

ORDINARY MEETING

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17 April 2019

Byron Shire Council Po Box 219 MULLUMBIMBY NSW 2482

Dear Mayor Cr. Lyon,

Invitation to join the Little Blue Dinosaur Foundations "Holiday Time" Child Pedestrian Road Safety Signage Campaign

The Little Blue Dinosaur Foundation (LBDF) is the leading independent advocate for child pedestrian road safety in Australia within "Holiday Time".

"Holiday Time" is defined as the period when school children are on vacation and 40km School (speed reduction) zones" are not operational, a period that accounts for approximately 1/3 of each year.

LBDF's campaigning and advocacy in this area is widely recognised: LBDF is:

- An invited member of the Global Alliance of NGO's for Road Safety,
- Grant funded by Transport for NSW from 2015
- A Contributing stakeholder to the 2021 NSW Road Safety Plan
- Endorsed by NSW Premier, Gladys Berejiklian and The Hon. Melinda Pavey MP, Minister for Roads, Maritime and Freight.
- Supported by our Ambassadors, including, the Hon. Paul Fletcher MP, Minister for Families and Social Services and Mrs Lucy Wicks MP, Member for Robertson.

One of the major objectives of LBDF is to assist in spreading government endorsed key road safety messaging of: **Hold My Hand** and **Slow Down Kids Around** to prevent the tragic loss of young lives due to road trauma.

LBDF runs two campaigns with our LGA Council Partners:

- "Holiday Time" signage campaign at school holiday periods
- "Hold My Hand" playground signage campaign

LBDF has successfully now collaborated with 42 LGA's and their Mayors across NSW, QLD, VIC and SA in an effort to keep Australian child pedestrians safe.

LBDF is now in a position to offer the Coffs Harbour City Council LGA the "Holiday Time" child pedestrian road safety signage program in the 2019/20 Christmas holiday time period.

The program includes provision of targeted safety signage valued between \$4000 & \$8000 at no cost to the council.

The following Appendix outlines in a little more detail, the Foundation's origins, work to date and the details of the child pedestrian road safety program on offer.

LBDF looks forward to hearing from your Council at your earliest opportunity to discuss this opportunity further. Please Note: To participate in the program we require a confirmed acceptance by May 31 2019 (PRE-EOFY)

Kind regards,

Michelle McLaughlin Little Blue Dinosaur Foundation CEO E: michelle@littlebluedinosaur.org | M: 0417 069 905

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CC: Council Road Safety Officer

Appendix A

Little Blue Dinosaur Foundation was established in 2014 following the tragic loss of our 4-year-old son, Tom McLaughlin due to a pedestrian accident whilst we were on a family holiday on the NSW Central Coast.

Since then we have worked tirelessly on our child pedestrian road safety initiatives with the Australian Government and Corporate organisations on various targeted educational campaigns and educational projects for children and their families with a particular focus on raising community awareness at "holiday time" periods when School Zones are not operational accounting for approximately 1/3 of each year.

The impact of child loss has a deep effect, directly for families and in communities that are affected - such tragic incidences are not easily forgotten.

Communities require ongoing education around the fact that young children less than 10 years of age can be excitable and unpredictable around roadways, especially given their limited cognitive, perceptual and physical limitations. Further, our research and meeting with the NSW Transport and Road Safety (TARS) Group at UNSW indicated that whilst physical infrastructure will no doubt improve safety outcomes for child pedestrians and motorists, critically it is the visual reminders and cues that effect positive behavioural responses. You would no doubt be familiar that at holiday times your LGA's population would swell due to tourism and that this brings with it many more vehicles and pedestrians thus increasing the risk or frequency for accidents to occur.

Nearest to your Council region we have had great success with working with Port Macquarie Hastings Council these past three years working very effectively together on the "Holiday Time" Campaign. During 2019, Midcoast Council also came on board and we ran a highly successful campaign together this past year. Further, we have worked for 5 years with Central Coast Council who was our primary partner Council in 2014. No doubt the Mayors and their Road Safety Officers would be very happy to provide you with a reference point for our work and Little Blue Dinosaur Foundation as an organisation.

LBDF would now like to offer your Council LGA an opportunity to obtain a combination of colourful road safety signs for placement in your area during the Xmas/NY School holiday period.

An operational working summary of the "Holiday Time" Child Pedestrian Road Safety Signage Campaign is as follows:

Signage requirements are determined with input from interested parties including; LGA RSO & LBDF. LBDF often assists via area knowledge, 'Google maps' assessments and experience.

Custom signage is produced. The signage is cobranded with LBDF & LGA logos appearing prominently. The signage may also include on other Foundation sponsor logo if it is relevant.

Durable lightweight signage is used in these campaigns Council is responsible for the installation and removal of the signage at the beginning and end of the school holiday time period.

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Appendix A continued...

A Media program is run in parallel with the signage campaign, highlighting the LGA's focus on Child Pedestrian road safety and the association with LBDF, the launch date and the positive community feedback that follows. This consists of a joint press release and media opportunities with local radio, press and television.

Mayors and their Road Safety Officers have been photographed supporting the signage and gladly assisted with promoting the signage across their Social Media platforms and local media in an effort to share the important and lifesaving road safety message of "Hold My Hand" and "Slow Down –It's Holiday Time" which

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PROPOSAL

FORMER BYRON HOSPITAL SITE

Prepared for

NSW State Government

Minister for Health Brad Hazzard

Ву

Byron Hospital Steering Committee

Chaired by Chris Hanley

P: 0419 662 338

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OVERVIEW

This document has been prepared for the NSW Department of Health by a Steering Committee from the Byron Bay Community in relation to the future of the now de-commissioned Byron Bay Hospital.

It is proposed that the facility be restored to an operable condition, retained by the NSW Government, and turned over to the Byron Bay community in a long term lease or trustee arrangement with Byron Shire Council to run a not-for-profit entertprise providing vital and currently lacking welfare, social, cultural and educational services – the Byron Community Hub.

The consultation process has been thorough over an 18 month period, taking into consideration the views of local organisations, members of the community, potential occupants and all political parties. The community and political support for the proposal is unanimous and unparalleled.

This proposal identifies the need for such a facility and the economic and social impacts that it would deliver. It addresses the sustainability of the project, describes the operating and financial models that have been developed, potential risks and strategies to mitigate these.

The proposal presents an innovative test case as, in essence, the Byron Bay community will be recycling an existing building, making only cosmetic changes, for the greater good of the town.

As is outlined, by virtue of the structure of the rental program, commercially viable businesses will help to fund community services that would otherwise struggle to exist in the business hub of Byron Bay. In this unique not-for-profit model, both community and commerce intertwine to create a financially regenerative project that benefits the very fabric of Byron Bay.

Should the project be successful it will provide the NSW Government with an outstanding case study for other similar opportunities.

Proposal for the Byron Community Hub

In summary:

- NSW Government retains the Byron Bay Hospital asset
- A \$2.5m reparation project is funded by NSW Government (+\$200,000 site remediation)
- The asset is re-purposed to provide office and open space for the provision of welfare, health, education and cultural services to the Byron Bay community in a 40 year lease agreement (or longer if possible) on a peppercorn rent with the option to purchase at market value at any time during the lease
- Byron Shire Council is appointed as lessee / trustee on behalf of the Byron Community subject to conditions agreed upon by both parties, and is responsible for overseeing a facilities team to manage and maintain the facility, its tenants and its relationship with the community
- Affordable (below market) rental is offered to organisations representing the welfare, health, education and cultural sectors to create a vibrant community hub of complimentary offerings

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- Rents are structured in 3 tiers Tier 1 highest being for commercial organisations with Tier 3 being zero cost space for community projects
- Following a transition period to full occupancy, any surplus income from the facility will be invested back in to community welfare programs addressing homelessness, women's refuge services and social projects.

Outcome

By accepting this proposal and for minimal investment, the NSW Government would retain this valuable asset in its portfolio, along with the associated capital growth and have the building expertly managed by Byron Shire Council

<u>AND</u>

Facilitate improved social support to vulnerable Byron Bay residents, afford the further development of the arts and education sector in Byron Bay and preserve this historical asset for the benefit of the community. This would greatly enhance the NSW Government reputation in regional areas and provide a compelling case study for the repurposing of surplus government assets to deliver economic and social outcomes for regional communities.

BACKGROUND

Demonstrated Need

High demand and limited supply of property in Byron Bay has led to unprecedented costs for commercial property – estimated to be higher than anywhere else in regional Australia averaging \$800 - \$1200 per sqm. The result – only exceptionally profitable commercial businesses (vertically integrated national franchises rather than local businesses) can operate in the town and vital community services including health, welfare and crisis response, are not available because of the prohibitive costs. This has significant impact on the vulnerable and disadvantaged as well as the resilience and cohesion of the whole community.

Meanwhile, Byron Bay is recognised as Australia's leading creative hotspot (ABC news May 2018) and is the regional event capital of Australia, hosting over 75 events per year attracting over 360,000 attendees. The creative industries that have thrived in Byron Bay are now under threat by crippling rent and an overrun of retail and tourism. The Byron Bay Community Hub would see arts entities and events co-exist and create a unique opportunity for the organisations to potentially work together and maximise their synergies.

Similarly, educational institutions have struggled to find a home in Byron Bay and students seeking tertiary education need to travel a minimum of 45 minutes outside the Shire to access education services such as University and TAFE. The creative industries, for which the area is known and celebrated, are becoming unviable and valuable jobs are being lost in this sector.

The Byron Bay Hospital, recently decommissioned in favour of a new site, is a valuable community asset with a long and meaningful history in the town. Opened in 1952 by a Community Board of Directors after persistent lobbying, two hugely supported charitable organisations were formed to raise funds for vital equipment and support staff and patients with volunteering services. The

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hospital's growth and reputation for its non clinical "vibe" was underpinned by community support – it attracted and it became famous for innovative birthing techniques. On many occasions, the community has rallied to "save" the hospital – symbolic of the ongoing passion of the Byron Bay community which is evident again, through this proposal.

The building itself, with some reparations, is serviceable and could provide basic, affordable accommodation to those organisations currently "frozen out" of Byron Bay, along with the vital services they offer.

Consultation

The Steering Committee promoted the proposal through local media to garner community input and support [Byron Shire News, The Echo, Northern Star, Bay FM) and made direct contact with more than 100 local citizens to gauge interest. The proposal has been well received and is strongly supported by the whole Byron Bay community.

Following on from these discussions, the Committee went on to research the proposition with a wide range of stakeholders in the Byron Shire to understand its viability, the risks and community appetite and gauge the support of potential tenants.

The project has attracted considerable interest from a wide range of prominent organisations wishing to deliver services to the Byron Bay community from a local base. This is in addition to a plethora of requests from smaller, locally-based community organisations who are crippled by existing market rates or are unable to deliver services from Byron Bay.

Arts Northern Rivers - "I receive constant feedback from artists and cultural organisations that site access to affordable, accessible space is a key challenge." Peter Wood, Executive Director.

The Buttery - "The recent massive rent hike is putting our presence in Byron at risk and has affected our service delivery. As a not for profit organisation, we can no longer afford the ever-rising commercial rent prices in Byron Bay without sacrificing our services. Co-locating with other services at the old hospital site would allow us to spend our funding where it is meant to go — on helping people overcome drug and alcohol addictions and become responsible citizens." Krystian Gruft, Manager. (The Buttery delivered 2,000 on-the-street services in Byron Bay last year).

Feros Care - "Commercial premises in Byron are simply unaffordable and out of reach for community and social enterprises, prohibiting us to establish a local presence to provide much needed support and services to the local population." Jennene Buckley, CEO.

Don Page, former Member for Ballina, Minister for Local Government – "When the Byron Hospital was originally built, the intention was always that the building would be returned to the community who created it."

Appendix E includes letters of occupancy intent from:

Peak Regional Organisations	 Southern Cross University
	Feros Care
	Social Futures
	NSW TAFE

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Community Service Providers	Byron Community CentreLiberation Larder
Local and Regional Creative Industry Organisations	Byron Writers Centre Arts Northern Rivers
, and the second	Northern Rivers Performing Arts
	 Screenworks
	Bay FM

Additional project partners and supporters, include:

- Byron Shire Council
- Byron Bay Chamber of Commerce
- Byron Masterplan Guidance Group
- Local Media Echo, Byron Shire News, Bay FM, ABC North Coast
- Country Women's Association
- NSW Health
- Arts NSW

Public support

The repurposing of the old Byron Hospital site into the Byron Community Hub has been discussed at length across a wide range of community forums, including:

- · An initial 'concept' meeting with around 80 attendees
- 15 Steering Committee meetings
- Hundreds of meetings with interested individuals and small groups

The only community concerns raised related to the co-location of welfare services with creative, educational and Tier 1 commercial institutions and the potential for conflicting uses on the site. These concerns have been addressed through the design in which precincts are well separated with multiple access points (see Appendix A for architectural plans). The welfare services also have the opportunity to use the space as a base and provide outreach programs throughout the town centre, not necessarily from the site itself.

The Steering Committee have received over 75 Letters of Support for this project. A list of supporters and a sample of these letters are provided at Appendix E.

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OPERATING MODEL

In designing an operating and financial model for the facility, the proposal has considered the outcomes required by all key stakeholders ie NSW Government, The Facility Trust, The Shire Council, service providers (tenants), recipients of the services and the local community. In particular, they have been developed to ensure the long term viability of the project and the identification and mitigation of any risks to this.

Governance

NSW Health appoints Byron Shire Council as lessee / trustee for the old Byron Hospital site.

Role of Byron Shire Council

- · Custodian of the asset
- Appoint and oversee a management committee

Role of Management Committee

- Reports to the Council as Lessee or Trustee
- · Provides Strategic oversight into the management of the facility
- · Appoints and supervises a Facility Management Team

Role of Facility Management Team

- Operations Management / Administration
- · Financial Management and reporting
- · Management of leases, tenants, tenant mix and occupancy
- Building Maintenance
- Safety and Risk
- Communications / PR
- Community Engagement including facilitation of a [PROJECT] Community Advisory Group

Role of [PROJECT] Community Advisory Group

- · Community Engagement
- · Consultation and feedback
- · Continuous improvement

Financial

It is important to note an estimated 12 month establishment period before the building is fully functional and with full occupation. Building advice has also indicated that due to the age of the building, significant sections will need to be replaced entirely over the coming 10 years. As such, a sinking fund will be established to cover repairs, replacement and maintenance.

The overall objective is that the facility charges discounted rents to two tiers of service provider, facilitating the services of a third tier of occupant offering vital services but without income.

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The proposal is to manage the blend of tenants so that the facility generates a modest income, which is distributed back to tenant service providers on a merit basis as well as used to fund community projects.

To achieve this, the following model is proposed:

Restoration Costs

Inspection of the site with NSW Health, Properties NSW and prospective tenants have been conducted. \$2.5 million is sought from NSW Government to restore the building to a basic safe standard and fit for purpose. Indicative costs are as follows:

Preliminary Works	\$102,040
Termite Control	\$12,500
Building	\$657,500
Plumbing	\$255,000
Electrical	\$265,000
Painting	\$210,000
Landscaping	\$77,840
Provisional	\$1,000,000

(+ \$200,000 site remediation as per Property NSW site assessment – see Appendix D).

\$2,579,880 + GST

A full breakdown of building reparation costs is provided at Appendix B.

Rental Cost

TOTAL

NSW Government will charge peppercorn rent for the use of the facility.

Maintenance

Maintenance Costs will be covered in rental income and paid by Byron Shire Council. A sinking fund will be established for repairs, replacement and maintenance.

Tenants will be responsible for fit out and make good costs.

Rental Income

Rents will be structured in 3 Tiers

Tier 1 will apply to tenants providing commercial services in the identified sectors. Rent is set at \$500 per sq m (50% below market)

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Tier 2 will apply to tenants that have limited resources but provide essential services and is set at \$250 per sq m (75% below market)

Tier 3 are for tenants that do not have the ability to pay rent but are viewed as an essential asset to the community. Zero rent is offered to these tenants, subsidised by income from higher tiers.

At the above rates, the Byron Community Hub would cover its annual operational costs, including management and building maintenance, and reinvest back in to community service delivery. An indicative financial model is outlined below. See Appendix C for more detailed financial projections and assumptions.

Hospital Site

Rent Tiers	Rate/m2	Area-m2	Total Rent
Tier 1	\$500	850	\$425,000
Tier 2	\$250	700	\$175,000
Tier 3	\$0	250	\$0
Total	\$0	1,800	\$600,000

Assumptions	
Gross Floor Area (m2):	2,500
Net Lettable Area (NLA) as a % (m2):	72%
Total Area to rent (m2):	1,800
Annual Holding and Maintenance Cost per m2 of GFA:	\$150

Annual Breakdown				
Revenue	\$600,000			
Holding and Maintenance Cost	\$375,000			
Distributions	\$225,000			

Distributions	Monthly
Health	\$25,000
Community	\$85,000
Education	\$25,000
Arts Precinct	\$90,000
Total	\$225,000

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RISKS AND MITIGATION

The Steering Committee has evaluated the considerations for the State government in its acceptance of the proposal and the risks to the project itself.

State Government Considerations

1. Forfeit of immediate liquidation of surplus asset and associated capital gain

Community Response:

The asset will remain in State Government portfolio and continue to appreciate in value. The project includes the restoration and ongoing maintenance of the building. At the end of the proposed lease, the asset will be well maintained and be a proven and viable leasable space still in the possession of the NSW Government.

2. Project needs to be well supported by local community and government

Community Response:

The Byron Bay community has a historical deep connection with the Byron Hospital and it's evident that this is still the case in the feedback the Steering Committee has received. The proposal has been promoted through local media and community forums as well as directly communicated to key stakeholders. There is universal support for the project, and all key political parties are collaborating as part of the Steering Committee. The NSW Government's standing in Byron Shire would be greatly enhanced through its support of this project.

3. Project needs to be a long-term, viable operation

Community Response:

The Steering Committee comprises of a number of local business and property experts who have undertaken:

- a comprehensive property inspection, jointly with prospective tenants and members of NSW
 Health and NSW Property to understand the costs of basic reparation
- architectural sketch designs to accurately cost four operable precincts with appropriately discrete access points
- significant financial modelling to calculate operating costs and rental income based on a 3 tier rental structure using conservative occupancy and rent per sqm
- research into the forecast demand for rental space in Byron Bay
- an approach to potential tenants resulting in letters of intent from organizations representing all three tiers of tenant including Southern Cross University, TAFE, Feros Care

The Committee's analysis concludes that the \$2.5m requested will be sufficient for the complete reparation of the asset to operating condition, assuming the site is remediated by the NSW Government for commercial use (cost estimate \$200,000). The financial projections confirm the ongoing viability of the site over the period of the lease. The Committee is confident in assuring the NSW State Government of the ongoing viability of the asset.

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Project Risks

RISKS TO PROJECT	RISK RATING	MITIGATION STRATEGY
Project is financially unviable – undesirable skew of tenant mix	Low –property demand in Byron town centre is high therefore we are confident in attracting Tier 1 tenants. Letters of support demonstrate the appetite for and commitment to this project.	The facility manager will develop a wait list to ensure full occupancy of the space. He / She will also be responsible for the promotion and marketing of the Byron Commnity Hub and if necessary could expand the target area to attract organisations from outside the Shire. A KPI for the facility manager is to ensure the right tenant mix to generate revenue targets.
Project is financially unviable –costs to make the building operational exceed estimates	Low – extensive due diligence has been undertaken including detailed site surveys.	The cost of reparations have been conducted by industry experts and kept deliberately conservative – the intention is to merely make the site functional. Tenants will be responsible for the fitout and make good costs. Community fundraising to cover any
Community backlash – community is not fully supportive of the proposal	Low –project has been highly publicized and community support for concept has been overwhelming. There has been unilateral support from all political parties.	unlikely shortfall. Develop communication and engagement strategy to ensure community are informed, consulted and supportive of project. The community has the opportunity to be involved in the project through social enterprise, use of communal spaces etc.
Ineffective management by facility manager and/or managing committee	Low	Appropriately qualified personnel would be recruited and appointed by Byron Shire Council through a rigorous, transparent and open process. Contracts would include a service level agreement and clear contractual obligations with penalties/consequences for non-delivery.

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PROJECT IMPACTS

Economic

There is a need for Byron Shire to attract industries which can provide career focused jobs that are not tied to tourism. While tourism provides a strong economic pillar in the region, most of the jobs tend to be lower value and part time or casual, which leads to low incomes in the area.

There is a need for projects that can diversify the economic base as well as support sustainable economic growth and assist in the generation of high value jobs for the local area, driving the local economy.

This project targets the growth of strategic industries, such as Education and Health Care, that create long-term, high value employment opportunities within the local community.

Conservative assumptions show that the project will directly create over 20 full time equivalent jobs. The combined effect of economic multipliers in the Byron Shire and the wider Australian economy estimates an additional 21 full time equivalent jobs being created as a result of the \$2.5 million reparation works alone (Source: National Institute of Economic and Industry Research).

This project provides an incentive and an opportunity for more diverse employers to locate in the area and address the economic volatility of the Shire. The employment opportunities created by this project are not subject to seasonal cycles and are largely full time in nature.

Social

Currently, service providers are forced to operate in more affordable locations outside of Byron Bay. This means that the most disadvantaged Byron residents and those that are most in need of such services face significant barriers in accessing them. These barriers include distance, travel costs and lack of public transport.

Without access to the vital services that improve the independence of an individual, research shows that their social, physical and emotional challenges compound and they become even more reliant on welfare.

The project will bring these vital community services to the heart of Byron Bay, improving social cohesion and connectivity.

By co-locating service providers in a centralised 'hub', recipients of a single service will receive exposure to the wrap-around services such as health and education, with the potential to accelerate their independence.

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CONCLUSION

By accepting this proposal and for minimal investment, the NSW Government would retain this valuable asset in its portfolio, along with the associated capital growth and have the building expertly managed by Byron Shire Council

<u>AND</u>

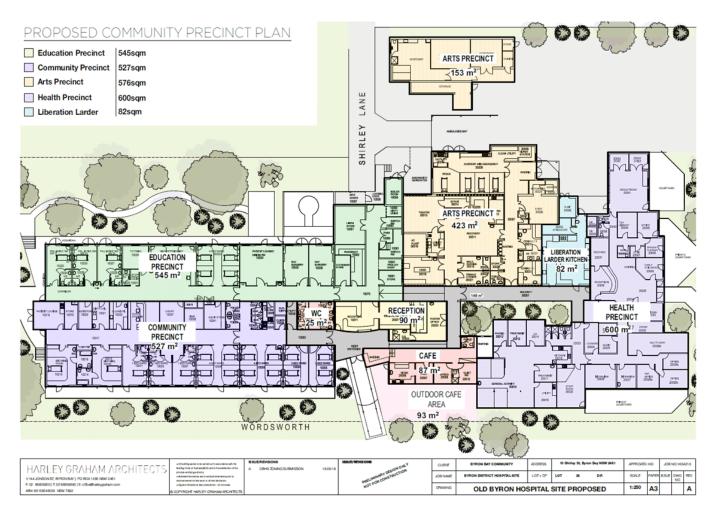
Facilitate improved social support to vulnerable Byron Bay residents, afford the further development of the arts and education sector in Byron Bay and preserve this historical asset for the benefit of the community. This would greatly enhance the NSW Government reputation in regional areas and provide a compelling case study for the repurposing of surplus government assets to deliver economic and social outcomes for the local community.

