28%**



Open Space
(1,547 ha) **1.2%**



Business
(234 ha) **0.2%**



Waterways
(228 ha) **0.2%**



Industrial
(270 ha) **0.2%**



Other
(254 ha) **0.4%**

Our challenges

The predicted increase in population and changing demographics over the next 20 years will require coordinated planning between all levels of government, developers and the community to ensure the continued social and physical infrastructure (schools, hospitals, roads, water, sewer, open space, environmental areas and community facilities) is sustainable, meets our growth needs and in a manner consistent with community expectations.

Providing employment opportunities, promoting business investment and advocating for essential transport links to markets, emerging technologies and infrastructure through State and Federal government will be essential to maintain the Tweed's positioning as a most desirable and livable destination.

However, due to the natural mountain, floodplain and coastal features of the Tweed, land suitable for development is heavily constrained. Land that is flood free, without significant vegetation and on a suitable slope is limited. Equally, the hinterland land is highly valued for its farming and/or biodiversity attributes.

These constraints are becoming increasingly significant with the effects of climate change. Sea level rise and more frequent and intense extreme weather events pose a direct and current threat to property and physical infrastructure, biodiversity, economic viability and public health. Planning to respond to these challenges is a key goal of this Statement.

A vibrant night festival scene. In the foreground, a group of people are sitting on the ground, their backs to the camera, looking towards the festival. The ground is a mix of grass and paved areas. In the middle ground, there are several food stalls and tents, some with bright lights. A large, tall, thin tree stands prominently in the center. The background shows more festival activity and a clear night sky with a hint of sunset colors.

Our vision

In 2040, the Tweed's vibrant urban, coastal and rural communities will be recognised for adapting to the challenges of climate change and population growth in a way that protects and enhances our internationally significant natural environment, maintains a highly desirable lifestyle, and supports a thriving local economy.



Achieving our vision

The Statement's themes align with the four goals from the *North Coast Regional Plan 2036*, to ensure a clear alignment between the regional plan and this Statement. The Statement's four themes are:

1. Natural environment
2. Thriving economy
3. Liveable communities
4. Diverse housing and lifestyles

Under these themes eighteen planning priorities provide a framework to guide the way we will deliver the Tweed's land-use vision over the next 20 years.

The planning priorities tabled overleaf are broadly consistent with the NCRP and the CSP's strategic directions, as shown in **Appendix 1**.

Actions under each of the planning priorities are either short, medium or long-term and combine current, committed and non-funded work. The actions are expected to evolve over time as further information is gathered and actions are implemented and refined.

Our planning priorities

Table 1 – Planning priorities

Planning priorities	
Natural environment	Thriving economy
1. Protect the Tweed's significant natural environment, resources and landscape qualities, while cultivating sustainable growth and development, which promotes the health and vitality of the community.	6. Promote a strong, sustainable and diverse economy with a robust economic policy framework to facilitate investment and local employment opportunities.
2. Promote, protect, conserve and enhance the Tweed's high scenic quality, biological and ecological values for future generations and ecosystem health.	7. Facilitate cross border collaboration, transport integration and connectivity to deliver sustainable, planned economic growth.
3. Increase resilience and adapt to the impacts of natural hazards and climate change to ensure our future prosperity and wellbeing.	8. Revitalise and promote Tweed Heads as a vibrant, contemporary and sustainable regional city.
4. Reduce carbon emissions and sustainably manage energy, water, waste and development impacts.	9. Promote a diverse tourism industry that is in harmony with, and leverages off, the Tweed's natural environment, rich cultural and heritage assets, emerging niche rural industries, and enhances local communities, culture and environment.
5. Safeguard the fragile coastal strip by protecting a green belt delineation between coastal settlements to limit urban sprawl and conserve natural landscapes.	10. Ensure productive agricultural land is protected and sustainably managed while creating innovative and diverse economic opportunities through compatible boutique industries, rural living and recreation.

Planning priorities	
Liveable communities	Diverse housing and lifestyles
11. Cultivate a desirable and healthy lifestyle choice with a strong sense of community, diverse places for people to be happy, build resilience, feel safe and be well connected.	15. Deliver housing supply and associated infrastructure to meet the needs of a growing population whilst sensitive environmental and agricultural hinterlands are protected.
12. Foster enhanced partnerships and collaboration with local Aboriginal and Torres Strait Islander communities.	16. Promote housing that is affordable, diverse, adaptive and well located to meet the needs of our changing population and lifestyle.
13. Promote the respect, protection and management of Aboriginal cultural heritage and historic heritage.	17. Deliver well-planned residential and rural residential housing.
14. Preserve and enhance the distinctive characteristics of our centres, towns and villages that make them special and unique, into the future.	18. Promote innovation and best practices for climate responsive and ecologically sustainable building design and construction.

Many of the planning priorities cover broad issues, are inter-related and extend beyond a single theme. The rationale or explanation of each planning priority presented in the next section of this Statement touch upon the key linkages but focus on the key aspect of the relevant theme to avoid unnecessary duplication. As such, it is recommended the planning priorities not be read in isolation but in conjunction with all planning priorities, rationales and actions for the Tweed.

The themes and planning priorities are not ranked in any particular order. To achieve our vision, a balanced approach to delivering all 18 planning priorities will be required.





Natural environment

Planning priority 1: Protect the Tweed's significant natural environment, resources and landscape qualities, while cultivating sustainable growth and development, which promotes the health and vitality of the community.

Planning priority 2: Promote, protect, conserve and enhance the Tweed's high scenic quality, biological and ecological values for future generations and ecosystem health.

Planning priority 3: Increase resilience and adapt to the impacts of natural hazards and climate change to ensure our future prosperity and wellbeing.

Planning priority 4: Reduce carbon emissions and sustainably manage energy, water, waste and development impacts.

Planning priority 5: Safeguard the fragile coastal strip by protecting a green belt delineation between coastal settlements to limit urban sprawl and conserve natural landscapes.

Planning priority 1

Protect the Tweed’s significant natural environment, resources and landscape qualities, while cultivating sustainable growth and development, which promotes the health and vitality of the community.

Rationale

The Tweed community values the areas natural environment and abundant wildlife and has a proud history of protecting and managing sensitive habitat and biodiversity. The natural environment is an integral aspect of the identity of the Tweed and its protection is vital in achieving the long-term land-use vision for the future of the Tweed.

A healthy environment is essential to every aspect of life in the Tweed. It supplies us with our basic needs, be that clean air, clean water, productive soils for cultivation and a place to live and work. The natural environment is also recognised as important to the community’s physical and mental health and as the source of the raw materials we rely on. It provides a place for recreation and supports a range of economic activities.

A healthy environment is essential to our economic prosperity and for attracting and retaining people to live and work in the Tweed. However, as our population grows and development increases, the natural environment and systems that support us are put under increasing pressure.

With major residential areas of the Tweed covering the estuarine delta of the Tweed River, rural villages scattered throughout the hinterland and towns and villages on the coastal fringe, the challenge of achieving balance between urban expansion and the natural environment will be considerable.

Orderly sustainable growth and development requires a balance within land-use policies and actions that facilitate change, while also recognising and protecting the natural environment. Council will continue to develop and implement land-use policies that protect the scenic landscapes and natural environments on which its sustainable future and the community’s quality of life will be secured.

This Statement focuses on delivering growth opportunities and planning outcomes that support and promote protection of the Tweed’s significant natural environment, including the provision of buffers between development and high biodiversity-sensitive areas, to ensure the region grows sustainably and in line with community values.

Actions

- 1.1 Embed sustainability principles in land-use policy to ensure the planning and design of new development maintains or improves the natural environment.
- 1.2 Acknowledge Tweed's World Heritage status and its function as a driving force for preserving the natural environment and establishing a conservation based tourism industry within land-use policy.
- 1.3 Promote awareness and recognition that a healthy and resilient environment is fundamental to maintaining a healthy and resilient population, placing people and communities, their health and their quality of life at the centre of a balanced land-use policy that enables sustainable growth and new development.
- 1.4 Continue to deliver best practice incentive mechanisms and other opportunities targeting revegetation, ecological restoration and sustainable agriculture.
- 1.5 Evaluate introducing new development incentives targeting water sensitive urban design, built and natural shade, renewable energy and sustainable and renewable materials.
- 1.6 Promote the greening of urban areas to mitigate the heat island effect, help protect against over-exposure to UV radiation, improve urban biodiversity, amenity and air quality, and achieve an increase in tree canopy across the LGA.
- 1.7 Sustainably manage catchments and waterways, particularly riparian areas, to protect our water supply and the ecological and recreational values of estuaries.

Planning priority 2

Promote, protect, conserve and enhance the Tweed's high scenic quality, biological and ecological values for future generations and ecosystem health.

Rationale

Composed of World Heritage listed ancient Gondwana Rainforests, river systems, wetlands, estuarine and coastal ecosystems, and national parks of great cultural, environmental, scenic, and geological significance this diverse natural environment and scenic landscape is one of Tweed's most valuable assets and most significant attractors.

The diverse landscapes bring great benefit to the Tweed community through visual amenity but also provide a source of health and well-being for our residents, source of appreciation for natural heritage and cultural identity, an enormous tourism asset to our local and regional economies, and the potential to attract high value businesses to this incredible landscape.

The Tweed is one of Australia's most biologically diverse areas, supporting a vast number of plant and animal species. Fertile soils, climate and latitude all contribute to this biodiversity, with the area able to support both temperate and sub-tropical species.

The Tweed region supports one of the highest concentrations of threatened plants and animals in Australia. As of February 2018 this included 122 animal species (birds, mammals, reptiles, frogs, fish and invertebrates) of which 26 are listed as endangered and five, critically endangered. Additionally, the koalas on the Tweed/Brunswick coast and long-nosed potoroos at Cobaki have both been scheduled as endangered populations under the NSW State threatened species legislation.

In relation to plants, there are at least 239 significant species of which 95 are considered threatened under State and Commonwealth legislation (56 are endangered, 2 critically endangered) with the remainder considered rare, poorly known, at the edge of their geographical range, or in the case of some 54 species, found nowhere else but the Tweed region.

However, our spectacular and ecologically significant natural environment faces increasing pressure. The Tweed has experienced some of the strongest population growth in NSW over the past 10 years and this growth is forecast to continue with the Tweed's population increasing to 125,770 people by 2036. Furthermore, tourist numbers are expected to continue increasing, assisted in part by expansion of the Gold Coast International Airport.

The ability to cater for a growing population and an ever-increasing number of visitors, without degrading the very place that attracts them, is a significant challenge.

The natural environment is a defining characteristic of why we love our local area and it is incumbent on Council, in partnership with the community, to manage our environment for future generations.

Actions

- 2.1 Retain and improve native vegetation and the health, diversity and productivity of the Tweed's natural environment, including key fish habitat, for the benefit of future generations and the intrinsic ecosystem and native species values.
- 2.2 Implement the avoid, minimise and offset hierarchy to biodiversity including areas of high environmental value and where offsets are unavoidable, seek to achieve local offsets in accordance with the Tweed DCP A19 in addition to those that are required under the Biodiversity Offset Scheme.
- 2.3 Review the local planning framework to ensure that the Tweed's exceptional and unique scenic landscape qualities, ecological and biodiversity values are recognised, protected, and improved, in the context of new development or land-use activity.
- 2.4 Promote the protection of biological and ecological values, through the application of appropriate environmental and waterway zones in accordance with the Northern Council E Zone Review – Final Recommendations Report, and development of biodiversity overlays and associated development controls.
- 2.5 Prepare a shire-wide biodiversity strategy to address NSW legislative changes, assess the risk of biodiversity loss, map biodiversity values and identify mitigation options.
- 2.6 Secure the future of koalas in the Tweed through implementation of the *Tweed Coast Comprehensive Koala Plan of Management* and the preparation of a comprehensive koala plan of management for the remainder of the Tweed.
- 2.7 Promote the management of the Tweed's rivers, coastal zone, estuaries and their catchments consistent with NSW state policy to restore and maintain ecological sustainability.
- 2.8 Restore degraded habitat or create new habitat to increase regional habitat connectivity and to assist species movement, including likely movements in response to climate change.
- 2.9 Identify and protect key climate refuges for flora and fauna.

Planning priority 3

Increase resilience and adapt to the impacts of natural hazards and climate change to ensure our future prosperity and wellbeing.

Rationale

The topography, coastlines, bushland and river setting results in certain areas of the Tweed being vulnerable to natural hazards. These include bushfire, coastal erosion, tidal inundation, flooding, land slip and acid sulfate soils. Many of these natural hazards are exacerbated by climate change.

