

Cudgen Connection

HEALTH | COMMUNITY | EDUCATION | JOBS | INNOVATION | TECHNOLOGY



UNDER CONSTRUCTION

APPROVED TWEED VALLEY HOSPITAL

CUDGEN CONNECTION PROPOSAL

Cudgen Connection

Cudgen Connection offers a rare opportunity for private investment to deliver infrastructure and social initiatives required to address a range of regional challenges.

The concept is formulated around a world's best practice health, education and community precinct that will work in collaboration with the neighbouring Tweed Valley Hospital.

Cudgen Connection will deliver much needed allied and support health services; create skilled, long-term, well paid jobs; and attract high level education and research industries.

A community hub will house a Centre of Excellence for Koala Research run by the Koala Research Foundation Australia; a business incubator; and local not-for-profits that deliver mental health, social housing and youth engagement services.

Designed around a central public transport initiative with a hub and spoke centre, the concept will stimulate and improve public transport to the northern NSW coastal region connecting local villages, townships, shopping precincts and places of high employment.

As a Northern Rivers health, education and community precinct, Cudgen Connection will support emerging and growth industries encouraging innovation and investment. Education and training stimulus will focus on lifelong opportunities ensuring regional skills match the jobs of the future.

At a time when economic stimulus, health and well-being are paramount to the future success of regional communities, Cudgen Connection exemplifies the forward thinking required to deliver a thriving, healthy, vibrant and diverse community. Governments can only provide so much stimulus. The private sector must also contribute to the future of this productive region.

The urgent need for such a health, education and community precinct within the northern NSW coastal community has been dramatically reinforced with COVID-19 border closures.



THE PROJECT TEAM



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 \$1.4billion portfolio across Australia¹ with properties including private short-stay and day hospitals, aged care, medical centres, specialist centres and specialist disability accommodation.

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. 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').

Centuria development team has extensive and award winning experience in successfully completing property developments from healthcare, commercial office and industrial to affordable housing and residential mixed use. 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, land owners 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.

¹ Includes assets exchanged to be settled, cash and other assets



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. Supporting social enterprises that deliver real, long-term benefits to the community is key among our goals for Cudgen 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.

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. 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.

THE PROJECT TEAM



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.

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.



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.