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OLD BYRON HOSPITAL BUILDING PLAN TOTAL INTERNAL AREA - 2,531 m² SHIRLEY WORDSWORTH HARLEY GRAHAM ARCHITECT OLD BYRON HOSPITAL SITE EXIST

Appendix A - Architectural Drawings of Byron Hospital Site

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Appendix B - Cost Estimates for Building Reparation

Budget for Old Hospital Site					
Project: Byron Bay Hospital Site		_			
Address: 10 Shirley Street, Byron Bay					
Details: Renovation and Update		1			
Date: 10.06.2018		 			
Revision: 1		+			
TOWNSTON: 1		+			
lte m	Number	Rate	Subtotal	Budget Total	Notes
	114 111 5 61	1144	Gustotai	Dudget Total	Hotes
Preliminaries		+			
Skip Bins		+	\$8,800.00		
		+	\$6,600.00		
Site Fencing			\$6,600.00		Delivery and pietrus
		+			Delivery and pick up
Surveyor		+	\$3,200.00		0 -14- 4-11-4-
Site Tohet		+	\$6,240.00		3 site toilets
		+	\$500.00		Delivery and pick up
		+	\$3,900.00		Pump outs
Site Omce			\$3,900.00		
			\$500.00		Delivery and pick uo
Hire Equipment			\$20,000.00		
Edge Protection			\$8,000.00		
Scaffold			\$40,000.00		
				\$102,040.00	
Excavation and Fill					
Site scrape and clean			5,600.00		
Clear out green waste			\$5,600.00		
Tidy up entry driveways			\$4,480.00		
Excavate for outdoor area			\$3,360.00		
Tip fees			\$15,000.00		
Trucks		1	\$8,800.00		İ
		1		\$42,840.00	
Plumber					
Repairs and maintenance					
Check all stormwater and sewer services	1				i
All plumbing to be checked it is up to code					
Reinstate hot water services		_			
TAMES OF THE WATER SUPPLEES				\$165,000.00	
Termite Control				\$100,000.00	
Reticulation piping		+			
		+			
Spray to under slab areas		+	_	\$12,500.00	
6		+		\$12,500.00	
Concrete		+			<u> </u>
New outdoor area					l

ORDINARY MEETING

		ı		#2F 000 00	
D.				\$35,000.00	
Brickwork					
Patching where required around new doors and windows			 		
General maintenance works to walls				*20.000.00	
C C				\$20,000.00	
Structural Steel					
Repairs and maintenance					
Commercial kitchen works				*22.000.00	
				\$32,000.00	
Carpentry					
General repairs					
New fix out where required					
Windows and doors installed					
Repair damaged materials					
New care area framed and fixed					
Overall site maintenance				\$185,000.00	
Waterproofing					
Make sure all internal and external waterproofing is to AS and in working o	rder				
				\$10,500.00	
Rooring					
Roor cleaning					
Repair old gutters					
New guttergaurd					
Insulation					
General roof repairs					
				\$90,000.00	
Windows and Doors					
Aluminium doors for outdoor area					
Existing window updates and check all rollers and locks					
Fiyscreens					
				\$35,000.00	
Electrical					
Remove existing decommissioned electrical services					
Update electrical servicesd to AS and working					
New lights and switches where required					
				\$265,000.00	
Painting					
General painting internally					
General painting externally					
Patching where required					
Painting of new works					
				\$210,000.00	
Tiling					
Kitchen and café spiashbacks					
·	•				

ORDINARY MEETING

Bathroom repairs where required				
Dathroom repairs where required			\$32,000.00	
Materials			† 02,000,00	
New internal doors where required and locks				
Framing for new café area				
Fix-out patched				
General maintenance materials				
Hardware				
			\$105,000.00	
Joinery				
Care kitchen		70,000.00		
New entry and desk areas		50,000.00		
General cabinetry repairs		40,000.00		
Storage cupboards		30,000.00		
			\$190,000.00	
Provisional Sums				
Hot water system upgrade and working		\$45,000.00		
Appliances for kitchen		\$65,000.00		
Fences		\$60,000.00		
Air conditioning		\$200,000.00		
Driveway		\$70,000.00		
Landscaping and external works		\$250,000.00		
Floor coverings		\$70,000.00		
Contamination		\$40,000.00		
Solar Power		\$200,000.00		
			\$1,000,000.00	
Plasterboard				
Patching where required				
Sheeting of new works				
Making sure all walls are to fire regualtions if requried				
Wet areas villa board and WR celllings				
Patching where required				
			\$48,000.00	
·				
Sub total Excluding GST			\$2,579,880.00	
GST		0.10	\$257,988.00	
GRAND TOTAL			\$2,837,868.00	

ORDINARY MEETING

Appendix C - Hospital Site Financial Modelling

Hospital Site

Rent Tiers	Rate/m2	Area-m2	Total Rent
Tier 1	\$500	850	\$425,000
Tier 2	\$250	700	\$175,000
Tier 3	\$0	250	\$ 0
Total	\$0	1,800	\$600,000

Assumptions	
Gross Floor Area (m2):	2,500
Net Lettable Area (NLA) as a % (m2):	72%
Total Area to rent (m2):	1,800
Annual Holding and Maintenance Cost per m2 of GFA:	\$150

Annual Breakdown	
Revenue	\$600,000
Holding and Maintenance Cost	\$375,000
Distributions	\$225,000
Distributions	4

Distributions	Monthly
Li a a likh	£25.000
Health	\$25,000
Community	\$85,000
Education	\$25,000
Arts Precinct	\$90,000
Total	\$225,000

Notes

- 1. The tenants are crucial. Essentially the proposal should target services that the community needs in close proximity to town but have been pushed out due the asset price inflation and flow on rent increases. The rent these services are charged should not be a market rent which facilitates the argument that this site is kept in community hands for the community in perpetuity. To that end we propose to split the rent charged into 3 tiers. Tier 1 will apply to tenants that have the ability to pay a small discount to market rent but need access to the Byron Bay CBD. Tier 2 will apply to tenants who can afford to pay rent but only at a substantial discount to market rent. Tier 3 are for tenants that do not have the ability to pay rent but are viewed as an essential asset to the community.
- 2. This analysis looks at potentially 10 tenants and placed them into precincts and further categorises them into rent tiers. A Byron Bay Museum is just one example of a community asset that this proposal could fund. See attached table on a possible split between precincts.
- The Annual Holding and Maintenance Costs include labour, maintenance, services and statutory charges. The cost has been calculated on the basis of a cost per square metre of the Gross Floor Area (GFA) of the site.

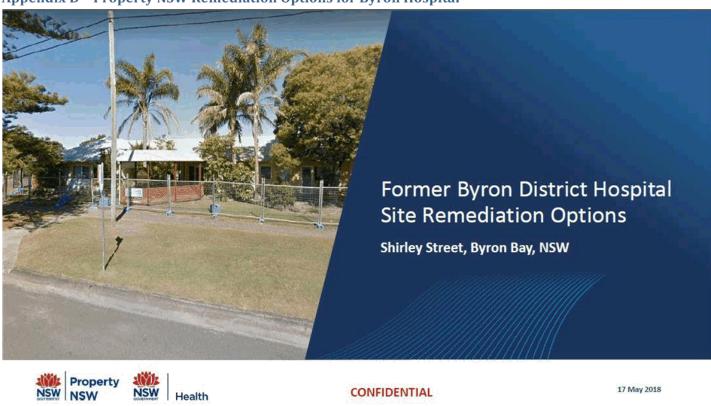
ORDINARY MEETING

		Tenant Details	;		
Tenants	Precinct	Rent Tier	Area-m2	Rent/m2	Rent
Tenant A	Education	Tier 1	600	\$500	\$300,000
Tenant B	Health	Tier 1	150	\$500	\$75,000
Tenant C	Community	Tier 2	150	\$250	\$37,500
Tenant D	Education	Tier 1	100	\$500	\$50,000
Tenant E	Health	Tier 3	50	\$0	\$0
Tenant F	Arts	Tier 2	130	\$250	\$32,500
Tenant G	Arts	Tier 2	70	\$250	\$17,500
Tenant H	Arts	Tier 2	150	\$250	\$37,500
Tenant I	Community	Tier 3	200	\$0	\$0
Tenant J	Community	Tier 2	200	\$250	\$50,000
Total:			1,800		\$600,000

Tenant Details	Precincts	Precincts - Rental Space - m2				
Tenants	Education	Arts	Health	Community		
Tenant A	600					
Tenant B	1		150			
Tenant C	1			150		
Tenant D	100					
Tenant E	1		50			
Tenant F	1	130				
Tenant G	1	70				
Tenant H	1	150				
Tenant I	1			200		
Tenant J	1			200		
Total:	700	350	200	550		

Tenant Details	Precinct	s - Annual Re	nt	
Tenants	Education	Arts	Health	Community
Tenant A	\$300,000			
Tenant B			\$75,000	
Tenant C				\$37,500
Tenant D	\$50,000			
Tenant E			\$0	
Tenant F	1	\$32,500		
Tenant G		\$17,500		
Tenant H	1	\$37,500		
Tenant I	1	4		\$0
Tenant J				\$50,000
Total:	\$350,000	\$87,500	\$75,000	\$87,500

ORDINARY MEETING



Appendix D - Property NSW Remediation Options for Byron Hospital

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Disclaimer





Health

The purpose of this report is to provide high level advice to NSW Health about the remediation options for the former Byron District Hospital site. The initial range of options are provided for preliminary guidance only and are based on high level construction, land yield and dollar land value estimates. Detailed due diligence with full planning and legal review, valuations, specialist consultant reports and feasibility modelling may be required at later stages should the property options be pursued further.

The contents of this report are confidential and that any information provided is provided in good faith, without prejudice and may not be distributed without the prior approval of Property NSW.

Former Byron District Hospital Site

ORDINARY MEETING

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Introduction







In October 2016, NSW Health engaged Property NSW to manage the divestment of 10-12 Shirley Street, Byron Bay.

Property NSW has conducted a comprehensive site audit of the former Byron District Hospital site (the Site) to determine the extent of the contamination, remediation costs and risks.

This report provides relevant information and high level analysis of potential site remediation options for the Site.



Former Byron District Hospital Site

ORDINARY MEETING

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Site Audit & Environmental Assessment







In July 2017, Property NSW engaged Coffey Environments to conduct a preliminary Environmental Assessment of the site.

The assessment sought to more clearly define areas of the site containing radioactive sandfill, as noted in Council record systems.

The Coffey assessment identified five areas where Naturally Occurring Radioactive Material (NORM) was present at the site (Figure 1). The areas of environmental concern are within the footprint of the old (constructed circa 1975) hospital buildings.

In addition to the NORM, Coffey identified several other areas of environmental concern. These are:

- · asbestos debris within surface soil
- potential soil or groundwater impact from spills or leaks of petroleum hydrocarbons and sterilisation fluids stored on site

Based on the findings and recommendations of Coffey's assessment, Property NSW engaged a NSW EPA accredited site auditor (Mark Stuckey of Environmental Earth Sciences) to review the assessment and advise on works required to remediate the site to a level suitable for residential USE.

Additional assessment works and the development of a Remediation Action Plan (RAP) is being undertaken by Epic Environmental.

The NSW EPA Auditor is actively involved in ensuring the works undertaken by Epic Environmental are completed to a suitable standard.



Former Byron District Hospital Site

ORDINARY MEETING

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Remediation Options





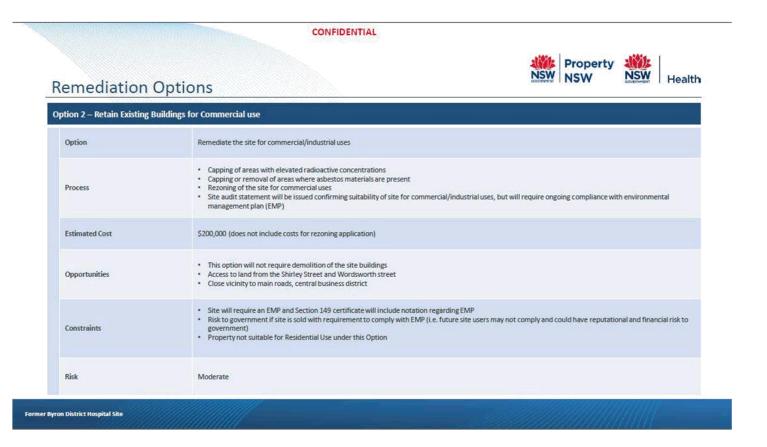


	Samuel and the second
Option	Remediate the site for low density residential purposes
Process	 Demolish existing site buildings Remove asbestos fragments from the soils via emu pick or similar Onsite blending of material containing elevated radioactive concentrations with other site soils Dispose of asbestos impacted material at a regional landfill Following remediation a site audit statement will be issued confirming that the site is suitable for low density residential use with no limitations.
stimated Cost	\$2,000,000
Opportunities	Access to land from the Shirley Street and Wordsworth Street Close vicinity to main roads, central business district No rezoning required
Constraints	Public response to demolition of existing buildings and further redevelopment
Risk	Low

Former Byron District Hospital Site

ORDINARY MEETING

ORDINARY MEETING



ORDINARY MEETING

Appendix E – Letters of support

ORDINARY MEETING



BSC File No: #E2018/54395 Contact: Toni Graham E: toni.graham@byron.nsw.gov.au P: 6626 7210

28 June 2018

The Hon Brad Hazzard MP Minister for Health GPO Box 5341 SYDNEY NSW 2001

Dear Minister

Proposed repurposing of former Byron Hospital Site

Byron Shire Council is proud to support the community and partner with NSW Health to repurpose the former Byron Hospital site into the Byron Community Hub providing vital and currently lacking welfare, social, cultural and educational services.

The project presents an innovative test case for the use of surplus State Government assets as, in essence, the Byron Bay community will be recycling an existing building for the greater good of the town. The proposal enables the NSW Government to retain this valuable asset in its portfolio and have the building expertly managed by Byron Shire Council under a formalised lessee / trust governance structure.

Council is well placed to manage this project, with experience in delivering large and small infrastructure and community service projects. We have a strong track record in completing large capital projects, such as the development of the Cavanbah Centre in partnership with the Commonwealth Government in 2012 and major road restoration after landslips in 2013. Council's experience also extends to working collaboratively with community to provide services for vulnerable, disabled, arts, culture and youth programming.

The Byron Community Hub will facilitate improved social support to vulnerable Byron Bay residents, afford the further development of the arts and education sectors and preserve this historical asset for the benefit of the community.

Byron Shire Council stands ready to partner with NSW Health to deliver a unique, high quality project that has such clear economic and social benefits for the North Coast community and provides a compelling case study for successful partnerships state-wide.

Yours sincerely

WY CM

Mark Arnold General Manager



ALL COMMUNICATIONS TO BE
ADDRESSED TO THE GENERAL MANAGER
PO Box 219 Mullumbimby NSW 2482 (70-90 Station Street)
E: council@byron.nsw.gov.au
P: 02 6626 7000 F: 02 6684 3018
www.byron.nsw.gov.au ABN: 14 472 131 473

ORDINARY MEETING



Office of the Vice Chancellor



CONFIDENTIAL

The Hon Brad Hazard Minister for Health **NSW Government** 22 June 2018

Councillor Simon Richardson Mayor of Byron Shire Byron Shire Council

Dear Mr Hazard and Mr Richardson,

RE: Proposed presence for Southern Cross University in Byron Bay

This letter describes the intent of Southern Cross University to establish a significant presence at the proposed precinct of the former Byron Bay Hospital. Southern Cross is deeply appreciative of the opportunity to work collaboratively with Byron Shire Council, the NSW Government and proposed precinct partners to create a flagship education and research destination in Byron Bay.

In order to establish a presence at the former Byron Bay Hospital site, Southern Cross would require a contained location with sufficient space to allow for a diversity of study, teaching and applied research activities.

As an indication, Southern Cross would consider a mix of activities for delivery at the proposed site which could include:

- Short courses that provide micro-credentials and focused skills development opportunities
- Engaged learning projects delivered by students that partner with organisations in the precinct and broader community to meet the needs of the Byron Shire
- Research activities that pursue a co-design and co-development approach focused on developing solutions to key issues for the Region
- Entrepreneurship and start-up development as a node of the Southern Cross Enterprise Lab network.
- An immersive HD5G digital learning showcase space.

www.scu.edu.au

Lismore PO Box 157, Lismore NSW 2480 Australia T+61 2 6620 3000 F+61 2 6620 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

27 June 2019 Attachments page 44

ORDINARY MEETING



Office of the Vice Chancellor

Southern Cross University is prepared to take a long-term lease on the identified space to enable a stable operating environment for the precinct as an anchor tenant. The University will also leverage its extensive sector partnerships and contracts to enable a superlative experience for students and community members through the proposed site. This would include the connection of the proposed site to Australia's Academic and Research Network (AARNet) which would provide bandwidth speeds of up to 1GB and facilitate an unprecedented level of digital connectivity and associated learning experience for the Byron Shire and Region.

In order to facilitate this level of activation and use by Southern Cross University, the proposed location for lease would need to be fully refurbished, including the removal of internal walls to enable larger room sizes, safety and security infrastructure and other amenities consistent with a lease arrangement. Southern Cross acknowledges that furniture and equipment associated with our proposed use is the obligation of the University.

While there are many variables yet to be defined for the arrangement, Southern Cross would be willing to meet an appropriate lease cost arrangement. As an indication, we would be looking to a total space of greater than 1000 square metres to house our operations.

The University has a renewed focus on developing solutions to pressing regional and global challenges. By learning and researching locally, we are able to create solutions that have global relevance and impact.

At the same time, Southern Cross commits to apply leading edge design, innovation and sustainable impact as guiding principles for its planning and conception for the proposed site. Accordingly, the overarching focus on sustainability through the refurbishment and subsequent activation of the precinct is of paramount importance and a critical factor for the University.

We stand ready to commence our engagement and planning to ensure that what we do together in Byron Bay will be unique, exceptionally high quality and very relevant to the needs of the community.

Sincerely,

Professor Adam Shoemaker

Vice Chancellor

Southern Cross University

ovc@scu.edu.au

Office of the Vice Chancellor PO Box 157, Lismore, NSW, 2480

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ORDINARY MEETING



Newcastle campus Maitland Road, Tighes Hill Locked Bag, 45 HRMC NSW 2310 AUSTRALIA

19 June 2018

Mark Arnold
A/ General Manager
BYRON SHIRE COUNCIL
PO Box 219, Mullumbimby NSW 2482

Dr Mr Arnold

TAFE NSW confirms its in principle support for Byron Shire Council's development of the surplus Byron Bay and Mullumbimby Hospital sites. TAFE NSW understands potential development of these sites will provide industry and other stakeholders with opportunities to capitalise on the locations of these assets and a variety of training and employment opportunities.

TAFE NSW is committed to designing and delivering high quality, fit for purpose educational programs to support growth in the Northern Rivers Region and Byron Shire. We therefore look forward to opportunities to train and develop personnel to support local industry and Byron Bay's future prosperity. TAFE NSW will work to support Byron Shire Council by leveraging and growing existing skills programs to meet needs across broad training markets, including but not limited to tourism, hospitality, retail, business, community services and creative industries. TAFE NSW prides itself on training job ready individuals who support local and national growth.

This letter of support is within the parameters of TAFE NSW conducting an economic and financial viability assessment of any potential property development within the surplus Byron Bay and Mullumbimby hospital sites. This assessment will provide TAFE NSW with an opportunity to assess potential property options which may align with planning for Byron Shire Council and the TAFE NSW Infrastructure Strategy currently in development.

Guiding principles for the TAFE NSW Infrastructure Strategy include alignment with government infrastructure and regional development strategies, embedding of training services within designated precincts and community facilities, partnering with organisations to share use of infrastructure and integration of training services within industry value chains to deliver efficient and sustainable industry outcomes. We envisage these principles are aligned to the goals of infrastructure development within the Byron Shire.

TAFENSW.EDU.AU

ORDINARY MEETING

TAFE NSW looks forward to strategic opportunities with Byron Shire Council and its planning for growth in infrastructure and services. Should you require any further information re this letter of support, please do not hesitate to contact me or our Regional Strategic Planner, Regan Harding, on regan.harding@tafensw.edu.au or 0428 018 390.

Kind regards

Susie George

Regional General Manager, North

TAFE NSW

ORDINARY MEETING



20 June 2018

Re: Byron Hospital Site Submission

I write to provide Byron Community Centre's (BCC) full support for the decommissioned Byron Bay Hospital to be kept in the hands of the Byron Bay community. The proposed long term lease arrangement to provide vital welfare, arts, education and health services on the site is fully supported.

BCC hosts a range of functions for the most needy people in Byron Bay. Over the last 30 years the Centre has played a key role in establishing many local community programs.

It is clear to BCC that a very real need exists in Byron Bay for the facility proposed in the submission.

High land values and rental prices mean many community and cultural programs cannot have a presence in our town. This is a need that would be addressed by this proposal. The location of the site is ideal for the provision of a range of much needed programs and services.

BCC supports the NSW Government in allocating a lease for the management of the proposed facility to Byron Shire Council.

BCC is happy to be further involved in the ongoing management of the site, if it is decided this would be of assistance given our local history in managing a community and cultural facility.

I hope you look favorably on this project as I believe it would be very well received by our community and value add to the social, cultural and economic outcomes for the township of Byron Bay for many years to come.

Warm Regards

Paul Spooner General Manager

BYRON BAY COMMUNITY ASSOCIATION INC A B N: 69627365180
69 JONSON STREET BYRON BAY PO BOX 309 BYRON BAYP: 02 6685 6807 F: 02 6685 7830
E: INFO@BYRONCENTRE.COM.AU W: BYRONCENTRE.COM.AU

ORDINARY MEETING



artsnorthernrivers.com.au I info@artsnorthernrivers.com.au I 02 6621 4433 I 11 Rural Street / PO Box 1127 Lismore NSW 2480

Monday 4 June 2018

Chris Hanley First National – Byron Bay 35 Fletcher Street Byron Bay NSW 2481

Dear Chris,

I am writing this letter in support of the community proposal to preserve the building previously operated as Byron Bay Hospital, in a bid to accommodate much needed community services for the town.

The hospital site itself is of historic importance to Byron Bay, having been established, managed and developed over several decades by passionate residents of the town. It symbolises the strength of the local community, which has come together yet again, to save the hospital, in this new proposal.

The appeal of Byron Bay has led to unprecedented commercial and residential property costs and has become prohibitive for not- for -profit community services, creative arts, health and education organisations to operate in the town. Yet, these are services that are critical to the quality of life of local residents and to the town's culture and heritage.

As the Executive Director for Arts Northern River – the peak arts organisation for our region, I have a keen interest in supporting and enabling access to affordable cultural resources. I understand the approach being presented and believe that it is well intended, fully researched, and economically sustainable with strong support from the Council and all 3 political parties. This unilateral support itself demonstrates the role the hospital continues to play in uniting Byron Bay, supporting those who are disadvantaged and preserving its unique cultural and creative landscape.

From my organisation's perspective, it is imperative that the old Byron Bay Hospital site is retained by our community – too often we have seen the detrimental effects of community resources acquired by commercial interest. In my work across the Northern Rivers I receive consistent feedback from artists and cultural organisations that cite access to affordable, accessible space as a key challenge. For this reason I join with the community in full support of this enterprising proposal and ask that you agree to the conversion of the Byron Bay Hospital site for community use.

Yours sincerely

Peter Wood Executive Director

ORDINARY MEETING



8 Cemetery Rd, Byron Bay. 2481 9 June 2018

The Hon. Gladys Berejiklian, MP GPO Box 5341 SYDNEY NSW 2001

Re: former Byron Hospital Site

Dear Premier Berejiklian,

Byron Residents' Group is a non-affiliated group for local people who advocate for the interests of Byron Bay, its people and environment.

We are wholeheartedly in support of the former Byron Hospital site as a place for our community.

Byron is a place that welcomes 2 million people annually. Its attraction for many is the social environment that has been created by the people who live here. Some would call it the "vibe". There is a reason we have that vibe; it's the people here who create it.

Whilst we welcome tourism to Byron Bay, the resulting pressures of increased rental costs and higher property prices has meant that many groups and organisations that service local people are unable to maintain a presence in the Shire.

For Byron to maintain its pre-eminence as a destination that has personality and heart, we need a place for those services to call home.

Whether they are social and outreach services, community organisations, educational or environmental organisations, they are essential to the well being of the residents of Byron shire.

We as a community can work together to make the site a hub for this town and beyond.

Our organisation wholeheartedly supports the call for the former Byron Hospital site to be retained by the community. We hope that you will recognise its importance to the residents of the Shire.