Our warming climate is already causing a shift in the frequency, distribution and intensity of weather events. With time, the Tweed will continue to experience hotter summers, more intense rainfall, flooding, storms and cyclones. Increasing intensity and frequency of natural disasters are expected to expose communities to previously unknown threats. This poses a challenge for Council in meeting the pressures of population growth without placing or intensifying development in high risk hazard areas. It means greater emphasis on understanding the likely impacts and preparing for them will be integral to mitigating those risks. The ability for Council to respond and demonstrate sound leadership around such challenges is critical.

The effects of natural disasters and climate change are a significant risk to the environment, wildlife, property and human health. At its 19 September 2019 Council meeting, Tweed Shire Council declared a climate emergency that requires urgent action by all levels of government, including by local councils in recognition that Tweed's wildlife, waterways, coastlines, utilities, infrastructure, businesses and communities are all vulnerable to the impacts of climate change.

Council aims to meet the challenges of more extreme climatic events and embrace climate-friendly solutions in four key ways:

- **Raising awareness** – building a strong knowledge base in the local community about individual, community and local government roles in addressing climate change.
- **Reducing emissions** – reducing operational emissions through the delivery of energy and fuel efficiency measures, investing in renewable energy technologies and facilitating low carbon lifestyles in the local community.
- **Preparing for change** – identifying and responding to the range of environmental, social and economic pressures that climate change and associated policy responses will pose to Tweed Shire Council and the community it serves.
- **Leading by example** – being a leader within the community, employing practices and making decisions built on principles of sustainability and climate resilience.

In addition to reducing the impact of disasters, building resilience can deliver additional social and economic benefits. These may include jobs, new skills, investment, higher business and community confidence and consumer benefits arising from lower insurance premiums, for example. Meanwhile, community resilience programs can strengthen bonds between communities and within neighbourhoods long term.

Council is committed to ensuring people and communities are well taken care of and supported in any emergency or disaster, wherever and whenever it happens.

Actions

- 3.1 Establish a clear policy and strategy setting to guide how Council responds to extreme climatic events, delivers less vulnerable infrastructure and increases resilience, for the community, public assets, natural environment and biodiversity values.
- 3.2 Review the local planning framework to ensure the incorporation of best practice building design and standards to address and mitigate flooding, bushfire and other risks.
- 3.3 Manage risks and build resilience in a way that contributes to the wellbeing and prosperity of all residents and visitors, by identifying, avoiding and managing vulnerable areas and hazards.
- 3.4 Review the local planning framework to ensure the incorporation of best practice adaptation and resilience provisions, current risk projections and recommendations of the OEH *North Coast Enabling Regional Adaptation* report.
- 3.5 Leverage planning controls to ensure development is appropriately restricted and managed in high flood-risk, bushfire prone and other hazard areas.
- 3.6 Quantify the nature and extent of flood, coastal and tidal inundation hazards and evaluate risk reduction options to inform flooding and coastal vulnerability policy and strategy development.
- 3.7 Identify opportunities to secure land or land-use zoning to allow for the landward progression of coastal ecosystems subject to the impacts of climate change.

Planning priority 4

Reduce carbon emissions and sustainably manage energy, water, waste and development impacts.

Rationale

The built environment is a key contributor to climate change, with the construction, operation and maintenance of buildings accounting for an estimated one quarter of all greenhouse gas emissions in Australia.

Council is committed to taking action on climate change and this includes a commitment to land-use planning regulations that will assist with reducing carbon emissions to net-zero by 2030 and managing resources, including energy, water and waste, more efficiently.

In order to achieve this, the Tweed must transition to a circular economy. That is, changing the way we produce, assemble, sell and use products aimed at minimising waste and maximising the use of our valuable resources by promoting long-lasting design, maintenance, repair, reuse, sharing, refurbishment, remanufacturing and recycling. Reducing the raw resources used and the waste created, conserves finite natural resources and helps to reduce environmental pollution.

New development must incorporate principles of passive solar design and sustainable waste management, enable public and active transport and it should also aim to achieve higher levels of performance on environmental ratings schemes (BASIX) for water and energy savings than is currently mandated.

Public awareness about the benefits of renewable energy is rising. Tweed residents and ratepayers are installing their own rooftop solar power systems and exporting energy back to the grid. In 2018 there were over 13,870 small-scale solar panel system installations in the Tweed, up 13 per cent from the previous year. This represents over 20 per cent of small-scale panel system installations across the North Coast region.

Communities are looking to new local renewable energy technologies and the uptake of electric vehicles, including demand for recharging stations, is becoming increasingly common. A public charging station has recently been installed in the newly upgraded Kingscliff Shopping Village carpark, comprising two dedicated electric vehicle charging/parking spaces.

Council is dedicated to leading by example by reducing the environmental footprint of its own operations. It has set a target to produce 25% of its own electricity from renewable sources by 2022, and 50% by 2025. Council will meet its 25% self-generation target by 2022 by investing \$5.2m in energy efficiency improvements including installing over 900kW of rooftop solar at 15 Council facilities, which combined will achieve \$1m in annual energy cost savings.

Council is also helping to secure the Tweed's long term water security through projects including:

- raising the wall of Clarrie Hall Dam to treble its capacity
- protecting the Tweed District Water Supply from tidal inundation at Bray Park Weir
- constructing a small pipeline to link the Tweed supply to the City of Gold Coast supply

Actions

- 4.1 Promote the use of renewable energy generation, water sensitive urban design and waste reduction measures through existing industry based policies or new guidelines.
- 4.2 Incentivise energy efficient building design and construction through an attractive bonus mechanism linked to a nationally accredited sustainable building rating scheme through the LEP and DCP.
- 4.3 Promote the uptake of electric vehicles through initiatives such as the provision of public charging stations and development controls through the DCP.
- 4.4 Review the local planning framework to ensure appropriate controls are in place to protect the water supply catchment from contamination through appropriate catchment management actions, including restricted access.
- 4.5 Investigate the feasibility of generating hydroelectric power at Clarrie Hall Dam.
- 4.6 Work with SEQ water to improve the Tweed's future water security through connection to the Gold Coast water supply.
- 4.7 Prepare long term Water Supply Security plans to meet local supply demands and ensure drought resilience.
- 4.8 Work with Transport for NSW to identify needs and plan for infrastructure upgrades to facilitate sustainable public transport modes, car share and transport-on-demand schemes accessible to all across the Shire.
- 4.9 Identify opportunities to reduce the cost burden of waste services on the community by providing sustainable waste management solutions in the most cost effective manner, with a core focus on domestic waste streams.

Planning priority 5

Safeguard the fragile coastal strip by protecting a green belt delineation between coastal settlements to limit urban sprawl and conserve natural landscapes.

Rationale

The Tweed coastal strip is ecologically diverse and contains wetlands, lakes, estuaries, aquifers and significant farmland much of which is also subject to natural hazards, including flooding, coastal inundation, erosion and recession.

The coastal strip has seen huge growth in the last twenty years and demand for new urban and rural residential land in this area is high. The coastal district is forecast to accommodate 26% of the Tweed's projected population growth over the next 20 years with significant future development planned for Kings Forest, Dunloe Park and West Kingscliff.

Planning principle 2 of the NCRP recognises the importance of the sensitive coastal strip and safeguarding this environment by stating “rural residential development will be limited in this area, and only minor and contiguous variations to urban growth area boundaries will be considered”.

In clear contrast to many other coastal areas, the Tweed Coast is characterised by separate and distinct urban areas surrounded by natural landscape. In other words, there are no significant continuous stretches of urban areas. The land currently separating urban areas along the coastline of the Tweed includes a range of landscapes, ecosystems and zones, which collectively form a significant asset separating each of the coastal settlements and contributing to their individual character. Much of this land is already set aside for special attention for example flood liable land, prime agricultural land or environmental protection.

Council is committed to protecting the sensitive coastal strip and ensuring this character will be continued during release of future urban areas, with each new settlement being separated from other urban areas.

The natural green belt maintains the natural character of the coastline and provides physical and visual separation between towns. It provides for significant recreational opportunities for residents and tourists alike and ensures public access to the entire coastal foreshore. The natural green belt also has an important biological function by protecting significant coastal wetlands and forests and significant parts of the coastal creeks and their catchments.

Actions

- 5.1 Promote compact and contained coastal urban areas, to maintain separation between neighbouring coastal villages and centres and avoid continuous ribbon development along the coast.
- 5.2 Safeguard sensitive and ecologically diverse coastal environments from urban encroachment to maintain and protect the biological function, visual and natural character of the coastal area.
- 5.3 Retain and enhance natural landscapes near to where people live, encouraging healthy lifestyles and contact with nature.







Thriving economy

Planning priority 6: Promote a strong, sustainable and diverse economy with a robust economic policy framework to facilitate investment and local employment opportunities.

Planning priority 7: Facilitate cross border collaboration, transport integration and connectivity to deliver sustainable, planned economic growth.

Planning priority 8: Revitalise and promote Tweed Heads as a vibrant, contemporary and sustainable regional city.

Planning priority 9: Promote a diverse tourism industry that is in harmony with, and leverages off, the Tweed's natural environment, rich cultural and heritage assets, emerging niche rural industries, and enhances local communities, culture and environment.

Planning priority 10: Ensure productive agricultural land is protected and sustainably managed while creating innovative and diverse economic opportunities through compatible boutique industries, rural living and recreation.

Planning priority 6

Promote a strong, sustainable and diverse economy with a robust economic policy framework to facilitate investment and local employment opportunities.

Rationale

The Tweed is one of the fastest growing regional centres in NSW, adjoining the rapidly growing SEQ, and connected nationally and internationally through the nearby Gold Coast Airport. It is strategically located to take advantage of employment opportunities and easy connectivity to local, regional and international markets. The Tweed has strong connections to a potential market of 3.56 million people within a three hour radius. Sustaining economic growth, alongside rapid population growth and proximity to the SEQ market, will require a proactive approach to economic development. Opportunity exists for the Tweed to maximise its economic potential through cross-border and intra-state partnerships and understanding its competitive market strengths and advantages, so that it can capitalise on higher value supply chains and regional economic markets.

There are currently over 7,400 local businesses in the Tweed with the largest number employed in the retail trade, health care and social assistance, accommodation and food services, construction and education and training. There are also strong indicators of a rapidly emerging home-based businesses sector, supported by the introduction of reliable high-speed internet services.

The sustainable growth of the Tweed's employment land relies on understanding the rapidly changing economic drivers influencing the local economy. Adapting to these drivers, and investing in the right opportunities in the appropriate locations to take strategic advantage of those opportunities will be important for the future. As the Tweed population continues to grow the rate of development will need to be sustainably aligned to meet the demand for commercial and industrial floor space, hospitals and health-care, allied businesses and housing.

Cultivating a stable and strong economy while ensuring the environmental values of the Tweed community are met will require adaptive and bold land-use policies that will provide certainty for investment. Equally, establishing a niche, or unique identity which makes the Tweed a preferred destination for business will play a key role in how the Tweed economy develops.

The role of the Tweed's centres needs to be reinforced through the development of a retail and commercial strategy which defines the location, hierarchy and role of centres and how they connect. This will also identify opportunities arising from established and potential key employment drivers, appropriate to growth needs and community expectations. Key employment drivers include the Gold Coast Airport, Southern Cross University, the Tweed Valley Hospital, Murwillumbah Hospital and TAFE in Kingscliff and Murwillumbah and the local building construction industry.

Health care and medical services is the second largest employment sector in the Tweed and the development of the new Tweed Valley Hospital in Kingscliff will be a key driver of ancillary employment opportunity and growth. The new hospital is centrally located in relation to projected population growth and responds to the need for expansion to health and its ancillary sectors to meet the needs of a growing population outside of the significant farmland areas. Directly related to this is the need to plan for the redevelopment of the existing hospital site in Tweed Heads and recognise the opportunities that may present, and evaluate the long term strategy for the Murwillumbah Hospital.

In 2017 the Gold Coast Airport provided 2,037 full time jobs, and is projected to contribute 38,012 ancillary jobs in the Tweed and Gold Coast region by 2037. Capitalising on having an international gateway airport in close proximity to the Tweed will form an important aspect of the economic growth of the Tweed. The role of Bob Whittle Airfield in Murwillumbah, as an ancillary runway and business opportunity, will also require investigation.

