



COMMUNITY AND STAKEHOLDER ENGAGEMENT REPORT

CUDGEN CONNECTION PROPOSAL

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GLOSSARY OF TERMS	
TERM – ABBREVIATION	DEFINITION
CCP	Cudgen Connection Proposal
CCPT	Cudgen Connection Project Team
CCCEP	Cudgen Connection Community Engagement Program
SSF	State Significant Farmland
Connector	Volunteer. Leader who is networked within the community from diverse locations, occupation, industry and interest groups
TSC	Tweed Shire Council
TVH	Tweed Valley Hospital
C&SE	Community and Stakeholder Engagement
Round 1	Refers to C&SE undertaken on initial concept masterplan
Round 2	C&SE amended Concept Masterplan as a response to community feedback

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EXECUTIVE SUMMARY

Extensive community engagement has demonstrated an overwhelming majority of Tweed residents support Cudgen Connection, a proposal for a \$300M health, community, and education precinct delivering essential worker housing and jobs in the growing health and innovation sectors. The proposal site (741 Cudgen Rd, Cudgen) is a 5.7ha parcel located directly adjacent to the near-complete Tweed Valley Hospital, and across from Kingscliff TAFE. This proposal will complete a pre-eminent health precinct for the Tweed region. Residents, industry groups, and community leaders have provided feedback over 18 months and the consensus is the proposal 'makes sense' and the proprietors should 'get on with it'.

Acknowledging the proposal's size, impact and benefits to the Tweed and Northern Rivers communities, a community and stakeholder engagement (C&SE) strategy was developed and guided by IAP2 principles, representing best-practice for a community driven proposal. The strategy was undertaken early and delivered in a variety of ways across multiple communication channels. The proposal was announced at a business breakfast meeting, Tweed Chamber of Commerce, in February 2021. This allowed us to immediately engage with the business community and spread the word throughout the Tweed community through business networks and media channels. It was also targeted across the Tweed Shire.

The C&SE strategy objectives were to:

- empower the local community through the Cudgen Connection Community Engagement Program (CCCEP), a program where connectors – volunteers with a passion for the Tweed – designed the community hub and the services it would offer the community with a view to eventually managing its operations
- ensure Tweed residents, industry stakeholders and those living in neighbouring local government authorities were aware of the project, its vision and benefits through face-to-face meetings and multiple communications platforms and tools
- converse with the community and understand community sentiment through community information sessions and a phone poll of 500 residents

The CCCEP underpinned the community strategy with an advertising campaign in the local newspaper, the Tweed Valley Weekly, calling for volunteer community connectors with a passion for the Tweed. Twenty-eight connectors were briefed before receiving a connector pack and undertaking a half day facilitated Connector Workshop where they broke into five interest groups: Community Wellbeing, Health and Wellness (& Food), Youth, Seniors, and Business Incubator and Mentoring. The groups were tasked with designing the community hub, the services it would offer and, ultimately, to manage the hub's operations once the proposal was complete. The connectors undertook regular interest group meetings and shared their progress and learnings in full team get togethers. The connectors also provided feedback into the overall masterplan, as well as sharing with their own networks to get feedback.

Feedback from the connectors and face-to-face meetings with industry and stakeholder groups was embraced and the masterplan was amended to meet community feedback. This included incorporating more essential worker housing and removing the proposed farmers' markets and seniors' living from the masterplan, as well as shaping the placement and scale of the community centre.

At a special CCCEP meeting, community connectors considered the amended masterplan. Conversations centred around a keen desire for retail on the site and balancing the need for essential worker housing with providing a positive community space around the community hub and plaza. Feedback resulted in further amendments to the masterplan, and accommodation units were removed to create a more aesthetic community plaza area, immediately surrounded by low-set buildings.

This amended plan was taken to a wider audience for community conversations and to gather feedback. A key element of the engagement was to understand community sentiment about whether the site should remain as farmland or was the CCP a preferable use.

Round 2 engagement included:

- 3 x 3-hour conversations with the community in the form of pop-up community information sessions held within a 15 km radius of the site at Kingscliff, Casuarina and Tweed City shopping centres
- a phone poll (Insightfully October 2023) sample of 500 Tweed residents

Results from the phone poll and the community information sessions were overwhelmingly in support of the proposal. The community information sessions took an informal approach offering the community the opportunity to be informed, ask questions and offer feedback. Conversations with 165 residents resulted in 70% support for the CCP. They said essential worker housing on this site was needed to support the Tweed Valley Hospital, 'it makes sense' and was a logical use of the site.

The strong sentiment was Tweed Valley Hospital was already there, the infrastructure was in place, and the community needed these facilities. The more people heard about the proposal the more they liked it.

The overwhelming issue raised was the need for housing diversity and essential worker housing. Concerns about roads, traffic and car parking were an issue predominantly for those living closest to the site due to the growth in Kingscliff and along the Tweed Coast.

The Insightfully phone poll (October 2023) asked specific questions to Tweed residents who participated in the survey. When respondents were shown images and provided detail of the CCP, support for the proposal climbed from 56% to 72%. More than 4 in 5 residents (83%) ranked essential worker housing as the most important priority for the Shire and almost the same number (79%) said it would be needed when Tweed Valley Hospital opens (May 2024).

Work to date will help progress the formal planning assessment allowing additional consultation, more detailed engagement of lay design and satisfying statutory consultation requirements. The CCCEP will continue to act as a reference group on all aspects of the masterplan moving forward as well as completing the next steps, taking the community hub design into drawings.

1 PURPOSE OF THIS DOCUMENT

This community and stakeholder engagement (C&SE) report forms part of the submission for the Cudgen Connection Proposal (CCP) Request for Planning Proposal to Tweed Shire Council.

The report demonstrates best practice engagement principles through the overview of C&SE undertaken for the Cudgen Connection proposal. It details how the engagement undertaken has considered the proposal's size, impact and level of community interest and its benefits to the Tweed and Northern Rivers communities.

Engagement has:

- been implemented early utilising a range of communication methods
- been transparent, fair and demonstrated how community feedback has shaped the final proposal
- considered the concerns, issues and impact of the proposal including how it will affect those who live close to the proposal
- facilitated a two-way conversation with the community to answer questions and gauge support

This report details extensive and innovative C&SE undertaken over 18 months and how community feedback resulted in project amendments that better meet local needs.

2 PROJECT SCOPE

The CCP by proprietors Centuria Healthcare and Digital Infratech is a \$300M health, community and education precinct which will deliver essential worker housing and job opportunities in the growing health and innovation sectors near Tweed Valley Hospital and Kingscliff TAFE.

The proposal at 741 Cudgen Road set on 5.7 hectares lies adjacent to the almost completed Tweed Valley Hospital and will ideally complete a health precinct for the Tweed Shire and Northern Rivers as envisioned by the Tweed Shire Regional Economic Development Strategy 2018 - 2022, page 20 (see below), as well as the 2023 Update.



The Cudgen Connection proposal includes:

- essential worker housing
- private hospital and medical suites
- mental health hospital
- childcare for essential workers
- retail to support essential worker needs
- bus interchange
- community hub
- university campus
- medihotel

Cudgen Connection will create 1000+ new local jobs in the health, education, training and service industries and hundreds more in the design and construction phases.

It will support emerging and growth industries, attract innovation and investment and encourage lifelong opportunities for education and training. These will benefit the region for generations to come.

See Appendix 1: [Concept Masterplan Revised \(2023\)](#)

3 PROJECT SUMMARY

The Cudgen Connection vision was formally developed in 2021 during COVID 19 where border closures highlighted the difficulties experienced by Tweed and Northern Rivers residents unable to access private health services across the border in Queensland. Some of these tragic stories include

- Northern NSW renal patients denied access to their regular dialysis treatment in Queensland hospitals
- A Tweed 14-year double lung transplant survivor denied crucial follow-up treatment in a Queensland hospital

The Queensland Premier said northern New South Wales needed its own infrastructure rather than relying on the good will of Queensland.

“ People living in NSW, they have NSW hospitals. In Queensland we have Queensland hospitals for our people. ”

Anastacia Palaszczuk, Queensland Premier, ABC News, 19 August 2020

By 2022, COVID and subsequent border closures, major Northern Rivers' flooding, its impact on housing for essential and key workers and the approaching opening of the new Tweed Valley Hospital (May 2024), all combined to show there was a clear need for the Cudgen Connection offering and 741 Cudgen Road was the only and obvious location.

There is one critical issue. The land is identified State Significant Farmland although it hasn't been farmed for decades. Adjoining the new Tweed Valley Hospital to the east, swampland to the north, Tweed Coast Road and residential housing to the west and Cudgen Road to the south, the site is geographically bound on all 4x sides, limiting its agricultural potential.

The proponents, Centuria Healthcare and Digital Infratech, undertook extensive and early C&SE to understand community sentiment towards the CCP and to realise Cudgen Connection as a community-driven project. Engagement was driven by the CCPT with representation from Centuria Healthcare, Digital Infratech, town planners Planit Consulting, Callister Media and Communications.

[See Appendix 2: Project Team](#)

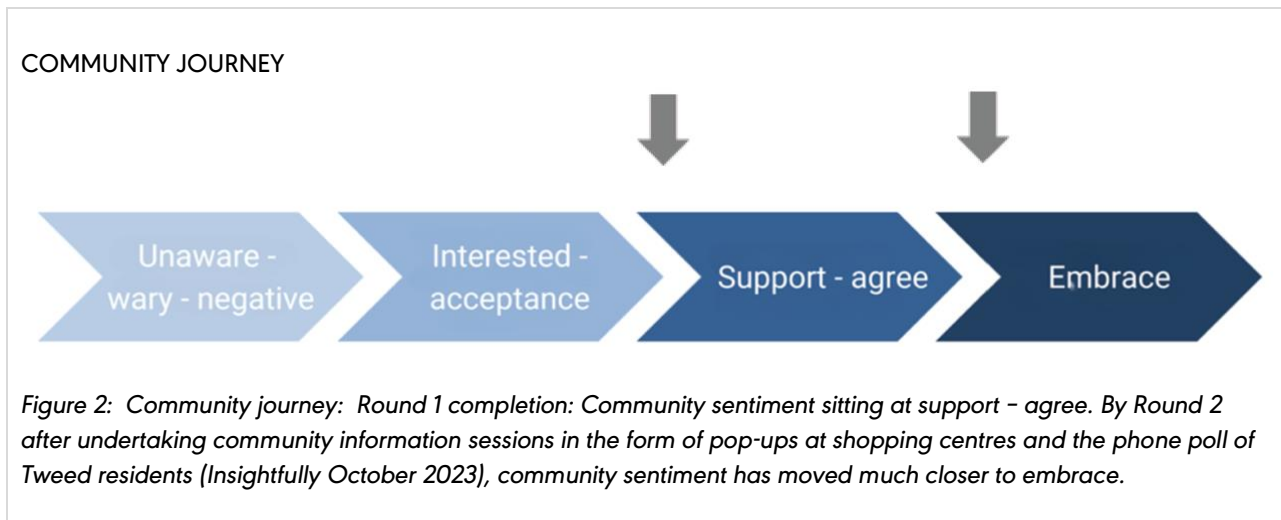
The initial proposal included:

- tertiary education
- aged care facilities
- essential worker housing
- private hospital
- medihotel
- specialist and allied healthcare

[See Appendix 3: Original Concept Masterplan 2021](#)

With a clear understanding the land was identified SSF but a belief the community not only required this infrastructure but, in fact, demanded it, the CCPT undertook an innovative and extensive C&SE strategy to ensure the community had a voice on the proposal.

The aim of the community and stakeholder engagement was to take the community on a journey (see diagram below), listen to their feedback and amend the proposal where practicable. By the end of the round 1 engagement, community sentiment was sitting at *support – agree*. By Round 2 after undertaking community information sessions in the form of pop-ups at shopping centres and the phone poll survey (Insightfully October 2023) we measured community sentiment as shifting more towards *embrace*. See diagram below.



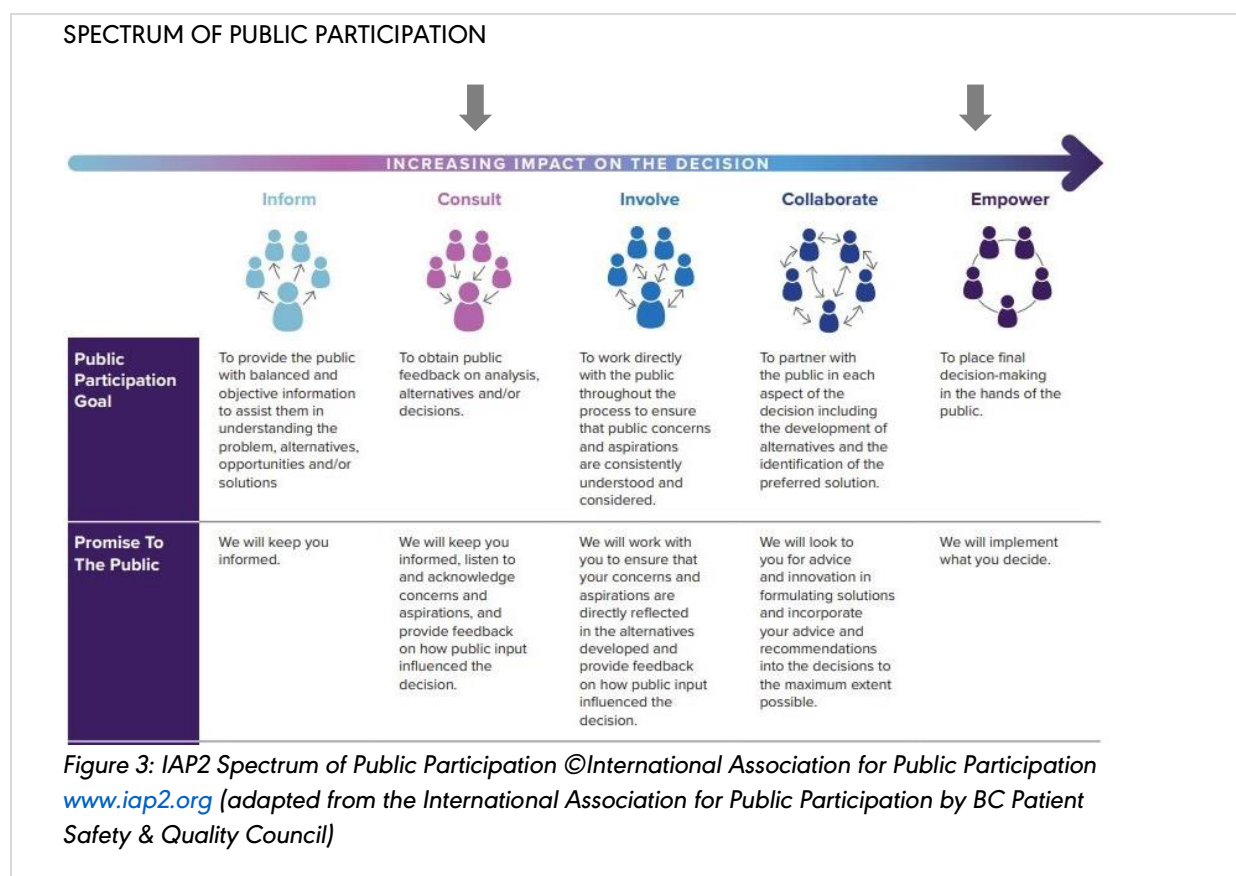
Engagement included:

- The Cudgen Connection Community Engagement Program (CCCEP) where we advertised for established and emerging leaders who could work collaboratively, shared enthusiasm for the Tweed and were willing to dedicate their time and expertise to create a thriving and prosperous community
- Invitations and face-to-face meetings with stakeholder groups
- Invitations and face-to-face briefings with resident associations, business and industry groups
- Digital engagement which included a website, social media and newsletter mailouts
- A media launch which attracted newspaper, television and radio coverage in northern New South Wales, on the Gold Coast and in metropolitan Sydney as well industry publications
- Advertising in local newspaper the Tweed Valley Weekly
- Two phone polls of 500 Tweed residents to track community sentiment
- A Tweed community profile which analysed demographic, health, economic, housing and sustainable living data from a dozen government and independent sources

Round 1 community and stakeholder engagement considered the criteria of the IAP2 spectrum of public participation.

The CCCEP, made up of connectors, working on the community hub element of the proposal, met the *Empower* stage.

Engagement on the overall Cudgen Connection proposal met the *Consult* stage.



1.1 Round 1 Engagement

Round 1 stakeholder engagement with local farmers, resident associations and community groups found some elements of the proposal did not resonate with the community. For example, some thought there were enough farmers' markets in the area and selling local produce would impact on these markets.

As a result of the engagement, farmers' markets were removed from the proposal.

Major flooding experienced across the Tweed and Northern Rivers in February and March 2022 combined with inflation and the economic downturn contributed to a lack of affordable and essential worker housing. It was considered a housing crisis and the community called on all levels of government to act. Tweed Shire Mayor Chris Cherry called for an urgent fix to the housing crisis on land that did not flood.

“We’ve got 13 thousand lots sitting there that are zoned for residential and could be built on and that’s been in the planning for nearly 30 years. It’s been really hard because council does its strategic planning and says, ‘OK at this time, we’ll have enough housing for the population we’re going to have’. But we’ve actually got to that point of population and we don’t have enough housing and it’s because we can’t bring that online.”

“ (We already had) the highest increase in homeless. And obviously, the flood had a massive impact on our Shire as well. So, we have a very, very big problem with homelessness. We have a massive problem with affordability in our Shire and we can’t sit by and not do anything about it. **Tweed Mayor Chris Cherry. The Echo, 30 June 2023** ”

In addition, the new Tweed Valley Hospital would struggle to find staff due to a lack of affordable housing. Multiple news articles have referenced this crisis.



Figure 4: Australian Financial Review, 5 April 2023.