Sincerely,

Cate Coorey

Byron Residents' Group.

Cate Coorey 0402 315 345 www.byronresidentsgroup.org

ORDINARY MEETING



Gladys Berejiklian MP

Premier of NSW

Dear Ms Berejiklian,

Feros Care is a community owned non-profit organisation that has been providing aged and community care services in the Byron Shire and Far North Coast of NSW for over 28 years. The beauty of Byron Bay has created significant local, nationally and internationally tourism which has had a detrimental impact on the affordability of housing care and social services for local residents.

Commercial premises are simply unaffordable and out of reach for community, non-profit and social enterprises, prohibiting organisations to establish a local presence to provide much needed support and services to the local population in the shire.

The old Byron Bay Hospital site is within the main township and is ideally located to become a community owned local asset to assist in building stronger and more liveable communities for all residents of the shire regardless of their age, disability and social need.

Our request is for you to support the application for the community to retain this building for the use of the Byron residents, enabling social and service organisations to establish a presence in the shire.

There is growing support for this initiative and I request that you also show your support in keeping this historical asset within the community rather then sold out to another tourist development.

Kind regards

Jennene Buckley

4th June 2018

Feros Care

Level 3, The Strand, 72-80 Marine Parade (Locked Bag 1) Coolangatta QLD 4225

Phone 07 5669 0555 • Fax 07 5536 7520 • Email advisors@feroscare.com.au

ABN 50 104 452 271 www.feroscare.com.au

ORDINARY MEETING



Chris Hanley Chair Byron Master Plan Committee BYRON BAY NSW 2482

01 June 2018

Dear Chris,

I am writing this letter in support of the community proposal to preserve the building previously operated as Byron Bay Hospital, in a bid to accommodate much needed community services for the town.

The hospital site itself is of historic importance to Byron Bay, having been established, managed and developed over several decades by passionate residents of the town. It symbolises the strength of the local community which has come together yet again, to save the hospital, in this new proposal.

The appeal of Byron Bay has led to unprecedented commercial and residential property costs and has become prohibitive for not- for -profit community services, creative arts, health and education organisations to operate in the town. Yet these are services are critical to the quality of life of local residents and to the town's culture and heritage.

As the State Member for Ballina with an interest in its vibrant future, I understand the approach being presented and believe that it is well intended, fully researched, economically sustainable with strong support from the Council and all 3 political parties. This unilateral support itself demonstrates the role the hospital continues to play in uniting Byron Bay, supporting those who are disadvantaged and preserving its unique cultural and creative landscape.

From my perspective, it is imperative that the old Byron Bay Hospital site is retained by our community because it is a valuable community asset that needs to be retained in public owernship for the needs of the community.

I join with the community in full support of this enterprising proposal and ask that you agree to the conversion of the Byron Bay Hospital site for community use.

Yours sincerely

Ŋ.

Tamara Smith MP Member for Ballina

ORDINARY MEETING



12 June 2018

To whom it may concern

Re: Old Hospital Site - Byron Bay

We wish to express our interest in the above site should there be an opportunity for its development into a precinct offering services, amongst others, for the health and wellbeing of the local community.

We would be pleased to consider further information about the site as it becomes available. Any intent we may have would be subject to due diligence and the terms and conditions of any offer.

Yours sincerely

Steve Brierley

Chief Executive Officer St Vincent's Private Hospital

ST VINCENT'S PRIVATE HOSPITAL LISMORE

ABN 15 380 879 043

20 Dalley Street, LISMORE NSW 2480. PO Box 572, LISMORE NSW 2480 t: 02 6627 9600 f: 02 6622 4298 w: www.svh.org.au

ORDINARY MEETING

Letters of support also received from the following:

0	Adrienne Bucknole	0	Jim Rogers
0	Anna and Tony McCabe	0	John Hertzberg
0	Arts Factory	0	K Walmsley
0	Aslen Pugh	0	Keith Marshall
0	Bay FM	0	Liberation Larder
0	Beach Byron Bay	0	Lone Goat Gallery
0	Billy Marshall	0	Lyn and Greg Plummer
0	Brenda Irwin	0	Lynda Dean
0	Brunswick Heads Progress	0	Mary Gardner
	Association	0	Northern Rivers Performing Arts
0	Butler Street Community Network	0	Paul Irwin
0	Byron Bay Film Festival	0	Peter Craitch
0	Byron Bay Public School	0	Popped Creative
0	Byron Bay Weddings	0	Rhonda
0	Byron Writers Centre	0	Ric Richardson
0	Byron Writers Festival	0	Richard Trezise
0	Cancer Council NSW	0	Rob Doolan
0	Cathy Tobin	0	Robert Drewe
0	Christine Dayman	0	Russell Eldridge
0	Country Womens Association	0	Rusty Miller
0	Craig McGregor	0	Screenworks
0	Creative Road	0	South Golden Beach Community
0	Delvene Delaney		Association
0	Elements of Byron	0	Suffolk Park Progress Association
0	Ephraim Sella	0	Sybil Johnston
0	Ian Oelrichs	0	The Book Room
0	J Guest	0	The Buttery
0	Janene Jelfs	0	Tom Vidal
0	Jill Eddington	0	Tricia Shantz





Preliminary – former Byron Bay Hospital Governance Model Options

Executive Summary:

- There will need to be 3 stages of governance in this project Preliminary, Establishment and Operation & Review.
- There are at least 11 governance models that could be available for this project. Each
 has varying levels of impost on Council (cost, staff and risk), degree of community
 involvement, process complexity and level of autonomy and decision-making power see Matrix.
- 3. Currently, there are many unknowns. That is ok, as more elements become clearer the governance model options can be refined.
- 4. The intention of this paper is to:
 - present the models available, including the base-level opportunities and constraints associated with each model
 - inform discussions with the Steering Committee and provide them with the information required to investigate further and come back to Council with their preferred model(s) for this project.

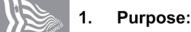
Next Steps:

- A. Continue to work with Community Steering Group to refine information and objectives to inform options for governance models. .
- B. Start negotiations on terms of contract with Department of Health as this will also help inform options.

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- Preliminary investigation into the different types of models available, how they might work and pros and cons.
- Ascertain which model(s) the Steering Committee and Council would consider workable for this project and what the processes/requirements for them are.

2. Objectives:

The Community Group's Objectives for any governance structure, as they are understood by staff, include:

- 1. Maximise opportunities to harness grant, public and philanthropic funds.
- 2. Maintain capacity to access to low interest loans to part-fund re-development.
- 3. Enable employment of staff.
- 4. As little 'red tape' as possible.
- 5. High level of transparency and medium-high level of autonomy.
- 6. Enable the generation of income (for-profit) that can be redistributed to community services associated with the project.

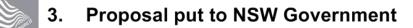
In addition, Council's Objectives for any governance structure, include:

- 7. Continuation of leadership by the community steering group.
- Demonstration of Council's leadership and commitment to Community Led Governance Principles including supporting co-design, co-delivery and optimising public use of spaces etc.
- 9. Transparency, accountability, effectiveness (including sound risk management) and efficiency (including cost effectiveness).
- 10. Statutory Compliance.

In addition, a shared objective of State Government, Community Group and Council is:

11. That the governance model be as replicable as possible, as this appears to be a first in NSW.





See #E2018/56011

The proposal contained 4 key stakeholders and reporting lines shown below:



This paper looks at the governance structures that might be available for the 'management committee' stakeholder group.





4. Stages

There are 3 stages of governance in this project.

a) Preliminary Stage

This has included the period to date and will continue during the contract negotiation and until the governance model is chosen. Based on recent experience with the former Mullumbimby Hospital site, this stage is likely to continue until late 2019.

This stage will involve a continuation of the existing informal governance arrangements with:

i) Community Steering Group led by Chris Hanley, continuing to lead the project and build on their work to date, including site and governance planning.

The Community Steering Group will continue to provide information to community and media about the project.

This has been a community-led project with the core group of community members being the main drivers behind the project to date. Just some examples of the reasons this needs to continue include:

- Acknowledgment of the significant contributions and achievements of that group –
 they are the only reason the site has been secured for continued public ownership.
- Maintaining momentum and project knowledge.
- Recognising the extensive expertise and capacity within that group is needed to deliver successful outcomes.

Care needs to be taken to ensure potential conflicts of interest are identified and managed as required, to ensure that volunteers involved now do not unintentionally impact themselves in later stages.

ii) Council's role being:

- Providing support and information to the Community Steering Group. Council can
 assist the Group by bringing skills to the project in those areas that are within the
 functions of Council for example governance, planning, infrastructure and project
 planning and management.
- Negotiating contract terms with State Government. This will be the sole responsibility of Council as at the end of the day whether or not to accept the terms will be a matter for Council. However, Council will need and will look for support from the Community Steering Group throughout the negotiations. The final decision on whether to acquire the land or not will be matter for the elected Council as it is a non-delegable function (s377(h) LG Act).





Council's support will be led by the General Manager's Office and supported by staff from key services areas as required.

- b) Establishment Stage
- c) Monitoring and Review Stage

Establishment stage would cover the processes for setting up the governance structure and obtaining required approvals.

Monitoring and review stage will commence once the governance structure is in place. Initially it would monitor the adequacy of the governance structure and ensure that any required adjustments to the structure are made. Over time, this would move to monitoring operations to ensure that successful outcomes are being achieved and any required adjustments to operations are made.

Who will be involved, timeframes, processes, roles and responsibilities during these stages cannot be clarified until the preferred governance model is chosen.

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5. MATRIX – Some Key Factors

Draft only for purposes of discussion and input from community steering group.

	Direct service delivery	s355 Committee	Lease – Operational Land	Lease – Community Land	Service Contract	PPP – BOT, BOOT, PFP	Incorporated Association	Company Limited by Guarantee – Ltd (with Trust / Foundation)	Company Limited by shares - Pty Ltd - Council owned or PPP (with Trust/ Foundation)	Company Limited by guarantee – Ltd – Charitable Foundation	Company Limited by Shares – Full Private Ownership
Summary	Council runs the facility itself, using staff or contractors it retains	Council delegates the running of the facility to a Council Committee of community volunteers. That Committee has some decision making delegations	Land classification does not restrict uses. Whole facility (or parts of it) are leased to an entity for them to use and operate as per terms of lease.	Land classification restricts uses. Whole facility (or parts of it) are leased to an entity for them to use and operate as per terms of lease.	Council contracts an entity to manage the facility (or parts of it)	Any arrangement between Council and a private entity to provide public facilities in which Council has an interest and which are at least part funded through private sector financing, ownership or control.	A registered legal entity usually for recreational, cultural or charitable purposes. All profits must be put back into the association's activities.	Council sole member. Board oversees management and hiring of CEO responsible for day to day ops. Cannot pay dividend. On winding up assets flow to debt recovery and then as per constitution	Council and/or other shareholders. Board oversees management of facility and hiring of CEO responsible for day to day operations. Can pay dividend. Equity set by shareholding. (Could meet definition of PPP)	Membership open (for \$) per constitution. Board oversees management and hiring of CEO responsible for day to day ops. Cannot pay dividend. On winding up assets flow to debt recovery and then as per constitution	Private entities own the shares in the company. Company asset owner.
Examples	Cavanbah Centre	Loan Goat Gallery, Halls and Community Centres	Fletcher Street (Golden Breed), ACE Mullumbimby, Katia Nursery	Pre-Schools, Mullumbimby Drill Hall, Visitors Centre, Red Cross (retail) lease	Swimming Pools and Caravan Parks	Kempsey's Cinemas & Kuring-gai 's Lindfield Hub (both stopped) Eurobodalla's Leisure Facility (started 2016 and has not gone to EOI stage)	RDA Northern Rivers Inc,	Camden Region Economic Taskforce	Newcastle Airport	Abbotsford Convent former Northern NSW Helicopter Rescue Service Ltd.	Beechworth Gaol

	Direct service delivery	s355 Committee	Lease – Operational Land	Lease – Community Land	Service Contract	PPP – BOT, BOOT, PFP	Incorporated Association	Company Limited by Guarantee – Ltd (with Trust / Foundation)	Company Limited by shares - Pty Ltd - Council owned or PPP (with Trust/ Foundation)	Company Limited by guarantee – Ltd – Charitable Foundation	Company Limited by Shares – Full Private Ownership
Possible	Not without funding	Yes but not preferred	Yes	Yes but must be for use consistent with PoM & Regulations & maximum term 30 yrs (s46 LG Act)	Yes	Yes	No – asset value exceeds maximum	Yes	Yes	Yes	Yes
Competitive Process Required for governance / management comittee**	No	No	No (s55)	< 5yrs No > 5 yrs Yes unless to not- for-profit (s46A)	Yes	No		No	No	No	No
Equity/ Ownership	Council	Council	Council	Council	Council	Council or Shared		Council	Council or Shared	Foundation but with devolution to specified entities on winding-up	Private
Minister's/ Dept's approval required	No	No	No	Yes if there's any objection to lease from public exhibition (s47)	No	Yes		Yes	Yes	Depends on terms	Depends on terms
Cap Ex Review required ***	Yes if > base	Yes if > base	No	No	Yes if > base	No		No	No	No	No
Meets Community Group Needs/ Expectations	No	No	Possible	Unlikely	Possible	Possible		Possible	Possible	Possible	Possible
Meeting Community Needs/ Expectations	No	No	Possible	Unlikely	Possible	Possible		Possible	Yes - if Council owned Unlikely - if shared.	No-Unlikely	No



	Direct service delivery	s355 Committee	Lease – Operational Land	Lease – Community Land	Service Contract	PPP – BOT, BOOT, PFP	Incorporated Association	Company Limited by Guarantee – Ltd (with Trust / Foundation)	Company Limited by shares - Pty Ltd - Council owned or PPP (with Trust/ Foundation)	Company Limited by guarantee – Ltd – Charitable Foundation	Company Limited by Shares – Full Private Ownership
Role clarity	High	Low-Medium	High	High	Low-Medium	High		High if in constitution	High if in constitution	High	High
Transparency of decisions	Medium-High	Medium	Low-Medium	Low-Medium	Medium	Medium-High		High if in constitution	High if in constitution	Low	Low
Level of Council responsibility for delivery	Sole	Sole with volunteering	None	None	Sole	Shared		Shared	Shared	None	None
Decision Making	Council	Committee	Council & Lessee	Council & Lessee	Council & contractor	Council or Council & partners		Board	Board	Board	Private Board
Risk responsibility	Council	Council	Council & Lessee	Council & Lessee	Council & contractor	Council or Council & partners		Council	Board and Council & investors	Board and Council	Board and Private owners
Ongoing Council staff time costs	High	Medium	Low	Low	Medium	Medium-High		Low (if independently resourced) Medium – High (if staff resourced)	Low (if independently resourced) High (if staff resourced)	None-Low	None-Low
Non-property related risks to Council	Low	Low	Low	Low	Medium	Medium-High		Low-Medium	Medium-High	Low	Low
Governance Structure Establishment Costs (for Council)	Low	Low	Low	Low	Low to Medium	Medium-High		High	High	Low	Low
Governance structure ongoing administration eg reporting	Low	Low	Low	Low	Medium	High		High	High	Low	Low

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	Direct service delivery	s355 Committee	Lease – Operational Land	Lease – Community Land	Service Contract	PPP – BOT, BOOT, PFP	Incorporated Association	Company Limited by Guarantee – Ltd (with Trust / Foundation)	Company Limited by shares - Pty Ltd - Council owned or PPP (with Trust/ Foundation)	Company Limited by guarantee – Ltd – Charitable Foundation	Company Limited by Shares – Full Private Ownership
Access to Council's borrowing advantage	Yes	Yes	Yes	Yes	Yes	Yes		Yes	Depends on constitution	No	No
Council tax exemptions apply	Yes	Yes						Yes			
Access to Council's Grant Pool and potentially reserved funding sources	Yes	Yes	No	No	No	Depends on structure		Yes grants No reserved funding	Yes grants No reserved funding	No	No
DGR capacity / attractive to philanthropy	Yes - Low	Yes - Low	Depends on lessee's structure	Depends on lessee's structure	Depends on contractor's structure	Depends on who the partner his		Yes - High	Yes – Low to Medium for P/L but High for supporting Trust	Yes - High	Unlikely – Unknown
Employees	LG Award	Volunteers	Unrelated to council	Unrelated to council	Unrelated to council	Depends on structure of PPP		LG Award	LG Award – council owned Unrelated - PPP	Unrelated to council	Unrelated to council

^{*} Charitable Trust/Foundation can be set up separately to keep philanthropic donations separate and constrained to charitable use (as opposed to company having capacity to pay dividend to Council) which can be more attractive to donors in some cases.

** Market-based processes may still be desirable for community, Council and independent overseers.

*** Best practice is to always undertake a Cap Ex Review.





6. Possible Options for Governance Models

Preliminary review indicates that there are at least 10 models that could be currently available and 1 that has been ruled out for Council (but could still be an option for a lessee/site manager).

Each option has different benefits and challenges and would deliver different outcomes.

In considering potential governance models, some of the matters to be considered include:

- Membership / Boards who will be members and how will they be identified/appointed?
- Delegation and Decision-making who will have what level of decision making authority?
- Community input/need what level of community input is required/desirable, when and how etc?
- Transparency
- Accountability
- Risks/liability
- Statutory and discretionary reporting internal and external
- Financial, employment and commercial matters.
- Statutory requirements.





7. What others are doing: Case studies

7.1 Abbotsford Convent, Vic https://abbotsfordconvent.com.au/

Type

Company Limited by Guarantee, with open membership.

Board independent of government, although Councillors and State/Federal Members eligible to be Board Members.

Company owns the site.

Company must have DGR status to be able to receive donations from Trust.

Company is supported by a Charitable Trust.

History

In 2004 the main Abbotsford Convent site was gifted by Vic State Government to the Abbotsford Convent Foundation, together with \$4M to commence the restoration works and a further \$1M from City of Yarra Council.

The Foundation "owns and manages" the site with a focus on arts, culture and learning. The Foundation has been gifted an additional 2 adjoining public spaces in recent years.

The Site

16 acres with 11 buildings and gardens. It currently houses over 100 studios, 2 galleries, cafes, a radio station, a school and green open space available for formal and informal use. On their books the site, plant and equipment is valued at \$12M.

Restoration of buildings has been staged and is continuing. It has been funded entirely from grants, philanthropy, donations, volunteering and commercial activities.

Studio and office spaces are tenanted, venues are used for performances, workshops, rehearsals, conferences and meetings and there is an extensive program of events staged each year.

It operates as a "community hub, accessible cultural platform and creative cluster".

It has nearly 1M visitors a year, is home to more than 100 artists, writers, makers and creative practitioners and organisations and is open 365 days a year.





Governance

They have:

- 1. a skills-based Board;
- 2. skills-based subcommittees that have specific terms of reference.

They employ significant numbers of staff including Chief Executive Officer, Chief Operating Officer and employed staff across buildings, facilities, gardens, marketing, communication, development, programming, tenancy management and administration, leasing, venue hire, accounting and accounts management, governance and administration. Many staff appear to be term appointments (presumably as the positions rely on grant funding).

They are supported by a very large group of volunteers.

Governance is supported by a suite of key documents including:

- 1. Strategic Plan with:
 - 4 focus aims of Activation, Place, Viability and Governance;
 - each of the Aims is supported by 3 -5 key strategies;
 - each of the Strategies supported by 1-7 key directions.
- 2. 3-year Business Plans
- 3. Site Masterplan
- 4. Integrity Guidance Code of Conduct, Conflicts of Interest Policy, Values, Tenancy Vision, Arts Manifesto, Feedback and Complaints Handling Framework.
- Board Governance Guidance Board induction, Board Workplan, Decision Register, Reporting Framework, Committee Terms of Reference.
- Risk Management Risk Framework & Register, Compliance Calendar, Assets Register.
- 7. Policies Tenancy, Leasing, Open Space, Food and Beverage, Site Rules etc.

They demonstrate high levels of accountability and transparency, making more information about their structure, planning and decision making publicly available than any other case study reviewed.





Finance

They have no borrowings.

In 2016/2017:

- The supporting Trust received \$650k in grants, donations and interest and made \$78k in donations to the Foundation.
- The Foundation received \$3.25M in operating income and had \$3.85M in operating expenses. The deficit of \$600k was offset by \$1.15M in grant income and the \$100k in donations.
- The Charitable Trust attracted \$550k in donations and bequeaths compared to the \$23k the Foundation received.
- Nearly 50% of the Foundation's operating expenses are staff costs (\$1.8M pa).



Snapshot: Abbotsford Convent

Operators: Abbotsford Convent Foundation

Wholly community run

Model: Company limited by guarantee.

Supported by a Trust.

Constitution embeds qualification criteria for Board.

Finance Foundation

2016/2017 Revenue \$3.25M Ops + \$2.24M Grants, Donations & Interest

Expenditure \$3.85M (\$1.8M in staff costs)

Trust

Revenue \$650k Donations, Grants and Interest.

Trust Expenditure \$78k

Strategies/Plans: Site Masterplan

Strategic Plan

3yr Business Plans

Policies: Extensive supporting policies and frameworks

Community consultation

Was a community-driven initiative to secure the site for public use in the face of a State Government tender for interest in re-development of the

site.

Post initial advocacy for retention of the site in early 2000's it is unclear what level, if any, of community consultation has occurred since.

Key Learnings

- · Wholly community run example
- · Operating income insufficient to meet expenses
- Relies on grants and donations to be financially sustainable.
- Significant staff to support operations Term appointments due to funding uncertainty could be a challenge.
- Significant support required from volunteers and donors.





7.2 Collingwood Arts Precinct, Vic

https://capmelbourne.org/

 $\frac{https://creative.vic.gov.au/showcase/co-working-and-collaboration/collingwood-arts-precinct}{}$

https://www.miglicdean.com.au/for-lease/100-35-johnston-street-collingwood-vic-3066

CEO Marcus Westbury, 0425 786 272 Open to discussions about advising/managing precinct

Type

Company Limited by Guarantee. Not known whether membership closed or open.

Not clear whether Ltd company is the registered not-for-profit or whether there is an associated charitable entity.

State Government owns the site.

History

Creative Victoria, a Vic State Government agency managed the site from 2010. They undertook an initial \$15M redeveloped the site completed in 2014.

In 2014 Collingwood Arts Precinct Ltd (CAP Ltd) was created and charged with further redevelopment of the site.

The Site

Former TAFE premises consisting of 3 building and open space. Around half is used by Circus Oz with the remainder still to be repurposed.

The intention is for it to be a "cross-disciplinary cultural precinct that provides secure customised space for the creative industries".

In its current state the site has being used to host markets, concerts, art exhibitions, installations and local events.

CAP Ltd has used an EOI process to call for "small to medium sized cultural organisations and creative enterprises, such as galleries, offices and studios" to become "key tenants" on 2 – 6 year leases https://capmelbourne.org/information-for-key-tenants

The site is currently closed.



R e s e a r

Governance

No information was available online. CEO, Marcus Westbury, has been of assistance in providing information listed below.

- · Board of directors no details of criteria for membership
- Staffing CEO (Marcus Westbury) only full time positions with other part time support positions. 3.5 full time equivalents in total.
- Charitable and social enterprise entity.
- · Supported by philanthropists
- Cross subsidy model being used to try to enable financial sustainability for creative hub/artists. Goal is that on average 70% of market rent is achieved, ie some tenants will pay 100%, of market rent and others less than 70% (they are holding back reduced subsidies until closer to opening) with 1/3rd left vacant.
- Their goal is to be an "enabling landlord" and to curate by choosing who give space to.
- · Leasing is to be managed by commercial property consultants.

They demonstrate low levels of accountability and transparency with no governance information available publicly.

Finance

Website indicates CAP Ltd has raised \$14M for further redevelopment and lists a number of philanthropic donors but it is unclear if the amount is all donations or also includes grants.



Snapshot: Collingwood Arts Precinct

Operators: Collingwood Arts Precinct Ltd

Model: Company limited by Guarantee.