The challenge for supporting and promoting a sustainable and thriving economy is for land-use policy to remain responsive, so that business and industry have the freedom to adapt to their respective market or industry challenges over time and to allow innovation by providing political certainty for private investment, which will fuel creativity and innovation in the future Tweed economy.

The Tweed's economy will be supported by environmentally conscious land-use planning policy and the Statement themes will achieve the community's land-use vision through actions that are progressive and promote and drive a sustainable economy based on environmentally sustainable principles.

Gross Regional Product



\$3.75 billion

Weekly median household income



\$1,506

Employment (June 2019)



34,254 jobs

3.73% unemployment

Top 5 employment industries



17.2%

Retail trade



16.5%

Health care and social assistance



10.6%

Accommodation and food services



9.3%

Construction



8.3%

Education and training

Source: Forecast.id, 2019

Actions

- 6.1 Strengthen the land-use mix within town centres/business areas to enhance vibrancy and encourage place-making, commensurate with the scale and socio-economic function of the centres.
- 6.2 Enable diversity in land-use planning to allow new industries to emerge and businesses to capitalise on changes in existing industries.
- 6.3 Ensure flexibility in land-use planning to capitalise on a broad base of industry and business that supports a diverse range of local employment.
- 6.4 Support prominent sectors of the economy through land-use policy and local government advocacy to cultivate employment opportunities, particularly in the education, medical and health services, airport, tourism, agricultural, sustainability and creative sectors.
- 6.5 Enhance availability of information for decision making by government and business investment:
 - Review employment demand and employment land supply needs across all sectors within the Tweed.
 - Undertake a comprehensive commercial and retail strategy to guide future decisions concerning location, availability of appropriately zoned land supply.
 - Research the demand, growth and needs of home based businesses in Tweed and strategies to support growth in this sector.
- 6.6 Review land-use planning to support community access to educational and hospital or related health care services and to leverage economic benefits and new education or health sector business opportunities outside of the significant farmland areas.
- 6.7 Promote the establishment of a hub or precinct to incentivise the establishment of sustainability (green) industries in the Tweed.
- 6.8 Work in partnership with NSW State Government on the master-planned redevelopment of the existing Tweed Heads hospital site.
- 6.9 Promote urban economic centres that incorporate natural systems for managing localised microclimates and water sensitive urban design through industry engagement and new development guidelines.
- 6.10 Explore employment opportunities based on growth in digital industries through development of a local response to the Northern Rivers Digital Economy Strategy.
- 6.11 Protect potentially significant transport routes within the Tweed City Centre and major greenfield development sites to enable future transport infrastructure (including walking and cycling paths) to be delivered.
- 6.12 Advocate for light rail connections and extension from Gold Coast Airport through to Tweed City centre.
- 6.13 Enable a wide spectrum of tourist development through land-use policy.
- 6.14 Encourage active and nature based tourism recreation, such as the Northern Rivers Rail Trail, mountain biking and walking trails and related artisan, food and beverage industries.
- 6.15 Support the provision of technology work hubs within Tweed Heads neighbourhoods and villages to enable remote working arrangements and collaborative and innovative workplaces.

Planning priority 7

Facilitate cross border collaboration, transport integration and connectivity to deliver sustainable, planned economic growth.

Rationale

The Tweed has a strong relationship with SEQ, with residents and visitors in both states enjoying the lifestyle, work and leisure opportunities offered on each side of the border.

A seamless border relationship between the Tweed Shire and the City of Gold Coast will support integration and connection of land-uses and transport. This will allow the wider community to function as a whole and requires the coordination of government agencies and service providers to ensure seamless services. Notwithstanding, the challenge for Tweed is to expand our economic development independent from that of SEQ, whilst leveraging of the larger economy of SEQ will help us achieve that. Improving access, planning for local Tweed business and economic functions, and diversifying the range and location of business, retail and industry uses will benefit both employers, employees and the wider customer/consumer base encouraging employment of more Tweed residents within the shire rather than travelling across the border for work.

The SEQ Regional Plan (2017) refers to a Regional Economic Cluster and Southern Gateway which extends across the border to include Tweed Heads. It also proposes regional activity centres, knowledge and technology precincts, and major industry and enterprise areas. The Tweed Regional Economic Development Strategy (REDS) identifies the combined City of Gold Coast – Tweed Shire local government areas as a Functional Economic Region, proposes a framework and actions that will achieve the regional vision, and identifies new opportunities to strengthen and increase investment in regional development.

Upgrades to the Pacific Motorway have had significant impacts on north-south vehicle movements and on improving access to residential and employment opportunities within and between northern NSW and SEQ. Completion of the final stage from Burleigh Heads to the state border will further expand opportunities, increase the need to protect regionally significant transport corridors and ensure appropriate local connections are integrated into transport plans and strategies.

The role of light rail, in connecting SEQ and Tweed Heads through a transport hub established at Gold Coast Airport and Southern Cross University will be important to opening up local employment opportunities. Ensuring these activity centres are connected and integrated with transport infrastructure and planned employment growth is crucial to a strong and sustainable economy.

Ensuring connected and integrated transport aligned to planned growth centres and activity areas will provide safe and efficient movement of people to residential, education, recreation, tourism business and employment opportunities. Facilitating multiple forms of public and private transport, such as car, bus, train, light rail, cycleways and pedestrian connections connected locally to where people live can reduce car dependence and encourage shorter and less frequent trips and will support the sustainable and strong economy we are seeking to deliver.

Transport options, both public and private, cycling and walking options will be explored to ensure that the Tweed is recognised as a shire which is consciously transitioning away from reliance on non-renewable energy sources with viable alternatives.

In planning for a more integrated and connected land-use and transport network, it is important that future transport corridors and locations of new centres are safeguarded to ensure future infrastructure investment and enable efficient land-use planning and considerations such as appropriate locations for residential density.

Actions

- 7.1 Collaborate with City of Gold Coast, government agencies, business industry representatives and key stakeholders to identify and work to remove barriers and facilitate seamless cross border economic and transport activity to sustainably grow business diversity and opportunities in the Tweed.
- 7.2 Review the local planning framework to ensure land-use planning strategies are closely aligned and facilitate simpler and more transparent cross border integration.
- 7.3 Leverage and capitalise on industry opportunities created by Tweed's proximity to the Gold Coast Airport, Southern Cross University and SEQ.
- 7.4 Protect regionally significant transport corridors to secure their ongoing use and enable future transport infrastructure to be delivered.
- 7.5 Work with Transport for NSW to ensure the Tweed is serviced by an integrated transport plan for all modes of transport that provides viable and efficient options for reducing reliance on motor vehicles.
- 7.6 Advocate for light rail connections and extension from Gold Coast Airport through to Tweed CBD.
- 7.7 Improve pedestrian and cyclist mobility, movement and connectivity through development and implementation of a contemporary bicycle and pedestrian strategy to encourage active and healthy lifestyles.
- 7.8 Seek government support towards the identification and delivery of upfront infrastructure for major developments, such as Broadwater Parkway, Terranora.
- 7.9 Leverage off the Northern Rivers Rail Trail project, a regional cycling and walking trail, to connect local communities and provide employment, niche business and active living opportunities.
- 7.10 Work with stakeholders to investigate further use and expansion of Bob Whittle Murwillumbah Airfield/ Murwillumbah Airport, including co-location of associated aviation operations and supporting industries.

Planning priority 8

Revitalise and promote Tweed Heads as a vibrant, contemporary and sustainable regional city.

Rationale

Tweed Heads is one of four regional cities on the North Coast of NSW. It is the core population centre of the Tweed and functions as the gateway to NSW from SEQ, adjacent the spectacular Tweed River. The vision for Tweed Heads is a city focused on people, active and high quality public spaces, and an attractive urban lifestyle, providing significant opportunities for investment and development. A well-designed and well-managed public realm evokes community pride and creates a strong, positive image. The environment, in conjunction with a strong and diversified economy, attracts the development investment needed to sustain and enhance the economic and social heart of the city.

These qualities in a city are worth striving for because they create significant and long lasting benefits for the community. It is important to build a vital and viable centre for and with the city's residents and communities. Attractive and vibrant centres help to spur investment in commercial, retail and residential development in the area bringing with them new jobs and economic growth.

A safe and attractive city also helps to attract a residential housing market which can take advantage of the proximity to services and transport, as well as add to the vibrancy and diversity of uses in the centre. The demand for adequate provision of commercial space needs to be balanced against the advantages of apartments, by providing for housing choice around core commercial areas.

A diverse population will support and contribute to a vibrant, active city and a more robust local economy. More diverse housing and employment opportunities are required to encourage residents of all ages and incomes to work and live in the city centre.

The Tweed Regional City Action Plan is currently being prepared by the NSW Department of Planning, Industry and Environment (DPIE). It will build on the current city planning to provide incentives for establishment of the city as a regional centre. Similarly the Tweed Shire Economic Development Strategy 2014 promotes the economic revitalisation of Tweed Heads with a vision that Tweed Heads will continue to develop as a dynamic place for business and investment, led by growth in health, retail, tourism and knowledge industries.

Revitalisation of the current hospital site and distinct precincts around the CBD such as the university and working harbour, will play an important role in achieving this vision, and provides the opportunity to generate new investment and opportunities.

Activation and visual greening of the streetscape, enhancement of open spaces and improved walkability and connectivity to the Tweed River will also be important to enhance health and wellbeing of people living and working in the city, creating a pedestrian friendly, attractive and social environment generating opportunities for community interaction and connectedness.

Actions

- 8.1 Promote the revitalisation of the city centre as a place focused on people, offering an attractive urban lifestyle with active street frontages, connected to high quality public spaces and the Tweed River.
- 8.2 Redevelopment of the Tweed Heads hospital site to capitalise on proximity to the Tweed River and Jack Evans Boat Harbour to provide recreation and lifestyle opportunities intertwined with a vibrant commercial precinct.
- 8.3 Cultivate the Tweed Heads Regional City as a preferred destination for business, lifestyle, and housing opportunities built upon best practice place making, sustainability principles and respecting our natural environment.
- 8.4 Promote a range of mixed use developments including commercial, residential and retail, as well as community and cultural facilities, events and use of public areas to enliven the night-time and weekend economy.
- 8.5 Create a defined and well connected CBD to ensure an active urban living city, a strong sense of place with vibrancy at street level, greenery along the edge and cycling and walking links to the Tweed River.
- 8.6 Incentivise energy efficient building design and construction and the incorporation of green walls and roofs into developments to help reduce water runoff and cool the city ambient temperatures.
- 8.7 Promote higher building heights on higher land to the West of Wharf Street, where it will reinforce the NSW-Queensland border and a decrease in building heights towards the river foreshore, reflecting the natural topography from the harbour to Razorback ridge.
- 8.8 Promote Jack Evans Boat Harbour as a key open space and active destination for recreation, leisure and entertainment for city residents, workers and tourists.
- 8.9 Promote an increased density of employment, housing and services to provide for population growth and a diversity of age and income groups.
- 8.10 Promote good design within the public domain to provide an attractive, safe, appropriately shaded and connected streetscape environment for walking and socialising.
- 8.11 Work in partnership with the Queensland Government to ensure consistency between the Tweed Regional City Action Plan and *South East Queensland Regional Plan 2017* (Shaping SEQ).
- 8.12 Review the Tweed City Centre LEP 2012 and Tweed LEP 2014 to ensure planning objectives and controls support the vision and facilitate delivery of a vibrant Tweed Regional City.
- 8.13 Protect and improve the Tweed River, its catchments and particularly riparian areas, to ensure the ecological, scenic, economic and recreational values of the river can continue to be realised.

Planning priority 9

Promote a diverse tourism industry that is in harmony with, and leverages off, the Tweed's natural environment, rich cultural and heritage assets, emerging niche rural industries, and enhances local communities, culture and environment.

Rationale

The Tweed's contrasting geography and natural attractions provide an unparalleled backdrop and opportunity for growth of the tourism industry. While the Tweed is recognised for its diverse and attractive tourism offerings, including the popular coastal areas, there is greater opportunity to promote rural Tweed as a diverse, and interesting place to establish appropriately scaled rural-based niche tourism businesses.

There is significant opportunity to market the Tweed as its own unique destination, exclusive of the popular neighbouring Gold Coast and Byron Bay regions. A focus on the Tweed's points of difference to create its own identity will promote the Tweed as a sought after and distinguished tourism destination.

