

STAKEHOLDERS WORKSHOPS



The stakeholder workshops provide a forum for the participants to have an ongoing active role in the preparation of the Master Plan for the town centre. The participants can contribute ideas and identify challenges during the workshops. Future forums with stakeholders will provide the opportunity to discuss design issues and ideas with other interested groups and professional consultants.

The Tweed Heads Taskforce workshops are structured to facilitate stakeholder involvement in identifying key issues and opportunities and to explore challenges and success factors for the town centre.

Session 1

Identify opportunities for stakeholders:

- **Urban Design Opportunities**
 - Maximise opportunities from Jack Evans Boat Harbour precinct.
 - Clarity for applicants (development assessment)
 - Integration of spaces/areas
 - Urban form heritage and character
 - Understand needs of the community and design
 - High quality landscaping
 - Recognise local phenomena (climate, demographics etc)
 - Natural features (e.g. ridge lined, beach, distant views) should be taken into account
 - Design should be based on future needs and analysis
 - Spaces for youth
 - Open space opportunity from the caravan park
 - Sign posting (directions for where things are)
 - Jack Evans Boat Harbour as entertainment facility (designed to create access to draw people to this point)
 - Incorporate history (South Islanders' culture etc)

- **Economic Development Opportunities**
 - Best and highest use of land
 - Entertainment opportunities/venues
 - Link and complement Coolangatta and the airport
 - New culture tourism product for Jack Evans Boat Harbour
 - Create activities/spaces to incorporate youth
 - Sustainability check/criteria for economic development
 - Conference opportunities (niche conference city)
 - Use proximity to airport to maximize economic opportunities
 - Position Tweed Heads town centre precinct vis-a- vis South Tweed/Queensland
 - Needs analysis for economic activities
 - Opportunities for home office- incorporate residential with economic activity
 - Recognise and capitalize on the river
 - Town information/sign posts

- Education precinct in southern CBD around The Southern Cross University

Traffic and Access Opportunities

- People rather than cars
- Cars and people
- Linking places (airport, Coolangatta, light rail and others)
- Managing the traffic
- Develop traffic access and mobility plan
- Planning for long term
- Car parking (link to and economic development)
- Throw away legacy of highway through the town
- Opportunities for water transport
- Transit centre combined with information centre
- Resolve existing safety and congestion issues
- Recognise transport needs of the elderly

Other Opportunities

- Establish mode of arrival for visitors
- Work fast- hasten slowly
- Cross boarder (gateway or seamless- one centre of competitors)
- Definition (is this the centre of Tweed Heads or Gateway to NSW?)
- What is the vision for Tweed? –
 - What do we want to do?
 - If tourist town, which tourists and what are their needs?
- Time zones – DST versus EST
- Distinctive theme to create identity for Tweed Heads (express in design structure etc.)
- The town precinct other than CBD

Session 2

Four groups were formed to workshop ideas with the assistance of facilitators. Focus groups were divided to discuss the following topics to generate group-based ideas and concepts:

- Planning and urban design (two groups)
- Traffic and Access
- Economic development strategy

Group One: Planning and Urban Design

Opportunities	Challenges To aspire to do something	Success Factors Therefore we must:
Design is based on future needs analysis	Who's needs? <ul style="list-style-type: none"> ○ Tourist (residents, medium 	<ul style="list-style-type: none"> ○ We need people (higher densities and mixed use

	<ul style="list-style-type: none"> ○ density) ○ Hinterland (need to generate wealth through all business types) ○ Air commuters are an important group ○ Genuine tourist accommodation 	<ul style="list-style-type: none"> ○ on site) ○ Need for a sense of place (more accommodation, development to capitalize on views) ○ Develop a vision (older or younger population, high rise and views, or low rise)
Spaces for youth	<ul style="list-style-type: none"> ○ Existing conflict with surfboarders and skate boarders ○ Land uses encourage people to make money but does not include the young 	<ul style="list-style-type: none"> ○ Need to discuss the experiences of other places ○ Tweed is now the higher order centre and will attract the youth anyway
Open space (the caravan park)	<ul style="list-style-type: none"> ○ Open dialogue with Aboriginal community 	<ul style="list-style-type: none"> ○ Use the site as a catalyst for resolving land claim issues rather than looking only at land use issues
Jack Evans Boat Harbour as entertainment facility	<ul style="list-style-type: none"> ○ JE Boat Harbour now fills this function ○ Conflicting adjoining land use ○ Insufficient parking for significant events 	<ul style="list-style-type: none"> ○ Interaction with land and water uses
Signposting	<ul style="list-style-type: none"> ○ Illegibility and orientation ○ The structure in the urban design should also lead you there ○ Important but not as important as others 	