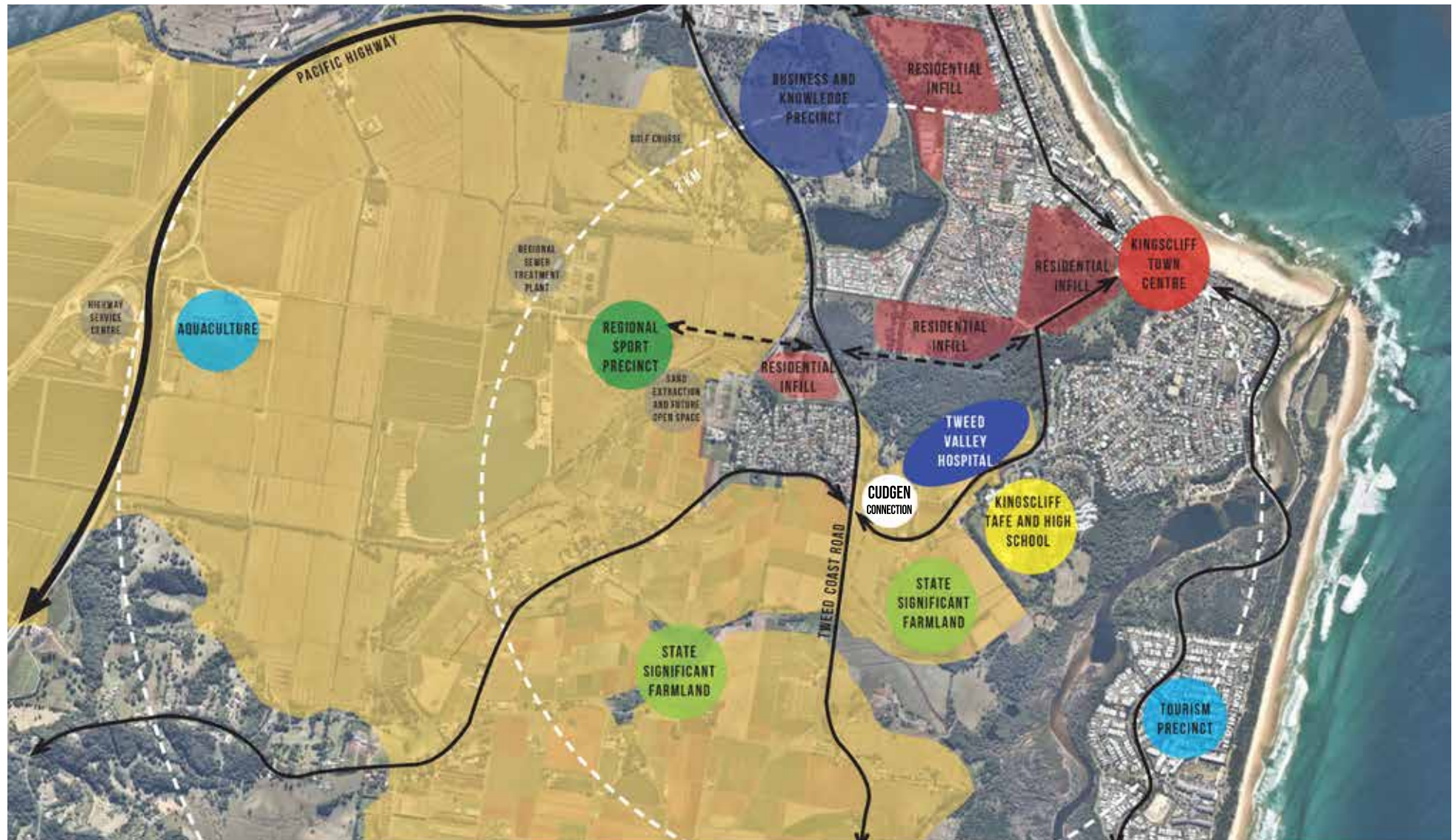
Planit is proud to contribute to this exciting and immediate catalyst project. The proposal genuinely engages with the site and its context, providing an ideal platform to connect community and Tweed's tapestry of economies.

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 unrivaled opportunity to unlock Tweed's success over the next generation.

COTTEEPARKER

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.

LOCAL CONTEXT



THE VISION

A HEALTH, EDUCATION AND COMMUNITY PRECINCT

Supporting emerging health, education, innovation and technology growth industries while embracing the Northern NSW coastal region's farming heritage.

Medical Precinct



Education



Research Precinct



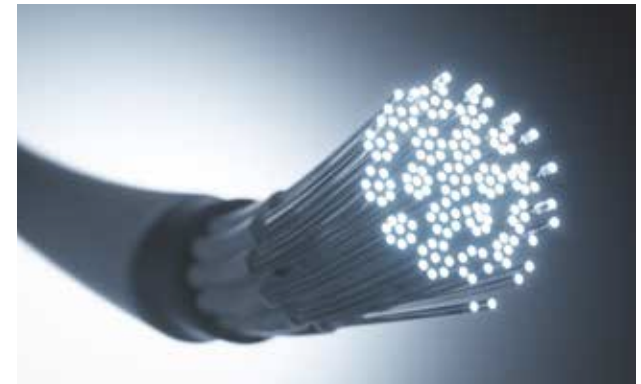
Local Produce



Enabling High Tech Health Careers



Digital Connectivity



HEALTH PRECINCT

A HEALTH PRECINCT SHOWCASING SUSTAINABILITY AND INNOVATION

Helping regional businesses mix, diversify and capitalise on growing health, education and innovation industries, while supporting mental health initiatives.

Health and Wellness



Medi Hotel



Allied Health



Private Hospital



PLACE FOR FAMILIES

THE PARKLAND - A PLACE TO LIVE, A PLACE TO GROW

Enabling multi-generations of families to live in the Tweed by providing world class healthcare for mature residents, sustainable, well paid careers for parents and education for children and grandchildren.