Encouraging visitors and locals to discover the beauty of the Tweed by exploring beyond the popular coastal towns and villages, along the river, into the valley, the mountains and rural communities is a focus of the *Tweed Destination Management Plan 2018–2030* (DMP). The DMP is designed to be the brand framework, which aims to position the Tweed as a world's best practice sustainably managed destination with nature at the core of the experience, creating opportunities to be immersed in and learn about the natural environment, culture, and the Tweed's passionate, innovative and creative producers and artisans. Implementation of the DMP will be important in achieving this priority and the vision of the Statement.

The Northern Rivers Rail Trail provides a unique opportunity to both link rural villages and communities and provide a range of tourism-related opportunities. Once completed, the Rail Trail has potential to become a national and internationally recognised experience and catalyst for other tourism opportunities of the Tweed.

The benefits associated with growth of the tourism industry are many, however should be balanced with ensuring that growth does not impact the very features of the Tweed that make it such a desirable tourism destination.

Actions

- 9.1 Promote the Tweed as a national and international tourism destination through development of a framework which integrates tourism as a focus of Council policy, strategy, and place-based plans.
- 9.2 Promote agri-tourism, nature-based experiences, local produce, heritage and cultural experiences, reinforcing them as tourism cornerstones for the Tweed through implementation of the *Tweed Destination Management Plan 2018–2030*.
- 9.3 Explore Indigenous tourism opportunities and support where appropriate in consultation with the local aboriginal community.
- 9.4 Prepare tourism development guidelines and planning provisions supporting appropriately scaled and located, diverse and innovative tourism industries, compatible with the character and amenity of the surrounding area.
- 9.5 Identify and promote the qualities and characteristics that set the Tweed apart from neighbouring Byron Bay and Gold Coast as tourist destinations.

Planning priority 10

Ensure productive agricultural land is protected and sustainably managed while creating innovative and diverse economic opportunities through compatible boutique industries, rural living and recreation.

Rationale

Agriculture is a significant contributor to the Tweed economy, with a value of \$41 million (2016 economic profile) and accounting for 3.8% of the full-time equivalent employment (2018/19 economic profile). Tweed's rural lands support a sector that contributes approximately 17% to the shire's gross domestic product and form an important part of its highly valued scenic landscape and rural character identity. The rich soils of the Tweed Valley, formed by continuous erosion of the Wollumbin shield volcano and favourable climate, support one of the most diverse produce areas of NSW. Additionally our coastal location and close proximity to the population centre of South East Queensland makes the Tweed an ideal location to produce and market niche rural products.

Population growth, climate change and increased urban development will be a key challenge for the Tweed's rural sector. Sprawling urban development not only reduces the overall amount of land available for productive agriculture, but also creates potential for land-use conflict, placing pressure on rural landowners and constraining legitimate agricultural uses. The need to protect and enhance the utilisation and productivity of agricultural land was a consistent message provided by the community through extensive community consultation of the draft Rural Land Strategy (RLS).

The agricultural sector continues to evolve, evidenced by the rise of boutique, smaller scale rural businesses that combine traditional production with value-added tourism activities, for example local breweries and farm to plate businesses. It will be increasingly important to provide flexibility for the agricultural sector to evolve and adapt over time to encourage and promote innovation, diversification, and value-adding, including rural tourism experiences, while protecting the amenity and agricultural functions of surrounding landowners.

Agri-tourism and other complimentary rural land related development in productive and sustainable hubs will support a broader base for the Tweed rural sector and the Tweed economy.

Actions

- 10.1 Promote greater diversity, opportunity and value adding to support long-term economic sustainability and management for appropriately scaled and sensitive rural business enterprises for current and future generations.
- 10.2 Guide a balanced interface between rural, urban and environmental land that minimises land-use conflict and protects agricultural productive capacity in a sustainable manner for current and future generations.
- 10.3 Finalise the Rural Land Strategy to outline a clear vision for the future protection, use and management of rural land.
- 10.4 Review the planning framework to ensure it effectively enables evolving agricultural advancements and practices, protects agricultural productive capacity and ensures rural land-use conflicts are minimised or avoided.
- 10.5 Promote and support regenerative forms of agriculture, including best practice soil management and erosion control methods to improve soil health and the development of the local food economy to increase farm viability and encourage investment in sustainable agriculture.





Liveable communities

Planning priority 11: Cultivate a desirable and healthy lifestyle choice with a strong sense of community, diverse places for people to be happy, build resilience, feel safe and be well connected.

Planning priority 12: Foster enhanced partnerships and collaboration with local Aboriginal and Torres Strait Islander communities.

Planning priority 13: Promote the respect, protection and management of Aboriginal cultural heritage and historic heritage.

Planning priority 14: Preserve and enhance the distinctive characteristics of our centres, towns and villages that make them special and unique, into the future.

Planning priority 11

Cultivate a desirable and healthy lifestyle choice with a strong sense of community, diverse places for people to be happy, build resilience, feel safe and be well connected.

Rationale

Managing population increase and change will be important considerations when defining the future of the Tweed. With a population projected to be in excess of 125,770 by 2036, an increase of nearly 38% on the 2016 population, ensuring the character, lifestyle, sense of belonging and wellbeing of the community is maintained will be key aspects in ensuring that the Tweed remains a destination of choice to live, work and play.

Diversity of lifestyle choice is a key factor in what makes the Tweed unique, with options ranging from city living, to modern coastal suburbs and towns, traditional small coastal village hideaways, low scale rural villages with their distinct flavour and attractions, to rural residential, and genuine agricultural lifestyles.

Well-designed communities that provide a diversity of housing choices, social services, health, community and cultural facilities and quality public open spaces, where people feel welcome, want to spend time, be engaged, active, well-connected, and safe will help to maintain the Tweed's distinctive identity and character. Our aim is to create liveable communities where all people, regardless of age or ability and cultural backgrounds, are able to lead active, independent, healthy lives and access and interact with their community freely and safely.

Creating safe and healthy places requires consideration of walkable centres and neighbourhoods, encouraging greater physical activity and social connection. Co-locating health and social services, community and cultural facilities, parks and open spaces within town centres and integrating major transport nodes improves access and facilitates movement that is not solely reliant on motor vehicles. The activation of public spaces and streetscapes further provides shade, seating, and legible linkages to places which encourages the community to be more active in their day-to-day life.

As well as meeting the recreational needs of the community, having access to high quality and accessible public open spaces can support a range of health benefits including contributing to mental health, social connectivity, and a sense of place. The Council has and will continue to provide high quality open space within walking distance of residents to meet the needs of a growing and changing population.

Major social priorities for Tweed include responding to an aging population, facilitating community connections, service coordination and collaboration; promoting social inclusion and safety, maximising employment opportunities to address economic disadvantage and advocating for the local community.

Well-planned built and social environments and connecting with the natural environment can significantly improve people's health and wellbeing. Improving liveability requires planning for a mix of high-quality public and private spaces that encourage active and socially connected people of all ages and ability, so our community is healthier, stronger and more resilient.

Actions

- 11.1 Enable active living, health and wellbeing for all members of the community through contemporary best practice planning, design, provision and management of high quality community facilities and public open spaces.
- 11.2 Promote accessibility and inclusion for all ages, abilities and cultural groups in public spaces and as part of facility upgrades and development of new infrastructure in accordance with Council's adopted *Access and Inclusion Plan*, *Open Space Strategy* and *Community Facilities Plan*.
- 11.3 Review the local planning framework to ensure flexibility is available to promote effective activation of public spaces for civic, community and cultural uses, inclusive for all people.
- 11.4 Work with School Infrastructure NSW and local universities to identify community needs and plan for new and upgraded infrastructure, schools, campuses or other educational facilities in the Tweed, including options for the co-location or co-use of spaces and infrastructure.
- 11.5 Work with NSW Health to identify the needs and plan for upgraded and new public health infrastructure and adaption of the Tweed Hospital precinct.
- 11.6 Continue the program of town and village locality planning which integrates land-use planning, services, infrastructure, and public open spaces to ensure diverse inclusive places for people to be healthy, build resilience, feel safe and be well connected are delivered.
- 11.7 Facilitate the inclusion of a broad range of community members in consultation and engagement processes to inform land-use planning.

Planning priority 12

Foster enhanced partnerships and collaboration with local Aboriginal and Torres Strait Islander communities.

Rationale

Council is committed to strengthening its relationship and collaboration with the Aboriginal and Torres Strait Islander communities, ensuring all people feel safe, welcome, share common goals, and where trust and respect allow mutual benefits for the whole community.

Over the last 20 years Council has worked closely with the Aboriginal community through the Aboriginal Advisory Committee (AAC) and more recently through the development of the *Aboriginal Cultural Heritage Management Plan 2018* (ACHMP) and the *Reconciliation Action Plan 2018–2020* (RAP). These collaborative efforts have resulted in greater understanding of, and outcomes for, community development, cultural heritage, social considerations and community capacity building.

Council recognises and respects the valuable skills and contribution the Tweed Aboriginal and Torres Strait Islander communities make to the Shire and to the cultural diversity of the Tweed.

Equally Council acknowledges and respects the Tweed Aboriginal community's right to speak for their Country and to care for their traditional Country in accordance with their laws, customs and traditions.

Actions

- 12.1 Promote a strong, collaborative relationship between Council and the local Aboriginal and Torres Strait Islander groups.
- 12.2 Involve the Tweed Aboriginal and Torres Strait Islander communities early in land-use planning.
- 12.3 Collaborate with the Tweed Byron Local Aboriginal Land Council and the Aboriginal Advisory Committee to better understand and support Aboriginal communities.
- 12.4 Consider establishing a service agreement with the Tweed Byron Local Aboriginal Land Council.
- 12.5 Support and advocate for local Aboriginal and Torres Strait Islander groups and their relationship to land-use planning to be recognised and incorporated into Tweed's local environmental plans.

Planning priority 13

Promote the respect, protection and management of Aboriginal cultural heritage and historic heritage.

Rationale

Council has an important role, as a land-use manager and consent authority in identifying, assessing and managing heritage objects and places in the Tweed. Council fulfils this role through the preparation of local environmental plans, development control plans, strategic planning, heritage management plans, development assessment and ongoing education both of Council staff and the community.

An Aboriginal Cultural Heritage Management Plan (ACHMP) was completed in 2018. It provides a comprehensive framework for assessment and management, to protect and conserve the Aboriginal cultural heritage of the Tweed.

The ACHMP builds on the current legislative framework of the *National Parks and Wildlife Act 1974* and draft Aboriginal cultural heritage legislation being prepared by the State Government which provide clear practices and processes to assist understanding of the sensitivity and occurrence of Aboriginal cultural heritage. It is supported by a Thematic History and incorporates a written management plan and shire-wide mapping of Aboriginal Place of Heritage Significance (known cultural heritage) and Predictive Aboriginal Cultural Heritage.

The ACHMP is now successfully integrated into Council's development processes. Supporting Aboriginal people, their histories and connections to Country and community, will make a valuable and continuing contribution to the Tweed's heritage, culture and identity.

In 2012 Council adopted the Community Based Heritage Study (CBHS) which culminated in the inclusion of recommended historic heritage items and conservation areas within the Tweed Local Environmental Plan (LEP) 2014. Heritage listing within Tweed's Local Environment Plans provides legal recognition that a place has heritage significance worth preserving for future generations.

As recommendations from the CBHS, the Heritage Advisor and Local Heritage Assistance Fund Programs have been operating since 2014. Awareness and understanding of historic heritage has increased significantly since the introduction of the programs and continues to grow.

Actions

- 13.1 Promote awareness of, and respect for, Aboriginal cultural heritage through best practice in the assessment and management of Aboriginal cultural heritage and the achievement of quality heritage outcomes, in consultation with the Aboriginal community.
- 13.2 Foster ongoing awareness and appreciation for Aboriginal cultural heritage by Council staff through training and mentoring that is delivered by representatives of the local Aboriginal community.
- 13.3 Manage and consider Aboriginal cultural heritage and historic heritage in the context of climate change impacts.
- 13.4 Collaborate with the Tweed Byron Local Aboriginal Land Council to maintain the ACHMP through monitoring of implementation.
- 13.5 Promote, recognise and respect intangible cultural heritage, such as oral traditions, performing arts, social practices, land management, knowledge and skills, and the continuing connection Aboriginal and Torres Strait Islander people have to the land and their Country.
- 13.6 Amend the LEPs to define 'Aboriginal place of heritage significance', as an environmentally sensitive area, as defined under State Environmental Planning Policy (Exempt and Complying Development Codes) 2008.
- 13.7 Guide infill development within heritage conservation zones to ensure it is sympathetic to and does not detract from the existing built form and desired character.
- 13.8 Promote the conservation of Tweed's historic heritage through maintenance of heritage listings in local planning instruments, informed by regular review and update to the Community Based Heritage Study.
- 13.9 Promote the appropriate repair, maintenance and adaptive re-use of heritage buildings to ensure the conservation of Tweed's heritage.
- 13.10 Continue the provision and promotion of Council's Heritage Advisory Service, Heritage Assistance Fund, Heritage Exemption Process and other initiatives that contribute to the conservation of Tweed's heritage.