The Insightfully Poll (November 2021) which surveyed 500 Tweed residents to understand community priorities ranked the need for more affordable housing for essential workers, better local health services and more local jobs over agricultural land. Two thirds of Tweed residents supported the rezoning of local land for more health facilities and residents said Tweed needed more mental and specialist health services. Similarly the Populus Report (2021) profiled the Tweed community and considered how residents were faring compared to similar regions. The picture that emerged highlighted a region that was experiencing rapid growth mostly with older Australians moving to the area, limited affordable housing and poor health outcomes for residents.

A number of connectors who volunteered for the CCCEP worked in the youth, housing and homelessness, and health and wellness sectors and considered mental health to be a major issue in the community. Four of the five focus groups, Health and Wellness (& Food), Seniors, Youth and Community Wellbeing had a focus on mental health and believed the community hub should incorporate this through its services. They supported more mental health services in the masterplan.

Additionally the need for diverse housing options & essential worker housing was acknowledged as a priority by the connectors involved in the CCCEP workshop. Initially a focus group was formed for Housing and Homelessness, however after floods in the northern rivers region and a worsening housing crisis, sector workers were overwhelmed and could not commit the time to participate. However the need for housing options including essential worker housing remains in the spotlight.

As a result, the proposal was amended to

- co-locate the health buildings close to the Tweed Valley Hospital to maximise the location synergies
- Increased the quantity and variety of accommodation to include ~300 units with a mix of essential worker and strata title units
- provide a dedicated mental health hospital
- remove farmers' markets from the proposal

1.2 Round 2 Engagement

Round 2 engagement included an independent poll by Insightfully (sample 500 residents across the Tweed Shire) to measure the attitudes of the local community towards health, local needs and support for the CCP. The results indicated 72% supported the CCP.

The connector focus group was also briefed. Most connectors supported the plan while a small number including one Cudgen resident, requested changes to the proposal including a reduction to the units to enable more space around the plaza for community activities. They supported the need for essential worker housing, retail and parking. This feedback was welcomed by the CCPT and the masterplan was amended to reduce the housing accommodation around the plaza.

Community Information Sessions held as pop-ups at Kingscliff Woolworths Shopping Village, Casuarina Coles shopping centre and Tweed City gave a voice to all Tweed residents. At these sessions, the community was given an opportunity to provide feedback, ask questions and receive direct responses. Of 165 residents who participated, 70% agreed with the CCP.

The following diagram shows the Timeline of Engagement and how the proposal was amended to meet feedback provided by the community.

COMMUNITY & STAKEHOLDER ENGAGEMENT TIMELINE	
2021	
JULY	
	DATA DRIVEN RESEARCH <ul style="list-style-type: none"> • Populus Community Profile
NOVEMBER	
	DATA DRIVEN RESEARCH <ul style="list-style-type: none"> • Insightfully Report, Independent phone poll, 500 residents
DECEMBER	
4	NSW LOCAL GOVERNMENT ELECTIONS
ROUND 1 ENGAGEMENT	
2022	
FEBRUARY	
8	<p>CUDGEN CONNECTION LAUNCH & MEDIA ANNOUNCEMENT</p> <ul style="list-style-type: none"> • Tweed Chamber of Commerce <p>MEDIA RELEASE 1 COVERAGE ACHIEVED</p> <ul style="list-style-type: none"> • Television: Local NBN • Radio: Local ABC Gold Coast/Northern NSW • Newspapers <ul style="list-style-type: none"> Metro: Daily Telegraph Regional: Gold Coast Bulletin Tweed Daily News Local: Tweed Valley Weekly, The Echo • Community social page: Kingscliff Happenings with 42,000 followers. Announcement with no comments (day); debate with share from Tweed Mayor Chris Cherry (evening) <p>WEBSITE LAUNCH</p> <p>SOCIAL MEDIA</p> <ul style="list-style-type: none"> • Cudgen Connection Facebook and Instagram pages
10, 17, 24	<p>ADVERTISING</p> <ul style="list-style-type: none"> • Tweed Valley Weekly, 3 weeks
17	<p>CALL FOR CONNECTORS</p> <ul style="list-style-type: none"> • Media release runs Tweed Valley Weekly
FEBRUARY 24	<p>NORTHERN RIVERS FLOOD EVENT</p> <ul style="list-style-type: none"> • Advertising campaign postponed
MARCH APRIL MAY	
	FLOOD CLEAN-UP
MAY	
22	FEDERAL ELECTION

26	ADVERTISING
	<ul style="list-style-type: none"> • Recommences post flood event. Includes new call for connectors
AUGUST	
	DATA DRIVEN RESEARCH
	<ul style="list-style-type: none"> • Populus report update
19	CCCEP LAUNCH
	<ul style="list-style-type: none"> • Kingscliff Bowls Club
30	FOCUS GROUP MEETINGS BEGIN
	<ul style="list-style-type: none"> • Most meet 3 times, September to December
OCTOBER	
12	RESEARCH
	<ul style="list-style-type: none"> • Community Wellbeing focus group visits Murwillumbah Community Centre
NOVEMBER	
22	FULL TEAM MEET
	<ul style="list-style-type: none"> • Kingscliff Bowls Club
DECEMBER	
2023	
MARCH	
25	NSW STATE ELECTIONS
AUGUST	
	MASTERPLAN REVISION
	As a response to community feedback
	<ul style="list-style-type: none"> • Farmers' markets and senior housing removed • 350 essential worker units included
ROUND 2 ENGAGEMENT	
19	FOCUS GROUP MEETINGS
	<ul style="list-style-type: none"> • 2 x meetings to brief connectors about amended masterplan and hear feedback
	MASTERPLAN REVISION
	50 essential worker units removed
OCTOBER	
	DATA DRIVEN RESEARCH
	<ul style="list-style-type: none"> • Insightfully report update, phone poll, 500 residents
	COMMUNITY INFORMATION SESSIONS
	<ul style="list-style-type: none"> • Kingscliff: Woolworths Kingscliff Shopping Village 10am-1pm • Casuarina: Coles Casuarina Shopping Centre 10.30am-1.30pm • Tweed Heads: Tweed City Shopping Centre 10am-1pm

Table 1: Community and Stakeholder Engagement timeline

4 RISK LEVEL

The subject site at 741 Cudgen Road is identified SSF, as was the case for the new adjacent Tweed Valley Hospital (TVH) and the Kingscliff TAFE located diagonally across the road. SSF has been a significant and ongoing discussion point with Kingscliff residents and elected members so understanding community priorities was a major objective of the C&SE Strategy. Did the community consider this site quality agricultural land and what was the best use for the site?

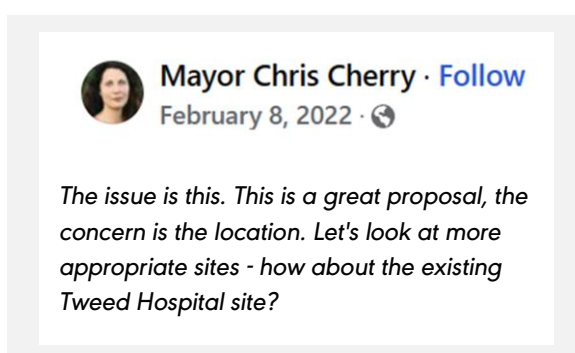
Research and conversations with long term residents determined the site has not been farmed for 30+ years. In addition, with the location beside the new hospital, the site is fragmented.

Scientific analysis through an Agricultural Capability Assessment (ACA) and an Agricultural Land Assessment (ALA) identifies significant limitations to the farming potential of the site. These limitations include the site's immediate proximity to urban uses, the land's slope, the lack of rural infrastructure and fragmentation from contiguous farmland.

Acknowledging these limitations, the site's projected economic output from farming ranges between \$4,941 and \$34,998 per annum. The site's production quantity value within the Northern Rivers statistical area ranges between 0 – 6% per crop type.

Mayor Chris Cherry said she loved the proposal and there was a need in the community however she would like to see it at another location. This sentiment was supported by the Kingscliff Residents and Progress Association as they do not want any more farmland rezoned.

TSC requested Planning Concierge, Planning Delivery Unit, NSW Department of Planning and Environment to assist in identifying an alternate site in the Tweed, away from SSF. This review was undertaken however an alternative site was not identified (July 2022).



Extensive conversations with community, phone polling, community information sessions and our CCCEP tell a different and compelling story. There were three consistent messages:

- The CCP is a better use of a site that's not great farmland
- Opposed to the TVH but it's there now, it doesn't make sense to farm the block, the CCP is a better use
- Save all SSF

The Insightfully report (sample size 500) addressed this question with its phone poll (October 2023). After those polled were provided with details of the proposal, support for the site being rezoned jumped from 51% to 72% of respondents who fully supported the CCP in this location. Once the details of the proposal and visual diagrams were shown those opposing the rezoning decreased to 15%. This figure equates to 1 in 6 who disagree with the proposal.

In the same poll:

- 83% said the Tweed needed more affordable housing for essential workers
- 72% said more mental health services
- 68% said it needed more local jobs
- 60% more specialist health services

Community conversations with 165 residents at Community Information Sessions at Kingscliff, Casuarina and Tweed City mirrored the phone polling – 70% agreed with the CCP in this location. The overwhelming response was 'It makes sense. The infrastructure is already there.' The number one priority in the community was made very clear – affordable and essential worker housing for the Tweed.

CCCEP connector focus groups embraced the CCP. They said it would contribute to community wellbeing by providing more health services, jobs, further education, research and innovation. In their view the value of the CCP far surpasses any value as agricultural land.

5 COMMUNITY PRIORITY ISSUES

The priorities identified by the Insightfully Report (October 2023) and the community information session shopping centre pop-ups (October 2023) identified the highest priority needs for the area:

- essential worker and affordable housing
- mental health
- retail close to the Tweed Valley Hospital (TVH)
- childcare and elder care (including a suggestion to make this 24 hours)
- private hospital

The priorities identified by the Insightfully Report (October 2023) and the community information sessions shopping centre pop-ups (October 2023) identified the highest priority items for further consideration for the area:

- roads and traffic
- car parking (Kingscliff)
- State Significant Farmland
- flooding
- building heights

6 CONSULTATION AND RESEARCH

The CCP is a significant proposal for the region. The scale and timeliness of the C&SE reflects the scale, impact and interest the community will have in the project.

Best practice engagement principles, as recognised by the IAP2 spectrum of Public Participation, guided the strategy. Engagement activities were undertaken to ensure they were open and inclusive, easy to access, relevant, timely and meaningful.

Consultation and research included three community information sessions, two sentiment polls by independent polling company Insightfully and a community profile and update produced by Populus from information collected from more than a dozen government agencies and departments. The concept launch at a Tweed Chamber of Commerce breakfast urged those to attend to visit a website to learn more, register for news and updates and to join the CCCEP where 28 connectors worked in five focus groups to help design a community hub and types of services it would deliver.



Figure 5: A community information session, staged as a pop-up at Kingscliff Shopping Village

1.3 Community Information sessions

Community information pop-up sessions were held:

- Friday 13 October 2023: Woolworths Kingscliff Shopping Village 10am-1pm
- Saturday 14 October 2023: Coles Casuarina Shopping Centre 10.30am-1.30pm
- Sunday 15 October 2023: Tweed City Shopping Centre 10am-1pm

Conversations with 165 Tweed residents, ratepayers, tourists, and farmers over 9 hours provided the opportunity for the community to ask questions, get information and provide feedback about the CCP.

Advertising in the Tweed Valley Weekly, Kingscliff Happenings Facebook page, Cudgen Connection social media platforms, (Facebook and Instagram boosted posts), a media release distributed to local media and an invite to a 150-member database notified the community of the pop-ups and the opportunity to have a conversation about the proposal.

Feedback from the community overwhelmingly supported the Cudgen Connection proposal (70%).

The need for essential worker housing in the Tweed was seen as a priority and the community said it made sense to locate it next door to the new hospital. Roads and traffic were considered the number one item to be addressed.

Those in Kingscliff raised the greatest objection to the CCP (18%) raising traffic, state significant farmland (SSF) and car parking as their greatest concerns. Fifty-five percent supported the proposal with 27% undecided.

Residents living outside Kingscliff believed the location was a logical site for the proposal. Although there were some negative comments, the consensus was the area was under serviced, particularly with respect to accommodation, which would worsen with the opening of Tweed Valley Hospital (2024).

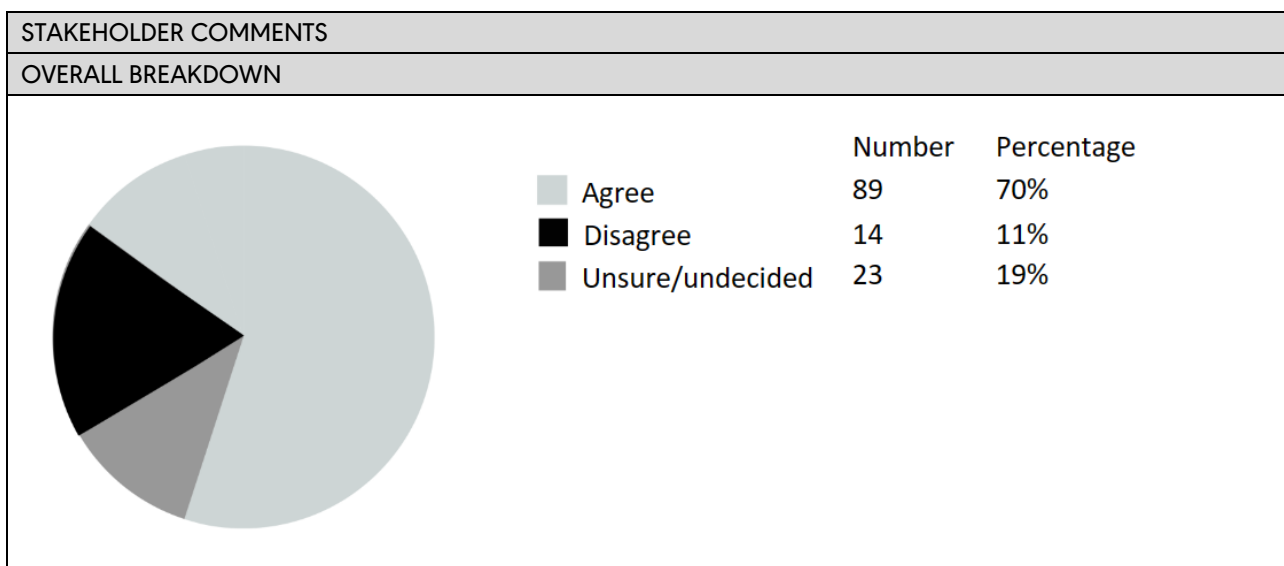


Figure 6: Community responses to the CCP collected at three shopping centres, October 2023

SNAPSHOT OF COMMENTS		
WOOLWORTHS KINGSCLIFF SHOPPING VILLAGE		
AGREE	DISAGREE	UNSURE
"It makes sense."	"Too many people – don't want more people here."	"Not sure, worried about the height."
"Get a wriggle on – build it." Resident concerned health specialists won't come to Kingscliff from John Flynn as too far.	"No, not on red soil."	"Roads and flooding are my main concern."
"We need the retail – maybe even a supermarket."	"Concept is needed but in another location."	"I like the idea, but it doesn't seem to have enough parking"
"Car parking is a big issue in Kingscliff – please address the parking issue."	"You just want the rules to suit yourself, not the locals who actually live here"	
"Like the green and the vegetation. Please put in big, cooling trees to blend into natural landscape."		
"Childcare should be 24 hours for hospital staff."		
COLES CASUARINA SHOPPING CENTRE		
AGREE	DISAGREE	UNSURE
"It makes sense, it's needed. Shame it will take so long."	"The traffic on Tweed Coast Road development generates traffic."	"It's interesting – I'll think about it."
"Makes sense. Infrastructure is already there."		"I was anti the Tweed Valley hospital."
"Yes. Like the idea of essential workers' accommodation."		
"Fantastic. If you put a public hospital there you need this kind of outlying facilities around it."		
TWEED CITY SHOPPING CENTRE		
AGREE	DISAGREE	UNSURE
"Yes, go for it. I'm going to work at	"Development will cause floods	"I'm going to have a think about

the new Tweed Valley Hospital."	and will make the traffic a nightmare."	it – which university is going in?"
"Love all of it, specifically childcare and university."	"I hated the hospital development and we don't need it."	
"Good idea. Might as well use the land there. We need quarters for nurses and we need car parking."		

Table 2: Snapshot of comments made by visitors to community information sessions held at shopping centres from 13-15 October 2023

[See Attachment 1: Community Information Sessions report \(2023\)](#)

1.4 Insightfully Reports

Independent polling company Insightfully conducted phone polls in November 2021 and October 2023 to measure and understand community attitudes towards health sector growth in the local area as well as the priority service requirements of the community. It was also essential to understand the community attitudes towards balancing the need for services over agricultural land.

The reports measured community sentiment and supported our community and stakeholder strategy.

On each occasion, Insightfully conducted 500 8-minute surveys among residents aged 18+ in the Tweed LGA with samples taken south of the Tweed River, north of the river, and the rest of Tweed.