Landscaping Aged Care and Essential Worker Precinct



Recreation and Respite



Nurturing Environment

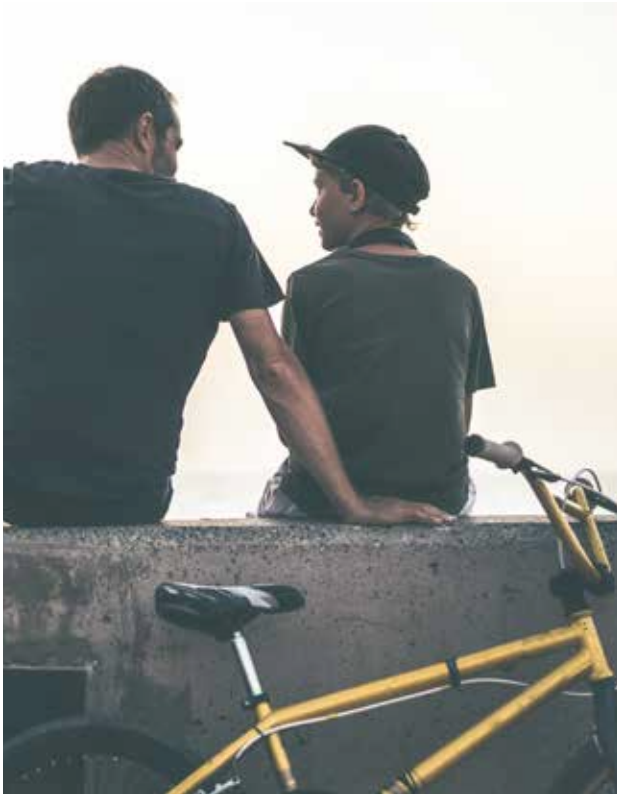


SOCIAL LICENCE

COMMUNITY HUB

Supporting not-for-profits in a central community hub will empower the local community.

Mental Health and Youth Services



Provide head offices for local not-for-profit organisations to deliver education and support programs.

Koala Research



Establish a Centre of Excellence for Koala Research run by the Koala Research Foundation Australia.

Small Business



Support small business through incubator facilities and mentoring programs.

LOCAL PRODUCE

CELEBRATING THE CUDGEN PLATEAU

Showcasing fresh farm produce to support the area's local farming heritage and attract regional tourism while also celebrating the region's local food and beverage offering.