Planning priority 14

Preserve and enhance the distinctive characteristics of our centres, towns and villages that make them special and unique, into the future.

Rationale

The Tweed is a diverse collection of places with unique local character, ranging from the large regional city of Tweed Heads and regional centre of Murwillumbah to numerous coastal and rural towns and villages.

Character is what makes a city, town or village distinctive and is the identity of the place. It encompasses the way a place looks and feels. It is created by a combination of land, people, built environment, history, culture and tradition, both Aboriginal and non-Aboriginal, and it looks at how they interact to make one place different from the next.

Places which develop in response to an identified local character and agreed desired future character are likely to be more sustainable, contribute to agreeable quality of life and attract investment.

Council is committed to work with communities to create places that people are proud to live in, where the community collaborates with Council to plan how, and where, we are going to accommodate the growing population, while maintaining the essence of what it is that the community values about their places.

Council has adopted a place-based approach to strategic planning which builds on the valued characteristics of existing places when planning for growth and development, to enable the community's visions for the future to be realised.

Locality and precinct plans are being developed by Council in collaboration with local communities to define the local character, the community's expectations vision for the future and to guide future strategic planning and development to meet these needs.

Locality plans have been completed for the coastal villages of Pottsville and Hastings Point and work has commenced on preparation of locality plans for Fingal Head and Chinderah, with a draft Kingscliff Locality Plan close to being finalised. Locality plans for villages west of the Pacific Highway will also be prepared with support from the local communities.

Actions

- 14.1 Continue the preparation of locality plans which guide, through their vision and directions, the future character, land-use planning and growth management for all towns and villages in the Tweed.
- 14.2 Review the local planning framework to ensure development controls support the local character and community visions identified in locality plans
- 14.3 Manage and review local planning framework controls to ensure the low density residential character in low density residential zones is maintained.
- 14.4 Consider the use of local character statements as a means to protect the special identity of our towns and villages through the application of state wide complying development standards.
- 14.5 Continue to include close collaboration with the community during development of Locality Plans, through engagement and consultation opportunities.







Diverse housing and lifestyles

Planning priority 15: Deliver housing supply and infrastructure to meet the needs of a growing population whilst protecting the sensitive environmental and agricultural hinterlands.

Planning priority 16: Promote housing that is affordable, diverse, adaptive and well located to meet the needs of our changing population and lifestyle.

Planning priority 17: Deliver well-planned residential and rural residential housing.

Planning priority 18: Promote innovation and best practices for climate responsive and ecologically sustainable building design and construction.

Planning priority 15

Deliver housing supply and associated infrastructure to meet the needs of a growing population whilst sensitive environmental and agricultural hinterlands are protected.

Rationale

The *North Coast Regional Plan 2036* projects at least 11,600 additional houses will be needed in the Tweed by 2036. However, due to the natural mountain, floodplain and coastal features of the Tweed, land available for release to provide such housing is heavily constrained. Land close to existing urban areas that is flood free, without significant vegetation and on suitable topography is limited, and the hinterland is important for its farming and/or biodiversity attributes. Future growth is therefore encouraged to be compact and infill within existing urban footprints to minimise the spread of urban development into these sensitive areas.

Ensuring there is a sufficient supply of well-located land for residential development will deliver a range of benefits, including creating more walkable and accessible places, protecting environmentally sensitive areas and rural landscapes, and providing new housing in close proximity to services and employment.

Much of this growth is likely to be concentrated in the new urban release areas of Cobaki Lakes, Kings Forest and Dunloe Park. This coastal concentration of growth adjacent to existing urban areas will augment the Tweed's already diverse urban communities, however it may lead to lower population growth and demand for development in some of the Tweed's rural areas.

Notwithstanding, the demand for more development to accommodate population growth places increasing pressure on existing infrastructure and drives the need to consider more greenfield land for residential and employment uses.

The effective, efficient and sustainable delivery of new urban release areas, relies on local infrastructure to be provided at the appropriate stage in a cost effective manner. This includes a range of social and physical infrastructure, such as parks and public open spaces, libraries and community facilities, roads and public transport, water and sewer, schools and hospitals and the like.

Council will work with State agencies, service providers and the development industry to deliver infrastructure that is aligned with sustainable growth in the right locations, to meet the social and physical infrastructure needs and encourage local, sustainable energy sources.

Tweed is being recognised as a green and sustainable community, where protection of the environment and a range of sustainability measures are important in the design of our buildings, settlement patterns and how these places are connected.

To ensure the liveability and sustainability of the communities of the Tweed, housing, infrastructure and services need to be planned together and offer a range of housing choices, in appropriate locations, and providing a range of affordability opportunities. This includes ensuring that residents have access to quality community and social infrastructure and safe and inclusive spaces and places.

Actions

- 15.1 Plan for and guide compact urban areas, towns and villages which avoids the spread of urban development into sensitive locations and meet the long term housing demand and needs.
- 15.2 Review urban zones to ensure development guidelines support the supply, location and appropriate mix of housing types, through zone objectives, permissible uses and controls, and to ensure suitable buffer to critical infrastructure to prevent conflicting development.
- 15.3 Review urban, employment and industrial zones to ensure appropriate location and resilience to respond to climate change.
- 15.4 Prepare structure plans for future identified key growth areas to ensure growth is consistent with desired future development outcomes and infrastructure sequencing needs.
- 15.5 Review development contributions plans to ensure planning instruments capture and reflect future infrastructure needs.
- 15.6 Coordinate and integrate social and physical infrastructure and community assets to enable efficient and effective provision and staging to meet population and development growth needs.
- 15.7 Manage infrastructure delivery aligned with housing demand to minimise over expenditure on servicing and carriage of debt by Council.
- 15.8 Manage future upgrades of Banora Point and Kingscliff Wastewater Treatment Plants and commence planning for Murwillumbah and Hastings Point Wastewater Treatment Plants to meet capacity requirements.
- 15.9 Collaborate with infrastructure service providers to ensure timely and coordinated delivery of essential services and infrastructure.

Planning priority 16

Promote housing that is affordable, diverse, adaptive and well located to meet the needs of our changing population and lifestyle.

Rationale

Population growth in Tweed is projected to be around 1.9% per year, resulting in a total population of approximately 125,770 people by 2036. A growing proportion will be aged 60 years or above. Household composition is also changing, with lone person and couples-only expected to make up approximately one third of all households. Our planning needs to facilitate housing appropriate to these changing demographic needs.

Appropriate housing is characterised by being diverse in form and size, appropriately located and serviced, affordable to lower incomes, smaller and more adaptable to meet changing household needs as people age. Providing appropriate forms of housing will require co-ordinated planning between all levels of government, developers and the community to ensure that the planning framework and our housing supply meets community expectations.

While housing affordability is an issue of national significance, the Tweed is recognised as one of the most unaffordable areas in the country. On the housing affordability income gap scale, the Tweed sits at 21 placing it in the 'severe housing stress' category (The Affordable Housing Income Gap, Compass 2018). In recognition of the need for new measures to increase the supply of affordable rental housing and place downward pressure on housing prices, Council has prepared a Draft Tweed Shire Council Affordable Attainable and Appropriate Housing Policy Statement.

Many of the existing affordable housing options in the Tweed are in locations that are at a heightened risk of the impacts of climate change. This risk is increased where community members with access and mobility issues are based in these locations.

While the foundation of the issue of affordability is complex and solutions varied in their effectiveness, Council is working in partnership with other levels of government, community housing providers and private providers to address this issue and its commitment to affordable, attainable and appropriate housing.

The ability to access affordable housing options is strongly related to risk of homelessness. Council works in partnership with the housing and homelessness sector and other tiers of government committed to a collaborative and collective impact approach with the aim to reduce the number of people experiencing homelessness or at risk of experiencing homelessness.

Whilst rural residential housing offers a different form of housing choice, this form of housing is inefficient in terms of costs to service, the ability to provide appropriate infrastructure and the economical use of limited land resources. Rural residential housing needs to be carefully planned in suitable locations as part of a wider housing strategy.

Ensuring that the needs of the community are met, not just with greater diversity of housing in the right places, but that where appropriate, greater density of housing, will help to create more compact and accessible places to live and work.

Actions

- 16.1 Develop housing and planning policy which guides and incentivises appropriate new housing that is inclusive, affordable, well located, provides diversity in choice and encourages flexible, adaptive housing and universal design for people of all ages and abilities.
- 16.2 Ensure housing supply is planned to meet the growth demands and demographic changes.
- 16.3 Work with housing providers to encourage diversity and supply of social and community housing options in appropriate locations.
- 16.4 Collaborate with neighbouring Councils to address the provision of affordable housing for low income residents within the Northern Rivers and South East Queensland Regions.
- 16.5 Undertake an audit of surplus government land or underutilised sites to identify opportunities for delivering affordable housing.
- 16.6 Investigate ways to limit or mitigate the impact of short-term rental accommodation on longer term rental supply and affordability.

Planning priority 17

Deliver well-planned residential and rural residential housing.

Rationale

The Tweed is one of the most ecologically diverse and environmentally rich areas in Australia. It is important that the Tweed's environment be protected and enhanced by directing residential development to appropriate locations that can deliver a sustainable and resilient built environment.

It is projected that the Tweed will need to accommodate an additional 34,399 residents who will generate a need for 11,600 new homes by 2036. Residential development needs to be well planned and connected to employment, education, public open spaces, transport and services in order to meet this forecast demand.

To minimise environmental impacts and maximise the use of services and infrastructure, the Tweed's forecast growth will be accommodated by realising the population density potential of existing urban zoned land through infill development, as well as establishment of new residential development within existing mapped urban release areas, such as Cobaki, Bilambil Heights, Terranora Village, West Kingscliff, Kings Forest, Tanglewood and Dunloe Park.

Having a ready supply of well-located land for residential development will create downward pressure on house prices, maximise the use of existing infrastructure and protect environmentally sensitive areas. A key challenge will be in the provision of a mix of housing typologies to suit the needs of an evolving and growing community. The ageing of the population and the demographic change to smaller household size are compelling reasons to facilitate more small dwellings in the Tweed.

There is an opportunity for infill and new housing to deliver diverse, smaller and well-located dwellings whilst reducing the need for urban sprawl. The current housing stock in Tweed is primarily single detached dwellings. A greater diversity of dwelling types can provide more affordable first homes for young families or provide older people with opportunities to age in place, close to shops, services, friends and family.

Large lot residential development can be more expensive and less efficient to service, further from basic services and transport. However, the option to have space around a home and greater distance to neighbours is desirable to some. Likewise rural residential housing can be less efficient to service and also needs to carefully consider the potential to conflict with the Tweed's productive rural land and sensitive environmental land.

New large lot and rural residential development should only be considered in circumstances or locations where it does not conflict with productive rural areas and environmental assets, and does not increase pressures on infrastructure. This form of housing should have a direct connection or relationship to an existing town or village and will generally only be considered where a specific need can be demonstrated through the strategic planning program.

Actions

- 17.1 New residential and large lot residential settlement locations will be considered through a strategic housing strategy.
- 17.2 Ensure that planning for large lot residential settlements takes into account the natural and physical constraints and opportunities of the land to minimise rural land fragmentation and rural land-use conflicts between residential and other rural land-uses.
- 17.3 Encourage infill development in proximity to town centres to support their vitality and make efficient use of infrastructure.



Planning priority 18

Promote innovation and best practices for climate responsive and ecologically sustainable building design and construction.

Rationale

The construction and ongoing use of houses (and other buildings) can have extensive direct and indirect impacts on the environment, the community and the economy. Best practice sustainable design seeks to improve the health and comfort of buildings for occupants whilst at the same time reducing negative impacts on the environment.

The main objectives of sustainable design are to reduce, or completely avoid, depletion of critical resources like energy, water, land, and raw materials; reduce waste creation; prevent environmental degradation and create built environments that are liveable, comfortable, safe, and productive.