Turnover: \$2 million capital investment by the Victorian Government

Strategies/Plans: Deed and performance obligations with State Government

Arm's length to Government

Policies: Not available

Key

Learnings

Advice is to:

Maintain flexibility and adaptability - don't spec before you secure tenants.

- Experiment, don't overcommit, evolving site overtime and tenancy timeframes. le some 20yrs, some 1-2-6-8years. Dynamic
- Not one entry, three building, 4500 m2 in area, think of it as a block rather than one building, passive system to allow flexibility
- Doesn't require "front desk" with staffing but rather separate tenancies, access points and areas





Type

Company limited by Shares - privately owned

History

Founded by 2 people, with the aims of:

- Building a thriving rural community by igniting entrepreneurship in young people and their communities; and
- Positioning north east Victoria as premier cycling tourism destination.

In 2011, privately owned company raised \$1.7M in share capital, which allowed the company to attract philanthropic funds and borrow to purchase the Old Beechworth Gaol site for \$2.5M.

In 2014, a not-for-profit company limited by guarantee, was established and uses the site as its headquarters – the Australian Centre for Rural Entrepreneurship (ACRE) https://acre.org.au/.

The 2 people driving the project are:

- Matt Pfahlert CEO of ACRE, social entrepreneur and social enterprise consultant in rural Australia, former Young Australian of the Year for his work in youth development and board member on Social Traders Board and Regional Partnerships Victoria.
- Clayton Neil Cycle tourism entrepreneur and advocate, local government economic development background, owner/operator of cycle tourism business and former or current member of Vic tourism and cycling bodies.

So far the project has received philanthropic funding from the Lord Mayor's Charitable Foundation, the Yulgilbar Group (which has a base in Northern Rivers), June Canavan Foundation and Into Our Hands Community Foundation.

The Site

Includes at least, the Old Gaol buildings and around 4 acres of land.

So far, the site has up and running:

- Old Gaol Café that operates from a 1964 Airstream Caravan in the walled courtyard with indoor and outdoor seating open 7 days;
- Gaol tours operating 7 days.

Masterplanning for the site is estimated to take 12 - 18 months. Potential uses for site are listed as:

 Home for the Social Enterprise Academy Australia and the Australian Centre for Rural Entrepreneurship (ACRE)

STAFF REPORTS - GENERAL MANAGER



Honouring heritage and the Ned Kelly story

- · Visual arts, entertainment, film, culture, music and events programing
- · Hospitality and retail showcasing regional beer, food and wine
- · Flexible co-working and collaboration space for small businesses and artisans
- · Tourist accommodation focused on cycle tourism and cultural heritage visitors
- · A bicycle training and development centre and cycling tours and experiences
- · Wellness centre and conference facilities
- · Possibly residential development

Snapshot: Old Beechworth Gaol

Operators: Private

Model: Company limited by shares.

Not-for profit enterprise operating from site.

Finance Unknown

2016/2017

Strategies/Plans: None available

CommunityIt appears there was none prior to the State Government's sale to the private company. Post the acquisition, a community open day held.

Key Learnings

- · Individuals have been key to driving the project
- Full commercial operation in private ownership is different from other recent examples in Vic.
- Staged approach with revenue-generating operations up and running first.
- · Realistic timeframes

a p e





7.4 Camden Regional Economic Taskforce Ltd

https://www.camden.nsw.gov.au/business/camden-region-economic-taskforce/

CEO: Debbie Roberts - Debbie.roberts@cret.com.au

Type

Company Limited by Guarantee, with closed membership (Council only member).

Even though they are a not-for-profit being limited by Guarantee, they do not have DGR status as they are not in an industry that attracts donations.

History

Commenced options review in late 2013.

Applied to OLG for approval for company structure in 2015 – took 9 months of negotiation with OLG.

OLG application included business case, draft constitution and supporting corporate documents. Has been operational now for less than a year.

The Project

CRET Ltd was established to bring together key local business leaders and experts to drive and facilitate the economic growth and create jobs, attract investment and to support the growth of business and industry, now and into the future.

Independence from Council is reported by CEO as being beneficial as it:

- Frees company up from red tape
- Allows it to be more responsive
- Gives them more capacity to engage and negotiate without being fettered by competing roles/responsibilities
- Gives them independence for their advocacy role.





Governance

They have a non-skills based, unpaid Board consisting of:

- 2 Councillors, elected by Council Resolution and whose directorship ceases on them ceasing to be a Councillor.
- 5 community members, with only broad 'community-based' criteria.

The appointment of community board members has become highly political and can be contentious.

The Board meets monthly. Meeting quorum is 4 + member representative which is the Council GM or their delegate. Having Council GM present at meetings with authority to be able to agree to actions has been key to keeping momentum going.

Their Directors' term is 3 years for full Board. It does not sync with election cycle and full, 'fill n spill' has no succession capacity. This is problematic and is one of the parts of their constitution they will be seeking to change.

Directors are not remunerated. OLG were not supportive of remuneration but given their objectives, lack of remuneration has caused them some difficulties in past.

They employ a full time Chief Executive Officer and a part time (3 day/wk) executive assistant.

Company Secretary is the Chief Financial Officer of the Council. This was a deliberate decision to harness the oversight that comes with processing payments and preparing reports as a fraud and risk control. CEO advised that the ASIC annual reporting is not onerous.

Governance is supported by a suite of key documents including:

- 1. Strategic Plan
- 2. Code of Conduct for Board adopted from LG model code
- 3. Procurement Guideline self-imposed LG Act competition requirements;
- 4. Service Level Agreement with Council, under which. Council provides the following services to CRET Ltd:
 - funding;
 - HR recruiting and management;
 - IT
 - Finance invoicing, payments, banking and reporting
 - Premises and premises maintenance.
- 5. Statement of Intent (Business Plan) with KPI's linked to Strategic Plan.
- 6. Template for Quarterly Activity Reports and 6-month Finance Reports to Council (same format as Council reports to keep it simple)



- THE COMMIT
- 7. Template for Reports to Board (same format as reports to Council).
- Company calendar (meetings and reporting) that integrates with the Council calendar.

After much deliberation and legal advice, they have decided that the requirements of GIPA do not apply to CRET Ltd so they run their own records system separate from Council.

The CEO of Cret Ltd meets with the GM of

They demonstrate high levels of accountability and transparency in some regards, eg fraud and risk management, procurement and high levels of regular reporting to Council (which are public reports). However, the exclusion from GIPA could be perceived by community as reducing transparency.

Funding

In their first 2 years of operation they will be 100% funded by Camden Council, and they are charged with raising ongoing funding through sponsorships, partnerships, memberships, commercial opportunities and grants.

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Snapshot: Camden Region Economic Taskforce Ltd.

Operators: Camden Region Economic Taskforce Ltd

Model: Company Limited by Guarantee Council owned

Finance Unknown

2016/2017

Strategic Plan Strategies/Plans:

Statement of Intent (Business Plan)

Code of Conduct

Policies: Procurement Guideline

Community Only Advertising (through consultants) for community board members consultation

and promotion of activities. No involvement in Strategic Plan.

Key Learnings

- If creating a company, do invest in using a specialist legal firm to prepare constitution due to scrutiny it will received from OLG, how much it will impact operations and high costs/process time if it needs to be changed.
- If there is going to be a Director term, link it to election cycle and stagger it so there's succession.
- Have skills-based board to avoid it becoming highly politicalised.
- Consider and address risk management early.
- Keep reporting the same format to avoid duplication.
- Learn lessons from others' experiences in this area.



pa pe r

7.5 Newcastle Airport

Type

Partnership between 2 Councils that is supported by 5 companies limited by shares (Pty Ltd).

History

Newcastle and Port Stephens Councils jointly took over operation of the then small airport from Federal Government in 1993 with a 30-year lease over the terminal and air operation land.

It was originally established as a not-for-profit company limited by guarantee owned jointly by Port Stephens and Newcastle councils.

In 2013 the governance was from to the current 5-company shareholder structure to allow:

- the company Newcastle Airport Pty Ltd to borrow independently of the councils and to increase its borrowings;
- the councils to receive dividends from Newcastle Airport P/L in future; and
- give the councils the ability to realise part of their capital or introduce third party investors in future.

The Site

Full commercial operation, providing domestic and some international services, with over 1.25M passengers in 2016/2017.

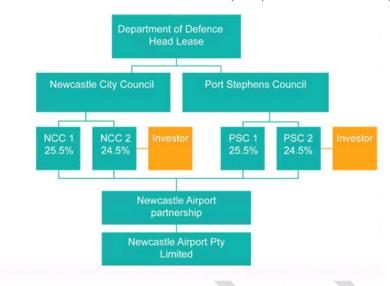
Governance

Their structure has:

- Federal Government as asset owner.
- Newcastle Airport Partnership (2 councils) as head lessee from Federal Government
- Newcastle Airport Pty Ltd is land manager and operator as nominee and agent of Newcastle Airport Partnership.
- Newcastle Airport is owned by 4 shareholders:
 - o 2 companies solely owned, one by each of the 2 councils;
 - 2 companies that have tradable shares giving capacity for either of the councils to realise part of their capital and/or attract private investment, one owned by each of the 2 councils.



On their website this is shown below but it is perhaps not the best visual depiction:



They have a 7-Director Board made up of:

- the 2 GM's of the councils; and
- 5 skills-based members (all with previous experience as directors of companies in related industries eg aviation, airports, transport, energy and tourism sectors).

They do not demonstrate a high levels of accountability or transparency, with limited information available on Newcastle Airport Pty Ltd's or the 2 councils' websites.

Finance

Not available.



Snapshot: Newcastle Airport

Operators: Newcastle Airport Pty Ltd, Port Stephens and Newcastle

Councils

Model: Partnership between Councils

with companies limited by shares (Pty Ltd) owned by councils

Finance Not available

2016/2017

Strategies/Plans: Not available

Policies: Not available

Community consultation

None

Key Learnings

- Full commercial operation.
- Be clear about desired outcomes and make sure that governance structure will deliver.
- · Changing structures can be expensive and take time
- · Built up gradually over 25 years
- Councils bear 100% of the risk and receive 100% of the profits.

p a p e r



pa pe r

7.6 Port Hedland International Airport

Operators: The PHIA Group of Companies (PHIA Group) is the lessee and

operator of the Port Hedland International Airport. PHIA Group's underlying investors, managed by AMP Capital and

Infrastructure Capital Group.

Model: 50-year long term lease (commenced March 2016).

Town of Port Hedland accepted an offer by private consortium to take control of its airport. Deal was worth \$205 million (\$165 million one-off payment to the Town and commitment to spend \$40 million over the next five years on airport upgrades).

\$165M was to be established into a community fund by Council with dividend every 5years, however this hasn't progressed.

Turnover:

Strategies/Plans: Masterplan being reviewed

Policies:

Community consultation

Communication and engagement campaign to "create a narrative" about the reasons for the proposed lease and provide evidence. Tactics included full-page ads in local newspaper, radio advertising, social media posts, information booth/display at local shopping centres, and community forums.

https://www.porthedland.wa.gov.au/documents/1149/attachmen t-1-to-item-711-adoption-of-the-business-plan-(port-hedlandinternational-airport-long-term-lease-business-plan)

Key Learnings

- Lengthy governance review process to look at and evaluate various models based on objectives, critical success factors and understanding the value of the asset and potential liability of the site (ie required redevelopment)
- Models reviewed included:
 - commercialisation (separate business entity)
 - council controlled organisation (WA legislation different to NSW)
 - leasehold





Appendix 1 – Considerations

Currently, there are many unknowns. That is ok, as more elements become clearer the governance model options can be refined.

Some elements requiring consideration include the following, along with the Proposal details where it addresses these matters.

4.1 Asset Ownership – land, buildings and fixtures.

It has been confirmed that Council will initially own the land, buildings and fixtures but the terms of ownership are not yet known.

Those terms will influence the types of actions Council can take with the land, eg:

- If the transfer to Council is unconditional, would Council be open to selling the site or part of it?
- If the transfer to Council is conditional, how do those conditions impact governance model options?

This element is fundamental to suitability of some governance model options.

4.2 Business Plan and Cap Ex

The intention of the proposal and Council is that the facility is self-sustaining and that it make a profit that is able to be returned to community.

A sound business plan and Capital Expenditure Review will be needed.

The Capital Expenditure Review may need to be submitted to the OLG if the thresholds are met.

4.3 Financial return

The proposal sets out the aim of generating a modest income, to:

- Fund a sinking fund to cover repairs, replacement and maintenance; and
- Distribute back to tenant service providers on a merit basis and/or used to fund community projects.

While the proposal said a sinking fund would be created the proposed distributions of returns set out in the proposal, make no allowance for the sinking



fund. <u>Does this need to be clarified? What level of sinking fund, if any, is required?</u>

4.4 Expanded benefits to community

The proposal identifies the expanded benefits to community as including:

- retention of public assets in public ownership
- affordable/below market rent premises for organisations representing welfare, health, education and cultural sectors
- wholly subsidised rent, zero cost space, for community projects
- surplus income able to be invested back into community welfare programs addressing homelessness, women's refuge services and social projects
- innovation and co-design, increasing industries and high value jobs not tied to tourism, diversified economic base for Shire
- 20 new full time equivalent jobs from operations and another 21 full time equivalent jobs during redevelopment works.
- education opportunities within Shire reducing travel for residents
- reduced barriers (distance, travel cost and lack of public transport) for vulnerable residents accessing services in Byron Bay, improved services and improved wellbeing outcomes
- increased social cohesion and connectivity.
- 4.5 What level of management expertise is required for the operating entity?
- 4.6 What is the acceptable level of risk to Council?
- 4.7 How will Council balance autonomy and control? Should it?
- 4.8 Should the operating entity stand alone from Council?
- 4.9 How long is the tenure period?

This was a question posed when the model included a lease from State to Council. Will now only be relevant if a Lease is proposed as the governance model.





Appendix 2 - Strategic links:

1. Community Strategic Plan 2022:

Objective 1	We have infrastructure, transport and services which meet our expectations
Strategy 1.2	Provide essential services and reliable infrastructure which meet an acceptable community standard
Action 1.2.7	Optimise Council's property portfolio
Activity: 1.2.7.3	Investigate Byron Bay Hospital development options

- 2. Community Solutions Panel Key Considerations:
 - Panel encourages, supports and facilitates shared ownership of community issues.
 - · Panel supports investment into infrastructure that generates a return.
 - Panel's requires organisational and individual responsibility, accountability and transparency.
- 3. Community Led Governance Principles (Res18-176):
 - Have courage to take informed risks to bring about change.
 - Be community-led, make space for community to take action themselves and respond positively to local initiatives.
 - Empower citizens through participatory democracy eg community boards.
 - · Ensure local needs are met through joined-up planning and services.
 - Forge local and regional partnerships that address issues and drive change at community, state and federal levels.
 - Promote local networks, co-design, co-production and maximum use of public spaces.





- 4. Supporting Partnerships Policy Objectives:
 - Develop partnerships that demonstrate transparency, probity, accountability and consistency from their inception.
 - To enable the development of partnerships that can achieve quadruple bottom line outcomes (economic, social, environmental, civic leadership) and deliver recurrent revenue to Council.
 - To identify and engage with social impact investment opportunities and engage with potential investors.
 - To assist Council, retain and manage public land in a financially sustainable way delivering quantifiable and demonstrable benefit of the Community, where it is in the best interest of the community to do so.

https://www.byron.nsw.gov.au/Council/Your-right-to-Council-information/Policies-publications/Supporting-Partnerships-Policy

Research team:

- Claire McGarry, Byron Bay Place Planner
- Shannon McKelvey, Executive Officer
- · Anna Vinfield, Manager Governance

Internal sources of information:

- Vanessa Adams, Director Corporate and Community Services
- James Brickley, Manager Finance
- · Ralph James, Legal Counsel

External sources:

- Office of Local Government Anita Gambhir, Council Engagement Officer
- · Old Beechworth Goal -
- Abbotsford Convent -
- Port Stephens Council (Newcastle Airport) Tony Wickham, Governance Officer
- Camden Council Debbie Roberts CEO Camden Region Economic Taskforce
- Campbelltown City Council -
- · Online:
 - Fed Square Pty Ltd Annual Report
 - Reimaging Public Private Partnerships PwC
 - Shared services in local government NSW Audit Office, 21 June 2018

52019/4818

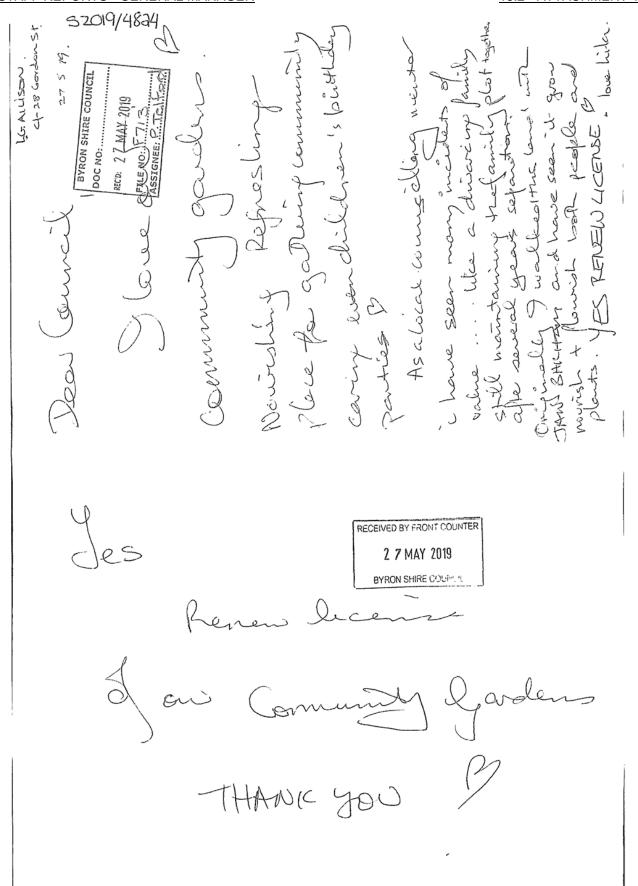
· a submission in support of Comminariere. My name is Glenn Higoon, DOC NO. DOC N used by many mums and brids all clays of the week. They can take the children to pick an assortment of gruits, regies and eggs which is The FFA, food for all section has a fell many when are on difficult situations, as well as those who donate morren when taking food, education. a new plant nursery has been suppling seedlings to the site as well as home growers at a reasonable price, to encourage this much need brookedge; We are obtaining a ABN or we can work with gout to recierce work for the Oolo participants, This corrangement has allowed in to

"clevelap the gorden to a stage where we can be self relient, with minimum of grants applied for. Sunth time tuesday is internationa known. I speak to many overson reisitors who chap in after hearing about it in their own country. an important rule of the garden is to allow people to pay of I sines can still feed themselves as the lines handed out are appallingly Because it is open apace any con enter, among them are but a few thieres, tralelamathers and those that disrespect Regarden. In short there is nowhere else like it in aust and needs to loe not only pereserved but supported We now have a management gardeners and do seek your patience until things have settled in a bit more a lias but I have worked in

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EMAIL glenhigson@gmail.com.
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STAFF REPORTS - GENERAL MANAGER

13.2 - ATTACHMENT 1



52019/4837

Harry Scott C/O 731 Left Bank Rd Mullumbimby Creek 2482

27 May 2019

BYROM SHIRE COUNCIL DOC NO.

RECO 28 MAY.

FILE NO. F 7125

ASSIGNEE PRICE!

To Byron Shire Council,

RE: Mullumbimby Communty Garden (MCG)

I wish to add my voice in support of the Mullumbimby Community Garden's submission to the Council.

The Garden area is a delightful and inspiring place to visit. I am surprised by varying degrees of community support this organisation contributes. They include...

- Gardening plots
- Organic & Bio-dynamic Workshops
- Permaculture & Horticulture Courses (Byron College of Education)
- Tuesday lunches (provided at low cost)
- State Debt Recovery Community Service (working off Fines)
- Work for the Dole Program (CentreLink)
- Food for All Program (public access to produce)
- Community Play Group (for Mum's and Babies)

I would like to record my appreciation of the meals provided, the gardening and knowledge that is available from workshops offered. The support offered to parents who participate in the weekly singing and play groups for babies and children is heartening and in some cases very necessary. The permaculture and horticulture courses offered by Byron College of Education are also valuable community assets. The availability of paying fines through State Debt Recovery and the Work for the Dole program are also valuable community assets. The availability of gardening plots has assisted many financially and socially.

The Mullumbimby Community Garden is making a significant contribution to the social well being of the community.

Personally I love to walk through the gardens with friends and we always admire the variety and ingenuity of the botanical wonders displayed. If this submission is intended to determine a financial advantage to the MCG I hope you will be generous.

Yours Sincerely

Harry Scott

Byron Bay Bananas Pty Ltd

STAFF REPORTS - GENERAL MANAGER

13.2 - ATTACHMENT 1

52019/4838



Kaye Groves 312 Left Bank Rd. 27/8/2019

Dear Council

PN 239417 ...am not sure what this submission is required for...Is there danger to the continuation of the Mullumbimby Community Gardens?...or perhaps you will assist us in our community endevours?

I have deep appreciation for the efforts of those involved in this very valuable community asset. Personally I have witnessed many from near and far praise it in so many ways. Of course we have had our difficulties but resolutions have lead to improvements. For example we have advanced in the restoration of State Debt Recovery and Work for the Dole projects. Our Food For All program and Tuesday lunches, though they don't always bring abundant returns are valuable for those in need. Our finances are now sustainable.

Without going into detail of the many events, workshops and social capital assets available to the community I hope you appreciate this wonderful facility and regard it favourably for further assistance.

Kaye Groves.

With thanks for past assistance,

27 June 2019 Attachments page 91

52019/4839

Dear Council,

This is a submission to say how I love taking my grandchildren to the Community Garden. It offers an opportunity for children (and adults) to explore the art of growing food in a safe and structured environment. From an educational point of view it provides a connection to the food we eat.

Yours sincerely

Melinda Andreas 31 Station St. Mullubimby. BYRON STITUE COUNCIL DOC NO MED 28 MAY , ; FILE NO: FILE ASSIGNEE: P. TRIFOYOT

PN. 239417

Attachments 27 June 2019 page 92

52019/4865
In Loving Support of
the Continuation of the
Mullum Simby Community BYRON SHIRE COUNCIL
RECD: 29 MAY 2019
FILE NO: F713 ASSIGNEE: P.: Telford
Roddy Thornton, I've been
a Food For All Manager
here at the MCG for about
8 years, and I completely,
appreciate that I can help
8 years, and I completely, appreciate that I can help produce fresh organic fruit and vegetables that are available

, Seasonally, public, every day of the strongly advocate our continuation às a communit body on this planious piece 2 land that we've all Worked as Vollanteers for more than 10 years. I also appreciate support welde recieved from council over this Huge Appreciation + Loves

Attachments 27 June 2019 page 94

32019/4867

": Proposed Licence Part Lot 22 DP 1073165. I'm submitting a short letter to say the Community Garden 15 on invaluable community resource.

g personally have had a private allotrent for 3 years + grow Dorganic vegetables, fruits + Lerbs. The area of the community garden called 11 fe children's garden", 15 a safe ousic where hother, father's families come to relax + spend time in nature. On Wednesdays at 10:30 fle women have a choir their with the babes + kiddles. I find many people of all walks of life visit the gardno to wanter, learn skills Low to grow + plant, food or simply meet with groups or friends. It is an oasig in the middle of DOC NO: The aretakers are committed REC'D: 2 9 MAY 2019 strong industrials who gnie of their time + expertise FILE NO.F.713 ASSIGNEE: P. Telford RECEIVED BY FRONT COUNTER to make the gooden, the 2 8 MAY 2019 Commity garden a sanctury. Shelagh Rose. BYRON SHIRE COUNCIL Shelagh Rose.

To Byron Shire Council

We, the undersigned really appreciate the quality and value of Mullumbimby Community Garden and especially our Tuesday lunches. We thank you for your support.