Farm Marketplace



Local Beverage

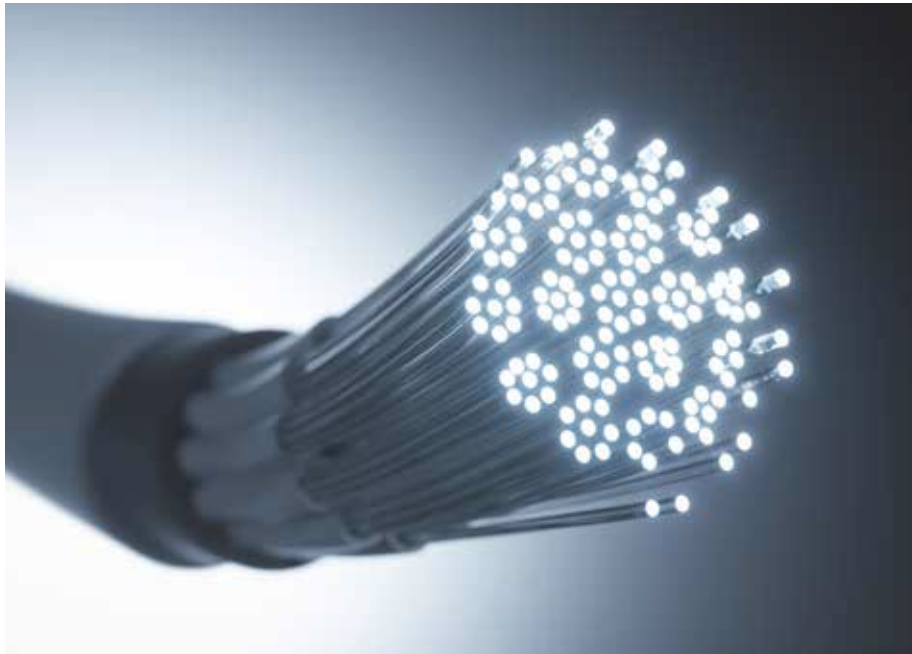


Nursery and Cafe

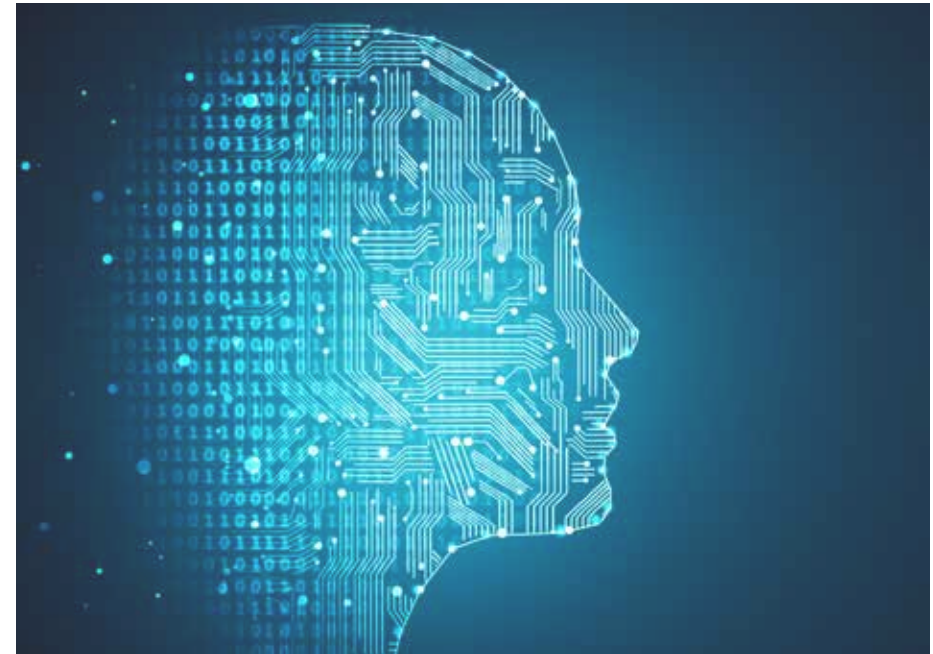


Promoting advances in medical technology, innovation and education in digital connectivity.

High Speed Data



Data Intensive Industries



Digital Infratech is installing a high-speed fibre cable network from a new undersea cable landing station on the Sunshine Coast which provides connectivity throughout South East Queensland and provides an opportunity to expand to Cudgen and Northern New South Wales. This significant investment in more than 250km of data pipe and cables will empower the region by offering direct access to world class data connectivity for the next generation and offering diversity to networks currently from the south. This will attract high-end industries that create and sustain skilled, well paid jobs of the future and support businesses, universities, health facilities and the community.

TRANSPORT

ENABLING MULTIFACETED, PUBLIC TRANSPORT EXPERIENCES

A hub and spoke transport initiative next to the Tweed Valley Hospital will improve public transport in the region.

Transport Hub



CONCEPT

- 1 AGED CARE
- 2 ESSENTIAL WORKER UNITS
- 3 ESSENTIAL WORKER UNITS
- 4 PRIVATE HOSPITAL / UNIVERSITY CAMPUS
- 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 COMMUNITY AMPHITHEATER
- 12 POP-UP FOOD STALLS
- 13 LANDSCAPING
- 14 BOARDWALK
- 15 PARKLAND
- 16 HOSPITAL PEDESTRIAN LINK



COMMUNITY HEART

A JOBS, EDUCATION AND HEALTH-CARE CLOSER-TO-HOME INITIATIVE
SUPPORTING A DIVERSE RANGE OF COMMUNITY SERVICES



THE FACTS

HEALTH, EDUCATION AND COMMUNITY SERVICES, JOBS AND ESSENTIAL WORKER HOUSING CLOSE TO HOME

Cudgen Connection delivers on the vision of a health, education and community precinct and the growth of health jobs for the Tweed and Northern Rivers region as described by the New South Wales Government and Tweed Shire Council.