Buildings use resources such as energy, water and raw materials. They generate waste during construction, use and demolition, emit potentially harmful emissions, and fundamentally change the function of land, and the ability of that land to absorb and capture storm water runoff into the ground.

Historically, the majority of development in the Tweed has occurred without full consideration of the complex relationships between the built environment and natural environment. Building performance has been measured almost exclusively by minimum building code requirements.

Growing awareness of environmental pressures has led to a recognition of the importance of reducing the impact of the built environment on the natural environment. Going beyond minimum requirements and focusing instead on best practice performance in design and construction promotes innovation.

Given the opportunities for renewal and growing housing demand in the Tweed, Council's aim is to promote a more sustainable built environment, comprised of architectural design, function and materials that are low carbon, water sensitive and resource efficient in both construction and operation.

Actions

- 18.1 Advocate the State government for sustainable design to be more integrated within the planning process.
- 18.2 Facilitate the integration of passive design principles, innovative technology and the responsible sourcing and selection of construction materials in all new and significant renovation developments, so as to positively influence the sustainability of buildings.
- 18.3 Promote energy efficiency as well as emissions, water and waste reduction opportunities to increase the efficiency, resilience and sustainability of new development across the Tweed.
- 18.4 Consider the implementation of incentives for developers who build using best practice sustainable practices.
- 18.5 Review environmental standards for incorporating sustainability into Council procurements.
- 18.6 Consider promoting sustainability through a Design, Urban Design and Building award program.





**Implementation,
monitoring and reporting**

Implementation

As the highest level strategic local land-use planning document, the Statement provides both a vision and vehicle for the long term land-use in the Shire over the next 20 years.

To realise the 20 year vision, a series of amendments to other Council plans which provide the delivery framework for Council's strategic planning will be required. These plans include:

- Local Environmental Plans (LEPs)
- Development Control Plan (DCP)
- Contribution Plans

The role of the Statement as the linkage between the *North Coast Regional Plan 2036* and Council's Community Strategic Plan requires the CSP to be reviewed and adjusted to be consistent with the land-use priorities of the NCRP and the Statement.

Implementation of the Statement will therefore rely upon the consequential amendments to the CSP being made and implemented.

Timeframes established for the Statement will need to be reflected in the priorities and funding allocations updated and reviewed in the Delivery Program and Operational Plan.

Timeframes for implementation of actions outlined in the Statement:

- Short-term – 0–5 years
- Medium term – 5–10 years
- Long term – 10 years plus
- Ongoing

Funding and investment

The Statement will play an important role in Council's resourcing strategy, with preparation of strategies and studies required by this plan funded in the 4-year delivery program and annual operational plans.

Monitoring and reporting

Council will monitor, review and report on the implementation of the actions in this Statement to ensure that the planning priorities are being achieved and the land-use vision being attained.

Council will use the existing Integrated Planning and Reporting Framework under the *Local Government Act 1993* for the purpose of monitoring and reporting implementation of the Statement.

The Statement is intended to be a live policy – rather than a static document, fixed at one point-in-time, meaning that the Statement will be revised on an ongoing, as-needed-basis, to ensure that it continues to reflect the community's views on the future desired state for the local area and ensure it remains local, responsive and relevant.

The first review of the Statement will occur to align with review of Council's Community Strategic Plan and Integrated Planning and Reporting under the *Local Government Act 1993*. Subsequent amendments will occur as needed basis or no later than seven yearly thereafter.

Table 2 – Implementation plan

Natural environment			
Actions		Timeframe	Key responsibility*
Planning priority 1: Protect the Tweed’s significant natural environment, resources and landscape qualities, while cultivating sustainable growth and development, which promotes the health and vitality of the community			
1.1	Embed sustainability principles in land-use policy to ensure the planning and design of new development maintains or improves the natural environment.	Short-term, ongoing	SPUD, S&E
1.2	Acknowledge Tweed’s World Heritage status and its function as a driving force for preserving the natural environment and establishing a conservation based tourism industry within land-use policy.	Ongoing	SPUD, LED, Tweed Tourism Company
1.3	Promote awareness and recognition that a healthy and resilient environment is fundamental to maintaining a healthy and resilient population, placing people and communities, their health and their quality of life at the centre of a balanced land-use policy that enables sustainable growth and new development.	Ongoing	SPUD, CCS
1.4	Continue to deliver best practice incentive mechanisms and other opportunities targeting revegetation, ecological restoration and sustainable agriculture.	Ongoing	S&E
1.5	Evaluate introducing new development incentives targeting water sensitive urban design, built and natural shade, renewable energy and sustainable and renewable materials.	Short-term, ongoing	SPUD, Engineering, S&E
1.6	Promote the greening of urban areas to mitigate the heat island effect, help protect against over-exposure to UV radiation, improve urban biodiversity, amenity and air quality, and achieve an increase in tree canopy across the LGA.	Short-term, ongoing	PAC, R&S, S&E, SPUD
1.7	Sustainably manage catchments and waterways, particularly riparian areas, to protect our water supply and the ecological and recreational values of estuaries.	Ongoing	S&E, SPUD, W&WW Planning

Natural environment

Actions	Timeframe	Key responsibility*
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Planning priority 2: Promote, protect, conserve and enhance the Tweed's high scenic quality, biological and ecological values for future generations and ecosystem health

2.1	Retain and improve native vegetation and the health, diversity and productivity of the Tweed's natural environment, including key fish habitat, for the benefit of future generations and the intrinsic ecosystem and native species values.	Ongoing	S&E
2.2	Implement the avoid, minimise and offset hierarchy to biodiversity including areas of high environmental value and where offsets are unavoidable, seek to achieve local offsets in accordance with the Tweed DCP A19 in addition to those that are required under the Biodiversity Offset Scheme.	Ongoing	S&E, DAU, BEH
2.3	Review the local planning framework to ensure that the Tweed's exceptional and unique scenic landscape qualities, ecological and biodiversity values are recognised, protected, and improved, in the context of new development or land-use activity.	Short-term	SPUD, S&E
2.4	Promote the protection of biological and ecological values, through the application of appropriate environmental and waterway zones in accordance with the Northern Council E Zone Review – Final Recommendations Report, and development of biodiversity overlays and associated development controls.	Short-term	SPUD, S&E
2.5	Prepare a shire-wide biodiversity strategy to address NSW legislative changes, assess the risk of biodiversity loss, map biodiversity values and identify mitigation options.	Short-term	S&E
2.6	Secure the future of koalas in the Tweed through implementation of the <i>Tweed Coast Comprehensive Koala Plan of Management</i> and the preparation of a comprehensive koala plan of management for the remainder of the Tweed.	Ongoing	S&E
2.7	Promote the management of the Tweed's rivers, coastal zone, estuaries and their catchments consistent with NSW state policy to restore and maintain ecological sustainability.	Ongoing	S&E

Natural environment			
Actions		Timeframe	Key responsibility*
Planning priority 2: Promote, protect, conserve and enhance the Tweed's high scenic quality, biological and ecological values for future generations and ecosystem health (continued)			
2.8	Restore degraded habitat or create new habitat to increase regional habitat connectivity and to assist species movement, including likely movements in response to climate change.	Ongoing	S&E , Landcare, other community groups
2.9	Identify and protect key climate refuges for flora and fauna.	Medium-term, ongoing	S&E , SPUD
Planning priority 3: Increase resilience and adapt to the impacts of natural hazards and climate change to ensure our future prosperity and wellbeing			
3.1	Establish a clear policy and strategy setting to guide how Council responds to extreme climatic events, delivers less vulnerable infrastructure and increases resilience, for the community, public assets, natural environment and biodiversity values.	Short-term, ongoing	TSC
3.2	Review the local planning framework to ensure the incorporation of best practice building design and standards to address and mitigate flooding, bushfire and other risks.	Medium-term, ongoing	SPUD , TSC
3.3	Manage risks and build resilience in a way that contributes to the wellbeing and prosperity of all residents and visitors, by identifying, avoiding and managing vulnerable areas and hazards.	Medium-term, ongoing	SPUD , TSC
3.4	Review the local planning framework to ensure the incorporation of best practice adaptation and resilience provisions, current risk projections and recommendations of the OEH <i>North Coast Enabling Regional Adaptation</i> report.	Medium-term	SPUD , TSC
3.5	Leverage planning controls to ensure development is appropriately restricted and managed in high flood-risk, bushfire prone and other hazard areas.	Short-term, ongoing	TSC , DAU, BEH, SPUD

Natural environment

Actions	Timeframe	Key responsibility*
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Planning priority 3: Increase resilience and adapt to the impacts of natural hazards and climate change to ensure our future prosperity and wellbeing (continued)

3.6	Quantify the nature and extent of flood, coastal and tidal inundation hazards and evaluate risk reduction options to inform flooding and coastal vulnerability policy and strategy development.	Short-term, ongoing	S&E , SPUD, R&S, W&WW Planning
3.7	Identify opportunities to secure land or land-use zoning to allow for the landward progression of coastal ecosystems subject to the impacts of climate change.	Short-term, ongoing	S&E , SPUD, DPI

Planning priority 4: Reduce carbon emissions and sustainably manage energy, water, waste and development impacts

4.1	Promote the use of renewable energy generation, water sensitive urban design and waste reduction measures through existing industry based policies or new guidelines.	Short-term, ongoing	S&E , TSC
4.2	Incentivise energy efficient building design and construction through an attractive bonus mechanism linked to a nationally accredited sustainable building rating scheme through the LEP and DCP.	Medium-term	TSC
4.3	Promote the uptake of electric vehicles through initiatives such as the provision of public charging stations and development controls through the DCP.	Medium-term	SPUD
4.4	Review the local planning framework to ensure appropriate controls are in place to protect the water supply catchment from contamination through appropriate catchment management actions, including restricted access.	Short-term	SPUD , W&WW Planning
4.5	Investigate the feasibility of generating hydroelectric power at Clarrie Hall Dam.	Medium-term	W&WW Planning
4.6	Work with SEQ water to improve the Tweed's future water security through connection to the Gold Coast water supply.	Medium-term	W&WW Planning

Natural environment			
Actions		Timeframe	Key responsibility*
Planning priority 4: Reduce carbon emissions and sustainably manage energy, water, waste and development impacts (continued)			
4.7	Prepare long term Water Supply Security plans to meet local supply demands and ensure drought resilience.	Medium-term	W&WW Planning
4.8	Work with Transport for NSW to identify needs and plan for infrastructure upgrades to facilitate sustainable public transport modes, car share and transport-on-demand schemes accessible to all across the Shire.	Medium-term	Engineering, SPUD
4.9	Identify opportunities to reduce the cost burden of waste services on the community by providing sustainable waste management solutions in the most cost effective manner, with a core focus on domestic waste streams.	Ongoing	Resource Recovery
Planning priority 5: Safeguard the fragile coastal strip by protecting a green belt delineation between coastal settlements to limit urban sprawl and conserve natural landscapes			
5.1	Promote compact and contained coastal urban areas, to maintain separation between neighbouring coastal villages and centres and avoid continuous ribbon development along the coast.	Short-term, ongoing	SPUD, DAU, BEH
5.2	Safeguard sensitive and ecologically diverse coastal environments from urban encroachment to maintain and protect the biological function, visual and natural character of the coastal area.	Ongoing	SPUD, S&E
5.3	Retain and enhance natural landscapes near to where people live, encouraging healthy lifestyles and contact with nature.	Ongoing	S&E, PAC

Thriving economy

Actions	Timeframe	Key responsibility*
Planning priority 6: Promote a strong, sustainable and diverse economy with a robust economic policy framework to facilitate investment and local employment opportunities		
6.1 Strengthen the land-use mix within town centres/business areas to enhance vibrancy and encourage place-making, commensurate with the scale and socio-economic function of the centres.	Medium-term	SPUD, LED
6.2 Enable diversity in land-use planning to allow new industries to emerge and businesses to capitalise on changes in existing industries.	Medium-term	SPUD, LED
6.3 Ensure flexibility in land-use planning to capitalise on a broad base of industry and business that supports a diverse range of local employment.	Medium-term	SPUD, LED
6.4 Support prominent sectors of the economy through land-use policy and local government advocacy to cultivate employment opportunities, particularly in the education, medical and health services, airport, tourism, agricultural, sustainability and creative sectors.	Ongoing	SPUD, LED, industry sectors and agencies
6.5 Enhance availability of information for decision making by government and business investment: <ul style="list-style-type: none"> • Review employment demand and employment land supply needs across all sectors within the Tweed. • Undertake a comprehensive commercial and retail strategy to guide future decisions concerning location, availability of appropriately zoned land supply. • Research the demand, growth and needs of home based businesses in Tweed and strategies to support growth in this sector. 	Medium-term	SPUD, LED
6.6 Review land-use planning to support community access to educational and hospital or related health care services and to leverage economic benefits and new education or health sector business opportunities outside of the significant farmland areas.	Ongoing	SPUD, DPIE, industry sectors and agencies