NAME	POSTCODE	SIGNATURE
Kaye Groves	2482	P. Kaye Groves.
Shelagh Cose	2481	Store
MEZONY EDWARD		
ANAND WELLS	2482	
Paula Kelly	2482	1) See That
EHBRA Moderna	2482	& Months
Xouella Beale	2482 2482	
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Ingrid Manning	2482	Maning
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Ness Stewart	2482	143
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Lily Smith		7500
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Tom Cocksedge		Alo
Indian Ody	2484	CP 1 . 7
Sam Rahmate Michaela Mithigh	2487	M. Seles
	2483 .	Mareney
Masumi Shimizu Asuka Avaki	2480 2480	0-11
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ABUT Narasinga	2482	- GAZ
RILLY O'POWRE	2482	
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Eva Schlottmacion		
Andy Le Wourn	2481	Bres
bagnish Many	12701	1/m

Attachments 27 June 2019 page 96

To Byron Shire Council

We, the undersigned really appreciate the quality and value of Mullumbimby Community Garden and especially our Tuesday lunches. We thank you for your support.

NAME	POSTCODE	SIGNATURE
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M. MORTIN	2482	has in
6. HOLT	2482	Shart
M. Bottgro	2483	Malsee
M. B. Haro Cristal Saldanha	2413	Acilobolo
Angelis Deceine	2482	Wednesd -
Lillena S. A. Costa	MAWARM	JU18625.A.G5A
GARCIA GULLY	24846	THE
Sabriel OTh	2484	CAR)
Modely	2482	Z Roddy
Nina.	2482	78 h
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Jacqueline Nenro	2483	
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Karie Marony	2482	I mala of
Sahar Shimon	2482	gahorage
Ben Hellewell	2482 -	R
MAGO GUEDES	2483	Agade.
LIAM MANLEY	248/	
Kinjani Angrel Louis Jan Jade Hadden	2483	Doguer
Louis for		
Jane Handden	2482	JACOLO
Bel Margan	2482	8
taila	2483	
ething an	2483	
Ceen	2483	A. J.
Manu flintrop	1482	O'
Brigille Hendrichs	2482	(M)
Cardra Beachon	2382	
E. MATTHEWS	2482	Murchand

STAFF REPORTS - GENERAL MANAGER

13.2 - ATTACHMENT 1

E2019/39513

Telford, Paula

From: caspar brace <caspar.brace@gmail.com>
Sent: Wednesday, 29 May 2019 12:11 AM

To: submissions

Subject: Fwd: General Manager

Caspar Brace

Organic Passion Catering www.organicpassioncatering.com

Living Systems Designs www.livingsystemsdesigns.com

www.casparbrace.com +61 (0) 266 844 559 Landline +61 (0) 422 804 333 Mobile Skype casparbrace

----- Forwarded message -----

From: caspar brace < caspar.brace@gmail.com>

Date: Tue, May 28, 2019 at 9:32 PM

Subject: General Manager

To: <submissions@byron.nsw.au>

Hello there, Tuesday 28th May 2019

I wish to make it known that I wholeheartedly support the endorsement of a further 5 year license be granted to the fantastic and brilliantly successful Community Garden based in Mullumbimby.

This project is cutting edge community response to the direct and very real threats to cohesive community food supplies...

Here there is a safe haven to share and learn how to grow food in Mullum.

Best keep it going and support it completely to achieve its needs., whilst addressing the real needs of those against the project.

Thank you, and sincerely, Caspar Brace

Caspar Brace

Organic Passion Catering www.organicpassioncatering.com

Living Systems Designs www.livingsystemsdesigns.com

Attachments 27 June 2019 page 98

STAFF REPORTS - GENERAL MANAGER

<u>13.2 - ATTACHMENT 1</u>

www.casparbrace.com +61 (0) 266 844 559 Landline +61 (0) 422 804 333 Mobile Skype casparbrace

52019/4657

MT & PN Went 148 Stuart Street Mullumbimby NSW 2482

21 May 2019

Mr. M. Arnold General Manager Byron Shire Council PO Box 219 Mullumbimby NSW 2482

Re: Proposed licence to occupy Part Lot 22 DP 1073165 for a community garden

Thank you for your letter dated 1 May 2019 reference no.: #E2019/27217.

We object to the licence being issued.

The Mullumbimby Community Garden has been the source of many problems in this neighbourhood.

It is continually used as a camping ground and many of its campers, who are generally itinerants, behave anti-socially, are noisy, are drug affected and pose security problems for the neighbourhood.

There have been numerous noisy parties at the community gardens.

We have experienced people staying at the community gardens coming onto our property and into our house (garage) uninvited. Generally they are drug affected and some have been alcohol affected.

We have been abused and threatened.

This anti-social behaviour can occur at any time but mostly it happens at night and sometimes very late at night.

We have no reason to think that a change of name to Mullum SEED will improve anything. We expect things will get worse.

Finally, like the rezoning of the sportsfields fiasco, we object to the identification of the site not including the street name – Stuart Street. This appears to be an attempt by Council to hide the exact location of the planned activities.

Council informed the community when it bought the land in 2004 that it would be used for sportsfields. It used developer contributions levied to provide active open space - sportsfields. It should be developed for sportsfields.

Yours sincerely,

(MT Went)

STAFF REPORTS - GENERAL MANAGER

13.2 - ATTACHMENT 1

E2019/37249

Telford, Paula

From: Dale Rhodes <rhodes.dale@gmail.com>
Sent: Thursday, 23 May 2019 1:41 PM

To: submissions

Subject: new lease for Community Garden in Mullumbimby

To whom it may concern,

Regarding the letter you sent about the lease for the Communiity Garden in Mullumbimby:

Living at 152 Stuart St Mullumbimby we are across the creek from the Community Garden and the nearest neighbour. We have always supported the Garden, however we would like certain things taken into account with this lease:

1. The Community Garden is a de facto free camp ground and public housing project.

I have on numerous occasions over the past five years had to call the police due to sometimes violent disturbances among people living in the Community Garden. The more buildings/rotundas/sheds etc that are built, the more people live and or camp in these structures. Every night after the people who work in the gardens go home, a whole new world in the Gardens begins. This is not an occasional occurrence, it is more or less ongoing. I have had to intervene in fights, beatings, loud and violent altercations on many many occasions.

Again, the people who work in/run the Community Garden are away in their own homes when we have our lives disrupted, ongoingly and sometimes violently, by this very foreseeable consequence of creating a de facto housing project at the gardens.

It is obvious that if you build covered spaces and open kitchens etc these are going to be occupied by people. We would request that the Community Garden remains just that - a garden, and not a de facto public housing and free camping establishment. (I am all in favour of more free public housing in Mullumbimby, but in a planned and considered way.)

We would like the current structures - as much as possible - to be removed to stop what is an ongoing issue for neighbours.

2. Non-gardening Events.

We totally accept that there will be events such as permaculture workshops etc held at the Gardens and have no issue with that. However the Gardens tend to turn into a venue for other events from entertainment to music to drumming workshops etc.

Again, can the Community Garden restrict itself to it's core function as a garden.

3. Dogs.

We have spent the past five or six years trying to create a wildlife-friendly environment along Saltwater Creek and have succeeded in this to some extent. We have over 80 species of birds on our property and on the creek and riparian zone between the creek and the Community Gardens. We have over 15 species of

STAFF REPORTS - GENERAL MANAGER

13.2 - ATTACHMENT 1

birds breeding on our property and across in the riparian zone. Also possums, echidnas, dragons, blue tongues, pythons and five other species of snake etc.

We have achieved this mainly by not allowing any access whatsoever to dogs, and trying as much as possible to keep cats away.

Despite this we regularly get dogs in the Gardens, and often coming from the gardens to wreak havoc in and around the Creek. It appears that even among people who claim to be on the side of the environment, having a dog trumps wildlife every time. And it gets very tiring, having had a dog destroy the nests and even adults of ducks, pheasant coucals, swamphens, moorhens, etc to have the dog owner express their surprise at what their dog has done. Everyone is always convinced that their dog does not do this and has never done this before.

This has happened too many times and is too destructive. Some people will be aware that even the smell of dog can keep many species of wildlife away from an area. Let alone barking and the immediate presence.

We would request an absolute ban on dogs in the Community Garden. Can we please acknowledge that our native wildlife deserves these tiny, very occasional spaces to be without the terror of being hunted by dogs. Yes, even the lovely fluffy ones.

No dogs - plus a sign to educate people about why. Perhaps the Garden can play a small part in a wider battle to preserve wild species all over the shire. We all want to stop Adani, but are we prepared to stop choosing dogs over wildlife?

In short, we wholeheartedly support a Community Garden that is a peaceful, pro-wildlife garden.

Sincerely,

Dale Rhodes

STAFF REPORTS - GENERAL MANAGER

13.2 - ATTACHMENT 1

E2019/37631

Telford, Paula

From: Cath Church <cathchurch22@gmail.com>

Sent: Monday, 27 May 2019 2:40 PM

To: submissions

Subject: Proposed Licence Mullumbimby Community Garden

Dear Sir,

I would like to make a submission regarding the proposed licence to Mullumbimby SEED, formerly known as Mullumbimby Community Garden as advertised in the Byron Shire Echo.

I am a nearby resident of the community garden and have over the years, made many phone calls, sent emails, had meetings with General Managers, tours of the community gardens with Councillors, and addressed Council at Council meetings regarding the total disregard to the conditions of their lease/licence agreement from the beginning. I am flabbergasted that this group has been allowed to continue leasing this Council owned area considering that -

- 1) They construct buildings on the land without any permission from Council and beg forgiveness when caught.
- 2) Have heavy machinery come in and dig huge holes and drains throughout the land to ease flooding of the area without permission from Council, and with total disregard to the effect this may have on surrounding properties. If this had been done on my privately owned land, I would have been at the very least, directed to submit a DA, if not hit with a huge fine. No DA has ever been submitted for these works.
- 3) Import unauthorised fill to construct sheds on without Council permission and only submit a DA for the sheds, not the fill, when they are caught six months later, and then ignore the conditions imposed by Council in the consent for the existing shed. Then only a month or so ago, commence constructing what looked to be another shed on the unauthorised fill.
- 4) When caught setting up speakers for amplified music at an event on a Friday by compliance officers (community garden knew that this is not permissible), and told to dismantle them, they have the event on the weekend when they know that staff are not around and proceed to have amplified music anyway.
- 5) Have roosters on site when they have been instructed on numerous occasions that this is not permissible.
- 6) Have people sleeping on site, many with dogs, lighting fires, and making noise throughout the night disturbing residents and do nothing to alleviate the problem. The simple solution would have been to have a six foot chain wire fence around the area that is padlocked at dusk. All previous requests for this have been ignored by the community garden.

The above are only a few examples of the "law unto themselves" attitude that residents have had to live with for the past ten years. If any of these breaches and the multitude of others that have been reported over the years, had occurred under a private lease, the community garden at the very least would not have had their lease renewed, but would more likely have been evicted.

There is also the question of how the community garden has morphed into something other than a community garden, when on the adopted Plan of Management for the sports fields, the area is to only be used for the purposes of a community garden. This change was done without any consultation with adjoining neighbours. Having extensively travelled throughout Australia, I have had the opportunity to see many community gardens set up in many different communities and have never seen anything resembling the so called community garden in Mullumbimby. The gardens that I have seen have neatly organised small

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STAFF REPORTS - GENERAL MANAGER

13.2 - ATTACHMENT 1

plots, a small garden shed for storing implements and sometimes a small stall to sell any excess fruit and vegetables, with the money from such sales being used for maintenance of the area or purchasing garden implements. The Mullumbimby community garden is a ramshackle mess with weeds and rubbish everywhere, and a multitude of buildings plonked where ever there is a bit of space to be used for "who knows what" purposes.

The residents have had enough and it is time that the licence of the current community garden area be cancelled and the land cleared of all buildings and rubbish and that the unauthorised drainage works be reinstated to natural ground levels, as it is and always has been apparent that the Licence Agreement in this instance, is a worthless piece of paper.

Regards,

Cath Church

STAFF REPORTS - CORPORATE AND COMMUNITY SERVICES

<u>13.5 - ATTACHMENT 1</u>

Brunswick Valley Community Centre Section 355 Management Committee

Councillor Representatives: Cr Jeannette Martin

Nominations Received and their interests in being a member on the committee:

Name	Information
Elizabeth Jackson (representing Liberation Larder) E2019/36572	Why you would like to be a member on this committee: I am the current President of Liberation Larder, a not-for-profit charity that uses facilities at this centre and the Byron Community Centre. It would be mutually beneficial for open communication for me to be on this committee.
	Personal Attributes: I have lived in Byron Shire since 1972, have been actively involved in community during this time with events, fundraising, community hall building at Main Arm Upper and Durrumbul. I have worked and had my own business for several years. I have management and communication skills.
	Interested in Office Bearer position: No
	Past Experience on Council committee: Nil

Brunswick Heads Memorial Hall Section 355 Management Committee

Councillor Representatives: Cr Simon Richardson

Nominations Received and their interests in being a member on the committee:

Name	Information
Tracy Woods	Why you would like to be a member on this committee: Left blank
E2019/36951	Personal Attributes: I have experience in hosting Makers Markets with 30 + stall holders (at the memorial hall 2017/18). I currently live and work in Brunswick Heads managing the retail store Lazybones, where my duties include - Sales, rosters, staff management, training, customer service & complaints, merchandising and event management.
	I am currently studying Town Planning and hope to obtain a better understanding of community halls, what they are used for and what how they bring community together. Once my studies are completed I hope to obtain work with the Byron Shire Council in shaping our Shire for the future.
	Interested in Office Bearer position: I can help manage bookings or help maintain the Hall by organising cleaners, tradespeople etc when required.
	Past Experience on Council committee: I have been on the first PAAP (Public art) panels at Byron Council for 2 years.



Delivery Program 2017-2021 and **Operational Plan 2019-2020**

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<u>13.9 - ATTACHMENT 1</u>

Acknowledgement of Country

In preparation of this document Council acknowledges the Bundjalung of Byron Bay - Arakwal People are the Traditional Custodians of the land in Byron Shire, and form part of the wider Aboriginal nation known as the Bundjalung.

Byron Shire Council and the Traditional Custodians acknowledge the Tweed Byron Local Aboriginal Land Council and the Jali Local Aboriginal Land Council under the Aboriginal Land Rights Act 1983.

Council also acknowledges all Aboriginal and Torres Strait Islander people who now reside within the Shire and their continuing connection to country and culture.



Contact Council

In person: 70-90 Station St, Mullumbimby NSW

Byron Visitors Centre, Jonson St, Byron Bay

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Executive Summary

Welcome to Council's combined Delivery Program 2017-2021 and Operational Plan 2019/20.

Council's Delivery Program turns the strategic goals found in the Community Strategic Plan into actions. All plans, projects, activities and funding allocations of the council must be directly linked to the Delivery Program.

Importantly it is our commitment to you about what we will deliver. It is underpinned by a range of supporting documents such as our long-term financial plan, workforce plan and asset management plans.

Council's extensive review of the Community Strategic Plan in late 2017 and deliberations by the Community Solutions Panel in March 2018 provided an opportunity to significantly review the Delivery Program and ensure it met the new objectives.

Council developed a new Delivery Program 2017-2021 with the newly appointed Council in early 2017 and to ensure the requirements of the Disability Inclusion Act were met. This was Council's commitment to the community about what they would delivery during their term of Council.

Council's ongoing commitment to these priorities will continue in 2019/20, supported by a new annual Operational Plan 2019/20. The activities that are proposed to be undertaken in 2019/20 are outlined in this document.

BYRON SHIRE COUNCIL

STAFF REPORTS - CORPORATE AND COMMUNITY SERVICES

<u> 13.9 - ATTACHMENT 1</u>

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Introduction

Byron Shire Council's Delivery Program 2017-2021 and Operational Plan 2019/20 are two parts of the suite of Byron Shire Council's Integrated Planning and Reporting documents. These documents are linked together by a matrix of actions that details how the community's long term aspirations and outcomes will be achieved.

Long Term	Byron Shire Council Community Strategic Plan 2028
Long rom	Dyron onno ocumento community circutogic i ian 2020

(10 years) Developed in consultation with the Byron Shire

community, the long term community aspirations for the future direction of Byron Shire have been captured as Community Objectives within the Community Strategic Plan (CSP). Long Term Strategies have been included and they outline how the Community Objectives will be

achieved.

Medium Term **Delivery Program**

(4 years) The four year program details the Actions that Council will

undertake in order to work towards achieving the

Community Outcomes of the CSP.

Short Term Operational Plan

(annual) The Operational Plan lists activities Council will undertake

in the coming 12 month period. The Operational Plan also includes the Statement of Revenue Policy (the annual

budget and fees and charges).

Our plans are based around five community objectives underpinned with 26 strategies.

The Delivery Program details these strategies and specifically outlines what Council will do over 4 years from 2017 to 2021 to deliver the long term strategies.

The Operational Plan details the activities Council will undertake during 2018-2019 to deliver on the long term strategies contained in the CSP.

In addition, this suite of documents is underpinned by Council's Resourcing Strategy which consists of a Long Term Financial Plan, Asset Management Plan and Workforce Plan. These documents outline how Council has considered, in the medium to long term, the Shire's finances, assets and workforce to achieve the Community Strategic Plan outcomes.

Byron Shire Council's Integrated Planning and Reporting Framework is captured in the diagram below:

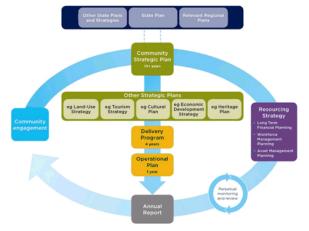


Image Source: NSW Office of Local Government

Your Elected Council



Simon Richardson Mayor



Basil Cameron



Cate Coorey

Councillor

simon.richardson@cr.byron.nsw.gov.au basil.cameron@cr.byron.nsw.gov.au



cate.coorey@cr.byron.nsw.gov.au



Jan Hackett Councillor

jan.hackett@cr.byron.nsw.gov.au

Alan Hunter Councillor



Michael Lyon

alan.hunter@cr.byron.nsw.gov.au

Deputy Mayor michael.lyon@cr.byron.nsw.gov.au



Jeannette Martin



Sarah Ndiaye



Paul Spooner

Councillor jeannette.martin@cr.byron.nsw.gov.au Councillor

Councillor

sarah.ndiaye@cr.byron.nsw.gov.au paul.spooner@cr.byron.nsw.gov.au

Community Vision And Council Values

Our vision

Our community is empowered to be creative, innovative and listened to as we shape the future way of living that we want.

While we strongly protect our Shire; its natural environment, lifestyle, diversity and community spirit, we welcome visitors and the contribution they make to our culture.

Our future is sustainable, we have the services and infrastructure we need to thrive, and we encourage and support local business and industry.

We foster the arts and cultural activities, respect and acknowledge our first peoples and celebrate and embrace diverse thinking and being.

The community's vision is captured in the 10-year Community Strategic Plan 2028 developed collaboratively between the community and Council in 2018.

Council's values

Council staff have embedded the following important values into their everyday tasks and contact with each other and the community. These words and images help staff focus on what is important to them about values. We have built these values into the staff recognition and acknowledgement programs.













Byron Shire Community Solutions Panel

In early 2018, Council undertook a bold new democratic exercise and ran a Community Solutions Panel to hear directly from a representative group of Byron Shire residents.

Council knows its community cares deeply about the culture and lifestyle which makes Byron Shire unique, and that you want to be involved in decision-making about the things that impact this culture and lifestyle.

The Community Solutions Panel was our first attempt to really do something different – to show you that we value your input, your expertise, your willingness to work with and alongside us to make decisions that affect all of us.

We asked newDemocracy Foundation (nDF) to design and run the Community Solutions Panel, independently from Council. nDF is an independent, non-partisan research and development organisation working in ways to strengthen and restore trust in public decision making.

The Byron Shire Community Solutions Panel was a representative group of people, picked at random like a jury, to directly influence Council's decisions on infrastructure priorities for the next four years

The panel was armed with time, free access to information, a clear authority and ideas from community members and stakeholders. The panel were able to reach a shared, considered judgement around the question...

"what infrastructure spending Council should prioritise, and how these priorities should be funded if the rates alone are not enough?"

Council committed that the Panel's recommendations will be implemented in the Delivery Program when it is adopted in June 2018.

The panel came up with a set of considerations, values, a decision making framework and infrastructure categories weighted by values to inform Council's priorities. The panel also outlined potential revenue options and how the community should continue to be involved in Council activities and decisions.

Their considerations were:

- · We aim to be proactive, not reactive.
- We recognise there are different needs in different places.
- We support investing in renewal when it is practical and necessary to do so.
- We encourage, support and facilitate shared ownership of community issues.
- We recognise that the development of transport alternatives to cars is essential.
- We support investment into infrastructure that generates a return.
- We endorse innovative approaches and efficiency in processes.
- We require organisational and individual responsibility, accountability and transparency.

Their values were:

- Safety
- Community wellbeing
- Connectivity
- Equity
- Environmental consciousness
- · Excellence in design

Their decision making framework was:

- 1. Risk and safety is the first priority across all infrastructure types.
- 2. It is the desire for "poor" infrastructure to be upgraded to at least a "fair" status. That does not mean all "poor" infrastructure is required to be upgraded. It is the responsibility of BSC to align decisions of "poor" status upgrades to be reflective of the CSP's Vision and Values.
- 3. Some funds should be allocated for "renewal", "operational" and to "new" projects. In this phase, the CSP is content that "new" work can be undertaken by the utilisation of s94 or grant funds and considered in terms of long-term planning and cost-efficiency.
- 4. In the longer term, after we achieve a "fair" status over the majority of infrastructure types, then the expenditure of rates funds on infrastructure can move to be more balanced across upgrading infrastructure status.

Appendix 1 includes the full Panel Report. For more information on the Community Solutions Panel, go to https://www.newdemocracy.com.au/our-work/447-byron-shire-council-trialling-a-community-solutions-panel



Image: Community Solutions Panel members with Councillors and staff

How the Panel's recommendations contribute to our Delivery Program

The Delivery Program (DP) Actions listed below are just a snapshot of our Actions and 2018-2019 Activities (found on pages 18 to 38) that relate to the Panel's decision making framework. This is not a definitive list since many of the Panel's recommendations are put into practice every day, for example risk and safety is always our main concern when performing our actions, regardless of what we're working on.

The Panel's full report which includes the Panels vision, values, considerations and recommendations can be found at Appendix 1.

DP Action	Panel Outcome								
	Recommendation 1: Risk and safety is the first priority across all infrastructure types.								
1.1.2	What you'll see in 2019-20								
1.2.4 1.2.5 2.3.2 2.3.5	 You'll see our maintenance levels for road network infrastructure developed in line with the Community Solutions Panel values. To do that we'll be reviewing our Infrastructure Services Risk Management Plan to include access considerations. You'll see us prioritise and complete requests for works by undertaking highest priority works within approved budgets and refine risk based methodologies and predictive modelling to strategically prioritise maintenance and renewal of infrastructure. The review and report of the risk matrix for high risk assets will be reported to the Transport and Infrastructure Advisory Committee. Additionally, we'll be providing active and passive recreational community space that is accessible and inclusive for all by delivering a beach accessibility program including the establishment of ongoing maintenance plans. We'll also be developing and delivering the public open space accessibility program. A draft program will be presented to Council for adoption and you'll see us completing projects that meet accessibility Program Criteria. We'll be developing and implementing a five year works schedule for building maintenance and major work schedule for community buildings that is informed by access requirements. Also, our annual program of works will be completed within budget to maintain our public open spaces in a safe and efficient way to provide for both active and passive recreation. 								
	Recommendation 2: It is the desire for "poor" infrastructure to be upgraded to at least a "fair" status. That does not mean all "poor" infrastructure is required to be upgraded. It is the responsibility of BSC to align decisions of "poor" status upgrades to be reflective of the CSP's Vision and Values.								
1.1.1	What you'll see in 2019-20								
1.1.2	You'll see us deliver road and drainage maintenance services in line with the Community								

2.3.5

- You'll see us deliver road and drainage maintenance services in line with the Community Solutions Panel Recommendation by developing ongoing road and drainage planned maintenance programs as well as develop and adopt community based levels of service for transport infrastructure. We'll also be undertaking detailed road condition laser assessment and revaluation
- We'll also be planning and delivering our open space works programs within budget based on defined levels of service so that our public open spaces are maintained to provide for both active and passive recreation.