The October 2023 report found:

- More than 4 in 5 residents (83%) ranked essential worker housing as the most important priority for the shire and almost the same number (79%) said it would be needed when Tweed Valley Hospital (opens May 2024)
- Locals want more mental health services (72%), more local jobs (68%), more specialist health services (60%)
- 65% wanted to be more self-sufficient and less reliant on Queensland for jobs and services. This slipped from the 80% who wanted the same thing during the November 2021 poll when COVID and border closures were front of mind
- Almost 3 in 5 (58%) want more public transport
- On first sight, 51% supported the rezoning of the land from significant farmland for Cudgen Connection. Of 145 who elected to learn more about the concept and its location, support rose to 72%
- Upon initially seeing the proposal, about half (51%) supported the rezoning of the land for Cudgen Connection but that number rose among 145 who continued on to a web page to learn more about the concept's location and details (72%)

This compared to results from the past survey:

- more than four out of five residents (82%) said the border closure made it harder for them to access services like health and education. Four out of five (80%) agreed the Shire should be more self-sufficient and less reliant on Queensland for health services and jobs
- residents agreed Tweed needed mental and specialist health services
- Tweed residents ranked the need for more affordable housing for essential workers, better local health services and more local jobs over agricultural land
- residents who say more needed to be done to protect agricultural land in the Tweed, prioritise cheaper housing for essential workers over agricultural protection
- almost all residents say they would be likely to use health services locally if those services were available, demonstrating the demand for services like Cudgen Connection

- two thirds of Tweed voters support the rezoning of local land for more health facilities
- even in the South River area, most residents agree with the rezoning of land for health facilities

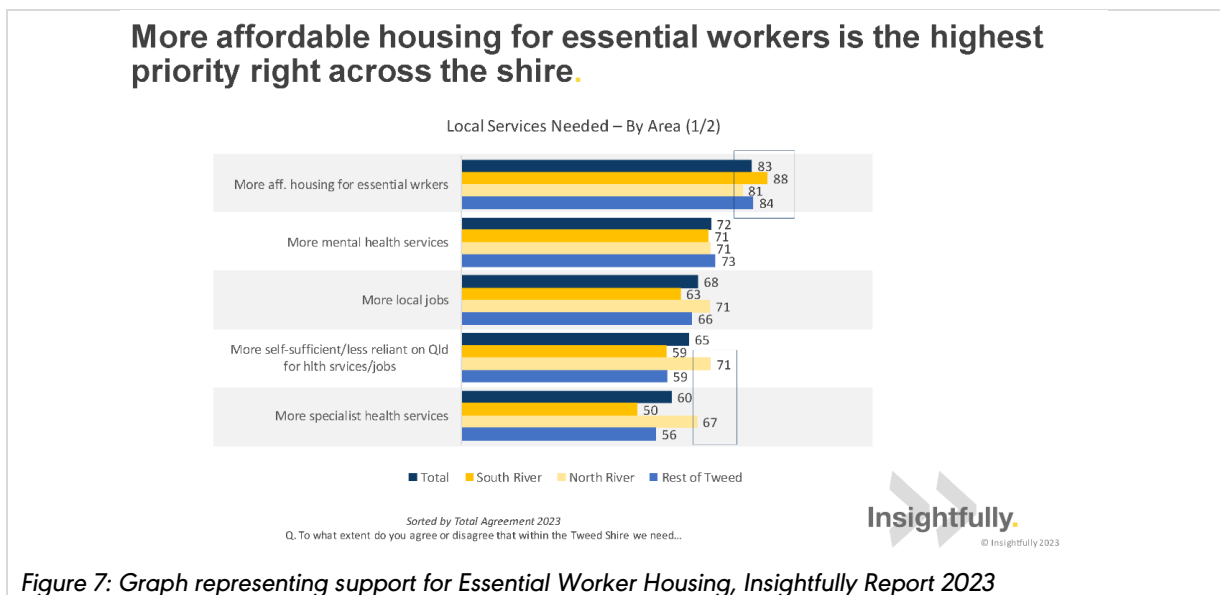


Figure 7: Graph representing support for Essential Worker Housing, Insightfully Report 2023

[See Attachment 2: Cudgen Connection Insightfully reports \(October 2023 and November 2021\)](#)

1.5 Data Driven Approach

Best practice solutions, industry insights and knowledge, community sentiment and a data driven approach anchored the CCCEP and guided the conversations of community connectors who were participating in the CCCEP.

Whilst the connectors were local residents it was essential their discussions were guided by a data driven approach which provided local context and social data, broadening their knowledge. Independent research company Populus undertook a report in 2021 to understand how the Tweed fared compared to similar Australian regions. The story that emerged was not promising - the Tweed was lagging. The profile that emerged strongly supported the need for Cudgen Connection.

The report's data considered four key pillars of the community:

- people
- economy
- place
- environment

Findings from the Populus report found the Tweed:

- was experiencing rapid growth, mostly with older Australians moving to the area
- has a population that is already relatively older
- has limited employment opportunities
- residents are not well off, they receive high levels of government support or have relatively low incomes
- housing is becoming increasingly expensive
- health outcomes for residents are not promising

[See Attachment 3: Tweed Shire Community Profile by Populus \(2021\)](#)

In 2022, after the latest census the results were updated and while most results remained similar and rather bleak, a new picture emerged which dramatically altered the Tweed story

- housing had become dramatically more expensive
- the percentage of homes below median income levels rose strongly

The updated report influenced amendments to the CCP which was revised in August 2023 to include essential worker housing.

[See Attachment 4: Tweed Shire Community Profile Update by Populus \(2022\)](#)

The Populus reports were provided to connectors in packs prior to the Connector Breakfast and Workshop to guide their thinking. Director Populus Data, Don Sharples addressed the connectors at the workshop on the Tweed community profile and data from the latest census and answered questions. This shaped the connectors discussions when workshopping priorities for the Tweed community and formulating their focus groups.

The Insightfully poll (November 2021) surveyed 500 Tweed residents to get an understanding of community priorities. COVID and border closures were still top of mind and 80% said the shire should be more self sufficient and less reliant on Queensland for health services and jobs. Residents prioritised mental and specialist health services and the need for more affordable housing for essential workers, better local health services and more local jobs over agricultural land. The report provided quantitative data to offer direction when considering the services required by the community which could be delivered through the community hub.

As the connectors worked through the process of designing the community hub and the services it would provide, speakers were included at the full team meetings to broaden their discussions and offer best practice examples and insights.

Associate Director Anthony Colwell, Destravis Group, attended a full team connector get together and offered insights into health precincts which blended community design principles with education and knowledge precincts. Examples included the Singapore Health precinct redevelopment, Khoo Tech Puat. There was a focus on blending greenspace into the hospital building and including design elements such as rooftop gardens. Other examples included Meadowbrook Health and Training Precinct (Queensland, south of Brisbane) and Markham Stouffville Hospital (Ontario, Canada). Case studies and papers were shared with the connector teams on their communication platform Basecamp.

Wendy Constantine, Manager Murwillumbah Community Centre, offered the connectors insights, challenges, knowledge and experience from 30 years in the sector. Wendy guided their deliberations. She also took CCPT members Allan Larkin (Digital Infratech), Rory Bestic (Centuria Healthcare) and connectors from the Community Wellbeing focus group on a tour of the Murwillumbah Community Centre. Wendy is kept informed on the CCP progress through newsletters and face to face meetings

1.6 Cudgen Connection Proposal announcement

The CCP was launched at the Tweed Chamber of Commerce business breakfast networking event (8 February 2021). This got the message out to Tweed business and industry and helped recruit connectors to the CCCEP.

1.7 Cudgen Connection Community Engagement Program

The Cudgen Connection Community Engagement Program (CCCEP) was designed as an innovative program tailored to connect with the Tweed community, drive the CCP and reflect best practice benchmarks for community engagement. Volunteer connectors acted as focus groups and took ownership of the community hub at the heart of the project.

The very focus of the engagement program was to connect with residents and create a thriving Tweed community which could address major regional challenges such as affordable housing, mental health, youth and suicide support service shortages.

The CCCEP also supported the region's vision as outlined by New South Wales government and Tweed Shire Council reports.

The deliberate and strategic co-location of culture and creative practices within the state's emerging centres of technology and innovation will create vibrant 'live-work-play' environments that attract and retain skilled talent, as described in the [NSW 2040 Economic Blueprint Investing in the state's future, page 34](#)

It will also cultivate desirable and healthy lifestyle choices with a strong sense of community, diverse places for people to be happy, build resilience, feel safe and be well connected, as outlined in the [Tweed Shire Council Local Strategic Planning Statement 2020, Planning priority 11, page 50](#)

The Populus report underpinned the need for a community hub in the area. Its key findings included

“ *The high proportion of new residents, predominance of ageing residents and rates of living alone suggests a potential lack of social connection and vulnerability which supported the CCCEP and the need for the Cudgen Connection Community Hub.* ”
Populus Report, 2021

The community hub is at the heart of the Cudgen Connection Precinct (CCP) and will house businesses and initiatives that benefit the community e.g. a Centre of Excellence for Koala Research, a business incubator, and much needed mental health services for our youth. Those who have shown an early interest include the Koala Research Foundation Australia, Sourdough Business Pathways, and not for profit Batyr.

The hub is ~1000 square metres and the project proprietors are gifting the space to the community to design and run its operations.

The CCCEP was a community-driven program which was designed to empower the community to:

- design the community hub
- identify projects and services delivered from the community hub to help shape solutions to regional challenges

1.8 Role of connectors

After the launch of Cudgen Connection, the CCPT called for up to 30 community connectors/volunteers who were a diverse team of leaders and emerging leaders by geography, industry, experience, interests and political persuasion with strong links to the local community. Ads and media releases were sent to the local media as part of a search. After meeting and briefing the potential connectors on the project and expectations, such as time commitments, 28 were selected. See next page.

7 ENGAGEMENT IN DETAIL

A comprehensive C&SE Strategy was implemented over 18 months guided by:

- communication goal and objectives: inform and engage in keeping with our guiding principles
- engagement scope: level of engagement considering IAP2 principles
- stakeholders: identified and mapped considering those with an interest or those who should take an interest in the proposal
- CCCEP: detail on the innovative connector program considered the linchpin of the engagement
- communication approach: a broad and effective approach using multiple tools to meet a diverse audience

1.9 GOALS AND OBJECTIVES

1.9.1 Communication goal

The C&SE Strategy communication goal was to engage in multiple ways on multiple platforms to reach Tweed and neighbouring communities and have the community embrace the proposal.

To achieve this the C&SE strategy aimed to:

- ensure Tweed residents, industry stakeholders and those living in surrounding councils were aware of the project, its vision, and benefits
- have a conversation, gather feedback and understand community sentiment
- engage the community connectors to act as a focus or reference groups

1.9.2 Communication objectives and guiding principals

The CCPT was committed to ensuring stakeholder objectives and planned engagement activities aligned with best practice standards and were proportionate to the scale and impact of the project.

As the project would interest the Tweed as well as neighbouring council areas with a higher focus in Cudgen and Kingscliff communication activities were undertaken in two stages: Round 1 and Round 2.

A summary is provided below outlining how the communication and engagement objectives align to the guiding principles when considering the overarching communication objectives.

GUIDING PRINCIPLE	CUDGEN CONNECTION
CLARITY OF PURPOSE	
The CCPT demonstrated the value it placed on C&SE with input and feedback essential in shaping the planning and design of the CCP	Community and industry stakeholder groups were consulted and their feedback informed the masterplan
INCLUSIVE	
A range of communication approaches including extensive advertising, local media and social media platforms, phone polls, focus groups and community information sessions were incorporated to reach a wide audience	<p>All members of the Tweed community had the opportunity to be a connector/volunteers and be part of a focus group providing input into the proposal</p> <p>All Tweed community members had the opportunity to provide feedback, ask questions and have a conversation about the CCP via community information sessions</p> <p>Community members could have their say, have questions answered via email and the website.</p> <p>Requests for information were acknowledged/ responded to within 48 hours via email, phone or meetings</p> <p>Response to media enquiries were completed within requested timeframes</p>

INTEGRATED	
The CCCEP, community information sessions and meetings with industry stakeholders ensured the community was a part of the masterplan design	<p>All enquiries have been recorded for future reference</p> <p>Stakeholders and community groups had the option to sign up to a database to receive regular news and updates</p> <p>The CCCEP ensured community connectors were included in regular discussions and received regular updates</p>
CREDIBLE	
Stakeholder input and feedback influenced the design of the masterplan	<p>Face-to-face and community industry group feedback from Round 1 and Round 2 consultation resulted in changes to the masterplan</p> <p>An increase in essential worker housing was included</p> <p>Farmers' markets were removed</p> <p>~30 housing units were removed</p> <p>Seniors' housing was removed</p>
TIMELINESS	
The CCP was driven by community engagement undertaken at the announcement of the proposal	<p>Insightfully and Populus report data was collected at the earliest possible stage</p> <p>The CCP announcement at the Tweed Chamber of Commerce kickstarted immediate engagement with the local community</p>

Table 3: CCP communication objectives and guiding principles

1.10 ENGAGEMENT SCOPE

Our communication approach aimed to inform the community and relevant industry stakeholders, listen to feedback, involve them in the decision-making process where possible and create a positive community legacy.

The approach recognised four levels of engagement as outlined in the IAP2 spectrum:

- Empower: (CCCEP and connector meetings around community hub design and services offering)
- Involve: (pop-ups, CCCEP and connector meetings on Cudgen Connector proposal)
- Consult: (Insightfully phone poll survey, stakeholder meetings, presentations, online feedback)
- Inform: (fact sheets, website, flyers, social media and digital)

The table below provides guidance on the various levels of engagement and our commitment to stakeholders.

See stakeholder identification section of this document.

	STAKEHOLDER	LEVEL OF ENGAGEMENT	COMMITMENT	COMMUNICATION TOOLS
Empower	Tier 1	Worked with community connectors as part of the CCCEP to design the hub and services it would provide	We will implement what you decide	<p>Focus group meetings and workshops</p> <p>Regular meetings and direct access to community engagement manager</p> <p>Regular meetings with CCPT</p> <p>E-newsletters</p> <p>Communication team platform Basecamp</p> <p>Emails</p> <p>Phone calls</p>
Involve	Tier 2	Undertook community engagement on the CCP to ensure issues and concerns were understood and considered	<p>We will work with you to ensure your concerns and aspirations are considered and provide feedback on how your input influenced the decision.</p> <p>We will keep you informed about the project status</p>	<p>Community information session shopping centre pop-ups</p> <p>Regular team and face-to-face meetings with connectors (CCCEP)</p> <p>Regular meetings with key stakeholders and industry groups</p> <p>Phone calls</p> <p>E-newsletters and emails</p>
Consult	Tier 3	Digital platforms allowed community and stakeholders to ask questions, receive information and provide feedback to inform the CCP	We will keep you informed, listen and acknowledge concerns and provide feedback on how public input influenced the decision	<p>Phone polling (Insightfully)</p> <p>Face-to-face meetings</p> <p>Presentations</p> <p>Online feedback</p>
Inform	Tier 4	The community was informed using a range of communication channels	We will keep you informed and include you in information	<p>E-newsletters</p> <p>Fact sheet</p> <p>Flyers</p> <p>Website</p>

	STAKEHOLDER	LEVEL OF ENGAGEMENT	COMMITMENT	COMMUNICATION TOOLS
			sharing	Publicly available reports Emails Advertising Media releases FAQs Digital and social media

Table 4: Communication approach as recognised by the IAP2 spectrum

1.11 STAKEHOLDERS

1.11.1 Stakeholder identification

Stakeholder identification was undertaken to identify stakeholder and community groups who would have an interest in the project or should be encouraged to take an interest.

Two rounds of community engagement has been undertaken:- Round 1 (initial proposal) and Round 2 (amended proposal as a response to community feedback). The stakeholder table reflects this engagement.

The table has been grouped to enable specific engagement approaches for each audience. It reflects engagement by stakeholders as recognised in the Tweed Shire Council Community Engagement and Participation plan 2019-2024 including:

- residents
- ratepayers
- local resident, ratepayer and progress associations
- environment groups
- business, industry and farming
- Representatives of community demographics
- Community & sporting groups
- Elected representatives (Federal, State, Local)
- Visitors to the Tweed
- Council, state departments, neighbouring councils, regional organisations

[See Appendix 4: Round 1 and Round 2 stakeholder meeting table by group](#)

1.11.2 Targeted engagement for key stakeholder groups

Based on the Social Data and Local Context Assessment (5.1) key stakeholders were identified as benefitting from targeted engagement activities.

Priority key stakeholders were identified based primarily

- on proximity to the proposal
- as well as necessitating alternative engagement techniques (eg elderly)

ROUND 2 ENGAGEMENT ACTIVITIES: PROXIMITY TO SITE

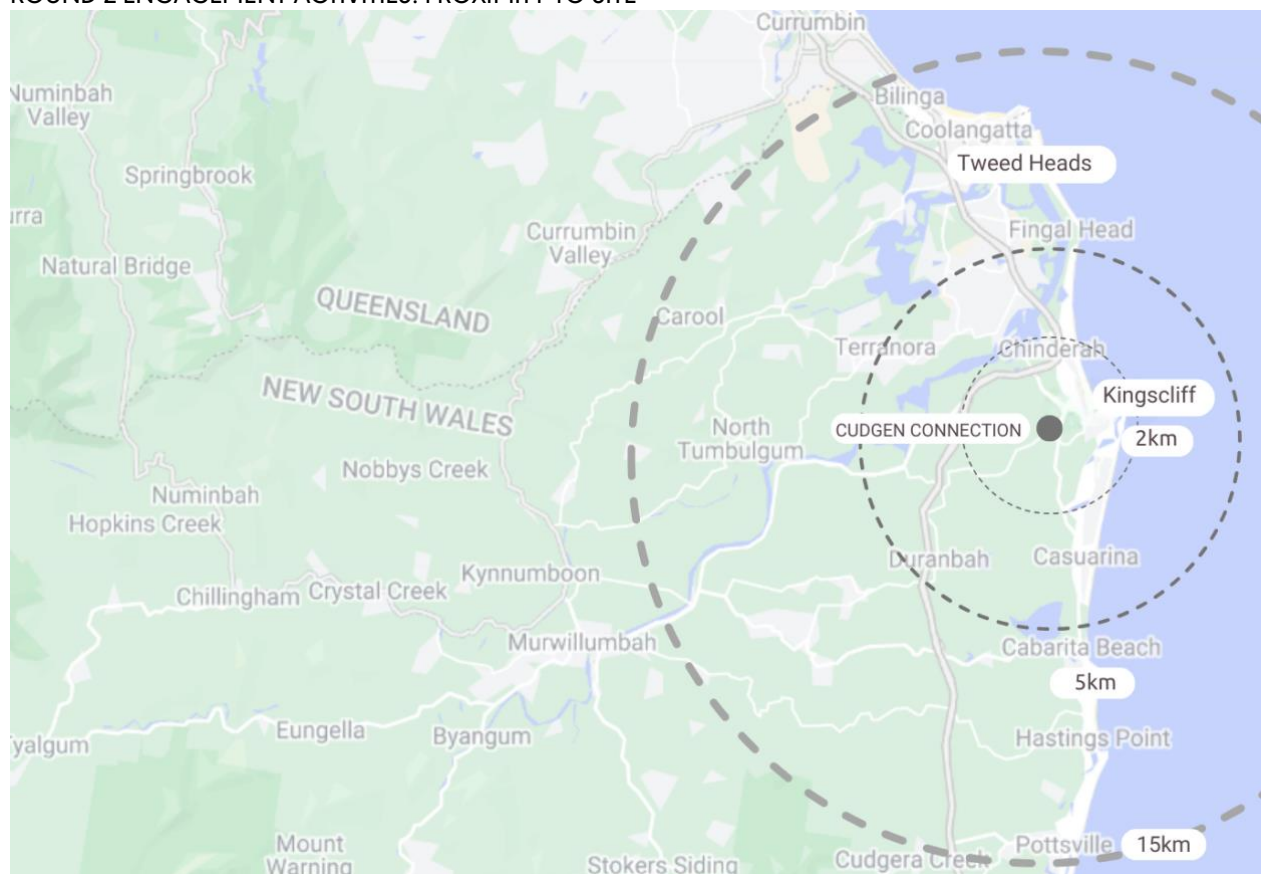


Figure 8: Community information session locations and proximity to subject site

Local context finding	Key stakeholder group	Targeted engagement activities	Engagement round
High elderly population	The 2016 census identified that 6769 (17.6%) households in Tweed Shire did not have an internet connection to their dwelling.	Traditional methods were engaged Community information sessions (pop-ups) advertising in the local newspaper	2
Closest stakeholders: Those within a 3km radius of the site	Local residents: Cudgen and Kingscliff	Traditional methods were engaged Community information sessions (pop-ups) advertising in the local newspaper	2

Table 5: Targeted engagement for key stakeholder groups

Connectors who joined the CCCEP were from diverse geographic locations, interest groups, political persuasions, industry groups and occupations with strong community networks. This supported our communication goal of informing and gaining the widespread feedback essential for a significant proposal which benefitted the Tweed and Northern

Rivers. One thing they all had in common was they were passionate about creating a thriving community. The below stakeholder map indicates connector representation from geographic locations and interest/industry groups.