Northern NSW Health Strategic Plan

This provides a framework for working with community and service partners to deliver quality health care services to Northern NSW residents. To align with that vision, Cudgen Connection will:

- develop a healthy workforce;
- partner with health providers via collaboration and integrated care;
- progress regional planning and services;
- improve patient and carer experience;
- improve access to mental health services;
- plan for health infrastructure and technology;
- promote healthy communities;
- deliver responsive health services that improve health literacy;
- encourage on-time treatment putting patient safety first;
- promote a research active workforce;
- develop and support a culture of innovation;
- design health services to integrate and respond to community care;
- partner with the community in health;
- enhance collaboration and integrated care.

Tweed Shire Local Strategic Planning Statement 2020 (Section Six):

Cudgen Connection will deliver on the economic actions of the plan in an innovative and sustainable manner. It will:

- allow industries to emerge and businesses to capitalise on change;
- ensure flexible land use planning to attract a broad base of industry and business that supports a range of local jobs;
- cultivate education, medical and health services jobs
- review job demand and employment land supply needs across all sectors.

Tweed Shire Economic Development Strategy 2018-2022 (Section Four):

- investigates a super precinct around the new Tweed Valley Hospital;
- advocates for a hospital precinct strategy;
- establishes a Tweed Valley Hospital investment plan.

NSW Government's 20-Year Economic Vision for Regional NSW - Refreshed February 2021:

- highlights the need for a Tweed Health precinct.



Tweed Shire Local Strategic Planning Statement and Kingscliff Locality Plan:

Cudgen Connection will work in conjunction with the identified Business and Innovation Precinct next to the Pacific Highway. It will:

- provide primary supporting services immediately adjoining Tweed Valley Hospital and above the probable maximum flood levels;
- be complimented by secondary land uses to the north as per strategies of the Kingscliff Locality Plan;
- increase competitive advantage;
- reduce private vehicle use;
- reduce inefficient duplication of supporting infrastructure of health and education services;
- attract additional jobs and industries;
- reduce the volume of earthworks needed in the locality.

NSW Government's 2040 Economic Blueprint:

- is a key economic enabler that increases choice and unlocks local competitive advantage;
- creates jobs closer to home for existing workers and their skill sets. Medical and health care is the second largest and fastest growing employer in the Tweed;
- supports NSW medical research;
- supports higher densities on site to alleviate further encroachment on agricultural land;
- provides healthy, productive people through a community hub that will be built at no cost to the community. This will provide a place where local not-for-profits can deliver programs in sectors that include: mental health; suicide prevention; wildlife research and care; the arts; agri-business and agri-tourism.



DELIVERING WORLD CLASS BUSINESS

Cudgen Connection is in discussion with community educators, universities and health entities to secure strategic alliances in areas that include health research, education and facilities.

THE FACTS

HEALTH, EDUCATION AND COMMUNITY SERVICES, JOBS AND ESSENTIAL WORKER HOUSING CLOSE TO HOME

Extensive reports and analysis from local, national and international expert consultants support and confirm Cudgen Connection's alignment with the vision of the NSW State Government, the Tweed Shire Council and the public benefit to the Tweed and Northern Rivers community.

Value to the Community

Needs, Economic and Health Analysis HillPDA & HPI (Health Projects International) details how the project will support the health, wellbeing and social needs of a Tweed population which will increase by 16,000 by 2040. The study notes:

- over 65s will increase by 17,000, up 52%;
- over 65s health care needs quadruple compared to under 65s;
- over 70s will comprise 93% of projected population growth;
- an actual reduction in the lower age cohort.

Cudgen Connection will support:

- young people, by creating better job prospects and incentives to stay in the region;
- the Tweed-Byron community by delivering local world-class integrated health services within a high quality landscaped setting;
- essential health workers by delivering career choices, accommodation, childcare services and reduced commuting times providing a better quality of life;
- public transport initiatives aligned with employment and housing demographics.