Recommendation 3: Some funds should be allocated for "renewal", "operational" and to "new" projects. In this phase, the CSP is content that "new" work can be undertaken by the utilisation of s94 or grant funds and considered in terms of long-term planning and cost-efficiency. Refer to the previously discussed Key Considerations.

1.1.3

1.1.4 1.2.1 1.2.2

1.2.3 1.2.4 1.6.3

2.3.6 5.4.4 5.6.12

What you'll see in 2019-20

- As well as completing the bridge replacement program, you'll see us implementing our
 priority causeway and culvert renewal program for projects involving road pavements,
 road reseals, footpaths, roadside drainage, kerb and gutter, and road signage.
- We'll be developing and completing a program of new works for road and associated drainage related assets in line with the Panel's recommendation and implementing over 95 percent of our planned maintenance activities in our program for asset classes such as buildings, water and sewer, and resource and recovery operations.
- You'll see a draft Buildings Asset Management Plan and Open Space Asset Management Plan presented to Council for adoption so we can undertake our infrastructure asset renewal and upgrade program in line with Community Solutions Panel values.
- A New Works 10 Year Program will be prepared, with 95 percent of the first year's program delivered, that is aligned to the adopted Recreational Needs Assessment and Solutions Panel values.
- We'll be working with the community to prioritise actions from the town and village
 masterplans and identify actions to inform quarterly budget reviews and future budget
 development to ensure that high priority actions are included in programs where they're
 able to be funded.
- To be "grant ready" we'll be improving our organisational project development and priority setting. This means that we'll be better able to implement strategic grants by using our management systems to deliver priority projects for Byron's community. We'll do this by continuing to participate in cross-directorate project development including creating competitive approaches to align with Federal and State Government policies -Improvements in organisational project development and priority setting to enable grant readiness.

Recommendation 4: In the longer term, after we achieve a "fair" status over the majority of infrastructure types, then the expenditure of rates funds on infrastructure can move to be more balanced across upgrading infrastructure status.

1.2.5 1.2.6 1.6.3

5.5.2

What you'll see in 2019-20

- By optimising Council's property portfolio, we'll be progressing nominated sites including:
 - Lot 102 Depot Relocation investigation
 - Purchase of land access for Lot 4 Mullumbimby
 - Progress the future use of Fletcher / Lawson Street Byron Bay redevelopment
 - Tyagarah Airfield assessment and development
- You'll also see an endorsed detailed design with inclusive elements and complete building approvals for the upgrade of the Ocean Shores Community Centre.

Key Consideration 1: We aim to be proactive, not reactive

1.1.1 1.1.2 5.1.5

What you'll see in 2019-20

- We'll be developing and implementing road and drainage maintenance programs that will see planned activities completed and hopefully a decrease in reactive works spending.
 It's expected that we'll also see a decrease in customer requests as our proactive program will have completed the area
- We'll undertake inspections to identify and prioritise works as well as undertaking highest priority works first.
- Importantly we'll be improving our reporting systems so you have an update on how our works are progressing

Key Consideration 2: We recognise there are different needs in different places

1.1.2

1.1.3 1.1.4

2.3.3

What you'll see in 2019-20

- You'll be consulted on levels of service so we all have a clear understanding of expectations especially when it comes to reactive works
- Our road network renewal and upgrade programs will be developed based on the values including causeways, culverts, pavements, footpaths, drainage, gutter and signage
- · We'll be developing a program of new works for roads in line with values
- We'll be developing the Richmond Tweed Regional Library Strategic Plan and local Service Level Agreements to review how we provide high quality library services for all of our community

Key Consideration 3: We support investing in renewal when it is practical and necessary to do so

1.1.3 5.4.2

What you'll see in 2019-20

- We'll complete our bridge replacement program
- We'll use predictive modelling software to inform our proactive renewal program and improve our data quality

Key Consideration 4: We encourage, support and facilitate shared ownership of community issues

5.1.1 What you'll see in 2019-20

- We'll embed Community Led Governance Principles (per Council resolution 18-176) into operations which looks at shared-ownership of projects and empowering communities
- We'll provide opportunities for volunteering
- We'll provide information about key projects and initiatives

Key Consideration 5: We recognise that the development of transport alternatives to cars is essential

BYRON SHIRE COUNCIL

1.6.3

What you'll see in 2019-20

- We recognise that transport alternatives is essential so we'll be ensuring that new
 infrastructure is planned and funded to meet the needs of the current and future
 population. We'll also make a submission to Transport for NSW to advocate for innovative
 transport solutions and improved public transport across the Shire which will demonstrate
 our support for increased services for the Byron Community.
- Also, since all of our cars won't be leaving the road in the near future we'll be developing a
 Car Share Policy and pilot a car share program for Byron Bay and Mullumbimby to
 minimise the impact and number of cars on our roads, and to provide transport solutions
 for people without cars.
- While supporting, through partnership, a network of integrated sustainable transport
 options, we'll be preparing an Integrated Transport and Movement Plan to ensure that we
 have an integrated and accessible transport network. We'll also be updating our Bike
 Plan and Pedestrian and Access Mobility Plan while delivering works on prioritised
 pedestrian and access mobility plan facilities.
- You'll see us apply to the NSW State Government through the RMS for bike facilities
 grants and we'll support the Byron Bay Bus Interchange in partnership with Transport for
 NSW. Further, in relation to public transport, we'll be finalising a report on the review of
 intermodal use of the Byron Rail Corridor

Key Consideration 6: We support investment into infrastructure that generates a return

1.2.6 What you'll see in 2019-20

We recognise that some infrastructure can and should generate a return. That's why we
are looking to optimise our property portfolio including Lot 12 Byron Bay, Lot 22
Mullumbimby, Mullumbimby Hospital, and Byron Bay Masterplan projects

Key Consideration 7: We endorse innovative approaches and efficiency in processes

5.4.2 5.6.10

What you'll see in 2019-20

- We'll improve further our asset management systems capability by implementing
 improvement actions detailed in key audit reports and improve the data quality of our
 Asset Register to ensure all departments utilise the system as the point of truth for assets.
- We'll use business insights and strategic business planning to continuously improve by completing the 2018 Local Government Performance Excellence Program Report FY2018 and report it to our Internal Audit, Risk and Improvement Committee.

BYRON SHIRE COUNCIL

Key Consideration 8:	We require organisational and individual responsibility,
	accountability and transparency

5.2.1 5.1.6

What you'll see in 2019-20

- 5.5.2 5.5.3 5.5.10
- We'll improve our reporting to ensure accountability and transparency by providing regular updates
 - We'll also manage our assets and resources in a sustainable manner such as our financial integrity, robust procurement and use business insights to underpin our strategic planning

Panel Conclusion: The Byron Shire Community Solutions Panel recommends

that Byron Shire Council continue to engage with its

community.

5.1.1 What you'll see in 2019-20

 To facilitate inclusive community consultation and stakeholder engagement to inform Council decision making we'll embed the findings of the Byron Model into operations by finalising staff training material and including relevant principles into our Community Engagement Policy. We'll also be working on an engagement toolkit for staff which will include place making tools.

Attachments 27 June 2019 page 120

The Disability Inclusion Act 2014 (NSW)

The Disability Inclusion Act 2014 (NSW) provides the legislative framework to guide state and local government disability inclusion and access planning. The Act supports people with disabilities to access:

- · The same human rights as other members of the community;
- · Independence and social and economic inclusion within the community; and
- Choice and control in the pursuit of their goals and the planning and delivery of their supports and services.

In meeting the requirements under the Act for disability inclusion and access planning, Council must:

- (a) Specify how it will incorporate UN human rights disability principles into its dealings with matters relating to people with disability
- (b) Include strategies to support people with disability
- (c) Include details of its consultation about the plan with people with disability
- (d) Explain how planning supports the goals of the State Disability Inclusion Plan in the four key areas of
 - Attitudes and behaviours
 - Liveable communities
 - Employment
 - Systems and processes

Other legislation which has relevance to the delivery of disability inclusion action planning includes:

- Commonwealth Disability Discrimination Act 1992;
- Commonwealth Disability (Access to Premises Buildings) Standards 2010;
- NSW Anti-Discrimination Act 1997 (ADA);
- Local Government Act 1993 and Local Government (General) Regulation 2005.

Community Objectives

The Delivery Program and Operational Plan is structured by each of the 'Our Byron, Our Future' Community Strategic Plan (2018-2028) objectives:



INFRASTRUCTURE

We have infrastructure, transport and services which meet our expectations

COMMUNITY

We cultivate and celebrate our diverse cultures, lifestyle and sense of community

ENVIRONMENT

We protect and enhance our natural environment

GROWTH

We manage growth and change responsibly

GOVERNANCE

We have community led decision making which is open and inclusive



We have infrastructure, transport and services which meet our expectations

- 1.1 Provide a road network which is safe, accessible and maintained to an acceptable level of service
- 1.2 Provide essential services and reliable infrastructure which meet an acceptable community standard
- 1.3 Support, through partnership, a network of integrated sustainable transport options
- 1.4 Provide a regular and acceptable waste and recycling service
- 1.5 Provide continuous urban water and sewerage services within the Shire
- 1.6 Manage traffic and parking in an efficient manner



We cultivate and celebrate our diverse cultures, lifestyle and sense of community

- 2.1 Support and encourage our vibrant culture and creativity
- 2.2 Support access to a wide range of services and activities that contribute to the wellbeing of all members of the Byron Shire community
- 2.3 Provide accessible, local community spaces and facilities
- 2.4 Enhance community safety and amenity while respecting our shared values
- 2.5 Encourage community appreciation of cultural vitality and diversity



We protect and enhance our natural environment

- 3.1 Partner to protect and enhance our biodiversity, ecosystems and ecology
- 3.2 Strive to become a sustainable community
- 3.3 Partner to protect and enhance the health of the Shire's coastlines, estuaries, waterways and catchments
- 3.4 Support and secure our farming future



We manage growth and change responsibly

- 4.1 Support the visions and aspirations of local communities through place-based planning and management
- 4.2 Support housing diversity in appropriate locations across the Shire
- 4.3 Promote and support local business development, education and employment opportunities
- 4.4 Support tourism and events that reflect our culture and lifestyle
- 4.5 Work to improve community resilience in our changing environment



We have community led decision making which is open and inclusive

- 5.1 Engage and involve community in decision making
- 5.2 Create a culture of trust with the community by being open, genuine and transparent
- 5.3 Deliver a high level of customer service
- 5.4 Manage Council's assets and allocate resources in a fair and holistic manner
- 5.5 Manage Council's finances sustainably
- 5.6 Manage Council's resources sustainably

Delivery Program and Operational Plan Layout

The Delivery Program and Operational Plan is presented in this document in four key parts.

As displayed on the previous page, the IP&R Framework includes a ten year Community Strategic Plan, a four year Delivery Program and a one year Operational Plan. This document not only includes the Delivery Program and Operational Plan, but it also provides you with our Budget and Statement and Revenue Policy.

The layout and key parts of this document are:

Part 1: Delivery Program 2017-2021 and Operation Plan 2019/20

The Delivery Program part of the document provides the Actions Council will undertake over the next four years to achieve the strategies of the Community Strategic Plan's five Community Objectives.

The Delivery Program also shows how Actions contribute to the social and cultural, environmental, economic and civic leadership areas of community wellbeing in the Byron Shire.



Social and Cultural

Issues involving people and places at the individual and collective level. At an individual level, we are thinking about things like personal wellbeing and quality of life. At the collective level, we are thinking about things like connections in our community, social support, cultural vitality, diversity and participation.



Environment

Issues involving our natural and built environment. We are thinking about things like water, air, biodiversity, open space, transport infrastructure, emissions and other human impacts on the environment.



Economy

Issues such as diversity and resilience in our local economy and economic participation. It acknowledges and reflects the interconnectedness between the economy and social, environmental and civic aspects of our community.



Civic Leadership

Issues involving the opportunity for people to have a say, participate in Council and community groups and processes, and have a sense of choice and control over the things that affect them. It also refers to the Council's performance and the community's satisfaction with that performance.

The Operational Plan sets out Council's proposed Activities which will be undertaken in this third year of the Delivery Program in order to meet the four year Actions of the Program. The Operational Plan also outlines who is responsible for each Activity and a measure or outcome.

Part 2: Budget and Works by Operational Area 2019/20

This part of the document is laid out by operational area and notes who is responsible for each budget area. It sets out our budget for the year ahead and includes the financial plans and budgets for capital works and where funds and resources come from, and go to, in terms of carrying out day-to-day Council operations and to helping fund capital expenditure items.

Delivery Program and Operational Plan Index Community Objective 1:

We have infrastructure, transport and services which meet our expectations	
1.1 Provide a road network which is safe, accessible and maintained to an acceptable level of service	.23
1.2 Provide essential services and reliable infrastructure which meet an acceptable community standard	. 29
1.3 Support, through partnership, a network of integrated sustainable transport options	.34
1.4 Provide a regular and acceptable waste and recycling service	.35

Community Objective 2:

We cultivate and celebrate our diverse cultures, lifestyle and sense of community

2.1 Support range of existing, emerging and major events	42
2.2 Support access to a wide range of services and activities that contribute to the wellbeing of all members of the Byr Shire community	
2.3 Provide accessible, local community spaces and facilities	45
2.4 Enhance community safety and amenity while respecting our shared values	50
2.5 Encourage community appreciation of cultural vitality and diversity	54

Community Objective 3:

We protect and enhance our natural environment

3.1 Partner to protect and enhance our biodiversity, ecosystems and ecology	56
3.2 Strive to become a sustainable community	. 58
3.3 Partner to protect and enhance the health of the Shire's coastlines, estuaries, waterways and catchments	. 60
3.4 Support and secure our farming future	61

Community Objective 4:

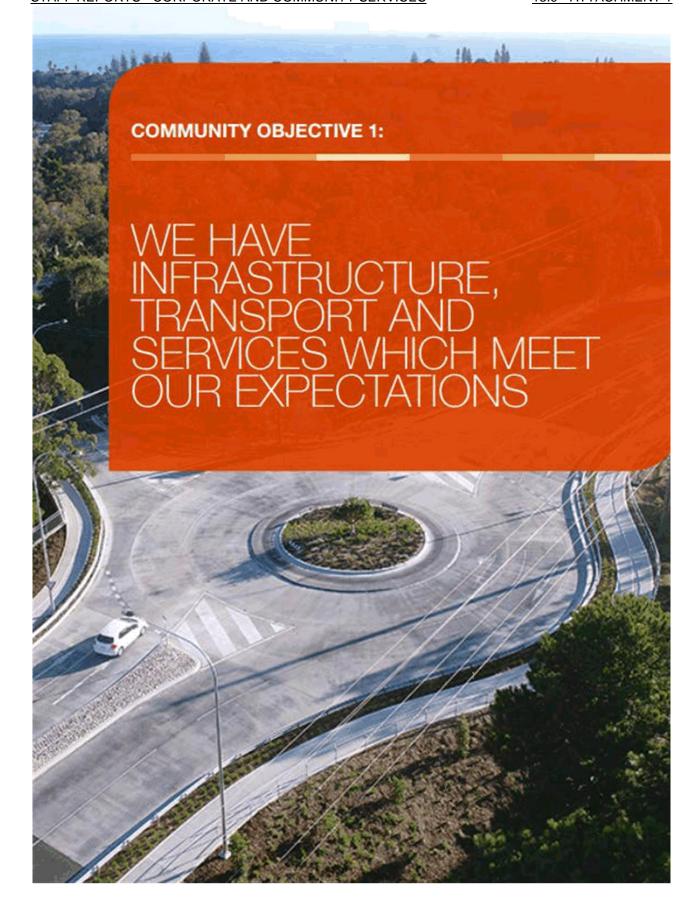
We manage growth and change responsibly

4.1 Support the visions and aspirations of local communities through place-based planning and management	. 6
4.2 Support housing diversity in appropriate locations across the Shire	. 6
4.3 Promote and support local business development, education and employment opportunities	. 6
4.4 Promote and support local business development, education and employment opportunities	. 6
4.5 Work to improve community resilience in our changing environment	7

Community Objective 5:

We have community led decision making which is open and inclusive

5.1 Engage and involve community in decision making	72
5.2 Create a culture of trust with the community by being open, genuine and transparent	75
5.3 Deliver a high level of customer service	79
5.4 Manage Council's assets and allocate resources in a fair and holistic manner	80
5.5 Manage Council's finances sustainably	82
5.6 Manage Council's resources sustainably	84



1.1

Provide a road network which is safe, accessible and maintained to an acceptable level of service



level of s	ervice	3						
Delivery Program	Opei	rational Plan Activity	Capital	Responsibility	Directorate	Measure	Due	DIAP
Action			Program				Date	
1.1.1	1.1.1.1	Implement rural drainage		Manager Works	Infrastructure	Requests for maintenance works	30-	
Deliver road and drainage		planned maintenance			Services	prioritised and completed	Jun-20	
maintenance services in line		programs						
with Community Solutions	1.1.1.2	Implement ongoing road		Manager Works	Infrastructure	Completion of annual programs of	30-	
Panel values (SP)		planned maintenance			Services	work and other requests for	Jun-20	
		programs				maintenance works prioritised and		
						completed		
	1.1.1.3	Deliver heavy patching	\$ 300,000.00	Manager Works	Infrastructure	Program of work completed	30-	
		program			Services		Jun-20	
	1.1.1.4	Deliver road reconstruction	\$ 989,400.00	Manager Works	Infrastructure	Project completed	30-	
		work on the Pocket Road			Services		Jun-20	
		Stage 1 (Ch 1,790 - 2,810)						
	1.1.1.5	Design road reconstruction	\$ 20,000.00	Manager Works	Infrastructure	Design completed	30-	
		of the Pocket Road Stage 2			Services		Jun-20	
		(Ch 2,810 - 3,690)						
	1.1.1.6	Design road reconstruction	\$ 80,000.00	Manager Works	Infrastructure	Design completed	30-	
		of the Myocum Road			Services		Jun-20	
		(segments between Ch 0 -						
		9,690)						
	1.1.1.7	Deliver road reconstruction	\$1,100,000.00	Manager Works	Infrastructure	Project completed	30-	
		work on the Bangalow Road			Services		Jun-20	
		(Ch 7,540 - 8,490)						
	1.1.1.8	Deliver guardrail	\$ 146,400.00	Manager Works	Infrastructure	Program of works completed	30-	
		replacements throughout the			Services		Jun-20	
		Shire						
	1.1.1.9	Deliver road reconstruction	\$ 27,000.00	Manager Works	Infrastructure	Project completed	30-	
		work on Bangalow Rd at			Services		Jun-20	
		Tinderbox Rd Talofa (Safer						

23

Delivery Program	Operat	tional Plan Activity	Capital	Responsibility	Directorate	Measure	Due	DIAP
Action			Program				Date	
	R	Roads)						
	1.1.1.10 D	Deliver road reconstruction	\$ 700,000.00	Manager Works	Infrastructure	Project completed	30-	
	w	vork of Byron Bay High			Services		Jun-20	
		School Turnaround Arakwal						
		Court						
		Design road reconstruction	\$ 20,000.00	Manager Works	Infrastructure	Design completed	30-	
		or Ruskin Street (Ch 440 - 660)			Services		Jun-20	
		Design road reconstruction	\$ 20,000.00	Manager Works	Infrastructure	Design completed	30-	
		or Massinger Street (Ch 0 -	\$ 20,000.00	Tranager Works	Services	Design completed	Jun-20	
		255)						
	1.1.1.13 D	Design road reconstruction	\$ 11,000.00	Manager Works	Infrastructure	Design completed	30-	
	fc	or Middleton Street (Ch 0 -			Services		Jun-20	
	1	.30)						
	1.1.1.14 U	Indertake gravel resheeting	\$ 300,000.00	Manager Works	Infrastructure	Program of work completed	30-	
	р	orogram			Services		Jun-20	
	1.1.1.1 Ir	mplement rural drainage		Manager Works	Infrastructure	Requests for maintenance works	30-	
	р	lanned maintenance			Services	prioritised and completed	Jun-20	
	р	rograms						
	1.1.1.2 Ir	mplement ongoing road		Manager Works	Infrastructure	Completion of annual programs of	30-	
		lanned maintenance			Services	work and other requests for	Jun-20	
	р	programs				maintenance works prioritised and		
1.1.2	1.1.2.1 R	Review Infrastructure		Manager Works	Infrastructure	completed Plan reviewed and approved; and	31-	
Develop maintenance levels		Services Risk Management		rialiagei works	Services	includes access considerations	Mar-	25
for road network		Plan to include access			JOI VICES	medado deceso consideracións	20	3
infrastructure in line with		onsiderations						
Community Solutions Panel	1.1.2.2 U	Indertake highest priority		Manager Works	Infrastructure	Requests for maintenance works	30-	

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Delivery Program	Ope	rational Plan Activity	Capital	Responsibility	Directorate	Measure	Due	DIAP
Action			Program				Date	
values (SP)		works within approved budgets			Services	prioritised and completed	Jun-20	
	1.1.2.4	Refine risk based methodologies and predictive modelling to strategically prioritise maintenance and renewal of infrastructure Undertake general bridge inspection to identify and prioritise scheduled replacement and renewal of bridge components Undertake the transport		Manager Assets and Major Projects Managers Works, Assets and Major Projects Manager Assets and	Infrastructure Services Infrastructure Services Infrastructure	Review and report risk matrix for high risk assets annually to the Transport and Infrastructure Advisory Committee Completion of annual inspection program and capital works renewal program Prioritised program implemented Complete the revaluation	30- Jun-20 30- Jun-20	
	1.1.2.6	Urban roadside tree maintenance		Major Projects and Manager Finance Manager Open Spaces and Resource Recovery	Services Infrastructure Services	Funds expended on priority dead, dying, dangerous trees	Jun-20 30- Jun-20	
1.1.3 Prioritise road network asset renewal and upgrade	1.1.3.1	Implement asset renewal projects for road reseals	\$ 1,518,000.00	Manager Works	Infrastructure Services	Program of work completed	30- Jun-20	
programs in line with Community Solutions Panel	1.1.3.2	Main Arm Road Curve Improvement, Main Arm	\$ 295,400.00	Manager Works	Infrastructure Services	Program of work completed	30- Jun-20	
values (SP)	1.1.3.3	Road works safety improvements on 16.5km section of Coolamon Scenic Drive, Coorabell	\$ 1,500,000.00	Manager Works	Infrastructure Services	Project completed	30- Jun-20	
	1.1.3.4	Road works safety improvements on 8.02km section of Bangalow Road,	\$ 180,000.00	Manager Works	Infrastructure Services	Project completed	30- Jun-20	

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Delivery Program	Oper	rational Plan Activity	Capital	Responsibility	Directorate	Measure	Due	DIAP
Action			Program				Date	
		Byron Bay						
	1.1.3.5	Upgrade access ramps and footpaths	\$ 64,700.00	Manager Works	Infrastructure Services	Access ramps and footpaths upgraded, in conjunction with planned capital projects or footpath renewal program, to leverage these works and improve DIAP access for community.	30- Jun-20	ð
	1.1.3.6	Replacement of damaged Kerb and Gutter Shire Wide as per inspection Report	\$ 27,600.00	Manager Works	Infrastructure Services	Program of works completed	30- Jun-20	
	1.1.3.7	Replacement of damaged Footpaths Shire Wide as per inspection Report	\$ 101,400.00	Manager Works	Infrastructure Services	Program of works completed	30- Jun-20	
	1.1.3.8	Renewal of South Arm Bridge	\$ 1,200,800.00	Manager Works	Infrastructure Services	Project completed	30- Jun-20	
	1.1.3.9	Renewal of Byron Creek Bridge	\$ 200,000.00	Manager Works	Infrastructure Services	Project completed	30- Jun-20	
	1.1.3.10	Replace causeway on Repentance Creek Road	\$ 500,000.00	Manager Works	Infrastructure Services	Project completed	30- Jun-20	
	1.1.3.11	Replacement of Upper Wilsons Creek #10 causeway	\$ 325,000.00	Manager Works	Infrastructure Services	Project completed	30- Jun-20	
	1.1.3.12	Replacement of Gittoes Lane Causeway	\$ 325,000.00	Manager Works	Infrastructure Services	Project completed	30- Jun-20	
	1.1.3.13	Replacement of Blackbean Road Causeway	\$ 330,000.00	Manager Works	Infrastructure Services	Project completed	30- Jun-20	
	1.1.3.14	Tweed Valley Way Rural Major Culvert Replacement	\$ 420,000.00	Manager Works	Infrastructure Services	Project completed	30- Jun-20	