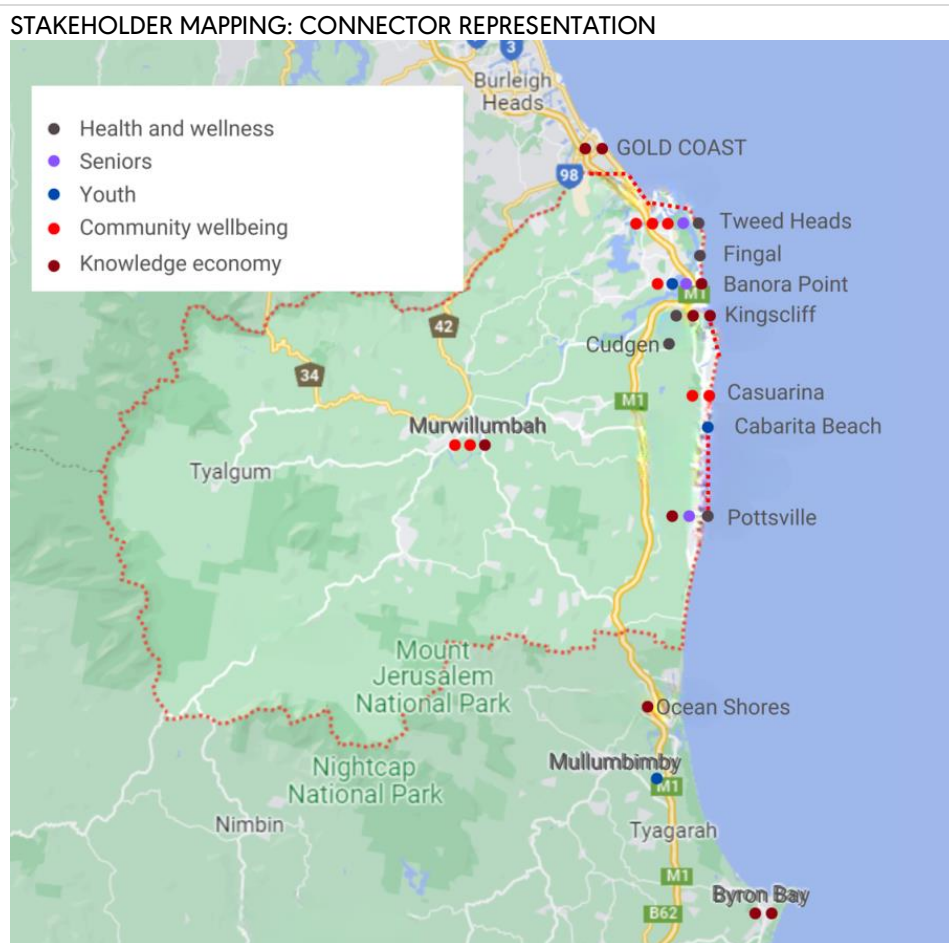


Figure 9: CCCEP Stakeholder maps illustrates a diverse group of residents from a wide range of geographic locations and interest/industry groups

1.12 CCCEP Connectors program overview

The CCCEP provides a structured innovative framework tailored to the Tweed and Northern Rivers communities to work with community leaders to create a thriving and prosperous community. The focus is to connect people and their networks and harness their collective expertise to drive community initiatives to achieve solutions. The CCCEP empowers the community to address major regional challenges such as mental health, affordable housing, youth crime and unemployment.

Over eight weeks the CCPT called for connectors/volunteers to commit two hours a month to design the community hub and the services or community initiatives it would provide.

As a result:

- More than 100 people responded to the ad (signing on at the website for news and updates) demonstrating support for the proposal and an eagerness to be involved in the community engagement
- 28 registered to become connectors by sending their bios
- 21 connectors attended the CCCEP launch breakfast and workshop on Friday August 19 2022. Seven had prior engagements

- Helen Carter, Community Services Unit Co-ordinator, Tweed Shire Council attended the workshop as an observer
- Conversations were held with South Sea Islander and Aboriginal groups who will continue to be briefed and encouraged to take an active position on the CCCEP and engage on the masterplan.

The program has three phases:

1. Data driven: Research undertaken and compiled by independent researchers to profile the Tweed (Populus and Insightfully Reports)
2. Facilitate the community connectors to design the community hub and the services, community initiative it would deliver
3. Implementation of community hub services, initiatives and governance. This stage is dependant on approval of the CCP.

Each participant received a connector pack containing Insightfully and Populus data reports so they were armed with the latest knowledge and the program detail.

[See Attachment 5: Connector Pack](#)

A half-day workshop was held at the Kingscliff Bowls Club on 19 August 2022 for the connectors to be briefed on the proposal, break into interest groups, set objectives, outcomes and timelines for meetings going forward.

Specifically, the connector focus groups were asked to consider:

- Vision: Best use of services, programs or initiatives for the community hub
- Design: What space will be needed and what will make this a great space for the community?



Figure 10: Members of the community meet at Kingscliff Beach Bowls Club to discuss how they might assist in the design of a community hub at the heart of the CCP. As a result, focus groups were formed.

As a result of the workshop process, five connector groups have thrived:

- Youth
- Seniors and aged care
- Business incubator and mentoring
- Community wellbeing
- Health, wellness and food accessibility

As part of the process two groups did not proceed:

- Housing and homelessness: Housing provider sector staff were overwhelmed after flooding in the Northern Rivers and the housing crisis and could not commit the time required to be a connector on the CCCEP. Housing and homelessness remained a priority issue with the CCCEP and CCPT and essential worker housing was addressed in the amended masterplan with the provision of essential worker housing.
- Wildlife research: A commitment was provided to offer office space in the community hub for the Koala Research Foundation Australia's head office.

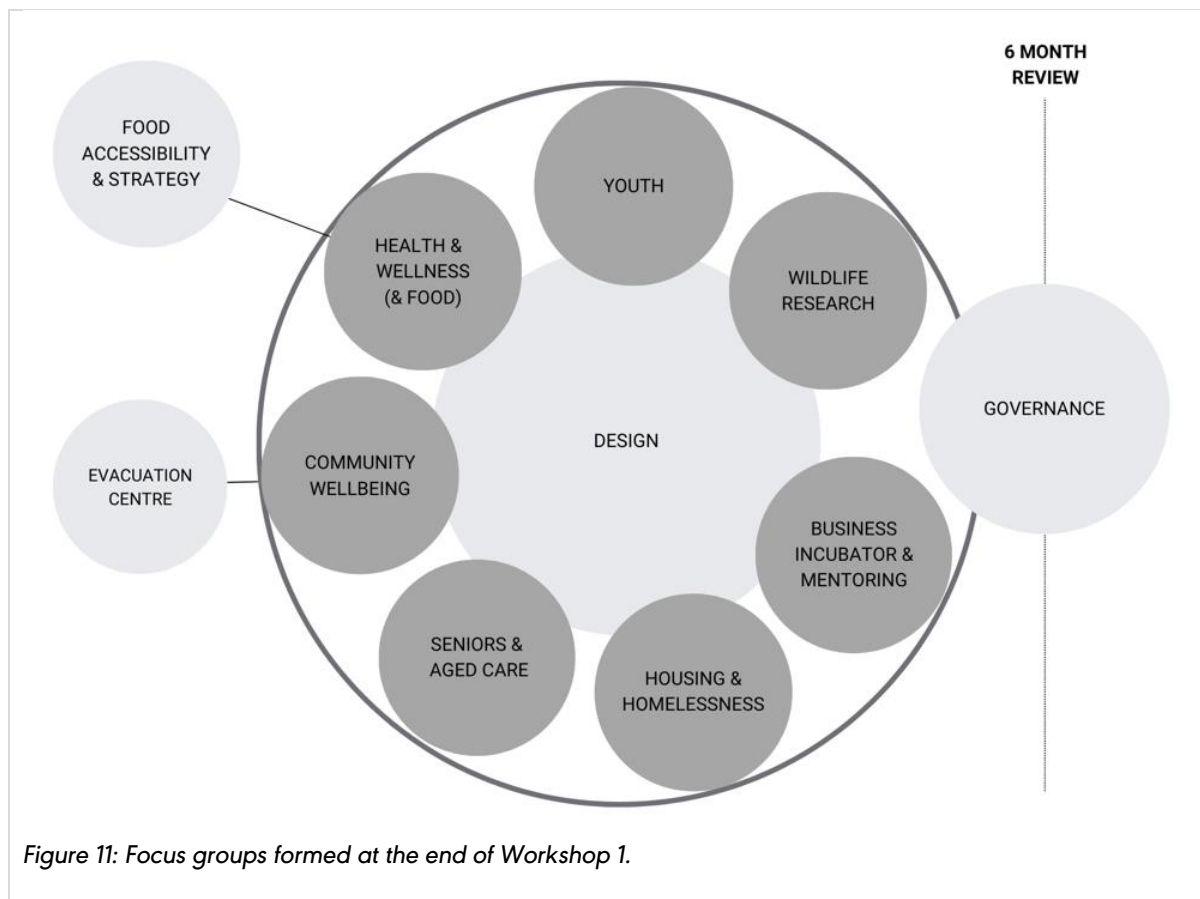


Figure 11: Focus groups formed at the end of Workshop 1.

See a snapshot, on the next page, of what our connectors said about the proposal.

SNAPSHOT CONNECTOR COMMENTS

Connectors were invited to introduce themselves to the group and share their thoughts about the proposal and the community engagement program.

<p>"Health, disability, education, business ... I believe we can establish a strong community hub delivering services that support families in the Tweed."</p> <p>Colin Usher, CEO, Shaping Outcomes</p>	<p>A community hub will create cradle to grave services for this community.</p> <p>Anne Hunt, retired nurse</p>
<p>"This is a fantastic concept. People are coming here and we need to address the population."</p> <p>Joan Van Lieshout, former Tweed mayor</p>	<p>"It's going to be a great project."</p> <p>Sky Skeffington, counsellor, youth and mindfulness coach.</p>
<p>"We need to regrow agritourism to provide opportunity for farmers and more avenues for additional revenue streams."</p> <p>Amy Colli, Sourdough Business Pathways</p>	<p>"We really need community facilities."</p> <p>Theresa Mitchell, AGAPE Outreach Inc working with the homeless</p>
<p>"We need to look at how the community hub can support vulnerable community members."</p> <p>Ellen Walker, The Family Centre</p>	<p>"This concept is a great idea. There is a need for a community hub. People want to live safely in their homes. Social cohesion is important as the elderly need it. Loneliness is probably the biggest killer of people in this area and it is important to bring them together in a safe place."</p> <p>Chris Watt, Meals on Wheels, Tweed</p>
<p>"We need to create opportunities for connection between children and young people with seniors and the elderly."</p> <p>Cinnamon Pollard, Entrepreneur's Program Digital Specialist</p>	

Table 6: Connector comments from Callister Media Launch Report

[See Attachment 6: CCCEP Launch Report](#)

Connectors were kept informed of the progress of the different focus groups via online platform Basecamp. This was a seamless way of distributing information. It also provided a platform for the connectors to converse and share information. In addition, e-newsletters were distributed to the connectors and the project team to keep all updated on progress.

Each connector group met three times as a focus group and again in a full-team meeting to share progress. Informational speakers shared insights with the groups during the full team get together to inspire their discussions. Speakers included Wendy Constantine, Manager, Murwillumbah Community Centre and Anthony Colwell, Associate Director, Destravis Group. By July 2023, all groups had finalised visions for the community hub.



Figure 12: Snapshot: Focus group leaders snapped at the Full Team meet-up in November 2022

See Attachment 7: Result of CCCEP – Connector focus group summaries

The connectors reconvened on 30 August 2023 to consider the revised Cudgen Connection Concept Masterplan. Connectors attended two focus group sessions for a briefing by the CCPT and to offer feedback.

Feedback included:

- Essential worker housing is necessary and this is the ideal site
- Remove one lot of the apartment complexes to create the best possible wellness space for the community, greater community connection and green space
- Parking and retail to service Cudgen residents is welcome as Kingscliff gets busier

As a response to this feedback, an apartment complex adjoining and overlooking the plaza was removed.

1.13 COMMUNICATION APPROACH

A range of effective and diverse communication approaches were implemented to meet community participation objectives aligning with the IAP2 spectrum. Our communication strategy considered Tweed demographics - a large elderly population with limited access to the web as well as a younger demographic which accessed their information online. Traditional and innovative communication approaches encouraged maximum engagement in the community to provide feedback, ensure information was easily accessible and the team was available and responsive.

1.13.1 Communication channels

Communication channels implemented on the C&SE for the CCP are listed below in the table.

Type	Channel
Collateral	Concept Vision document Double sided information flyer Connector Information Flyer Fact Sheet
Community information Sessions	Shopping centre pop-ups Kingscliff Woolworths Shopping Village Casuarina Coles Tweed City
Connectors	Disseminated information about the CCCEP and the CCP to their networks

Type	Channel
Online	Cudgen Connection website Community groups – social media Basecamp – CCCEP communication team platform
Social media	Facebook Instagram
Presentations	Powerpoint presentation Poster maps – renders
Research Reports	Insightfully phone poll (500 Tweed Residents) 2021 and September 2023 Populus Report – profile of Tweed Community
Advertising	Local community newspaper – Tweed Valley Weekly
Media	Media statements Media responses
Emails	Email responses to community members who sent an inquiry on the CCP
E-newsletters	Mail out vision 6
Phone calls	Conversations with community members and stakeholders who had an interest in the CCP

Table 7: Communication channels implemented across the CCCEP

Community information sessions

Community information sessions in the form of pop-ups at Kingscliff, Casuarina and Tweed City shopping centres offered an informal platform to have a conversation with the community. It was a face-to-face two-way conversation where the community could ask questions and provide feedback on the CCP. Flyers were distributed which detailed key facts and contact details for further information.

Focus groups

The connectors/volunteers met as focus groups on a regular basis to design the community hub and its services, and offer feedback on the masterplan. In addition they informed and gained feedback from their networks.

Website

A website for the Cudgen Connection proposal was created to inform the community of the project, news announcements, register as a connector, to provide feedback on the proposal and contact the project team to ask questions.

The website went live on 8 February 2022 to coincide with the proposal launch. In the first fortnight, it was visited 413 times – 306 times in Week 1 and 117 in Week 2 – with 785 page views and 101 report downloads.

Week 1 visitors were mainly locals and came to the site through local media and social media Facebook pages, the Echo digital news page, the Daily Telegraph and the Gold Coast Bulletin. Week 2 visitors hailed mainly from NSW, Queensland and South Australia.

The website was updated ahead of community information sessions at Kingscliff, Casuarina and Tweed shopping centres from 13-15 October 2023. Updates included the new masterplan.

Social Media

Social media platforms informed the community about the proposal and the CCCEP.

We posted to Facebook page Cudgen Connectors and Instagram page cudgen.connectors for three weeks from 8-24 February 2022 and resumed for 8 weeks after the northern NSW flood clean-up, from 31 May to 25 July 2022. Comments were turned off so the community could not provide feedback.

Posts numbered 29, with 11 boosted on both Facebook and Instagram to Tweed audiences numbering between 800 and 8000. Across 18 months, the Facebook page has collected almost 600 followers and almost the same number of likes. The Instagram page has 52 followers.