Economic Benefit

Cudgen Connection will underpin the economic viability of the region for years to come.

It will:

- magnify the NSW Government's \$673 million investment in a health and education precinct and support the Tweed Valley Hospital;
- create a best-practice benchmark for health precincts across Australia;
- significantly contribute to the Tweed's post COVID economic recovery and underpin its sustainability for years to come;
- address dwelling affordability for essential workers;
- provide \$80-\$121 million in Gross Value Adding per annum to the local economy. This compares with the total agricultural value of Tweed Shire at \$41 million or 0.3 percent of NSW production;
- the ongoing economic benefit of Cudgen Connection alone would equate to two/three times the total agricultural output of the Tweed;
- inject a projected \$1.9-\$2.2 million into local businesses, including Kingscliff Village;
- improve the NSW Government's return on its capital investment in Tweed Valley Hospital;
- reduce reliance on the public hospital sector from private health recipients;
- generate significant local, state and federal government revenues;
- keep job generated revenues local and in the state.

The project will help address post COVID economic issues including:

- border closure issues in relation to health services and employment.
- job losses;
- higher regional housing costs;
- less rental housing investment.



Local Jobs

Some 38% of Tweed residents travel out of the region to work.

Cudgen Connection will:

- employ some of those who travel out of the region including the 1200 construction workers who leave the Tweed each day for work;
- reduce traffic congestion by creating jobs closer to home;
- reduce the need for ongoing roadwork and infrastructure;
- reduce travelling time, leaving more time for working parents to spend with family;
- help the 35% of residents currently employed in health and allied care outside the Tweed. This equates to 800 people; 500 who work in hospitals;
- align job opportunities with the current Tweed employment profile;
- create about 730 jobs directly and indirectly during construction;
- provide between 850 and 970 permanent jobs during the ongoing operational phase;
- inject \$80-\$94 million in wages into the local economy;
- create local employment opportunities for a growing population.

THE FACTS

HEALTH, EDUCATION AND COMMUNITY SERVICES, JOBS AND ESSENTIAL WORKER HOUSING CLOSE TO HOME

Health Analysis

Cudgen Connection will:

- save the NSW Government millions of dollars every year by addressing the Tweed's one private bed for every 20 public beds, compared to a national average of one private bed for every two public bed ratio. This imbalance means private patients seek government funded public care;
- provide private health services to the current Tweed hospital admissions who have private health insurance. (42% of Tweed residents have private health insurance compared to 45% state wide);
- provide preventable hospitalisation services by investing in primary care services that can reduce hospital admissions;
- improve efficiency. Studies reveal an 80-bed medi-hotel can offset 4,500 public patient/ beds a year.

Needs Analysis

Current demand shows there will be an immediate need, post the development of Tweed Valley Hospital for:

- 97 private beds rising to 222 by 2040;
- 44 rehabilitation beds (there are currently no rehab beds in the Tweed LGA), rising to 90 by 2040;
- 562 aged care places;
- more than 500 affordable dwellings for essential workers.

Projected population growth of 93% in the over 70s age bracket will create a massive need for access to health and allied services



96,000 RESIDENTS LIVE WITHIN
30 MINUTES OF CUDGEN CONNECTION

240,000 RESIDENTS LIVE
WITHIN 2 HOURS OF CUDGEN CONNECTION

Health Precinct

A Health Precinct Analysis (Destravis) supports the co-location of private and public hospitals to:

- enable easy movement between complementary services;
- reduce reliance on private transport and support increases in active and public transport;
- enhance efficiency and improve sustainability and amenity;
- support workers and services on-site;
- deliver key worker and short-term accommodation;
- promote the sharing of staff between sites;
- attract experienced industry to the precinct, improving the accessibility to specialists;
- build on strengths of the region hundreds of local health care workers are currently employed outside the Tweed;
- integrate with the urban form and landscape to make the health precinct a part of the community;
- promote multiple destinations in their own right;
- provide local support and align the regional strengths of tourism and agriculture within a health precinct;
- provide the best opportunity to support the new Tweed Valley Hospital;
- deliver community services;
- link local cultural events;
- enhance connectivity throughout the precinct;
- promote the provision of public open space as a link.