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Delivery Program	Oper	ational Plan Activity	Capital	Responsibility	Directorate	Measure	Due	DIAP
Action			Program				Date	
	1.1.3.15	Deliver Left Bank Road Rural	\$ 261,000.00	Manager Works	Infrastructure	Project completed	30-	
		Major Culvert Replacement (17312)			Services		Jun-20	
	1.1.3.16	Deliver bridge renewal on	\$ 400,000.00	Manager Works	Infrastructure	Project completed	30-	
		Main Arm Rd Causeway #7			Services		Jun-20	
	1.1.3.17		\$ 400,000.00	Manager Works	Infrastructure	Project completed	30-	
		Main Arm Rd Causeway #12			Services		Jun-20	
	1.1.3.18	Deliver bridge renewal on	\$ 400,000.00	Manager Works	Infrastructure	Project completed	30-	
		Main Arm Rd Causeway #14			Services		Jun-20	
1.1.4	1.1.4.1	Upgrade Jonson St post	\$ 120,000.00	Manager Works	Infrastructure	Project completed	30-	
Develop road network new		office footpath crossing			Services		Jun-20	
works program in line with								
Community Solutions Panel								
values/principles (SP)								
1.1.5	1.1.5.1	Continue construction of the	\$17,500,000.00	Manager Assets and	Infrastructure	Approved program of work	30-	
Deliver road network new		Byron Bay Bypass		Major Projects	Services	completed	Jun-20	
works program	1.1.5.2	REPAIR Project - Ewingsdale	\$ 310,000.00	Manager Works	Infrastructure	Project completed	30-	
		Road			Services		Jun-20	
1.1.6	1.1.6.1	Review 10 year stormwater		Manager Works	Infrastructure	Plan reviewed annually	28-	
Provide stormwater		levy program			Services		Feb-20	
infrastructure to manage	1.1.6.2	Implement stormwater levy		Manager Works	Infrastructure	Projects completed	30-	
flood mitigation, social and		projects			Services		Jun-20	
environmental outcomes	1.1.6.3	Implement urban drainage		Manager Utilities	Infrastructure	Adopted program implemented into	30-	
		maintenance program			Services	WaterOutlook and reported	Jun-20	
	1.1.6.4	44 Kingsley Lane - Kerb and	\$ 20,000.00	Manager Works	Infrastructure	Project completed	30-	
		Gutter to prevent property			Services		Jun-20	
		flooding at a number of						
		properties						
	1.1.6.5	Design works for drainage	\$ 15,000.00	Manager Works	Infrastructure	Design completed	30-	
		upgrades to 18 Old			Services		Jun-20	

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Delivery Program	Oper	rational Plan Activity	Capital	Responsibility	Directorate	Measure	Due	DIAP
Action			Program				Date	
		Bangalow Road - pipe open						
		drain to reserve						
	1.1.6.6	Design works for drainage	\$ 15,000.00	Manager Works	Infrastructure	Design completed	30-	
		upgrades to South Golden			Services		Jun-20	
		Beach Street Drainage -						
		Pacific Esplanade						
	1.1.6.7	South Golden Beach Street	\$ 150,000.00	Manager Works	Infrastructure	Project completed	30-	
		Drainage Upgrade - Phillip			Services		Jun-20	
		Street						
	1.1.6.8	Design works for drainage	\$ 25,000.00	Manager Works	Infrastructure	Design completed	30-	
		upgrades to 30/32 Rajah			Services		Jun-20	
		Road Overland Flow Path						
	1.1.6.9	Design works for drainage	\$ 25,000.00	Manager Works	Infrastructure	Design completed	30-	
		upgrades to Studal Lane			Services		Jun-20	
	1.1.6.10	Development of Belongil		Manager Works	Infrastructure	Completion of the management	30-	
		Creek Catchment			Services	plan	Jun-20	
		Management Plan						
	1.1.6.11	Extend South Golden Beach	\$ 15,000.00	Manager Works	Infrastructure	Completion of inlet screen works	30-	
		Flood Pump inlet screen			Services		Jun-20	
	1.1.6.12	South Golden Beach Flood	\$ 185,000.00	Manager Works	Infrastructure	Project completed	30-	
		Pump variable speed drive			Services		Jun-20	
		and modifications						

Provide essential services and reliable infrastructure which meet an acceptable community standard



60	mmunity standard						
Delivery Program	Operational Plan Activity	Capital	Responsibility	Directorate	Measure	Due	DIAP
Action		Program				Date	
1.2.1	1.2.1.1 Implement planned		Manager Social and Cultural	Corporate and	>95% completion on planned	30-	
Deliver infrastructure	maintenance program for		Planning	Community	maintenance activities in	Jun-	2
maintenance services in line	building assets that is informed			Services	program; # and list of access	20	Ç"
with Community Solutions	by access requirements				related maintenance completed		
Panel values (SP)	1.2.1.2 Implement planned		Manager Utilities	Infrastructure	>80% completion on planned	30-	
	maintenance program for			Services	maintenance activities in	Jun-	
	water and sewer assets				program	20	
	1.2.1.3 Implement planned		Manager Open Spaces and	Infrastructure	>80% completion on planned	30-	
	maintenance program for		Resource Recovery	Services	maintenance activities in	Jun-	
	resource and recovery				program	20	
	operation assets						
1.2.2	1.2.2.1 Prepare an Open Space Asset		Managers Open Spaces and	Infrastructure	Draft presented to Council for	30-	
Develop infrastructure asset	Management Plan		Resource Recovery, Asset	Services	adoption	Jun-	
renewal and upgrade program			and Major Projects			20	
in line with Community							
Solutions Panel values (SP)							
1.2.3	1.2.3.1 Prepare a new works 10 year		Manager Open Spaces and	Infrastructure	Program adopted	30-	
Develop infrastructure new	program that is aligned to an		Resource Recovery	Services		Jun-	
works program in line with	adopted Recreational Needs					20	
Community Solutions Panel	Assessment and Solutions						
values (SP)	Panel values						
1.2.4	1.2.4.1 Deliver adopted projects from		Manager Open Spaces and	Infrastructure	Beach accessibility program	30-	
Provide active and passive	the beach accessibility		Resource Recovery	Services	completed and ongoing	Jun-	3
recreational Community space	program				maintenance plans established	20	<u> </u>
that is accessible and inclusive					through ongoing consultation		
for all (SP)					with the Access Consultative		
					Working Group		
	1.2.4.2 Develop Public Open Space		Manager Open Spaces and	Infrastructure	Draft Public Open Space	31-	

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Delivery Program	Operational Plan Ac	tivity Capital	Responsibility	Directorate	Measure	Due	DIAP
Action		Program				Date	
	accessibility progran	1	Resource Recovery	Services	accessibility program presented to Council for adoption and ongoing consultation with the Access Consultative Working Group	Dec- 19	ð
	1.2.4.3 Deliver Stage 1 of a Open Space Accessit Program		Manager Open Spaces and Resource Recovery	Infrastructure Services	Projects that meet Public Open Space Accessibility Program Criteria completed and ongoing consultation with the Access Consultative Working Group	30- Jun- 20	ð
	1.2.4.4 Investigate funding opportunities for the development of the Skate Park and Recr	Byron	Place Manager	General Manager Office	Funding secured for future project delivery	30- Jun- 20	
	1.2.4.5 Undertake design wo skate park	s560,000.00 \$560,000.00	Place Manager	General Manager Office	Concept plans developed	30- Jun- 20	
	1.2.4.6 Review beach entry develop action plan	points and	Manager Open Spaces and Resource Recovery	Infrastructure Services	Access points reviewed and action plan developed	30- Jun- 20	
1.2.5 Ensure ongoing maintenance and upgrade of inclusive community buildings and swimming pools (SP)	1.2.5.1 Complete the Open of Asset Management For incorporating Disabiling Inclusion Action Plan	Plan lity	Manager Assets and Major Projects	Infrastructure Services	Complete the Open Space AMP with accessibility assessment	30- Jun- 20	ð
	1.2.5.2 Seek grant opportun the Ocean Shores Co Centre upgrade		Manager Assets and Major Projects	Infrastructure Services	Submit grant applications for this project	30- Jun- 20	

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Action 1.2.5.3 Finalise public land tenure matters for Byron Bay Pool	Delivery Program	Operational Plan Activity	Capital	Responsibility	Directorate	Measure	Due	DIAP
matters for Byron Bay Pool Executive Officer 1.2.5.4 Byron Bay utility Pool improvements 1.2.5.5 Mullumbimby Pool Park Playground renewal 1.2.5.6 Deliver maintenance works programs for inclusive swimming pools 1.2.5.7 Manage Surf Life Saving Contract for patrolled areas 1.2.5.8 Provide in-kind support in preparing a capital project that improves accessibility and long term financial sustainability of the Petria Thomas Pool facility 1.2.6 Deliver maintenance works programs for inclusive summing a capital project that improves accessibility of the Petria Thomas Pool facility 1.2.6 Deliver maintenance works programs for inclusive swirming pools Resource Recovery R	Action		Program				Date	
Executive Officer 1.2.5.4 Byron Bay utility Pool improvements 20 1.2.5.5 Mullumbimby Pool Park Playground renewal 1.2.5.6 Deliver maintenance works programs for inclusive swimming pools 1.2.5.7 Manage Surf Life Saving Contract for patrolled areas 1.2.5.8 Provide in-kind support in preparing a capital project that improves accessibility and long term financial sustainability of the Petria Thomas Pool facility 1.2.6 Deliver maintenance works programs for inclusive swimming pools Executive Officer \$20 Manager Open Spaces and Resource Recovery Manager Open Spaces and Resource Recovery Services Infrastructure Services S		1.2.5.3 Finalise public land tenure		Manager Open Spaces and	General	Crown/Council land boundary	30-	
1.2.5.4 Byron Bay utility Pool improvements \$23,000.00 Manager Open Spaces and Resource Recovery Services Service		matters for Byron Bay Pool		,	Manager Office	adjustment finalised		
improvements Resource Recovery Services Services separated Jun- 20 1.2.5.5 Mullumbimby Pool Park Playground renewal 1.2.5.6 Deliver maintenance works programs for inclusive swimming pools 1.2.5.7 Manage Surf Life Saving Contract for patrolled areas Contract for patrolled areas 1.2.5.8 Provide in-kind support in preparing a capital project that improves accessibility and long term financial sustainability of the Petria Thomas Pool facility 1.2.6 1 Progress Lot 12 Bayshore Seounce Recovery Services Project identified and project plan for improved accessibility Jun- 20 1.2.6 1 Progress Lot 12 Bayshore \$50,000.00 Manager Assets and Major Manager Assets and Major Infrastructure Services Services Services Project identified and project plan for improved accessibility Jun- 20 Infrastructure Project identified and project plan for improved accessibility Jun- 20 Infrastructure Project identified and project plan for improved accessibility Jun- 20 Infrastructure Project identified and project plan for improved accessibility Jun- 20 Infrastructure Program of work completed 30- 30- 30- 30- 30- 30- 30- 30- 30- 30								
1.2.5.5 Mullumbimby Pool Park Playground renewal \$60,000.00 Manager Open Spaces and Resource Recovery Services Project completed 30- Jun- 20 1.2.5.6 Deliver maintenance works programs for inclusive swimming pools Manager Open Spaces and Completed to continue accessibility provisions at both pool locations 1.2.5.7 Manage Surf Life Saving Contract for patrolled areas Resource Recovery Services Services Services Services Services Services Service Project identified and project plan for improved accessibility and long term financial sustainability of the Petria Thomas Pool facility 1.2.6 1.2.6.1 Progress Lot 12 Bayshore \$50,000.00 Manager Assets and Major Infrastructure Program of work completed 30- Infrastructure Program of Work Co			\$23,000.00	• , ,		i i		
1.2.5.5 Mullumbimby Pool Park Playground renewal \$60,000.00 Manager Open Spaces and Resource Recovery Services Project completed 30-Jun-20 1.2.5.6 Deliver maintenance works programs for inclusive swimming pools Services Pervices Services Service Program delivered Services		improvements		Resource Recovery	Services	services separated		
Playground renewal Resource Recovery Services Jun- 20 1.2.5.6 Deliver maintenance works programs for inclusive swimming pools 1.2.5.7 Manage Surf Life Saving Contract for patrolled areas 1.2.5.8 Provide in-kind support in preparing a capital project that improves accessibility and long term financial sustainability of the Petria Thomas Pool facility 1.2.6 1.2.6.1 Progress Lot 12 Bayshore Pasource Recovery Manager Open Spaces and Resource Rec		1 2 5 5 Mullumbimby Pool Park	\$60,000,00	Manager Open Spaces and	Infrastructure	Project completed		
1.2.5.6 Deliver maintenance works programs for inclusive swimming pools 1.2.5.7 Manage Surf Life Saving Contract for patrolled areas 1.2.5.8 Provide in-kind support in preparing a capital project that improves accessibility and long term financial sustainability of the Petria Thomas Pool facility 1.2.6 1.2.6.1 Progress Lot 12 Bayshore \$50,000.00 Manager Assets and Major Infrastructure Program of work completed 30- Infrastructure Services Service Program delivered 30- Jun- 20 Infrastructure Services Project identified and project 30- project identified and project 30- plan for improved accessibility Jun- 20 1.2.6 1.2.6.1 Progress Lot 12 Bayshore \$50,000.00 Manager Assets and Major Infrastructure Program of work completed 30-		,	\$00,000.00			rroject completed		
programs for inclusive swimming pools 1.2.5.7 Manage Surf Life Saving Contract for patrolled areas 1.2.5.8 Provide in-kind support in preparing a capital project that improves accessibility and long term financial sustainability of the Petria Thomas Pool facility 1.2.6 1.2.6.1 Progress Lot 12 Bayshore Resource Recovery Resource Recovery Manager Open Spaces and Infrastructure Services Project identified and project plan for improved accessibility Junical Sustainability of the Petria Thomas Pool facility 1.2.6 1.2.6.1 Progress Lot 12 Bayshore \$50,000.00 Manager Assets and Major Infrastructure Program of work completed 30- 10- 20 11- 11- 12- 13- 13- 14- 14- 15- 15- 16- 16- 17- 18- 18- 18- 18- 18- 18- 18		, 5		, , , , , , , , , , , , , , , , , , , ,				
Swimming pools 1.2.5.7 Manage Surf Life Saving Contract for patrolled areas 1.2.5.8 Provide in-kind support in preparing a capital project that improves accessibility and long term financial sustainability of the Petria Thomas Pool facility 1.2.6 1.2.6.1 Progress Lot 12 Bayshore Manager Open Spaces and Resource Recovery Manager Open Spaces and Resource Project identified and project plan for improved accessibility Jun-20 1.2.6.1 Progress Lot 12 Bayshore \$50,000.00 Manager Assets and Major Infrastructure Program of work completed 30-		1.2.5.6 Deliver maintenance works		Manager Open Spaces and	Infrastructure	>80% maintenance program	30-	
Swimming pools 1.2.5.7 Manage Surf Life Saving Contract for patrolled areas 1.2.5.8 Provide in-kind support in preparing a capital project that improves accessibility and long term financial sustainability of the Petria Thomas Pool facility 1.2.6 1.2.6.1 Progress Lot 12 Bayshore Manager Open Spaces and Resource Recovery Manager Open Spaces and Resource Project identified and project plan for improved accessibility Jun-20 1.2.6.1 Progress Lot 12 Bayshore \$50,000.00 Manager Assets and Major Infrastructure Program of work completed 30-		programs for inclusive		Resource Recovery	Services	completed to continue	Jun-	3
1.2.5.7 Manage Surf Life Saving Contract for patrolled areas 1.2.5.8 Provide in-kind support in preparing a capital project that improves accessibility and long term financial sustainability of the Petria Thomas Pool facility 1.2.6 1 Progress Lot 12 Bayshore \$50,000.00 Manager Assets and Major Infrastructure Program of work completed 30- Infrastructure Services Services Program delivered 30- Services Project identified and project 30- Resource Recovery Services Plan for improved accessibility Jun- 20 1.2.6 1 Progress Lot 12 Bayshore \$50,000.00 Manager Assets and Major Infrastructure Program of work completed 30-		swimming pools				accessibility provisions at both	20	C"
Contract for patrolled areas Resource Recovery Services Jun- 20 1.2.5.8 Provide in-kind support in preparing a capital project that improves accessibility and long term financial sustainability of the Petria Thomas Pool facility 1.2.6 1.2.6.1 Progress Lot 12 Bayshore Resource Recovery Manager Open Spaces and Resource Recovery Services Infrastructure Project identified and project Services plan for improved accessibility Jun- 20 Manager Assets and Major Infrastructure Program of work completed 30- 30- 30- 30- 30- 30- 30- 30- 30- 30						,		
1.2.5.8 Provide in-kind support in preparing a capital project that improves accessibility and long term financial sustainability of the Petria Thomas Pool facility 1.2.6 1 Progress Lot 12 Bayshore \$50,000.00 Manager Assets and Major Infrastructure Project identified and project Services plan for improved accessibility Jun-20 Program of work completed 30-		ž ž		5 , ,		Service program delivered		
1.2.5.8 Provide in-kind support in preparing a capital project that improves accessibility and long term financial sustainability of the Petria Thomas Pool facility 1.2.6 1.2.6.1 Progress Lot 12 Bayshore \$50,000.00 Manager Assets and Major Infrastructure Project identified and project Services Plan for improved accessibility Jun-20 Program of work completed 30-		Contract for patrolled areas		Resource Recovery	Services			
preparing a capital project that improves accessibility and long term financial sustainability of the Petria Thomas Pool facility 1.2.6 1.2.6.1 Progress Lot 12 Bayshore Resource Recovery Services plan for improved accessibility 20 Location plan for improved accessibility Infrastructure Program of work completed 30-		1 2 5 8 Provide in-kind support in		Manager Open Spaces and	Infrastructure	Project identified and project		
improves accessibility and long term financial sustainability of the Petria Thomas Pool facility 1.2.6 1 Progress Lot 12 Bayshore \$50,000.00 Manager Assets and Major Infrastructure Program of work completed 30-								
the Petria Thomas Pool facility 1.2.6 1 Progress Lot 12 Bayshore \$50,000.00 Manager Assets and Major Infrastructure Program of work completed 30-				, , , , , , , , , , , , , , , , , , , ,		,		
1.2.6 1.2.6.1 Progress Lot 12 Bayshore \$50,000.00 Manager Assets and Major Infrastructure Program of work completed 30-		term financial sustainability of						
		the Petria Thomas Pool facility						
Optimise Council's property Drive Byron Bay remediation Projects Services Jun-	1.2.6	1.2.6.1 Progress Lot 12 Bayshore	\$50,000.00	Manager Assets and Major	Infrastructure	Program of work completed	30-	
	Optimise Council's property	Drive Byron Bay remediation		Projects	Services		Jun-	
portfolio (SP) works in accordance with	portfolio (SP)						19	
Byron Arts and Industry		·						
Precinct Plan 1.2.6.2 Lot 102 Depot Relocation \$ 26,000.00 Manager Works Infrastructure Complete the feasibility 30-			¢ 26 000 00	Manager Works	Infractructure	Complete the fearibility	20-	
1.2.6.2 Lot 102 Depot Relocation \$ 26,000.00 Manager Works Infrastructure Complete the feasibility 30- investigation Services assessment Jun-		·	\$ 20,000.00	manager works				
20		anvestigation			SCI VICES	assessifient		

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Delivery Program	Оре	erational Plan Activity	Capital	Responsibility	Directorate	Measure	Due	DIAP
Action			Program				Date	
	1.2.6.3	Purchase of land access for Lot	\$ 195,000.00	Manager Assets and Major	Infrastructure	Land purchase completed	30-	
		4 Mullumbimby		Projects	Services		Jun-	
							20	
	1.2.6.4	Progress the future use of	\$372,900.00	Manager Assets and Major	Infrastructure	Complete a future use plan	30-	
		Fletcher / Lawson Street Byron		Projects	Services		Jun-	
		Bay redevelopment					20	
	1.2.6.5	Manage contracts for operation		Manager Open Spaces and	Infrastructure	Caravan parks operating 365	30-	
		of First Sun and Suffolk Park		Resource Recovery	Services	days	Jun-	
		Caravan Parks					20	
	1.2.6.6	Undertake improvements at	\$ 442,000.00	Manager Open Spaces and	Infrastructure	Completed program of works	30-	
		First Sun Holiday Park		Resource Recovery	Services	for 19/20	Jun-	
							20	
	1.2.6.7	•	\$ 292,000.00	Manager Open Spaces and	Infrastructure	Completed program of works	30-	
		Suffolk Park Holiday Park		Resource Recovery	Services	for 19/20	Jun-	
							20	
	1.2.6.8	Manage leases and contracts at		Manager Open Spaces and	Infrastructure	Achieve 100% of lease income	30-	
		Tyagarah Airfield		Resource Recovery	Services		Jun-	
							20	
	1.2.6.9	Tyagarah Airfield assessment	\$50,000.00	Manager Environmental and	Sustainable	Reported to Council	30-	
		and development		Economic Planning	Environment		Jun-	
	1071	B Barrier Carabar	+ 242 200 00	Disco Manager	and Economy	Dodge by the set of the sectority	20	
1.2.7	1.2.7.1	Byron Bay Town Centre	\$ 342,200.00	Place Manager	General	Budget allocated to priority	30-	
Implement identified projects		Masterplan Projects			Manager	projects from Byron Bay Town	Jun- 20	
of the Byron Bay Town Centre	1272	Develop consent along for the		Diago Managay Managay	Canaval	Centre Masterplan		
Master Plan	1.2.7.2	Develop concept plans for the upgrade of Byron Bay		Place Manager, Manager Open Spaces and Resource	General Manager Office	Adoption of two concept plans	30-	
		foreshore (action from Byron		Recovery, Manager	Manager Office	for the space	Jun- 20	
		Bay Town Centre Masterplan)		Environmental and			20	
		bay Town Centre Masterplan)		Economic Planning, Manager				
				Assets and Major Projects				
				Assets and major projects				