Thriving economy			
Actions		Timeframe	Key responsibility*
Planning priority 6: Promote a strong, sustainable and diverse economy with a robust economic policy framework to facilitate investment and local employment opportunities (continued)			
6.7	Promote the establishment of a hub or precinct to incentivise the establishment of sustainability (green) industries in the Tweed.	Ongoing	SPUD, LED, industry sectors
6.8	Work in partnership with NSW State Government on the master-planned redevelopment of the existing Tweed Heads hospital site.	Ongoing	SPUD, DPIE, NSW Health
6.9	Promote urban economic centres that incorporate natural systems for managing localised microclimates and water sensitive urban design through industry engagement and new development guidelines.	Medium-term	SPUD, LED, industry sectors and agencies
6.10	Explore employment opportunities based on growth in digital industries through development of a local response to the Northern Rivers Digital Economy Strategy.	Medium-term	LED, industry sectors
6.11	Protect potentially significant transport routes within the Tweed City Centre and major greenfield development sites to enable future transport infrastructure (including walking and cycling paths) to be delivered.	Ongoing	SPUD, Engineering, DPIE
6.12	Advocate for light rail connections and extension from Gold Coast Airport through to Tweed City centre.	Ongoing	SPUD, Engineering, LED, DPIE
6.13	Enable a wide spectrum of tourist development through land-use policy.	Medium-term	SPUD, LED, CCX, Tweed Tourism Company
6.14	Encourage active and nature based tourism recreation, such as the Northern Rivers Rail Trail, mountain biking and walking trails and related artisan, food and beverage industries.	Ongoing	SPUD, CCX, Tweed Tourism Company
6.15	Support the provision of technology work hubs within Tweed Heads neighbourhoods and villages to enable remote working arrangements and collaborative and innovative workplaces.	Medium-term	LED

Thriving economy

Actions

Timeframe

Key responsibility*

Planning priority 7: Facilitate cross border collaboration, transport integration and connectivity to deliver sustainable, planned economic growth

7.1	Collaborate with City of Gold Coast, government agencies, business industry representatives and key stakeholders to identify and work to remove barriers and facilitate seamless cross border economic and transport activity to sustainably grow business diversity and opportunities in the Tweed.	Ongoing	LED , TSC, GCCC, Cross Border Commission
7.2	Review the local planning framework to ensure land-use planning strategies are closely aligned and facilitate simpler and more transparent cross border integration.	Ongoing	SPUD , GCCC
7.3	Leverage and capitalise on industry opportunities created by Tweed's proximity to the Gold Coast Airport, Southern Cross University and SEQ.	Short-term, ongoing	LED , SPUD, GCCC, Cross Border Commission
7.4	Protect regionally significant transport corridors to secure their ongoing use and enable future transport infrastructure to be delivered.	Ongoing	TSC , TfNSW, QldMRT, DPIE
7.5	Work with Transport for NSW to ensure the Tweed is serviced by an integrated transport plan for all modes of transport that provides viable and efficient options for reducing reliance on motor vehicles.	Ongoing	TSC , TfNSW, QldTMR, DPIE
7.6	Advocate for light rail connections and extension from Gold Coast Airport through to Tweed CBD.	Ongoing	TSC , TfNSW, QldMRT, DPIE
7.7	Improve pedestrian and cyclist mobility, movement and connectivity through development and implementation of a contemporary bicycle and pedestrian strategy to encourage active and healthy lifestyles.	Short-term	Engineering , PAC, SPUD
7.8	Seek government support towards the identification and delivery of upfront infrastructure for major developments, such as Broadwater Parkway, Terranora.	Medium-term	Engineering , SPUD

Thriving economy			
Actions		Timeframe	Key responsibility*
Planning priority 7: Facilitate cross border collaboration, transport integration and connectivity to deliver sustainable, planned economic growth (continued)			
7.9	Leverage off the Northern Rivers Rail Trail project, a regional cycling and walking trail, to connect local communities and provide employment, niche business and active living opportunities.	Medium-term	TSC, LED, CCX, Tweed Tourism Company
7.10	Work with stakeholders to investigate further use and expansion of Bob Whittle Murwillumbah Airfield/Murwillumbah Airport, including co-location of associated aviation operations and supporting industries.	Medium-term	LED
Planning priority 8: Revitalise and promote Tweed Heads as a vibrant, contemporary and sustainable regional city			
8.1	Promote the revitalisation of the city centre as a place focused on people, offering an attractive urban lifestyle with active street frontages, connected to high quality public spaces and the Tweed River.	Short-term, ongoing	SPUD, DPIE, CCX, TfNSW
8.2	Redevelopment of the Tweed Heads hospital site to capitalise on proximity to the Tweed River and Jack Evans Boat Harbour to provide recreation and lifestyle opportunities intertwined with a vibrant commercial precinct.	Long-term	SPUD, DPIE, HINSW,TfNSW
8.3	Cultivate the Tweed Heads Regional City as a preferred destination for business, lifestyle, and housing opportunities built upon best practice place making, sustainability principles and respecting our natural environment.	Medium-term	SPUD, DPIE, TfNSW
8.4	Promote a range of mixed use developments including commercial, residential and retail, as well as community and cultural facilities, events and use of public areas to enliven the night-time and weekend economy.	Medium-term	SPUD, CCS, LED, CCX DPIE, TfNSW

Thriving economy

Actions	Timeframe	Key responsibility*
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Planning priority 8: Revitalise and promote Tweed Heads as a vibrant, contemporary and sustainable regional city (continued)

8.5	Create a defined and well connected CBD to ensure an active urban living city, a strong sense of place with vibrancy at street level, greenery along the edge and cycling and walking links to the Tweed River.	Medium-term	SPUD, PAC, DPIE
8.6	Incentivise energy efficient building design and construction and the incorporation of green walls and roofs into developments to help reduce water runoff and cool the city ambient temperatures.	Ongoing	SPUD, DPIE, S&E
8.7	Promote higher building heights on higher land to the West of Wharf Street, where it will reinforce the NSW-Queensland border and a decrease in building heights towards the river foreshore, reflecting the natural topography from the harbour to Razorback ridge.	Medium-term	SPUD, DPIE
8.8	Promote Jack Evans Boat Harbour as a key open space and active destination for recreation, leisure and entertainment for city residents, workers and tourists.	Medium-term	SPUD, PAC, DPIE
8.9	Promote an increased density of employment, housing and services to provide for population growth and a diversity of age and income groups.	Medium-term	SPUD, DPIE
8.10	Promote good design within the public domain to provide an attractive, safe, appropriately shaded and connected streetscape environment for walking and socialising.	Ongoing	SPUD, PAC, DPIE
8.11	Work in partnership with the Queensland Government to ensure consistency between the Tweed Regional City Action Plan and <i>South East Queensland Regional Plan 2017</i> (Shaping SEQ).	Medium-term, long-term	SPUD, DPIE, Qld SDMIP

Thriving economy			
Actions		Timeframe	Key responsibility*
Planning priority 8: Revitalise and promote Tweed Heads as a vibrant, contemporary and sustainable regional city (continued)			
8.12	Review the Tweed City Centre LEP 2012 and Tweed LEP 2014 to ensure planning objectives and controls support the vision and facilitate delivery of a vibrant Tweed Regional City.	Medium-term	SPUD, DPIE
8.13	Protect and improve the Tweed River, its catchments and particularly riparian areas, to ensure the ecological, scenic, economic and recreational values of the river can continue to be realised.	Ongoing	S&E, W&WW Planning
Planning priority 9: Promote a diverse tourism industry that is in harmony with, and leverages off, the Tweed’s natural environment, rich cultural and heritage assets, emerging niche rural industries, and enhances local communities, culture and environment			
9.1	Promote the Tweed as a national and international tourism destination through development of a framework which integrates tourism as a focus of Council policy, strategy, and place-based plans.	Ongoing	Tweed Tourism Company, TSC, CCX
9.2	Promote agri-tourism, nature-based experiences, local produce, heritage and cultural experiences, reinforcing them as tourism cornerstones for the Tweed through implementation of the <i>Tweed Destination Management Plan 2018–2030</i> .	Medium-term	LED, CCX, CCS, S&E, industry sectors
9.3	Explore Indigenous tourism opportunities and support where appropriate in consultation with the local aboriginal community.	Long-term	LED, TSC, CCS, TBLALC
9.4	Prepare tourism development guidelines and planning provisions supporting appropriately scaled and located, diverse and innovative tourism industries, compatible with the character and amenity of the surrounding area.	Medium-term	LED, SPUD
9.5	Identify and promote the qualities and characteristics that set the Tweed apart from neighbouring Byron Bay and Gold Coast as tourist destinations.	Ongoing	LED, CCX, Tweed Tourism Company, industry sectors

Thriving economy

Actions	Timeframe	Key responsibility*
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Planning priority 10: Ensure productive agricultural land is protected and sustainably managed while creating appropriate, sensitive, innovative and diverse economic opportunities through compatible boutique industries, rural living and recreation

10.1	Promote greater diversity, opportunity and value adding to support long-term economic sustainability and management for appropriately scaled and sensitive rural business enterprises for current and future generations.	Medium-term	LED, SPUD, S&E
10.2	Guide a balanced interface between rural, urban and environmental land that minimises land-use conflict and protects agricultural productive capacity in a sustainable manner for current and future generations.	Ongoing	SPUD, S&E, DPI
10.3	Finalise the Rural Land Strategy to outline a clear vision for the future protection, use and management of rural land.	Short-term	SPUD
10.4	Review the planning framework to ensure it effectively enables evolving agricultural advancements and practices, protects agricultural productive capacity and ensures rural land-use conflicts are minimised or avoided.	Short-term, ongoing	SPUD, S&E
10.5	Promote and support regenerative forms of agriculture, including best practice soil management and erosion control methods to improve soil health and the development of the local food economy to increase farm viability and encourage investment in sustainable agriculture.	Ongoing	S&E, LED

Liveable communities			
Actions		Timeframe	Key responsibility*
Planning priority 11: Cultivate a desirable and healthy lifestyle choice with a strong sense of community, diverse places for people to be happy, build resilience, feel safe and be well connected			
11.1	Enable active living, health and wellbeing for all members of the community through contemporary best practice planning, design, provision and management of high quality community facilities and public open spaces.	Ongoing	CCS, PAC, S&E, SPUD
11.2	Promote accessibility and inclusion for all ages, abilities and cultural groups in public spaces and as part of facility upgrades and development of new infrastructure in accordance with Council’s adopted <i>Access and Inclusion Plan, Open Space Strategy</i> and <i>Community Facilities Plan</i> .	Ongoing	CCS, PAC
11.3	Review the local planning framework to ensure flexibility is available to promote effective activation of public spaces for civic, community and cultural uses, inclusive for all people.	Medium-term	SPUD, CCS
11.4	Work with School Infrastructure NSW and local universities to identify community needs and plan for new and upgraded infrastructure, schools, campuses or other educational facilities in the Tweed, including options for the co-location or co-use of spaces and infrastructure.	Short-term, medium-term, ongoing	CCS, PAC, SPUD, School Infrastructure NSW
11.5	Work with NSW Health to identify the needs and plan for upgraded and new public health infrastructure and adaption of the Tweed Hospital precinct.	Short-term, ongoing	CCS, PAC, SPUD, NSW Health
11.6	Continue the program of town and village locality planning which integrates land-use planning, services, infrastructure, and public open spaces to ensure diverse inclusive places for people to be healthy, build resilience, feel safe and be well connected are delivered.	Ongoing	SPUD
11.7	Facilitate the inclusion of a broad range of community members in consultation and engagement processes to inform land-use planning.	Short-term	SPUD, CCS, PAC

Liveable communities

Actions

Timeframe

Key responsibility*

Planning priority 12: Foster enhanced partnerships and collaboration with local Aboriginal and Torres Strait Islander communities