Not Significant Farmland

Agricultural Land Assessment (Gilbert Sutherland) scientific analysis verifies the site is not significant farmland as it:

- displays significant non-viable farming attributes including shallow soils, underlying rockiness, waterlogging, slope, acid sulphates and erosion;
- has an average soil capability index of 6, with 1 representing good farmland and 8 being very bad farmland;
- displays significant land use conflicts if used as farmland of any kind;
- has an outdated designation resulting from a line drawn on a map many years ago, without any scientific analysis of the parcel being undertaken at the time;
- fails all NSW Government criteria and documents in relation to quantifying quality farmland;
- does not comply with any NSW Government State Significant Farmland or BSAL (Biophysical Strategic Agricultural Land) criteria;
- complies with all criteria within the NSW Government Important Farmland Variation Criteria document for uses other than farmland;
- is significantly below the NSW Government State Significant Land threshold of 20 hectares in size at 5.7 hectares.

Ason Traffic Transport Analysis:

Cudgen Connection will be a catalyst for traffic and transport change. It will:

- create a hub and spoke interchange next to the Tweed Valley Hospital and near Kingscliff TAFE, stimulating public transport patronage;
- deliver jobs closer to home in a climate where over 14,000 residents drive out of the Tweed for work every day;
- build affordable housing for key workers next to the hospital, negating the need to travel to work;
- enable a multi-faceted single journey experience, making public transport more attractive to users;

These initiatives all contribute to reducing the need for extra road infrastructure for private vehicles.



DEVELOPMENT SUMMARY

BUILDING USE	Stories	SQM/LVL	TOTAL GFA
AGED CARE (120 ROOMS)	2	3,500	7,000
ESSENTIAL WORKER UNITS (60 UNITS)	5	1,500	7,500
ESSENTIAL WORKER UNITS (60 UNITS)	5	1,500	7,500
PRIVATE HOSPITAL / UNIVERSITY CAMPUS	7	2,600	18,200
SERVICED APARTMENTS (MEDI HOTEL - 85 ROOMS)	4	1,250	5,000
ALLIED HEALTH / CHILDCARE / GYM	5	100	5,000
COMMUNITY POOL / REHAB / LIBRARY / COMMUNITY USE	3	300	900
FARMERS MARKETS / EATERY / LOCAL PRODUCE / COMMUNITY SPACE	1	3,000	3,000

TOTAL GFA **54,100**

HEALTH AND ALLIED SERVICES	23,200
COMMUNITY USE	3,900
ESSENTIAL WORKER ACCOMMODATION	120 units
SERVICED APARTMENTS	85 rooms
AGED CARE	120 rooms

KEY OUTCOMES

CREATION OF A HEALTH, EDUCATION, AND COMMUNITY PRECINCT, JOBS AND ESSENTIAL WORKER ACCOMMODATION

1,000

JOBS CREATED

120

ESSENTIAL
WORKER UNITS

16,550sqm

COMMUNITY
OPEN SPACE

18,200sqm

PRIVATE HOSPITAL
AND EDUCATION

\$250m +

CAPITAL INVESTMENT
VALUE



HEALTH, WELLNESS, RESIDENTIAL &
CONNECTED COMMUNITY AT ITS HEART



IMMEDIATE COMMENCEMENT
POST COVID-19 STIMULUS



CELEBRATING THE CUDGEN PLATEAU,
SHOWCASING LOCAL PRODUCE & BUSINESSES



BEST PRACTICE
SUSTAINABLE OUTCOMES



SIGNIFICANT COMMUNITY HUB, FOSTERING SOCIAL
ENTERPRISE, INNOVATION & ENGAGEMENT



ACCELERATING TWEED'S
ECONOMIC MATURITY & GROWTH



PUBLIC TRANSPORT HUB TO ENCOURAGE
PUBLIC TRANSPORT PATRONAGE



A CATALYST OPPORTUNITY & KEY
INFRASTRUCTURE ENABLER