Community social media platform Kingscliff Happenings (42,000 followers) posted the media release about the CCP with comments switched off on 8 February. It opened a discussion which allowed the community to comment for a couple of hours in the evening. Tweed Mayor Chris Cherry posted and shared to the site early. The community had its say across the two sites over a couple of hours. The split between positive and negative was almost equal. It attracted 42 likes, 28 mad and 11 sad responses. It should be noted that many people are uncomfortable commenting on social media. The 204 mixed comments included:

POSITIVE	NEGATIVE
<p>"Awesome we need more health care."</p> <p>"Providing accommodation is an appropriate action, considering no health care worker could afford to live within cooee of the hospital."</p>	<p>"What absolute fools, this is about health and yet we are covering prime land, earmarked for growing food."</p> <p>"Thank you, mayor for standing up to the community. The land was zoned farmland for a reason."</p>

Table 8: A selection of the comments posted by to social media after the CCP launch

We posted to Facebook and Instagram in the week before community information sessions at Kingscliff, Casuarina and Tweed City shopping centres from 13-15 October 2023. The posts were boosted with the focus on local, NSW and Australian audiences. Comments were switched on. Facebook received 17 like/love and one sad response as well as a question/comment about building heights.

[See Attachment 8: Social media](#)

E-newsletters

Connectors and project team received updates by way of e-newsletters delivered by Vision 6. These were sent on 30 August 2022, 13 December 2022 and 29 June 2023.

[See Attachment 9: E-newsletters. Cudgen Connector](#)

Media communications & advertising

The CCP launched with interviews on radio, TV, print and online news media. Coverage included ABC Mornings, WIN News Northern NSW, Gold Coast Bulletin, Daily Telegraph, The Tweed Valley Weekly, The Echo and local community news page Kingscliff Happenings, with 24,000 followers.

Advertising

Round 1

Details of the proposal and the call for volunteer connectors were advertised in local newspaper The Tweed Valley Weekly, with a reach of 50,000, delivered weekly, Thursdays, to households and online.

Eleven ads ran in all. The first on 10 February 2022 ran in tandem with a page 1 report about the proposal. Ads followed on 17 and 24 February.

Flooding in northern NSW and the clean-up interrupted the campaign which recommenced on May 26 with weekly ads through June and fortnightly ads in August. The last was published August 4.

Round 2

A ½ page ad in the Tweed Valley Weekly published Thursday 12 October 2023 ahead of weekend community information session from 13-15 October 2023.

[See Attachment 10: Full ad set](#)

Media releases

Releases at the 2022 CCP announcement and the call for connectors were distributed widely. Others were developed for use on a needs-only basis.

A media release was developed and distributed widely to local media about community information sessions from 13-15 October 2023. It was published on Kingscliff Happenings, with a following of 42,000.

A media release was sent to the TVW detailing the results of the Community Information Sessions and the Insightfully poll (October 2023).

[See Attachment 11: Media releases and media achieved](#)

Marketing collateral

Marketing Collateral was developed to inform stakeholders and provide information at face-to-face meetings. Contact details were included for stakeholders to find further information at the website or provide feedback to the CCPT. The suite of marketing collateral includes flyers and fact sheets.

[See Attachment 12: Marketing collateral](#)

Emails

A stakeholder contact list was developed and details emailed to the offices of local, state and Federal MPs, key public servants and local business and industry, progress, resident, community and sporting groups. All received media kits which described the proposal and the call for connectors.

Phone calls

1.13.2 Managing stakeholder enquiries, comments and feedback

All enquiries were directed to a dedicated email gday@cudgenconnection.com. This email address was included on all marketing collateral, advertising and media releases. In addition, website enquiries were directed to this email address.

All enquiries were included on a database and responded to within 48 hours.

As at end October 2023:

- 42 unprompted enquiries were directed to the email address
- 38 were considered positive; they requested to be a community connector or to be included on the database to hear more about the proposal. Included comments such as "great opportunity" and "It made sense to me that the precinct be located near a hospital and the current land use isn't particularly good as farmland. I'd be interested in seeing more detailed plans"
- 4 were negative and included such comments as, "You can't build there but" and "Would you please advise the people of the tweed shire how this is deemed essential and taking up land that is agriculturally significant"

1.13.3 Responding to media enquiries/requests for information

Media were provided with one-point of call, Libby Callister from Callister Media and Communications. Media were responded to in a timely manner to meet deadlines.

1 LOCAL CONTEXT

Tweed Shire, stretching 1303 square kilometres across northern New South Wales coast, is located next to Byron, Lismore and Kyogle Shires in NSW and the Gold Coast and Scenic Rim in Queensland. The majority of its population, nearing 100,000, live from Tweed Heads and Banora Point and along the coastal towns of Fingal, Kingscliff, Casuarina to Pottsville as well as rural Murwillumbah. Residents also live in rural villages in the hinterland.

The CCP will benefit Tweed and Northern Rivers residents. Located next to the new Tweed Valley Hospital and adjacent Kingscliff TAFE, it complements a health and wellbeing precinct with housing for essential workers at the new hospital. See map below.

LOCAL CONTEXT

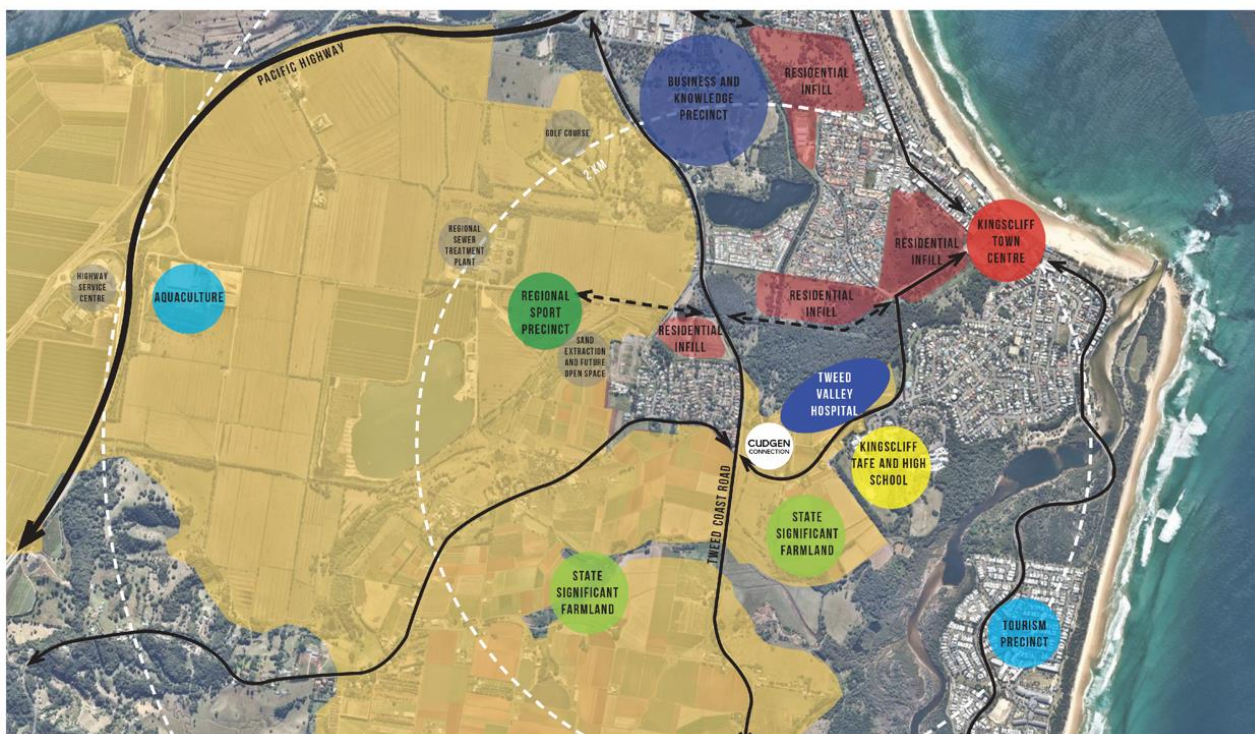


Figure 13: Cudgen Connection and surrounding land use

1.14 Social data and local context

The local context and potential social risks and opportunities relevant to the project assists in the identification of stakeholders, their interests and engagement activities which are likely to be most effective. Populus, Insightfully (2021) and Macroplan reports assisted in identification.

1.14.1 Ageing population

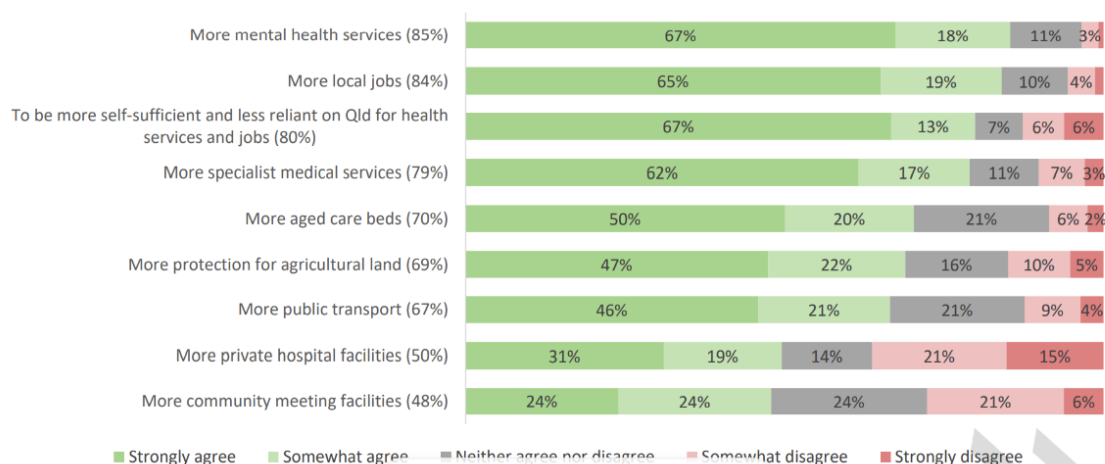
- Tweed's over 65s population will increase 70%ⁱ by 2041 and 90% of the Tweed community will be older than 65 years in less than 20 years creating an increased need for health care (Populus). Tweed residents agree there is a need for health services and prioritise mental health, specialist medical services and aged care beds as top priorities (Insightfully).

1.14.2 Health

- Tweed residents' health lags behind the rest of NSW, hospitalisation rates for chronic diseases and avoidable deaths are higher than comparable NSW regions and Tweed has an elevated demand for accessible, local health and community support services (Populus). Tweed residents agree COVID border closures made it harder to access health and education services. Four in five agree the shire should be more self-sufficient and less reliant on Queensland for health services and jobs (Insightfully).
- The new Tweed Valley Hospital will open, creating an immediate need for 97 private beds rising to 222 by 2040 (Needs, Economic and Health Analysis, Macroplan). More agree than disagree that Tweed needs more private hospital facilities (Insightfully).

Local Services Needed.

Q5. To what extent do you agree or disagree that within the Tweed Shire we need ...



Sorted by Total Agreement

Insightfully 17

© Insightfully 2021

Figure 14: Insightfully polling ranks the services Tweed residents want.

1.14.3 Housing

- The opening of Tweed Valley Hospital (2024) will create an immediate need for more than 500 affordable dwellings for essential workers (Needs, Economic and Health Analysis, Macroplan) in a tight market with rental vacancy rates of less than 1% (Populus). Combined with low household incomes and high reliance on rental assistance payments, this suggests difficulty in finding suitable housing close to jobs, education and services (Populus). Affordable housing for essential workers is a top priority for Tweed residents (Insightfully).

Prioritisation of services - geography.

Q6. I will now read out a list of possible priorities for the Tweed Shire.
Please tell me the top three most important issues to you and your family.

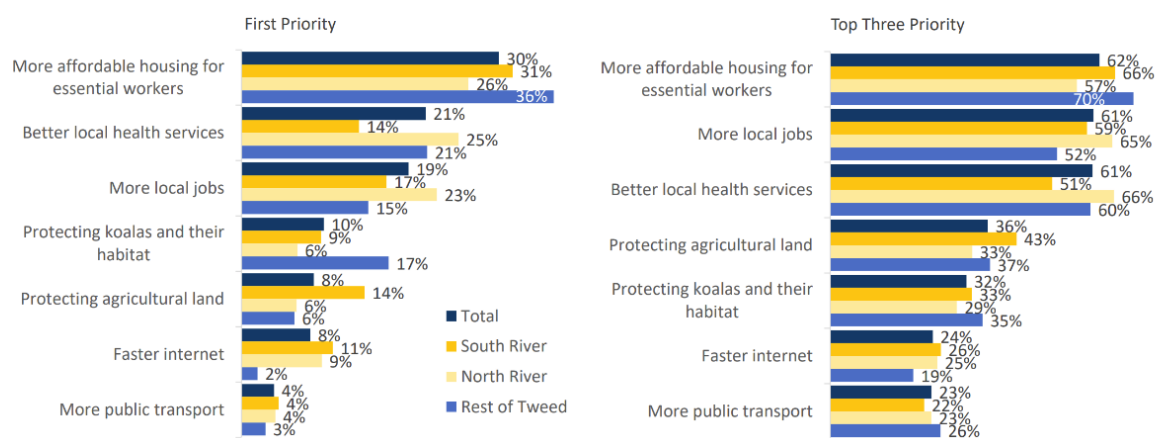


Figure 15: Insightfully polling ranks the services Tweed families want.

1.14.4 Public transport

On Census Day, 2021, 66.2% of Tweed workers travelled to work in a private car, 0.7% took public transport and 3.4% rode a bike or walked and 14.5% worked at home. 25,294 drove private cars, while another 1631 travelled in cars as passengers (Tweed Shire Council Community Profile). 67% agree Tweed needs more public transport (Insightfully). Cudgen Connection will create a hub and spoke interchange next to Tweed Valley Hospital and near Kingscliff TAFE, stimulating public transport patronage.

Method of travel to work							
Tweed Shire - Employed persons (Usual residence)							
2021				2016			Change
Main method of travel	Number	%	Regional NSW %	Number	%	Regional NSW %	2016 to 2021
Train	48	0.1	0.2	121	0.3	0.9	-73
Bus	236	0.6	0.6	389	1.1	0.9	-153
Tram	0	—	0.0	3	0.0	0.0	-3
Ferry	0	—	0.0	6	0.0	0.0	-6
Taxi/ride-share	27	0.1	0.1	44	0.1	0.1	-17
Car - as driver	25,294	62.2	60.3	24,506	68.6	68.4	+788
Car - as passenger	1,631	4.0	4.2	1,593	4.5	5.0	+38
Truck	395	1.0	1.0	420	1.2	1.2	-25
Motorbike	195	0.5	0.4	213	0.6	0.6	-18
a Bicycle	311	0.8	0.4	291	0.8	0.6	+20
a Walked only	1,055	2.6	2.9	999	2.8	3.5	+56
Other	394	1.0	1.0	476	1.3	1.3	-82
a Worked at home	5,888	14.5	15.7	2,369	6.6	5.8	+3,519
Did not go to work	4,901	12.1	12.5	3,820	10.7	10.5	+1,081
Not stated	283	0.7	0.6	472	1.3	1.2	-189
Total employed persons aged 15+	40,658	100.0	100.0	35,722	100.0	100.0	+4,936

Source: Australian Bureau of Statistics, [Census of Population and Housing](#) 2016 and 2021. Compiled and presented by .id (informed decisions).
Please refer to specific data notes for more information

Table 9: Tweed Shire Council commuter profile

8 FUTURE COMMUNICATION ENGAGEMENT

The Proprietors intend to continue to engage with community to inform them of the progress of the proposal through social media and digital platforms, media announcements, e-newsletters

The Project Team will implement the next stage with the CCCEP to work with an architect for a visual design of the community hub incorporating each group's vision.

The CCCEP will continue to act as a focus/reference group for the CCP.