Group 2 Planning and Urban Design

Opportunities	Challenges	Success Factors
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	To aspire to do something	Therefore we must:
Maximise opportunities from Jack Evans Boat Harbour	<ul style="list-style-type: none"> ○ To develop a new master plan for the precinct within the next 12 months ○ To implement the master plan 	<ul style="list-style-type: none"> ○ Access funds and grants ○ Determine best use ○ Develop funding strategy ○ Provide clarity and encouragement for private sector participation
Clarity for applicants	<ul style="list-style-type: none"> ○ Consistent application of unified approach to development in the study area 	<ul style="list-style-type: none"> ○ To gain endorsement from all levels of government ○ Provide transitional arrangements for development
Integration of spaces and areas	<ul style="list-style-type: none"> ○ To develop linkages between all areas and open spaces 	<ul style="list-style-type: none"> ○ Identify spaces ○ Usage of spaces ○ Classification of spaces ○ Visual linkages ○ Form of linkages
Urban form	<ul style="list-style-type: none"> ○ To determine the urban form and the character 	<ul style="list-style-type: none"> ○ Research and identify local history and culture ○ Remnant heritage Incorporate the environment ○ Identify current character ○ Identify endemic vegetation
To create high quality landscaping	<ul style="list-style-type: none"> ○ Visual softening of built form ○ Identify endemic species ○ Identify existing quality landscaping 	<ul style="list-style-type: none"> ○ We must introduce a tree preservation order ○ Ensure ongoing maintenance/survival of landscaping ○ Monitor water quality run off

Group 3 Traffic and Access

Opportunities	Challenges To aspire to do something	Success Factors Therefore we must:
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People rather than cars	<ul style="list-style-type: none"> ○ To reduce traffic flow through better parking facilities ○ To better locate pedestrian crossings to improve traffic flow ○ To create good corridors to get people to the town centre, then good pedestrian amenities when they arrive 	
Develop traffic and access mobility plan	<ul style="list-style-type: none"> ○ To facilitate multimodal transportation e.g. public and private transport – maybe light rail system ○ To convert Wharf Street to facilitate more local and pedestrian use rather than thoroughfare 	
Linking places	<ul style="list-style-type: none"> ○ To incorporate a public transport system that circles Coolangatta and Tweed Heads constantly ○ To develop a Twin Towns transit centre 	
Legacy of highway through the town	<ul style="list-style-type: none"> ○ To investigate the opportunities for water transport and feasibility of wharfing facilities 	
Transit centre	<ul style="list-style-type: none"> ○ To develop a twin towns transit centre 	
Resolve existing safety and congestion issues	<ul style="list-style-type: none"> ○ To identify the current and potential nodal points and to ensure the urban structure is planned to reflect the nodes (e.g. Wharf and Bay Streets) 	
Recognise the transport needs of the elderly	<ul style="list-style-type: none"> ○ To recognise in any future development the needs of the elderly people residing in the area eg wheelchair needs, needs of blind or deaf persons etc. 	
Group 4 Economic Development		
Opportunities	Challenges	Success Factors

	To aspire to do something	Therefore we must:
Best and highest use for land	<ul style="list-style-type: none"> ○ To identify the vision for Tweed Heads CBD (revisit and clarify, point of difference) ○ Fully understand accommodation needs and key economic drivers 	<ul style="list-style-type: none"> ○ Drill down to core area (Bay and Wharf Streets) ○ To better understand key drivers
Link and complement Coolangatta and the airport	<ul style="list-style-type: none"> ○ To ensure the land use planning is complementary ○ To ignore the border and build on the strengths of the area 	<ul style="list-style-type: none"> ○ To establish a clear identifiable image ○ Establish a marketing body
New culture and tourism product for Jack Evans Boat Harbour	<ul style="list-style-type: none"> ○ To ensure that it is environmentally, economically, culturally and socially sustainable 	<ul style="list-style-type: none"> ○ Involvement of indigenous people
Development of educational precinct in the southern part of the CBD	<ul style="list-style-type: none"> ○ To consolidate the future growth of Southern Cross University ○ To develop accommodation for students ○ To define the special needs for Southern Cross University to expand growth ○ To link to conferencing and training ○ To resolve safety and lighting issues ○ To provide for food outlets 	<ul style="list-style-type: none"> ○ Joint venture partners for accommodation and food ○ Relocation of civic centre to allow for expansion
Develop conference and education training centre	<ul style="list-style-type: none"> ○ To complete a feasibility study (need to consider stand alone facility) ○ To identify point of difference and links to hinterland and river ○ To maximize the development of small scale infrastructure 	

Sustainability check/criteria for economic development	○ Need to have the ability to reinvent to accommodate dynamic, changing environment (quadruple bottom line is inherent in all projects and planning)	
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