12.1	Promote a strong, collaborative relationship between Council and the local Aboriginal and Torres Strait Islander groups.	Ongoing	TSC , SPUD, CCS
12.2	Involve the Tweed Aboriginal and Torres Strait Islander communities early in land-use planning.	Ongoing	SPUD , Engineering, W&WW Planning
12.3	Collaborate with the Tweed Byron Local Aboriginal Land Council and the Aboriginal Advisory Committee to better understand and support Aboriginal communities.	Ongoing	CCS , TBLALC
12.4	Consider establishing a service agreement with the Tweed Byron Local Aboriginal Land Council.	Short-term	TSC , SPUD, TBLCLC
12.5	Support and advocate for local Aboriginal and Torres Strait Islander groups and their relationship to land-use planning to be recognised and incorporated into Tweed's local environmental plans.	Ongoing	SPUD

Planning priority 13: Promote the respect, protection and management of Aboriginal cultural heritage and historic heritage

13.1	Promote awareness of, and respect for, Aboriginal cultural heritage through best practice in the assessment and management of Aboriginal cultural heritage and the achievement of quality heritage outcomes, in consultation with the Aboriginal community.	Ongoing	TSC , SPUD, Engineering, W&WW Planning
13.2	Foster ongoing awareness and appreciation for Aboriginal cultural heritage by Council staff through training and mentoring that is delivered by representatives of the local Aboriginal community.	Ongoing	TSC , SPUD, CCS
13.3	Manage and consider Aboriginal cultural heritage and historic heritage in the context of climate change impacts.	Medium-term	SPUD
13.4	Collaborate with the Tweed Byron Local Aboriginal Land Council to maintain the ACHMP through monitoring of implementation.	Ongoing	SPUD , TBLALC

Liveable communities			
Actions		Timeframe	Key responsibility*
Planning priority 13: Promote the respect, protection and management of Aboriginal cultural heritage and historic heritage (continued)			
13.5	Promote, recognise and respect intangible cultural heritage, such as oral traditions, performing arts, social practices, land management, knowledge and skills, and the continuing connection Aboriginal and Torres Strait Islander people have to the land and their Country.	Ongoing	CCS, SPUD, TBLALC
13.6	Amend the LEPs to define ‘Aboriginal place of heritage significance’, as an environmentally sensitive area, as defined under State Environmental Planning Policy (Exempt and Complying Development Codes) 2008.	Short-term	SPUD
13.7	Guide infill development within heritage conservation zones to ensure it is sympathetic to and does not detract from the existing built form and desired character.	Ongoing	SPUD, DAU, BEH
13.8	Promote the conservation of Tweed’s historic heritage through maintenance of heritage listings in local planning instruments, informed by regular review and update to the Community Based Heritage Study.	Ongoing	SPUD
13.9	Promote the appropriate repair, maintenance and adaptive re-use of heritage buildings to ensure the conservation of Tweed’s heritage.	Ongoing	SPUD, DAU, BEH
13.10	Continue the provision and promotion of Council’s Heritage Advisory Service, Heritage Assistance Fund, Heritage Exemption Process and other initiatives that contribute to the conservation of Tweed’s heritage.	Ongoing	SPUD

Liveable communities

Actions	Timeframe	Key responsibility*
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Planning priority 14: Preserve and enhance the distinctive characteristics of our centres, towns and villages that make them special and unique, into the future

14.1	Continue the preparation of locality plans which guide, through their vision and directions, the future character, land-use planning and growth management for all towns and villages in the Tweed.	Ongoing	SPUD
14.2	Review the local planning framework to ensure development controls support the local character and community visions identified in locality plans	Ongoing	SPUD
14.3	Manage and review local planning framework controls to ensure the low density residential character in low density residential zones is maintained.	Ongoing	SPUD
14.4	Consider the use of local character statements as a means to protect the special identity of our towns and villages through the application of state wide complying development standards.	Ongoing	SPUD
14.5	Continue to include close collaboration with the community during development of Locality Plans, through engagement and consultation opportunities.	Ongoing	SPUD

Diverse housing and lifestyles			
Actions		Timeframe	Key responsibility*
Planning priority 15: Deliver housing supply and associated infrastructure to meet the needs of a growing population whilst sensitive environmental and agricultural hinterlands are protected			
15.1	Plan for and guide compact urban areas, towns and villages which avoids the spread of urban development into sensitive locations and meet the long term housing demand and needs.	Short-term, ongoing	SPUD, DAU, S&E
15.2	Review urban zones to ensure development guidelines support the supply, location and appropriate mix of housing types, through zone objectives, permissible uses and controls, and to ensure suitable buffer to critical infrastructure to prevent conflicting development.	Short-term, ongoing	SPUD, DAU, S&E
15.3	Review urban, employment and industrial zones to ensure appropriate location and resilience to respond to climate change.	Medium-term, ongoing	SPUD, DAU, S&E
15.4	Prepare structure plans for future identified key growth areas to ensure growth is consistent with desired future development outcomes and infrastructure sequencing needs.	Medium-term	SPUD, W&WW Planning, R&S, ID
15.5	Review development contributions plans to ensure planning instruments capture and reflect future infrastructure needs.	Ongoing	R&S, PAC, CCS, W&WW Planning
15.6	Coordinate and integrate social and physical infrastructure and community assets to enable efficient and effective provision and staging to meet population and development growth needs.	Short-term, medium-term, ongoing	Engineering, PAC, CCS
15.7	Manage infrastructure delivery aligned with housing demand to minimise over expenditure on servicing and carriage of debt by Council.	Ongoing	Engineering
15.8	Manage future upgrades of Banora Point and Kingscliff Wastewater Treatment Plants and commence planning for Murwillumbah and Hastings Point Wastewater Treatment Plants to meet capacity requirements.	Medium-term, long-term	W&WW Planning
15.9	Collaborate with infrastructure service providers to ensure timely and coordinated delivery of essential services and infrastructure.	Ongoing	Engineering

Diverse housing and lifestyles

Actions	Timeframe	Key responsibility*
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Planning priority 16: Promote housing that is affordable, diverse, adaptive and well located to meet the needs of our changing population and lifestyle

16.1	Develop housing and planning policy which guides and incentivises appropriate new housing that is inclusive, affordable, well located, provides diversity in choice and encourages flexible, adaptive housing and universal design for people of all ages and abilities.	Medium-term	SPUD, CCS
16.2	Ensure housing supply is planned to meet the growth demands and demographic changes.	Ongoing	SPUD
16.3	Work with housing providers to encourage diversity and supply of social and community housing options in appropriate locations.	Medium-term, ongoing	SPUD, CCS, Housing NSW and other housing providers
16.4	Collaborate with neighbouring Councils to address the provision of affordable housing for low income residents within the Northern Rivers and South East Queensland Regions.	Ongoing	SPUD, CCS
16.5	Undertake an audit of surplus government land or underutilised sites to identify opportunities for delivering affordable housing.	Long-term	SPUD, Government agencies
16.6	Investigate ways to limit or mitigate the impact of short-term rental accommodation on longer term rental supply and affordability.	Ongoing	SPUD, DPIE

Planning priority 17: Deliver well-planned residential and rural residential housing

17.1	New residential and large lot residential settlement locations will be considered through a strategic housing strategy.	Short-term	SPUD
17.2	Ensure that planning for large lot residential settlements takes into account the natural and physical constraints and opportunities of the land to minimise rural land fragmentation and rural land-use conflicts between residential and other rural land-uses.	Ongoing	SPUD, S&E, DPIE
17.3	Encourage infill development in proximity to town centres to support their vitality and make efficient use of infrastructure.	Medium-term	SPUD

Diverse housing and lifestyles			
Actions		Timeframe	Key responsibility*
Planning priority 18: Promote innovation and best practices for climate responsive and ecologically sustainable building design and construction			
18.1	Advocate the State government for sustainable design to be more integrated within the planning process.	Ongoing	SPUD, DPIE
18.2	Facilitate the integration of passive design principles, innovative technology and the responsible sourcing and selection of construction materials in all new and significant renovation developments, so as to positively influence the sustainability of buildings.	Ongoing	SPUD, DAU, BEH
18.3	Promote energy efficiency as well as emissions, water and waste reduction opportunities to increase the efficiency, resilience and sustainability of new development across the Tweed.	Ongoing	S&E, SPUD, DAU, BEH, Resource Recovery
18.4	Consider the implementation of incentives for developers who build using best practice sustainable practices.	Medium-term	SPUD
18.5	Review environmental standards for incorporating sustainability into Council procurements.	Short-term	Engineering
18.6	Consider promoting sustainability through a Design, Urban Design and Building award program.	Medium-term	SPUD

*Abbreviations

BEH – Building & Environmental Health

Border Commission – Office of the NSW Cross Border Commissioner

CCS – Community & Cultural Services

CCX – Communication & Customer Experience

CoGC – City of Gold Coast

DAU – Development Assessment & Compliance

DPI – NSW Department of Primary Industries

DPIE – NSW Department of Planning, Industry & Environment

HINSW – Health Infrastructure NSW

ID – Infrastructure Delivery

LED – Land & Economic Development

PAC – Parks & Active Communities

Qld MRT – Queensland Department of Transport & Main Roads

Qld SDMIP – Queensland Department of State Development, Manufacturing, Infrastructure and Planning

R&S – Roads & Stormwater

SPUD – Strategic Planning & Urban Design

S&E – Sustainability & Environment

TBLALC – Tweed Byron Local Aboriginal Land Council

TfNSW – Transport for NSW

TSC – Tweed Shire Council

W&WW Planning – Water & Wastewater Planning

Appendix

Regional directions, local planning priorities and community goals

Plan		Tweed planning priority
North Coast Regional Plan 2036		
Direction 1	Deliver environmentally sustainable growth	PP1
Direction 2	Enhance biodiversity, coastal and aquatic habitats, and water catchments	PP2
Direction 3	Manage natural hazards and climate change	PP3
Direction 4	Promote renewable energy opportunities	PP4
Direction 5	Strengthen communities of interest and cross-regional relationships	PP7
Direction 6	Develop successful centres of employment	PP6
Direction 7	Coordinate the growth of regional cities	PP8
Direction 8	Promote the growth of tourism	PP9
Direction 9	Strengthen regionally significant transport corridors	PP7
Direction 10	Facilitate air, rail and public transport infrastructure	PP7
Direction 11	Protect and enhance productive agricultural lands	PP10
Direction 12	Grow agribusiness across the region	PP10
Direction 13	Sustainably manage natural resources	PP4 and PP18
Direction 14	Provide great places to live and work	PP11
Direction 15	Develop healthy, safe, socially engaged and well-connected communities	PP11
Direction 16	Collaborate and partner with Aboriginal communities	PP12
Direction 17	Increase the economic self-determination of Aboriginal communities	PP12
Direction 18	Respect and protect the North Coast's Aboriginal heritage	PP13
Direction 19	Protect historic heritage	PP13
Direction 20	Maintain the region's distinctive built character	PP14
Direction 21	Coordinate local infrastructure delivery	PP15
Direction 22	Deliver greater housing supply	PP15
Direction 23	Increase housing diversity and choice	PP16
Direction 24	Deliver well-planned rural residential housing areas	PP17
Direction 25	Deliver more opportunities for affordable housing	PP16

Plan		Tweed planning priority
Community Strategic Plan 2017–2027		
Goal 1.1	Protect and manage the environment and natural beauty of the Tweed for current and future generations, and ensure that ecological sustainability and climate change consideration underpin decision making in Council.	PP2, 3
Goal 1.2	Protection of people and property by managing the risk of flooding and its impacts on property owners, the environment and the broader community.	PP3
Goal 1.3	Provide high quality and secure water, sewer, rubbish and recycling services that meet health and environmental requirements.	PP4
Goal 1.4	Plan for sustainable development which balances economic, environmental and social considerations. Promote good design in the built environment.	PP1
Goal 2.1	Regulate and deliver the built environment to balance the social, cultural, economic and environmental needs of the community.	PP1, 6, 14 & 16
Goal 2.2	Provide public participation opportunities that inform decision-making processes on current and future Council infrastructure and service requirements of the community.	All
Goal 3.1	Provide social, cultural and economic opportunities enabling healthy, safer and more inclusive communities.	PP11
Goal 3.2	Provide places for people to live, work, visit, play and enjoy the Tweed.	PP11
Goal 3.3	Provide an integrated, connected, safe and accessible transport network that facilitates efficient, coordinated and reliable movement of people, vehicles and air traffic.	PP7
Goal 4.1	Support Council to meet its legislative and compliance requirements and implement opportunities for organisational improvement.	
Goal 4.2	Foster safe, productive and professional workspaces, enabling Council staff to source, manage and maintain services to the community.	

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