10.1 APPENDIX 1

CONCEPT MASTERPLAN REVISED 2023

COTTEEPARKER Φ 

1000

Centuria DIGITAL
IMPRESSION

CONCEPT MASTERPLAN

10000 741 Cudgen Road | Suite 400 20005145 | 408.733.1000 | Fax: 408.733.1001
 Website: www.cudgen.com | Email: info@cudgen.com | Copyright © 2014 Cudgen

10.2 APPENDIX 2
PROJECT TEAM
CENTURIA HEALTHCARE
<p>Centuria Healthcare is a fund manager specialising in medical, health and aged care properties. We invest and manage real estate that focuses on cost-effective and innovative models of care which reduce cost in the sector. Centuria Healthcare manages a \$1.4 billionⁱ portfolio across Australiaⁱⁱ with properties including private short-stay and day hospitals, aged care, medical centres, specialist centres and specialist disability accommodation.</p> <p>Centuria Healthcare frequently invests across the full development cycle, assisting operators unlock value and achieve growth milestones, from existing passive assets to greenfield and brownfield development projects.</p> <p>Centuria Healthcare differs from other healthcare real estate fund managers through our focus on partnerships with operators, which provide recurring opportunities and cement mutually beneficial outcomes for the operators, investors and the end users. Centuria Healthcare is part of the ASX-200 listed, Centuria Capital Group (ASX: CNI or 'Centuria').</p> <p>The Centuria development team has extensive and award-winning experience in successfully completing property developments from healthcare, commercial office and industrial facilities to affordable housing and residential mixed use.</p> <p>Centuria has recently partnered with Compass Housing to deliver more than 200 affordable homes for key workers throughout the Central Coast and Hunter regions in NSW. Many of Centuria developments are in joint ventures and partnerships with tenants, service providers, landowners and developers, government and not-for-profit agencies. Centuria experience ensures the team drives the right outcomes for all stakeholders and adds value to the communities in which the projects are located.</p> <p>ⁱ As of 30 June 2023</p> <p>ⁱⁱ Includes assets exchanged to be settled, cash and other assets</p>
DIGITAL INFRATECH
<p>Digital Infratech is a multidisciplinary group involved in technology, manufacturing, construction and infrastructure. Ongoing and significant investment in R&D and Infrastructure ensures these businesses address the challenges of today, and deliver sustainable, long term Australian industries and jobs for the future.</p> <p>Supporting social enterprises that deliver real, long-term benefits to the community is key among our goals for Cudgen</p> <p>Connection. Partnering with local not-for-profits in koala research, mental health, social housing, youth services and small business incubation are front and centre of the initiative.</p> <p>Digital Infratech has assembled a formidable team to deliver the concept, with some of Australia's leading businesses in health services, IT, architecture, planning and project management. Northern New South Wales faces challenges which have been compounded by COVID-19 and reiterated by border issues.</p> <p>The options are to sit back and leave the future to chance or take advantage of the significant opportunities this concept will deliver to the region. The vision will ensure local jobs and skill sets match these potential well paid jobs of the future. Digital Infratech will work with locals to deliver a world class best practice precinct and thriving hub which nurtures and showcases local culture, trade and innovation.</p>

BLADES PROJECT SERVICES
<p>Blades Project Services (BPS) is a leading development and project management firm that has exposure in all sectors of the property industry in both Queensland and New South Wales for over 30 years. Specialising in the delivery of property developments, BPS has the expertise and experience to advise at the initial investment decision stage, manage and coordinate design and authorise approvals through to construction delivery, occupation and handover.</p> <p>With a multidisciplinary team, we ensure cost efficient, innovative and sustainable design principles apply to every project and delivers on the required quality outcomes for all stakeholders. This is manifested in our significant contribution and experience in the private and public sectors with BPS managing projects that tailor the needs of our clients with optimal and sustainable development outcomes.</p>
PLANIT CONSULTING
<p>Planit Consulting is a multi-disciplinary practice that has high quality town planning, urban design, civil engineering, ecology and landscape architecture experience across Australia. The New South Wales team is based within Kingscliff's town centre, a stone's throw from the Cudgen Connection site. Our team has thorough local knowledge, can prepare and implement strategic frameworks and draws on extensive experience in regional and place-based strategic plans, action plans and Development Assessment functions.</p> <p>Planit is proud to contribute to this exciting and immediate catalyst project. The proposal genuinely engages with the site and its context, providing an ideal platform to connect community and Tweed's tapestry of economies. Tweed's success drives the success of the North Coast and in-turn, contributes to the success of NSW. We strongly believe this project provides an unrivalled opportunity to unlock Tweed's success over the next generation.</p>
COTTEE PARKER
<p>Cottee Parker is a national multi-disciplinary architecture practice that consistently delivers creative design solutions for projects across Australia. Combining intellect with creativity, Cottee Parker produces timeless place-making that creates meaningful outcomes for clients and the community. As a long-standing, well established practice Cottee Parker understands the complexities of the property and development industry and how to deliver innovative, strategic and outcome-focused designs for all projects, of all sizes.</p>
CALLISTER MEDIA & COMMUNICATION
<p>Libby Callister has worked in the government, corporate and private sectors for 20+ years as a communication and stakeholder engagement specialist and is the Director of Callister Media & Communications. Libby developed, implemented and managed communication and stakeholder engagement programs for the Lang Park redevelopment and the 2018 Gold Coast Commonwealth Games. In 2009, she managed an innovative Creative Communities Leadership Program designed to stimulate Noosa's creative economy.</p>

CUDGEN CONNECTION


Concept

1. AGED CARE
2. ESSENTIAL WORKER UNITS
3. ESSENTIAL WORKER UNITS
4. PRIVATE HOSPITAL
5. SERVICED APARTMENTS
6. ALLIED HEALTH / GYM / CHILD CARE
7. COMMUNITY HUB
- 8A. FARMERS' MARKET
- 8B. Paddock to Plate Eateries
- 8C. NURSERY/CAFE
- 8D. RESTAURANT
9. BUS INTERCHANGE
10. LINK TO HOSPITAL
11. AMPHITHEATER
12. POP-UP FOOD STALLS
13. LANDSCAPING
14. BOARDWALK
15. PARKLAND
16. HOSPITAL PEDESTRIAN LINK



10.4 APPENDIX 4
STAKEHOLDER MEETINGS
ROUND 1: 2022/2023 PRIOR TO SEPTEMBER 2023

Empower - Tier 1 | Involve - Tier 2 | Consult - Tier 3 | Inform - Tier 4

 Connectors - members of CCCEP

Name/Role	Interaction	Tier	Feedback
ELECTED REPRESENTATIVES			
Federal			
Justine Elliot, Member for Richmond, Labor	Email	4	
Mr Kevin Hogan Member for Page, Nationals	Email	4	
State (NSW)			
Rose Jackson MLC, Minister for Water Minister for Housing Minister for Homelessness Minister for Mental Health Minister for Youth Minister for the North Coast	Emailed project detail and meeting request to the Minister's COS Evie Madden and advisor Mat Campbell	4	No reply
Paul Scully MP, Minister for Planning & Public Spaces	Met with Planning Minister Paul Scully's Deputy Chief of Staff Gino Mandarin	3	Work through the proper process, engage with council stakeholders. The proposal needs to demonstrate community support.
Ryan Park MP, Minister for Health and Regional Health	Emailed project detail and meeting request	4	No reply
Tara Moriarty MLC, Minister for Agriculture & Regional NSW	Briefed the Minister's COS Brad Fitzmaurice by phone	4	Referred to Planning Minister
Pru Carr MP, Minister for Education	Emailed project detail and meeting request	4	No reply
Ms Janelle Saffin	Meeting	4	

Member for Lismore, Labor			
Mr Geoff Provest Member for Tweed, Nationals	Email	4	No reply
Local			
Tweed Shire Council			
Mayor Chris Cherry	Email & workshop	2	Supports the proposal but would like to see it at another location
Past deputy mayor Reece Byrnes	Email & workshop	2	
Councillor James Owen President of Business Kingscliff	Email & workshop	2	
Councillor Warren Polglase OAM Chair Tweed Chamber of Commerce and Industry	Email & workshop	2	
Councillor Pryce Allsop	Email & workshop	2	
Councillor Nola Firth	Email & workshop	2	
Deputy mayor (2023) Meredith Dennis	Email & workshop	2	
Councillor Rhiannon Brinsmead Secretary of Business Kingscliff	Email & workshop	2	
Other LGAs			
Past Byron Mayor Lyon and councillors	Email	4	
Past Ballina mayor David Wright and councillors	Email	4	
DEPARTMENTAL/COUNCIL OFFICERS			
Tweed Shire Council			
General manager Troy Green	Email & council workshop	2	
Helen Carter	Email and attended	2	

Manager Inclusive and Creative Communities	CCCEP workshop		
Amanda Micallef Community Development Officer - Social Planning	Email and attended CCCEP full team meeting	2	
Pre-lodgement Scoping Report and Consultation - various technical staff, led by Strategic Planning & Urban Design	Email and meeting	2	
State NSW			
Jeff McCormack Regional Development NSW Department Chief of Staff	Teams meeting	2	
Louise McMeeking Regional Development NSW Acting Executive Director	Teams meeting	2	
Monica Gibson Department of Planning Industry & Environment Director, Regional Planning	Teams meeting	2	
Jeremy Gray Department of Planning, Industry & Environment Director, Northern Region	Teams meeting	2	
Craig Diss Department of Planning, Industry & Environment Manager, Team Leader Planning Northern NSW	Teams meeting	2	
Tamara Prentice Agriculture and Western NSW Manager, Land Use Strategy, Planning	Teams meeting	2	

Corrie Germin Director, Health and Tech Investment Department of Treasury	Teams meeting	2	
Lenna Klintworth Department of Premier & Cabinet Business Development Manager, Regional NSW (Lismore)	Teams meeting	2	
Jillian Fryer Department of Premier & Cabinet Deputy Director, Regional Development North Coast (Port Macquarie)	Teams meeting	2	
James McTavish Office of the NSW Cross-Border Commissioner	Meeting	3	Support/agree
LOCAL RESIDENT, RATEPAYERS, PROGRESS ASSOCIATIONS			
Kingscliff Ratepayers and Progress Association Inc President Peter Newton	Emailed request to meet (under consideration)	4	
Casuarina, Seaside and Salt Resident Association (CASSRA)	Presentation and discussion	2	Support/Agree Opposes Farmers' Markets (Masterplan amended accordingly)
Tweed District Residents and Ratepayers Association President Lindy Smith	Emailed request to meet (denied)	3	Supports proposal but not on SSF land
Environment groups			
Koala Research Foundation Australia Board member Doug Buerger	Connector (CCCEP) Focus group: Youth Seniors & Aged Care	1	Support/Agree Designed community hub and services it would provide See outcomes: Attachment 7
INDUSTRY GROUPS (BUSINESS, INDUSTRY, EDUCATION AND FARMING)			
Health and Wellness			
Dr Jeremy Archer	Regular meetings with	2	Support/Agree

Anaesthetist Tweed Hospital Anaesthetic Department	Tweed Hospital Anaesthetic Department		
Dot Holdom Former councillor, Friend of Tweed Valley Hospital TVH consultation committee	Phone call	4	Support but not on SSF land
Anne Hunt Retired nurse and midwife	Connector (CCCEP) Focus group: Community Wellbeing	1	Support/Agree Designed community hub and services it would provide See outcomes: Attachment 7
Jessica Keast Apotex (Pharmaceutical co) Past Regional Scientific Affairs Director	Connector (CCCEP) Focus group: Business incubator & Mentoring	1	Support/Agree Designed community hub and services it would provide See outcomes: Attachment 7
Sam Farnworth Physiotherapist	Connector (CCCEP) Focus group: Health and Wellness (& Food)	1	Support/Agree Designed community hub and services it would provide See outcomes: Attachment 7
David Shaw Podiatrist: 13 practices Healthy North Coast	Connector (CCCEP) Focus group: Health and Wellness (& Food)	1	Support/Agree Designed community hub and services it would provide See outcomes: Attachment 7
Skye Skeffington Mental health councillor	Connector (CCCEP) Focus group: Health and Wellness (& Food)	1	Support/Agree Designed community hub and services it would provide See outcomes: Attachment 7
Tim Jack Adams Nature based adventure program for corporates Health and wellness app	Connector (CCCEP) Focus group: Health and Wellness (& Food)	1	Support/Agree Designed community hub and services it would provide See outcomes: Attachment 7

Farming/Agriculture			
Bruce Fleming Farmer Cudgen Plateau	Meeting		Support/Agree Opposes farmers' markets
Michelle Stephens Proprietor Farm & Co Farmer Cudgen Plateau	Meeting	2	Support/Agree Opposes farmers' markets
Business			
Tweed Chamber of Commerce	Launched proposal at breakfast meeting. Briefed and spoke to members	2	Support/Agree
Banora/Tweed Rotary Club	Speaker and Q&A	2	Support/Agree
Kingscliff Rotary Club	Speaker and Q &A	2	Support/Agree
Byron Chamber of Commerce	Email	4	
Murwillumbah Chamber of Commerce	Email	4	
Business Kingscliff	Email	4	
Amy Colli Past Sourdough consultant: Focus: Northern Rivers Businesswomen/ regional startups	Connector (CCCEP) Focus group: Business incubator & Mentoring	1	Support/Agree Designed community hub and services it would provide See outcomes: Attachment 7
Gary Morgan Past Sourdough consultant, Focus: Northern Rivers regional startups	Connector (CCCEP) Focus groups: Business incubator & Mentoring Health and Wellness (& Food)	1	Support/Agree Designed community hub and services it would provide See outcomes: Attachment 7
Jeremy Duffner Sourdough consultant, Focus	Connector (CCCEP) Focus group:	1	Support/Agree Designed community hub and services it

Northern Rivers Regional Startups Replaces Amy Colli	Business incubator & Mentoring		would provide See outcomes: Attachment 7
Cinnamon Pollard Digital skills Assisted by the Australian Entrepreneurs program	Connector (CCCEP) Focus group: Health and Wellness (& Food)	1	Support/Agree Designed community hub and services it would provide See outcomes: Attachment 7
Annette Rooney Retired IT professional Member of 2 choirs	Connector (CCCEP) Focus group: Community Wellbeing	1	Support/Agree Designed community hub and services it would provide See outcomes: Attachment 7
Joan Van Lieshout Past Tweed Mayor Eco village developer	Connector (CCCEP) Focus group: Seniors & Aged Care	1	Support/Agree Designed community hub and services it would provide See outcomes: Attachment 7
Kimberly Hone Small business owner Disaster management post floods Candidate (Nationals) at last Federal election	Connector (CCCEP) Focus group: Community Wellbeing	1	Support/Agree Designed community hub and services it would provide See outcomes: Attachment 7
Education			
Kingscliff TAFE Fergus Black Business Sales Manager North Region Kylie Jones, TAFE Services Manager for Tweed/Richmond campuses Kristy Perkin Aboriginal and Engagement Coordinator, TAFE NSW	Briefed		Support/Agree
Professor Tyrone Carlin Vice Chancellor & President	Meetings	2	Support/Agree

Southern Cross University			
Murray D'Almeida Deputy Chancellor Southern Cross University	Connector (CCCEP) Focus group: Business incubator & Mentoring	1	Support/Agree Designed community hub and services it would provide See outcomes: Attachment 7
REPRESENTATIVES OF COMMUNITY DEMOGRAPHICS			
Aboriginal and South Sea Islander groups			
Louise Togo Minjungbal Museum Aboriginal Culture Centre Aboriginal youth mentor	meeting	3	Interested/Supportive
Tina Pidcock Manager/Minjungbal Museum and Cultural Centre Secretary/Tweed Aboriginal Co- operative Society Limited	Email and phone call	4	Interested/Supportive
Fiona Mount President , Tweed Gold Coast Australian South Sea Islanders Association	Teams meeting	4	Interested re cultural heritage on site No cultural heritage issues on the site, sugar mill next door on Gayles land Supportive
Leweena Williams CEO, Tweed/Byron Local Aboriginal Land Council (TBLALC)	Email	4	
Youth			
Sam Refshauge Past CEO, Batyr: Youth mental health support	Connector (CCCEP) Focus group: Youth	1	Support/Agree BATYR interested in having a space at the community hub Designed community hub and services it would provide See outcomes: Attachment 7
Richard Roberts President, Rivertracks Inc Tweed	Connector (CCCEP) Focus group: Youth	1	Support/Agree Designed community hub and services it

Valley Youth support worker			would provide See outcomes: Attachment 7
Jessie Skelly Pastor Church of Christ Disaster management role post floods	Connector (CCCEP) Focus group: Youth	1	Support/Agree Designed community hub and services it would provide See outcomes: Attachment 7
Abigail Skelly Church of Christ Disaster management role post floods	Connector (CCCEP) Focus group: Community Wellbeing	1	Support/Agree Designed community hub and services it would provide See outcomes: Attachment 7
Ahri Tallon Rivertracks Inc Youth worker	Connector (CCCEP) Focus group: Youth Attended 1 workshop only		Designed community hub and services it would provide See outcomes: Attachment 7
Seniors			
Carolyn Byrne Seniors lawyer Noble Park connection	Meeting	3	Support/Agree
Chris Watt Meals on Wheels Kingscliff Manager	Connector (CCCEP) Focus group: Seniors & Aged Care	1	Support/Agree Designed community hub and services it would provide See outcomes: Attachment 7
Matthew Grant Community services sector Aged Care	Connector (CCCEP) Focus group: Health & Wellness (and Food)	1	Support/Agree Designed community hub and services it would provide See outcomes: Attachment 7
Gary Davis Retired	Connector (CCCEP) Focus group: Seniors & Aged Care	1	Support/Agree Designed community hub and services it would provide See outcomes: Attachment 7
Housing and homelessness			
Theresa Williams Founder and director of Agape (Charity)	Attended CCCEP workshop	2	Support/Agree

Tweed Heads			
Julian De Ridder Fred's Place (St Vincent De Paul) Team leader	Meeting	3	
Disability support			
Colin Usher Business owner Equal Access Consultative Committee	Attended launch. Expressed an interest in the CCCEP but too busy.		
COMMUNITY SERVICES AND CENTRES			
David Boutkan Executive director, The Family Centre	Phone	1	Support/Agree
Ellen Walker Community worker The Family Centre	Connector (CCCEP) Focus group: Community Wellbeing	1	Support/Agree Designed community hub and services it would provide See outcomes: Attachment 7
Wendy Constantine Manager Murwillumbah Community Centre	Meeting Addressed CCCEP all team meeting	2	Support/Agree
Matthew Grant Volunteering Gold Coast CFO	Connector (CCCEP) Focus group: Health and Wellness (& Food)	1	Support/Agree Designed community hub and services it would provide See outcomes: Attachment 7
Ellen Flood Cottee Parker Architect	Connector (CCCEP) Focus group: Health and Wellness (& Food)	1	Support/Agree Designed community hub and services it would provide See outcomes: Attachment 7
Richmond Tweed Community Libraries	Email	4	
Social Futures	Email	4	
Red Cross	Email	4	


Vinnies	Email	4	
Living Well Church	Email	4	
Macleod Refuge for women	Email	4	
Community services NSW	Email	4	
Tenants union	Email	4	
Orange Sky (laundry for homeless)	Email	4	
Palm Beach Neighbourhood centre	Email	4	
Women Up North Housing, domestic violence, mental health etc	Email	4	
Northern Rivers Community Gateway Women Up North Housing, domestic violence, mental health etc	Email	4	
Gold Coast Youth Services	Email	4	
Northern Rivers Community Legal Centre Family violence and tenancy services	Email	4	
Vibe care pantry Low cost grocery supplier	Email	4	
Community clubs			
Lions, Probus Clubs. 15 general club and positional contacts in northern NSW	Email	4	
Services Clubs			
Twin Towns Services Club	Email	4	
Murwillumbah Services Club	Email	4	
Tweed Heads Coolangatta RSL Sub-branch	Email	4	
Mullum Services Club	Email	4	
Sports clubs			

Kingscliff Beach Bowls Club	Email	4	
Seagulls Club	Email	4	
Cudgen Leagues Club	Email	4	
Pottsville Sports Club	Email	4	
Cabarita Beach Bowls and Sports Club	Email	4	
Fingal Bay Sports Club	Email	4	
Gold Coast Tweed District Bowls Association	Email	4	

STAKEHOLDER MEETINGS
ROUND 2: Oct/Nov 2023

Empower - Tier 1 | Involve - Tier 2 | Consult - Tier 3 | Inform - Tier 4

As at 30 November 2023

 Connectors - members of CCCEP

Name/Role	Interaction	Tier	Feedback
ELECTED REPRESENTATIVES			
Federal			
Justine Elliot, Member for Richmond, Labor	Briefed Reece Byrne, a staffer for Justine Elliott MP and local Tweed Councillor - followed up with an email to the office of the Federal Member for Richmond. Email request for a meeting	4	Reece asked to be sent the project plans Awaiting reply and meeting date
State (NSW)			
Hon Chris Minns MP Premier of New South Wales	Email project update	4	
Hon Paul Scully MP Minister for Planning and Public Spaces	Email project update	4	Acknowledged
Geoff Provest MP, Member for Tweed	Email project details and request for a meeting	4	Awaiting reply and meeting date
Janelle Saffin MP, Member for Lismore	Email project details and request for a meeting	4	Awaiting reply and meeting date
Hon Mark Speakman MP NSW Leader of The Opposition	Email project details	4	
Hon Scott Farlow MLC NSW Shadow Minister for Planning	Email project details	4	

and Public Spaces			
Local			
Tweed Shire Council			
Mayor Chris Cherry	Meeting - Explained proposal details and community engagement results	3	Support/Agrees Would like to see it in another place. Workshop scheduled 22 February 2024
Deputy mayor Meredith Dennis	Email project details, Community Information Sessions and Insightfully Phone poll results. Request for a workshop	4	Workshop scheduled 22 February 2024
Councillor Reece Byrnes	Email project details, Community Information Sessions and Insightfully Phone poll results. Request for a workshop	4	Workshop scheduled 22 February 2024
Councillor James Owen President, Business Kingscliff	Email project details, Community Information Sessions and Insightfully Phone poll results. Request for a workshop	4	Workshop scheduled 22 February 2024
Councillor Warren Polglase OAM Chair, Tweed Chamber of Commerce and Industry	Meeting Email project details, Community Information Sessions and Insightfully Phone poll results. Request for a workshop	3	Support/Agrees Workshop scheduled 22 February 2024
Councillor Nola Firth	Email project details, Community Information Sessions and Insightfully Phone poll results. Request for a workshop	4	Workshop scheduled 22 February 2024
Councillor Rhiannon Brinsmead Secretary, Business Kingscliff	Email project details, Community Information Sessions and Insightfully Phone poll results. Request for a workshop	4	Workshop scheduled 22 February 2024

DEPARTMENTAL/COUNCIL OFFICERS			
Tweed Shire Council			
General manager Troy Green	Meeting	2	Provided names to talk to local housing providers for build to rent essential housing component of CCP
Director Denise Galle and multiple technical staff	Meeting	3	Provided technical feedback across various disciplines, including but not limited to: Strategic Planning and Design matters Transport and Stormwater Ecology Water and Sewer
State NSW			
NSW Department of Planning & Environment Team Leader Craig Diss & Senior Town Planner Ella Wilkinson	Meeting	3	Provided technical feedback in relation to: Planning Proposal pathways, Built to Rent and other housing provisions under <i>State Environmental Planning Policy (Housing) 2021</i> , and North Coast Regional Plan 2041 and Ministerial Directions Agricultural Suitability Reports
NSW Department of Primary Industries	Written correspondence	3	Provided technical peer review feedback in relation to the Agricultural Suitability Reports prepared
School Infrastructure NSW	Project briefing and invitation to meet	4	No response received
NSW Health Infrastructure	Project briefing and invitation to meet	4	Meeting declined as the Tweed Valley Hospital is in the process of transitioning from NSW Health Infrastructure to the Northern NSW Local Health District
NSW State Emergency Service	Project briefing and invitation to meet	4	No response received
LOCAL RESIDENT, RATEPAYERS, PROGRESS ASSOCIATIONS			
Kingscliff Ratepayers and Progress Association Inc President Peter Newton	Meeting	3	The group said it is a good proposal but not on this site as SSF
Tweed District Residents and Ratepayers Association	Email request for meeting	4	Meeting denied Disagrees with proposal on SSF

President Lindy Smith			
Environment groups			
Koala Research Foundation Australia Board member Doug Buerger	CCCEP Meeting Focus group: Youth Seniors & Aged Care	1	Embrace See Letters of Support
INDUSTRY GROUPS (BUSINESS, INDUSTRY, EDUCATION AND FARMING)			
Health and Wellness			
Tim Daniel QLD/NT/WA State Manager, Healthscope	Meeting	1	Embrace See Letter of Support – Appendix 5
Julia Strickland- Bellamy Chief Executive Officer Aurora Healthcare Australia	Meeting	1	Embrace See Letter of Support – Appendix 5
Anne Hunt Retired nurse and midwife	CCCEP Meeting Focus group: Community Wellbeing	1	Embrace
Jessica Keast Apotex (Pharmaceutical co) Past Regional Scientific Affairs Director	CCCEP Meeting Focus group: Business incubator & Mentoring	1	Embrace
Sam Farnworth Physiotherapist	CCCEP Meeting Focus group: Health and Wellness (& Food)	1	Embrace
Skye Skeffington Mental health councillor	CCCEP Meeting Focus group: Health and Wellness (& Food)	1	Embrace
Cinnamon Pollard Digital skills Assisted by the Australian Entrepreneurs program	CCCEP Meeting Focus group: Health and Wellness (& Food)	1	Embrace

Tim Jack Adams Nature based adventure program for corporates Health and wellness app	CCCEP Meeting Focus group: Health and Wellness (& Food)	1	Embrace
Business			
Jeremy Duffner Sourdough consultant, Focus Northern Rivers Regional Startups Replaces Amy Colli	CCCEP Meeting Focus group: Business incubator & Mentoring	1	Embrace
Annette Rooney Retired IT professional Member of 2 choirs	CCCEP Meeting Focus group: Community Wellbeing	1	Embrace
Joan Van Lieshout Past Tweed Mayor Eco village developer	CCCEP Meeting Focus group: Seniors & Aged Care	1	Embrace
Kimberly Hone Small business owner Disaster management post floods Candidate (Nationals) at last Federal election	CCCEP Meeting Focus group: Community Wellbeing	1	Embrace
Education			
Professor Tyrone Carlin Vice Chancellor & President Southern Cross University	Meeting	1	Embrace See Letter of Support – Appendix 5
Murray D’Almeida Deputy Chancellor Southern Cross University	CCCEP Meeting Focus group: Business incubator & Mentoring	1	Embrace See Letter of Support – Appendix 5
Youth			
Sam Refshauge Past CEO Batyr – youth mental health support	CCCEP Meeting Focus group: Youth	1	Embrace BATYR interested in having a space at the community hub

Richard Roberts President Rivertracks Inc Tweed Valley Youth support worker	CCCEP Meeting Focus group: Youth	1	Embrace
Jessie Skelly Pastor Church of Christ Disaster management role post floods	CCCEP Meeting Focus group: Youth	1	Embrace
Abigail Skelly Church of Christ Disaster management role post floods	CCCEP Meeting Focus group: Community Wellbeing	1	Embrace
Seniors			
Chris Watt Meals on Wheels Kingscliff Manager	CCCEP Meeting Focus group: Seniors & Aged Care	1	Embrace
Matthew Grant Community services sector Aged Care	CCCEP Meeting Focus group: Health & Wellness (and Food)	1	Embrace
COMMUNITY SERVICES AND CENTRES			
Matthew Grant Volunteering Gold Coast CFO	CCCEP Meeting Focus group: Health and Wellness (& Food)	1	Embrace
Ellen Flood Cottee Parker Architect	CCCEP Meeting Focus group: Health and Wellness (& Food)	1	Embrace

10.5 APPENDIX 5

LETTERS OF SUPPORT

10.5.1 HEALTHSCOPE



Level 1, 312 St. Kilda Road,
Melbourne VIC 3004
P (03) 9926 7500
F (03) 9926 7599
healthscope.com.au

16 August 2023

Cudgen Health Precinct Pty Ltd
Level 41, 2 Chifley Square
SYDNEY NSW 2000

To The Board of Directors

RE: Letter of Support – Private Hospital within proposed Healthcare precinct at 741 Cudgen Road, Cudgen NSW

With the support of Healthscope Executives, it is with great enthusiasm we express our strong support for the proposed Private Hospital within the Healthcare precinct at 741 Cudgen Road, Cudgen. Healthscope is Australia's only National Private Hospital operator and healthcare provider with a network of 39 hospitals that service every State and Territory, including the Tweed Day Surgery (located at 38-44 Boyd Street, Tweed Heads NSW), which has been in operation for over 25 years.

Healthscope employs over 19,000 people, providing the local community with support, advice and guidance for their health needs. Healthscope is committed to expanding our northern NSW footprint. The proposed relocation to Cudgen would help enhance our operations and community reach. It will provide a welcome opportunity to better serve the healthcare needs of the surrounding region whilst creating efficiencies with the public hospital and other adjacent allied healthcare uses.

With Tweed Heads' ageing population and evolving healthcare requirements, it is crucial to have a well-equipped and modern Private Hospital that can cater to a range of specialised medical services. These services of course do not detract from but rather compliment the public healthcare services to the benefit of patients, the Tweed community and state of NSW.

In addition to the direct healthcare benefits, the proposed Private Hospital within the precinct will also create significant economic benefits to the community. Once operational, the Private Hospital will provide additional stable employment opportunities for healthcare professionals, attracting skilled talent to the region.

The proposed housing and training for healthcare workers, particularly nurses, is a key to attracting and retaining the best staff to this area of northern NSW. We believe, a Private Hospital located within the precinct will play a vital role in improving healthcare accessibility, quality, and patient outcomes, while also driving economic growth.

As part of this new build, Healthscope is committed to a high specification sustainable Hospital. As part of our commitment to reduce our carbon footprint, sustainable principles will be our priority during the design, construction and operations phases. We anticipate this to be one of the most sustainable hospitals in the region, if not Australia.

Please consider this letter as a formal statement of support for the development planning process. If there is any additional information or support that Healthscope can provide to facilitate the successful implementation of this project, please don't hesitate to reach out to me.

Yours sincerely

A handwritten signature in blue ink, appearing to read "Tim Daniel".

Tim Daniel
QLD/NT/WA State Manager
p: 07 5530 0616
e: tim.daniel@healthscope.com.au

Healthscope Operations Pty Ltd ABN 85 006 405 152



Office of the Vice Chancellor



ovc@scu.edu.au
Office of the Vice Chancellor
PO Box 157, Lismore, NSW, 2480

Wednesday, 8 November 2023

Mr T. Green
General Manager
Tweed Shire Council

Dear Sir

I write in regard to Centuria Capital Limited's proposed "Cudgen Connection" integrated health precinct at 741 Cudgen Rd, Cudgen.

Southern Cross University is a leading regional university, based in Lismore but with major campuses on the Gold Coast and in Coffs Harbour. Over 40 percent of our undergraduate cohort is enrolled in the Faculty of Health. In undergraduate nursing alone there are almost 1,900 students. In addition, we have over 1,200 students completing postgraduate coursework in the Faculty of Health, as well as around 65 students undertaking masters or doctorate level research qualifications.

The proposed "Cudgen Connection" health precinct – the centrepiece of which would be a new private hospital – will be adjacent to the new Tweed Valley Hospital (at which the University is an education partner) and will complement the NSW Government's significant investment in that facility and the neighbouring Kingscliff TAFE campus.

I am pleased to indicate Southern Cross University's in-principle support arising from the possibility of occupying floor space within the precinct to conduct teaching, research, and professional development programs, and to be able to offer additional placements for students studying nursing and allied health programs. The University's Faculty of Health is based at our Gold Coast campus, which is about 10 minutes' drive from Cudgen. This, combined with the proximity to the public hospital, the local community, and – with the proposed new public transport hub – to public transport, would make "Cudgen Connection" a desirable location for both students and staff.

For further information about the University's position, or if you or officers from your Department would like to discuss this with me further, please do not hesitate to contact our Executive Director, Stakeholder Strategy and Engagement, Mr Chris Ashton on 0413 275 444.

Yours sincerely

A handwritten signature in blue ink, reading 'Tyrone Carlin'.

Professor Tyrone Carlin
Vice Chancellor & President

www.scu.edu.au

Lismore
PO Box 157, Lismore NSW 2480 Australia
T +61 2 8620 3000 F +61 2 8620 3700

CRICOS Provider 01241G

Coffs Harbour
Hogbin Drive, Coffs Harbour NSW 2450 Australia
T +61 2 6659 3777

Gold Coast
Locked Mail Bag 4, Coolangatta QLD 4225 Australia
T +61 7 5589 3000 F +61 7 5589 3700



Positive Social Change

Date: 21 Nov 2023

To whom it may concern

Re: Letter of Support - Proposed Mixed Use and Healthcare Precinct at 741 Cudgen Rd, Cudgen NSW

Social Futures is a not-for-profit community housing provider headquartered within the Northern Rivers region. Social Futures, a well-regarded social justice organisation, offers more than 47 years' experience as a regional leader, advocating with the communities we work in; working in partnership with others; and providing services that promote inclusion, fairness, and social justice. Our work encompasses homelessness and housing supports, youth and family services, programs that promote genuine participation for people with disability, community sector support, professional development, and systemic advocacy.

We have been speaking with Centuria Healthcare and Digital Infratech about the proposed Cudgen Connection site located next to the new Tweed Valley Hospital and are very excited to continue our involvement in the much-needed development.

The 250-300 residential dwellings which will be targeted towards essential worker housing will support the precinct by helping address the current undersupply in the region is of significant interest to Social Futures. We understand the owners are seeking to partner with a reputable community housing provider who has close ties to the community, to deliver on the vision for the residential component. The dwellings should be a mix of market, essential worker/affordable, and social housing and will therefore need to be managed by an established local provider regionally connected with experience in property management. We look forward to working with the owners to develop a delivery & operational model that achieves the best outcomes for both the residential component and the community itself.

We welcome further discussions with you regarding this project and would be pleased to meet with the Council, if that may assist.

Should you have any questions in relation to this letter of support please do not hesitate to contact me on tony.davies@socialfutures.org.au

Yours sincerely,

Tony Davies
Chief Executive Officer
Social Futures



1800 719 625
socialfutures.org.au
info@socialfutures.org.au

Registered Office:
Bundjalung Country
Unit 5, 274 River Street, Ballina NSW 2478

Postal Address:
PO Box 5419
East Lismore NSW 2480

Social Futures Ltd
ACN: 612367192



We acknowledge the Traditional Custodians of the land where we live and work and their continuing connection to land, water, sea and community. We pay respects to Australia's First Peoples, to their unique and diverse cultures, and to Elders past, present and future.

Inclusion is about the actions we take every day. We welcome, support, and celebrate diversity.

10.5.4 LETTERS OF SUPPORT: KOALA RESEARCH FOUNDATION AUSTRALIA



9 November 2023

To whom it may concern,

Re: Letter of Support - Proposed Mixed Use and Healthcare Precinct at 741 Cudgen Rd, Cudgen NSW

We have been working closely with Digital Infratech and Centuria Healthcare on the Cudgen Connection masterplan development over the past two years and am writing in support of the planning proposal for rezoning of the site to allow the vision to be realised.

The Koala Research Foundation Australia is a registered not-for-profit charity established to fund research in vaccination and breeding programs to save our koala species. The Foundation was established in 2022 and continues to work closely with the Currumbin Wildlife Sanctuary, QUT, and UQ to ensure the koala species across Australia is protected & can thrive.

The proposed precinct includes a community hub which will include a Centre of Excellence for Koala Research run by the Koala Research Foundation Australia, provide a place for a business incubator and mentoring, and a place for local not-for-profits to deliver community health, wellbeing, and youth engagement services. This Centre of Excellence will be instrumental in the foundation continuing our work protecting the koala species, as well as providing unique opportunity to engage with the community and ensure the wider population is aware of how they can also help to protect these animals.

We are very excited to continue working with Digital Infratech and Centuria Healthcare on this project and are writing this letter to show our support for the planning proposal process. If there is any additional information or support that the Koala Research Foundation Australia can provide to facilitate the successful implementation of this project, please don't hesitate to reach out to me.

Yours Sincerely

Doug Buerger
Director

23 / 75 Wharf Street, Tweed Heads, NSW, 2485 | krfau.org | info@krfau.org

10.5.5 LETTERS OF SUPPORT: ANGLICARE NORTH COAST



09.11.2023

Kate Charlton
Project Director
Centuria

Via email –

RE – CUDGEN CONNECTION DEVELOPMENT PROJECT

Dear Kate,

Thankyou for the recent meeting and overview of this project. It certainly looks like an exciting and needed development.

As discussed, Anglicare North Coast (ANC), would be very interested to work with Centuria regarding the mixed residential component of the project. As a registered Community Housing Provider in NSW (CHP), we aim to address the problem of rental affordability and availability in the Northern Rivers Region. We have an existing stock of community housing in the region, and have operational capability to manage that in terms of tenancy management, repairs etc. Moreover, as part of Anglicare Australia, we employ thousands of dedicated staff in this area, can access subsidised development funds and capability, we enjoy strong relationships at local, state and federal government levels, as well as across the communities we serve.

ANC are a NFP and mission driven organisation, providing essential and efficient services in areas such as food and clothing, financial counselling, disaster readiness and relief, multicultural services, as well as community housing. These services can complement the essential needs of social housing tenants and other community members.

Regarding the above project, we understand that Centuria are interested to identify a reputable and capable CHP partner, with whom they can develop and operate a multi storey, mixed residential development on the Cudgen Connection site. This residential development would contain around 250-300 dwellings, and potentially be a mix of market, affordable and social housing. The land could be leased long term to a CHP partner, who would coordinate the funding, development and operation of the asset, with a portion of the ongoing rental proceeds back to the developer/owner reflecting the land component contribution.

We look forward to further discussion with you regarding this project. We enjoy a strong relationship with Tweed Shire Council and would be pleased to meet with them and yourselves if that may assist.

Yours faithfully

Mark McNamara
Chief Executive Officer

Head Office
PO Box 401
77A Victoria Street, Grafton NSW 2460
Phone (02) 6643 4844
www.anglicarenorthcoast.org.au
ABN 41 925 977 014

Maclean
5 Wharf Street, Maclean NSW 2463
Phone (02) 6645 1244
Coffs Harbour
59 Grafton Street, Coffs Harbour NSW 2450
Phone (02) 6645 1244



10.5.6 LETTERS OF SUPPORT: MOMENTUM COLLECTIVE



W: mymomentum.org.au
T: 1300 900 091
E: info@mymomentum.org.au
P: PO Box 793 Coolangatta QLD 4225

Ms Kate Charlton
Development Manager
Centuria Capital Limited
Lv 41, Chifley Tower
2 Chifley Square
Sydney, NSW 2000

Tweed Shire Council
To whom it may concern,

Re: Letter of Support - Proposed Mixed Use and Healthcare Precinct at 741 Cudgen Rd, Cudgen NSW

I am writing this letter to express our strong support for the proposed mixed use and healthcare precinct at 741 Cudgen Rd, Cudgen. This precinct will provide an additional ~250 homes targeted towards essential workers in an LGA that is facing serious housing and affordability challenges.

Momentum Collective is based in Tweed Heads and provides community support and housing solutions across the northern NSW coast for people in need. Currently, we employ 600+ people and supported 5,272 people across the communities we work in the in June 2022 – June 23. Momentum Collective is committed to servicing northern NSW and has operated in this LGA for over 40 years under various names.

The proposed precinct including the new housing options will contribute to addressing the growing housing and affordability stress of the region by providing significant additional housing options. With Tweed Heads' growing population and evolving requirements, it is crucial to have sufficient diverse housing options for the population to cater to a range of incomes and demographics.

Public investment in the new Tweed Valley Hospital will create significant economic benefits to the community. Once operational, the public hospital and Cudgen Connection health precinct will provide additional stable employment opportunities for healthcare professionals and supporting industries which will attract skilled talent to our region. This will not only contribute to the local economy but also foster professional growth and development in the healthcare sector.



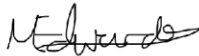
Third Sector Australia Limited ACN 136 602 376 trading as **Momentum Collective**

Housing and training for healthcare workers, particularly nurses, is a key risk to expansion. Offering essential worker accommodation and access to tailored community supports within the proposed healthcare precinct will assist in attracting and retaining the best staff to this area of northern NSW, and reduce stress on the already stretched housing market.

A mixed-use precinct with new housing product located in Cudgen adjacent to the Tweed Valley Hospital will play a vital role in improving healthcare accessibility, quality, and patient outcomes, while also driving economic growth in the community. The new housing supply that forms part of this proposal will help to support the new hospital staff as well as members of the community currently impacted by the housing / affordability challenges in the Tweed Shire region. Consider this letter as a formal statement of support for the development planning process.

If there is any additional information or support that Momentum Collective can provide to facilitate the successful implementation of this project, please don't hesitate to contact the myself.

Yours faithfully,



Mark Edwards

Director Property and Planning, Momentum Collective

W: mymomentum.org.au T: 1300 900 091 E: info@mymomentum.org.au

Third Sector Australia Limited ACN 136 602 376 trading as **Momentum Collective**



Aurora Healthcare
ABN 62 636 441 355 ACN 636 441 355
Level 1, 117 Clarence Street
Sydney NSW 2000
enquiries@aurorahealth.com.au
T 02 9513 0300 F 02 9513 0399
aurorahealth.com.au

Centuria Capital Limited

Level 41, Chifley Tower, 2 Chifley Square
Sydney NSW 2000

Attn: Rory Bestic - Senior Development Manager

Re: Letter of Support - Proposed Mixed Use and Healthcare Precinct at 741 Cudgen Rd, Cudgen NSW

Aurora Healthcare is a private healthcare specialty group, focused on mental health, rehabilitation, specialty medical and community services. Its Australian portfolio comprises 16 private hospitals and community services in Australia's major cities and key regional areas. With 1,000 mental health beds, 500 rehabilitation/medical beds and a range of outpatient and day programs Aurora Healthcare is Australia's largest specialist private mental health provider, and leading provider of rehabilitation services.

The Cudgen Connection proposed development will create a pre-eminent health precinct in northern NSW which is currently underserved in terms of private health offerings; this is particularly evident in mental health and psychiatric facilities. Both the Tweed and Byron LGA rank mental health as their top three challenges in the 2018 Local Health Needs Community Survey. There is significant community demand and need for additional mental health facilities and the current masterplan responds to this by including a purpose-built mental health hospital located directly adjacent to the new hospital.

This site, being co-located with the new Tweed Valley Hospital, provides a unique opportunity to leverage the substantial public investment in the new hospital and to create a proper health precinct providing a variety of health services to the community in one place. This co-location will be a great asset to us in attracting and retaining top-tier staff, providing best-in-class care to our patients, and providing training & employment opportunities for people in the nearby education hubs (NSW TAFE and proposed University).

We are in strong support of this development, and therefore the rezoning and development planning process. If there is any additional information or support that Aurora can provide to facilitate the successful implementation of this project, please don't hesitate to reach out to me.

Yours sincerely

A handwritten signature in black ink, appearing to read "Julia Strickland-Bellamy".

Julia Strickland-Bellamy
Chief Executive Officer
Aurora Healthcare Australia

People First. People Always.

APPENDIX 6

FAST FACTS

ROUND 2

500 people polled by independent polling company insightfully about Cudgen Connection, health and other local services	165 people canvassed for opinions at 3 x 3 hour community information sessions held at Tweed, Kingscliff and Cudgen shopping centres to showcase the amended masterplan in October 2023	70% support the Cudgen Connection concept and the delivery of essential worker housing at the proposed site next to the soon to open Tweed Valley Hospital and Kingscliff TAFE Source: Community Information Sessions	72% support Cudgen Connection and the use of site for essential worker housing when they receive more information about site and location, up from 56% Source: Insightfully polling 2023
	6 letters of support received from <ul style="list-style-type: none"> • Healthscope • Southern Cross University • Koala Research Foundation Australia • Momentum Collective • Anglicare North Coast • Social Futures • Aurora Healthcare Australia • 		

ROUND 1 ENGAGEMENT

1 concept launch at Tweed Chamber of Commerce	150 + information packs sent to elected local, state and Federal MPs in Tweed and adjoining shires, public servants, resident, ratepayer and progress associations, social service providers, and clubs and sporting groups	16 information packs and press releases sent to local newspapers, radio and television stations	11 ads in the Tweed Valley Weekly to launch Cudgen Connection, call for Connectors and direct readers to the website
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WEBSITE

413 visits to the website in the first fortnight	100+ register for news and updates	101 download 1 or more reports
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CUDGEN CONNECTION COMMUNITY ENGAGEMENT PROGRAM (CCCEP)

28 register as volunteer connectors, working with the Cudgen Connection Community Engagement Program (CCCEP)	5 focus groups <ul style="list-style-type: none">• Community Wellbeing• Health and Wellness (& Food)• Business incubator & mentoring• Youth• Seniors	3 meetings each were held by most focus groups
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SOCIAL MEDIA

29 Facebook and Instagram posts	11 boosted posts	600 social media followers over a year	200 Comments both for and against Cudgen Connection are posted after comments open on Kingscliff Happenings with 42,000 followers
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CUDGEN CONNECTION COMMUNITY ENGAGEMENT PROGRAM (CCCEP) 2023

COMMUNITY INFORMATION SESSIONS REPORT

Friday 13 October 2023: Woolworths Kingscliff Mall

Saturday 14 October 2023: Coles Casuarina Shopping Centre

Sunday 15 October 2023: Tweed City Shopping Centre

Prepared by
Libby Callister, Director
Callister Media & Communications
23 October 2023

SUMMARY OF COMMUNITY INFORMATION SESSIONS

Community information popup sessions were held at:

- Kingscliff: Woolworths Kingscliff Shopping Village 10am-1pm
- Casuarina: Coles Casuarina Shopping Centre 10.30am-1.30pm
- Tweed Heads: Tweed City Shopping Centre 10am-1pm

The community was invited to the information sessions through:

- Advertising in the Tweed Valley Weekly (½ page ad)
- Kingscliff Happening Facebook post
- Cudgen Connection social media platforms - Facebook and Instagram boosted posts
- Media release distributed to local media
- Email mail out to 150 member database including Tweed Mayor and councillors

Community sessions facilitated by:

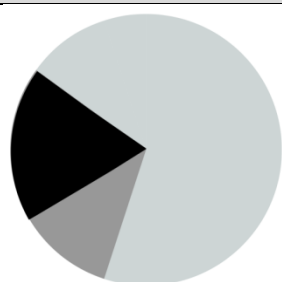
- Kate Charlton (Centuria)
- Josh Townsend (Planit)
- Libby Callister (Callister Media and Communications)

Conversation with community:

- Explained to residents/ratepayers we were seeking feedback on the Cudgen Connection proposal
- Handed out flyer
- Explained the proposal using the Masterplan render
- Asked if they had any questions
- Asked if they agreed/disagreed with the Cudgen Connection proposal and reasons
- Libby recorded feedback

Total interactions	127
<i>*NB: Interaction marked as one interaction if speaking to a couple (household) if they are in agreement</i>	
Estimated number of people spoken to	165
Residents predominantly from	Kingscliff Casuarina Tweed Heads Cudgen Banora

BREAKDOWN



- Agree
- Disagree
- Unsure/undecided

Number	Percentage
89	70%
15	11%
23	19%

COMMUNITY ISSUES

- Roads and traffic (all areas)
- SSF (predominantly Kingscliff)
- Car parking (predominantly Kingscliff)
- Height (predominantly Kingscliff)
- Integrating with environment – keeping it green

SUMMARY OF OBSERVATIONS

- Overall, residents appreciated the opportunity to have their say
- The majority of residents believed essential worker housing was necessary and this was the best location for it. The comment 'It makes sense' was repeated a number of times
- Kingscliff popup had an older demographic (60+), Casuarina popup was middle aged with dependants (35-55), Tweed City was a mix of older and middle aged. There was limited engagement with 20-30 years (2) but those we did have were positive.
- Kingscliff residents were more against the proposal. The naysayers arrived early to have their say and would be unlikely to ever agree on the proposal. Maintaining agricultural land was their main issue. The longest conversations were held with Kingscliff residents
- Casuarina residents were in the main positive and keen on the private hospital, specialist suites and mental hospital
- Tweed City residents were supportive but not as interested as Kingscliff and Casuarina residents
- Residents from all areas were concerned about traffic. Highest priority issue from Kingscliff, Casuarina and then Tweed
- Tweed City residents were most concerned by flooding followed by Casuarina and Kingscliff. The flooding concern was mainly in relation to development in the area – Gales and Kings Forest
- Car parking was raised as a big issue in Kingscliff. Height was also raised as an issue in Kingscliff
- SSF and the loss of agricultural land particularly relating to the 500 threshold was raised in Kingscliff
- Residents at Casuarina were interested in what developments Centuria had previously undertaken
- Some raised the order of construction and said essential worker housing needed to be built first
- We spoke to at least two farmers – both were unsure but not against it
- Those residents who were unsure – more than half might move to support with further information

KINGCLIFF COMMUNITY INFORMATION SESSION

Woolworths Shopping Centre

Friday 13 October 2023 | 10am-1pm



POPUP VISITORS

Total interactions	45
<i>*NB: Interaction marked as one interaction if speaking to a couple (household) if they were in agreement</i>	
Estimated number of people spoken to	60
Residents predominantly from	Cudgen Kingscliff

BREAKDOWN



	Number	Percentage
Agree	25	55%
Disagree	8	18%
Unsure/undecided	12	27%

COMMUNITY ISSUES

- Roads – traffic
- Car parking – is there enough car parking for the units of accommodation?
- State Significant Farmland
- Loss of SSF Threshold (500 hectares)
- Height
- Flooding
- Integrating with environment and keeping it green

**NB: These were common issues raised by those who supported, opposed and were unsure about the proposal*

SUPPORT FOR PROPOSAL		
<ul style="list-style-type: none"> • Essential worker housing • Retail • Mental health • Need for social and public housing • Childcare (24 hours) 		
SNAPSHOT OF COMMENTS		
AGREE	DISAGREE	UNSURE
"It makes sense."	"Too many people – don't want more people here."	"Not sure worried about the height." Cudgen resident
"Damn good idea."	"No, not on red soil."	"I need more details."
"Get a wriggle on – build it." Resident concerned health specialists won't come to Kingscliff from John Flynn as too far.	"Concept is needed but in another location."	"Roads and flooding are my main concern."
"We need the retail – maybe even a supermarket."	"Roads are too thin and traffic lights too long to wait."	
"Car parking is a big issue in Kingscliff – please address the parking issue."	"No, it should be farmland."	
"Like the green and the vegetation. Please put in big, cooling trees to blend into natural landscape." Cudgen resident		
"It has to happen. Start tomorrow."		
"It needs to be there, makes perfect sense"		
"Childcare should be 24 hours for hospital staff."		
"We need social and public housing – this is a good spot."		
"It's good to hear what's going on."		
"Absolutely need it."		

CASUARINA COMMUNITY INFORMATION SESSION

Coles Shopping Centre

Saturday 14 October 2023 | 10.30am-1.30pm



POPUV VISITORS

Total interactions

44

**NB: Interaction marked as one interaction if speaking to a couple (household) if they are in agreement.*

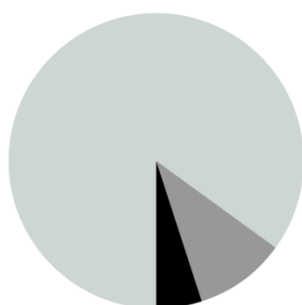
Estimated total number of people spoken to

55

Residents predominantly from

Casuarina
1 tourist
2 farmers

BREAKDOWN



Agree	36	82%
Disagree	3	6.8%
Unsure/undecided	5	11%

Number Percentage

36 82%

3 6.8%

5 11%

COMMUNITY ISSUES

- Roads – traffic
- Car parking
- Heights
- Keeping it green – not overdeveloping

SUPPORT FOR PROPOSAL

- Essential worker housing
- Private hospital and medical suites

<ul style="list-style-type: none"> • Retail • Mental health hospital 		
SNAPSHOT OF COMMENTS		
AGREE	DISAGREE	UNSURE
"It makes sense, it's needed. Shame it will take so long."	"The traffic on Tweed Coast Road development generates traffic."	"It's interesting – I'll think about it."
"Makes sense. Infrastructure is already there."		"I was anti the Tweed Valley hospital."
"Yes. Like the idea of essential workers' accommodation."		Traffic
"Yes, keen for cafes."		
"Yes, but worried about the traffic."		
"It will be good for the area – we have to keep up with progress."		
"It will assist the economy."		
"I like the idea of a private hospital and the medical suites will be great."		
"This has to go ahead."		
"How could you not approve this?"		
"More services are good for all of us and improve the value of our property."		
"Fantastic. If you put a public hospital there you need this kind of outlying facilities around it."		
"You can't build a hospital and not have the support facilities."		

TWEED COMMUNITY INFORMATION SESSION

Tweed City

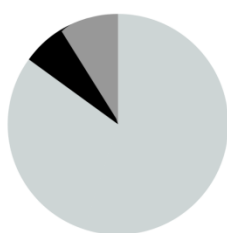
Sunday October 15 2023 | 10am-1pm



POPUV VISITORS

Total interactions	38
<i>*NB: Interaction marked as one interaction if speaking to a couple (household) if they were in agreement.</i>	
Estimated number of people spoken to	50
Residents predominantly from	Tweed Heads Banora Cudgen Kingscliff

BREAKDOWN



	Number	Percentage
Agree	28	74%
Disagree	4	10%
Unsure/undecided	6	16%

COMMUNITY ISSUES

- Roads – traffic
- Flooding

**NB: These were common issues raised by those who supported, opposed and were unsure about the proposal.*

SUPPORT FOR PROPOSAL		
<ul style="list-style-type: none"> • Essential worker housing • University • Childcare • Jobs 		
SNAPSHOT OF COMMENTS		
AGREE	DISAGREE	UNSURE
"Yes, go for it. I'm going to work at the new Tweed Valley Hospital."	"Development will cause floods. Will make the traffic a nightmare."	"I'm going to have a think about it – which university is going in?"
"Love all of it, specifically childcare and university."	"I hated the hospital development and we don't need it."	
"The region needs it – it's all necessary."		
"Any services are good for the community."		
"It needs to go ahead."		
"It looks great – my son's a concreter and will want to work there."		
"These services are going to be needed."		
"Yes, but need to make sure it doesn't flood."		
"Keep progressing it!"		
"Good idea – might as well use the land there. We need quarters for nurses and we need car parking."		

FURTHER FEEDBACK

- Childcare should be open 24 hours
- Integration with environment is important and not all development (happy with proposal)
- Essential worker accommodation should support other workers eg: farm workers
- No one will want 1 bedroom, make them two or three bedroom
- Don't have two amphitheatres – put in a pump track for kids
- Need green vertical walls on buildings like Singapore
- Need cafes and restaurants in retail

CONCLUSION

- Tweed residents had the opportunity to be informed and have their say at three popup community information stands at shopping centres at Kingscliff, Casuarina and Tweed over three days, for a total of nine hours
- Advertising in the Tweed Valley Weekly, Kingscliff Happening Facebook page, Cudgen Connection social media platforms, (Facebook and Instagram boosted posts), a media release distributed to local media and an invite to 150-member database invited the community to have a conversation about the proposal
- Feedback from the community gave overarching support for the Cudgen Connection proposal. Combining those who were against the proposal with those who were unsure, the majority supported the proposal
- The need for essential worker housing in the Tweed was seen as a priority and the community said it made sense to locate it next door to the new hospital. Roads and traffic were considered the number one issue.
- Although there were some negative comments, the consensus was the area is under resourced and with the new Tweed Valley Hospital this proposal was necessary
- These findings are consistent with the Insightfully Poll of 500 residents (October 2023).
- Keeping the community informed will likely see a shift in some who were unsure to supporting the proposal