Delivery Program	Оре	erational Plan Activity	Capital	Responsibility	Directorate	Measure	Due	DIAP
Action			Program				Date	
	1.2.7.3	Undertake landscaping works in Byron rail corridor (action from Byron Bay Town Centre Masterplan)		Place Manager, Manager Open Spaces and Resource Recovery, and Executive Officer	General Manager Office	Landscaping works completed within set budget	30- Jun- 20	
	1.2.7.4	Develop concept plans for the future use and management of Butler Street Reserve (action from Byron Bay Town Centre Masterplan)		Place Manager, Manager Open Spaces and Resource Recovery, and Executive Officer	General Manager Office	Adoption of concept plan for the reserve	30- Jun- 20	
	1.2.7.5	Railway Park Precinct development	\$1,300,000.00	Place Manager	General Manager Office	Works completed	30- Jun- 20	
1.2.8 Develop capital upgrades, renewal and enhancements works program for buildings-	1.2.8.1	Consult with user groups to establish user agreements, leases, licenses and Plans of Management		Managers Open Space and Resource Recovery, Utilities, Community Development	Infrastructure Services	At least 6 User agreements reviews/implemented per annum	30- Jun- 20	
including community buildings, public toilets, emergency services, sports club facilities	1.2.8.2	Sporting Infrastructure Renewal (Shire wide)	\$50,000.00	Manager Open Spaces and Resource Recovery	Infrastructure Services	Deliver program	30- Jun- 20	
and Council operations buildings (SP)	1.2.8.3	Develop program of works for Public Toilet improvements	\$132,000.00	Manager Open Spaces and Resource Recovery	Infrastructure Services	Deliver 100% of capital upgrades, renewals, and enhancements that trigger safety and compliance defects	30- Jun- 20	
	1.2.8.4	Internal refurbishment of the Lone Goat Gallery funded through the Stronger Country Communities program	\$106,946.00	Manager Social and Cultural Planning	Infrastructure Services	Capital improvement completed	3- May- 20	
	1.2.8.5	Improve the current space at Mullumbimby War Widow's Cottage for youth activities	\$ 197,000.00	Manager Social and Cultural Planning	Infrastructure Services	Capital improvement completed	1- Jun- 20	

Delivery Program	Оре	erational Plan Activity	Capital	Responsibility	Directorate	Measure	Due	DIAP
Action			Program				Date	
		funded through the Stronger						
		Country Communities program						
	1.2.8.6	Improvements to the	\$59,100.00	Manager Social and Cultural	Infrastructure	Capital improvement completed	9-	
		Machinery Shed at the		Planning	Services		Mar-	
		Mullumbimby Museum					20	
		buildings funded through the						
		Stronger Country Communities						
		program						
	1.2.9.1	Deliver upgrade program for		Manager Open Spaces and	Infrastructure	Yearly program complete.	30-	
		access compliant toilets in		Resource Recovery	Services	# and location of access	Jun-	3
		consultation with Plan of				standards compliant toilets	20	ייט
		Management for each facility						
	1.2.9.2	Review public toilet level of		Managers Open Space and	Infrastructure	Review reported to Council	30-	
		service including disabled		Resource Recovery,	Services		Jun-	2
		accessibility		Manager Utilities			20	ייט

Support, through partnership, a network of integrated sustainable transport options



Delivery Program	Ор	erational Plan Activity		Capital	Responsibility	Directorate	Measure	Due	DIAP
Action			F	Program				Date	
1.3.1	1.3.1.1	Prepare an Integrated Transport	\$	50,000.00	Manager Works	Infrastructure	Plan adopted	30-	
Ensure an integrated and		and Movement Plan (ITMP)				Services		Nov-20	
accessible transport	1.3.1.2	Update key road traffic plans to	\$	154,900.00	Manager Works	Infrastructure	Plans updated	30-Jun-	
network (SP)		manage future traffic demands				Services		20	
	1.3.1.3	Update Bike Plan and Pedestrian			Manager Works	Infrastructure	Plans completed. PAMP provides high	30-Sep-	
		and Access Mobility Plan (PAMP)				Services	level plan and directions for DIAP	20	3
							requirements across the LGA.		Cir
	1.3.1.4	Apply annually to NSW State			Manager Works	Infrastructure	Grant applications submitted annually	30-	
		Government through RMS for				Services		Nov-20	
		Bike Facilities Grants							
	1.3.1.5	Plan and deliver prioritised			Manager Works	Infrastructure	Program of work completed.	30-Jun-	
		Pedestrian and Access Mobility				Services	# and list of accessible facilities	20	3
		Plan (PAMP) facilities					delivered in PAMP		ייט
	1.3.1.6	Support the Byron Bay Bus			Manager Assets and	Infrastructure	Project progressed in accordance with	30-Jun-	
		Interchange in partnership with			Major Projects	Services	approvals	20	
		Transport for NSW							
	1.3.1.7	Install cycle racks at various			Manager Works	Infrastructure	Cycle racks installed	30-Jun-	
		locations in Mullumbimby				Services		20	
	1.3.1.8	Cycleway - Bangalow	\$	530,000.00	Manager Works	Infrastructure	Project completed	30-Jun-	
		Rd/Broken Head Rd				Services		20	
	1.3.1.9	Ewingsdale Road Shared path	\$	90,000.00	Manager Works	Infrastructure	Project completed	30-Jun-	
		from Island Quarry to Bayshore				Services		20	
		Drive							

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1.4	Pro	vide a regular and acc	ceptable w	aste and recyc	ling servic	e		* *
Delivery Program	0	perational Plan Activity	Capital	Responsibility	Directorate	Measure	Due	DIAP
Action			Program				Date	
1.4.1	1.4.1.1	Implement 2019/20 action plan		Manager Open Spaces	Infrastructure	2018/19 action plan program	30-	
Implement Integrated		activities identified in the Waste		and Resource Recovery	Services	implemented	Jun-20	
Waste Management		Management Strategy						
and Resource Recovery								
Strategy								
1.4.2	1.4.2.1	Implement Waste and Resource		Manager Open Spaces	Infrastructure	Contractor KPIs maintained	30-	
Provide waste and		Recovery Collection Contract		and Resource Recovery	Services		Jun-20	
resource recovery		Management Plan						
services								
1.4.3	1.4.3.1	Maintain membership and		Manager Open Spaces	Infrastructure	Membership maintained,	30-	
Participate in regional		participation in the North East		and Resource Recovery	Services	attendance at bi-monthly	Jun-20	
waste management		Waste regional waste management				meetings and participation in		
programs and		group				regional programs		
initiatives	1.4.3.2	Lead the progression of a regional		Manager Open Spaces	Infrastructure	Agreement between NOROC	30-	
		alternative waste treatment facility		and Resource Recovery	Services	Councils to progress to a detailed	Jun-20	
		project				feasibility study for a regional		
						alternative waste to energy		
						treatment facility		
1.4.4	1.4.4.1	Maintain compliance with NSW		Manager Open Spaces	Infrastructure	Compliance with licence	30-	
Ensure facilities and		Environmental Protection Licences		and Resource Recovery	Services	conditions	Jun-20	
services meet statutory		for the Byron Resource Recovery						
requirements		Centre and Myocum Landfill						
	1.4.4.2	Maintain compliance with the NSW		Manager Open Spaces	Infrastructure	Compliance with regulation	30-	
		Protection of the Environment		and Resource Recovery	Services		Jun-20	
		Operations (Waste) Regulation						

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Delivery Program	0	perational Plan Activity	Capital	Responsibility	Directorate	Measure	Due	DIAP
Action			Program				Date	
	1.4.4.3	Maintain compliance with the		Manager Open Spaces	Infrastructure	Delivery of required volume of	30-	
		Federal Government's Emissions		and Resource Recovery	Services	Australian Carbon Credit Units to	Jun-20	
		Reduction Fund contract conditions				meet Emission Reduction Fund		
		for the Myocum Landfill Gas Carbon				Contact requirements		
		Farming Initiative Project						
	1.4.4.4	Development of plans for Myocum	\$ 250,000.00	Manager Open Spaces	Infrastructure	Develop plan for Myocum Quarry	30-	
		Quarry Resource Recovery Facility		and Resource Recovery	Services	Resource Recovery Facility	Jun-20	
	1.4.4.5	Develop Landfill Closure and	\$ 200,000.00	Manager Open Spaces	Infrastructure	Shovel ready plan for landfill	30-	
		Integrated Water Management		and Resource Recovery	Services	closure	Jun-20	
		Plan						
	1.4.4.6	Upgrade of public dog-poop bag	\$ 35,000.00	Manager Open Spaces	Infrastructure	New dispensers installed at	30-	
		dispenser network		and Resource Recovery	Services	strategic locations across the	Jun-20	
						Shire		
	1.4.4.7	New toilet and office amenities at	\$ 75,000.00	Manager Open Spaces	Infrastructure	Project completed	30-	
		the BRRC		and Resource Recovery	Services		Jun-20	
	1.4.4.8	Dingo Lane, Myocum Solar Farm	\$ 465,000.00	Manager Open Spaces	Infrastructure	Project completed	30-	
		Project		and Resource Recovery	Services		Jun-20	

Provide continuous urban water and sewerage services within the Shire



1.5									
Delivery Program Action	Operational Plan Activity			Capital	Responsibility	Directorate	Measure	Due	DIAP
				Program				Date	
1.5.1	1.5.1.1	Energy Efficiency Improvements	\$	250,000.00	Manager Utilities	Infrastructure	Expansion completed	30-	
Increase the energy efficiency of						Services		Jun-20	
Sewerage treatment Plants									
1.5.2	1.5.2.1	Monitor and compile annual			Manager Utilities	Infrastructure	Annual EPA returns submitted,	30-	
Ensure Wastewater Treatment		licence returns				Services	overall exceedances <5%	Jun-20	
Plants are maintained in	1.5.2.2	Upgrade to the Sewer Pump	\$	255,000.00	Manager Utilities	Infrastructure	Project completed	30-	
accordance with operating		Station SPS3005 rising main				Services		Jun-20	
licences	1.5.2.3	Byron Bay Sewer Pump Station	\$	144,500.00	Manager Utilities	Infrastructure	Project completed	30-	
		Renewal				Services		Jun-20	
	1.5.2.4	South Byron Sewerage	\$	1,139,900.00	Manager Assets	Infrastructure	Complete remediation and	30-	
		Treatment Plant Remediation			and Major Projects	Services	achieve auditor signoff	Jun-20	
	1.5.2.5	Upgrade to Butler Street Sewer	\$	253,500.00	Manager Utilities	Infrastructure	Project completed	30-	
		Pump Station SPS3003 rising				Services		Jun-20	
		main							
	1.5.2.6	Trial of chemical dosing to	\$	200,000.00	Manager Utilities	Infrastructure	Project completed	30-	
		alleviate odour from the sewer				Services		Jun-20	
		network							
	1.5.2.7	South Byron Sewerage	\$	126,300.00	Manager Assets	Infrastructure	Finalise a preferred future use	30-	
		Treatment Plant future use			and Major Projects	Services	option	Jun-20	
_		options							
	1.5.2.8	Brunswick Valley Sewerage	\$	46,800.00	Manager Utilities	Infrastructure	Complete assessment	30-	
_		Treatment Plan Renewals				Services		Jun-20	
	1.5.2.9	Brunswick Heads Sewerage	\$	164,100.00	Manager Assets	Infrastructure	Complete the decontamination	30-	
		Treatment Plant			and Major Projects	Services	and achieve auditor sign off	Jun-20	
		decontamination works							
	1.5.2.10	Brunswick Heads Pipeline -	\$	154,000.00	Manager Utilities	Infrastructure	Complete assessment	30-	
		Renewal				Services		Jun-20	
	1.5.2.11	Brunswick Heads SPS - Renewal	\$	65,000.00	Manager Utilities	Infrastructure	Complete assessment	30-	

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Delivery Program Action	Operational Plan Activity		Capital		Responsibility	Directorate	Measure	Due	DIAP
			1	Program				Date	
						Services		Jun-20	
	1.5.2.12	Mullumbimby STP Site	\$	1,846,200.00	Manager Assets	Infrastructure	Complete remediation of site	30-	
		Remediation			and Major Projects	Services		Jun-20	
	1.5.2.13	Mullumbimby Pipeline - Renewal	\$	51,000.00	Manager Utilities	Infrastructure	Complete assessment	30-	
						Services		Jun-20	
	1.5.2.14	Mullumbimby SPS - Renewal	\$	170,000.00	Manager Utilities	Infrastructure	Complete assessment	30-	
						Services		Jun-20	
	1.5.2.15	Deliver the Mullumbimby	\$	500,000.00	Manager Utilities	Infrastructure	In accordance with project	30-	
		Inflow/Infiltration Reduction				Services	schedule with continual	Jun-20	
		program					reporting to relevant		
							committee		
	1.5.2.16	SPS4001 rising main upgrade	\$	250,000.00	Manager Utilities	Infrastructure	Project completed	30-	
						Services		Jun-20	
	1.5.2.17	Deliver the inflow and	\$	500,000.00	Manager Utilities	Infrastructure	In accordance with project	30-	
		infiltration reduction program				Services	schedule with continual	Jun-20	
		for the rest of the Shire					reporting to relevant		
							committee		
1.5.3	1.5.3.1	Undertake annual review			Manager Utilities	Infrastructure	Drinking Water Management	31-	
Ensure Water Supply is		Drinking Water Management				Services	Plan reviewed and available on	Mar-20	
maintained in accordance with		Plan and associated					website		
NSW Health guidelines		performance							
	1.5.3.2	Mullumbimby water supply	\$	500,000.00	Manager Utilities	Infrastructure	50% of investigation	30-	
		security investigations and				Services	completed	Jun-20	
		upgrade							
	1.5.3.3	Upgrade to Palmer Avenue	\$	50,000.00	Manager Utilities	Infrastructure	Project completed	30-	
		pump station cross connection				Services		Jun-20	
		in Ocean Shores							
	1.5.3.4	Ocean Shores pipeline renewal	\$	250,000.00	Manager Utilities	Infrastructure	Project completed	30-	
		works				Services		Jun-20	
	1.5.3.5	Replace roof at Watego	\$	187,100.00	Manager Utilities	Infrastructure	Project completed	30-	

Delivery Program Action	Ор	erational Plan Activity	Capital	Responsibility	Directorate	Measure	Due	DIAP
			Program				Date	
		Reservoir			Services		Jun-20	
	1.5.3.6	Paterson Street Reservoir Roof	\$ 203,000.00	Manager Utilities	Infrastructure	Project completed	30-	
		Replacement			Services		Jun-20	
	1.5.3.7	Undertake works on the Byron	\$ 260,000.00	Manager Utilities	Infrastructure	Project completed	30-	
		Bypass cross connection			Services		Jun-20	
	1.5.3.8	Implementation of Smart	\$ 100,000.00	Manager Utilities	Infrastructure	Commencement of installation	30-	
		Metering for water services			Services	in key areas	Jun-20	
	1.5.3.9	Deliver the Meter Replacement	\$ 20,000.00	Manager Utilities	Infrastructure	Implement the meter	30-	
		Program			Services	replacement program	Jun-20	
1.5.4	1.5.4.1	Remediate and integrate future		Manager Assets	Infrastructure	Complete remediation and	30-	
Implement the Water and		use of South Byron Sewage		and Major Projects	Services	progress a future use option	Jun-20	
Sewerage Strategic Business		Treatment Plant (STP)						
Plan	1.5.4.1	Remediate and integrate future		Manager Assets	Infrastructure	Complete remediation and	30-	
		use of South Byron Sewage		and Major Projects	Services	progress a future use option	Jun-20	
		Treatment Plant (STP)						
1.5.5								
Ensure strategic infrastructure								
planning documents are in line								
with Community Solutions Panel								
values (SP)								
1.5.6	1.5.6.1	Deliver the Effluent Reuse	\$ 1,500,000.00	Manager Utilities	Infrastructure	Deliver 50% of the	30-	
Protect and enhance our natural		management plan strategy			Services	commitments within the plan	Jun-20	
environment and biodiversity		commitments						

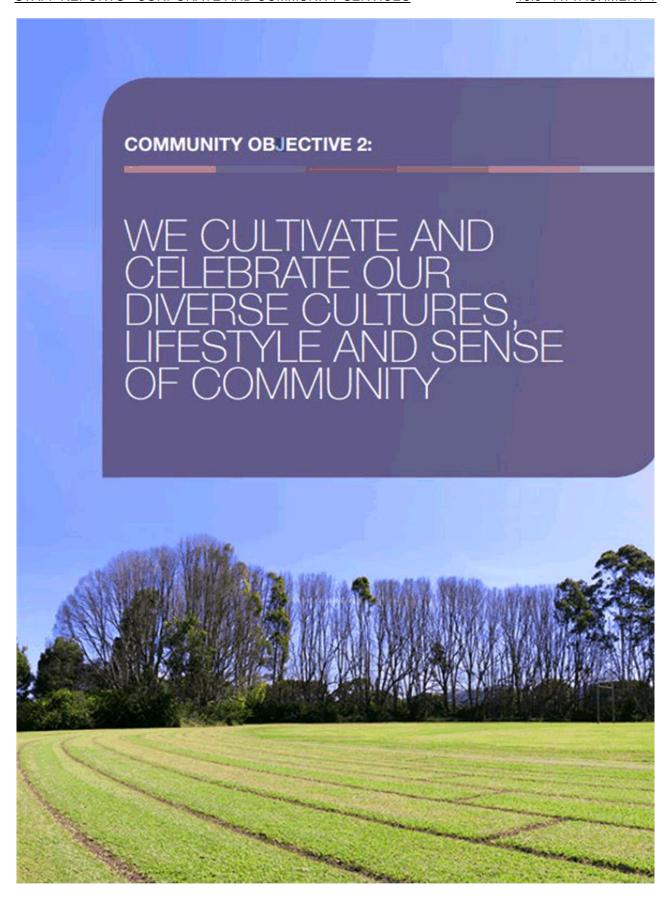
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Manage traffic and parking in an efficient manner



1.0							-	•
Delivery Program	Opera	tional Plan Activity	Capital	Responsibility	Directorate	Measure	Due	DIAP
Action			Program				Date	
1.6.1	1.6.1.1 Imp	lement Parking Management		Manager Works	Infrastructure	Program of work	30-	
Implement review of parking	Stra	tegies for:			Services	completed; # and list of	Jun-20	3
management	- Ba	ngalow				accessible parking facilities		C"
	- Be	longil				implemented		
	- Mu	ıllumbimby						
	- Br	unswick Heads						
	inco	rporating accessible parking						
	requ	irements based on						
	com	munity need (which may						
	exce	eed legislative requirements)						
1.6.2								
Ensure future traffic demand								
and alternative solutions are								
addressed in major								
infrastructure plans								
1.6.3	1.6.3.1 Adv	ocate for improved public		Manager Works	Infrastructure	Submission to TfNSW to	30-	
Ensure new infrastructure is	tran	sport across the Shire			Services	support increased services	Jun-20	
planned and funded to meet						for the Byron Community,		
the needs of the current and						as appropriate		
future population (SP)	1.6.3.2 Rep	ort on pilot car share program		Manager Environmental	Sustainable	Report complete	30-	
	outo	comes for Byron Bay		and Economic Planning	Environment and		Jun-20	
					Economy			
	1.6.3.3 Reco	onstruction works on	\$	Manager Works	Infrastructure	Works completed	30-	
	Sett	lement Road	200,000.00		Services		Jun-20	
1.6.4	1.6.4.1 Con	tinued reporting of traffic		Manager Works	Infrastructure	Coordination of regular LTC	30-	
Improve effectiveness of Local	mat	ters through the Local Traffic			Services	meetings	Jun-20	
Traffic Committee	Com	nmittee						

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Support range of existing, emerging and major events



• -								
Delivery Program	Ор	erational Plan Activity	Capital	Responsibility	Directorate	Measure	Due	DIAP
Action			Program				Date	
2.1.1	2.1.1.1	Support inclusive community		Manager Social and	Corporate and	5 inclusive events supported,	30-	
Support a range of inclusive		events		Cultural Planning	Community	including Survival Day, NAIDOC	Jun-20	3
events that encourage broad					Services	Week, Youth Week, Seniors		C)
community participation and						Festival, and Harmony Day		
promote social inclusion	2.1.1.2	Provide support to the		Manager Works	Infrastructure	Support provided through use of	30-	
		Mullumbimby Chamber of			Services	Council trucks and staff	Jun-19	
		Commerce for drought relief				volunteered time		
2.1.2	2.1.2.1	Develop and implement		Manager Social and	Corporate and	Organisational volunteering	30-	
Provide meaningful and		strategies for effective and		Cultural Planning	Community	benchmark established;	Jun-20	2
inclusive opportunities for		inclusive volunteer engagement			Services	inclusion strategies incorporated		Çı
volunteering		in Council projects				into framework		
	2.1.2.2	Continue to support capacity		Manager Social and	Corporate and	Capacity building opportunity	30-	
		building for existing volunteers		Cultural Planning	Community	delivered	Jun-20	
					Services			
2.1.3	2.1.3.1	Implement Public Art Strategy		Manager Social and	Corporate and	Public art guidelines reviewed;	30-	
Enhance opportunities for				Cultural Planning	Community	Conservation and maintenance	Jun-20	
interaction with art in public					Services	program initiated		
spaces	2.1.3.2	Develop Arts and Cultural Policy		Manager Social and	Corporate and	Policy developed in consultation	28-	
				Cultural Planning	Community	with key arts and cultural	Feb-20	
					Services	providers		
2.1.4	2.1.4.1	Support cultural restoration		Manager Social and	Corporate and	1 cultural restoration project	30-	
Support Aboriginal cultural		projects, events and		Cultural Planning	Community	delivered	Jun-20	
vibrancy within the Shire		celebrations			Services			
	2.1.4.2	Support opportunities for		Manager Social and	Corporate and	1 project delivered	30-	
		Aboriginal cultural expression		Cultural Planning	Community		Jun-20	
					Services			

Delivery Program	Ор	erational Plan Activity	Capital	Responsibility	Directorate	Measure	Due	DIAP
Action			Program				Date	
	2.1.4.3	Review Arakwal MoU 2013-2018		Manager Social and	Corporate and	Arakwal MOU reviewed; new	30-	
		and develop new partnership		Cultural Planning	Community	partnership agreement	Jun-20	
		agreement with Arakwal			Services	developed		
2.1.5	2.1.5.1	Support identification of		Manager Social and	Corporate and	Local multicultural priorities	30-	
Develop and maintain		multicultural community		Cultural Planning	Community	identified	Jun-20	
collaborative relationships		priorities			Services			
with multicultural								
communities								
2.1.6	2.1.6.1	Formalise relationships with		Manager Social and	Corporate and	Effective consultation model	30-	
Develop strong and productive		identified stakeholder groups in		Cultural Planning	Community	identified and implemented	Jun-20	
relationships between the		the Shire and undertake			Services			
Aboriginal community and		appropriate, meaningful						
Council		consultation						
2.1.7	2.1.7.1	Continue to support event		Manager Environmental	Sustainable	Deliver workshops on subjects	30-	
Support range of existing,		organisers in the delivery of a		and Economic Planning	Environment and	such as event planning,	Jun-20	
emerging and major events		range of events			Economy	sustainable event and grant		
						writing		
	2.1.7.2	Deliver event and festivals		Manager Environmental	Sustainable	Report to Council on annual	30-	
		annual sponsorship program		and Economic Planning	Environment and	sponsorship program	Jun-20	
					Economy			
	2.1.7.3	Administer licences for		Manager Environmental	Sustainable	Report quarterly statistics	30-	
		weddings, events, activities and		and Economic Planning	Environment and		Jun-20	
		filming on council and crown			Economy			
		land						
	2.1.7.4	Investigate electronic event and		Manager Environmental	Sustainable	Report on investigation	30-	
		festival application referral and		and Economic Planning	Environment and		Jun-20	
		management system			Economy			
	2.1.7.5	Commence preparation of a		Manager Environmental	Sustainable	Online events toolkit prepared	30-	
		Sustainable Events Toolkit		and Economic Planning	Environment and	and trialled	Jun-20	
					Economy			

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2.2 Support access to a wide range of services and activities that contribute to the wellbeing of all members of the Byron Shire community



Delivery Program	Оре	erational Plan Activity	Capital	Responsibility	Directorate	Measure	Due	DIAP
Action			Program				Date	
2.2.1	2.2.1.1	Support local and regional		Manager Social and	Corporate and	Increased sector network strength	30-	
Develop and maintain		network development to		Cultural Planning	Community		Jun-20	3
collaborative relationships		improve collaboration and			Services			Cir
with government, sector		inclusion						
and community	2.2.1.2	Participate in and inform		Manager Social and	Corporate and	Participate in community planning	30-	
		community planning		Cultural Planning	Community	events and activities (4), including	Jun-20	
					Services	consultation with Aboriginal community		
						to identify, prioritise and plan for unmet		
						need		
2.2.2	2.2.2.1	Improve direct service		Manager Social and	Corporate and	Children's' Services sector review	30-	
Support and facilitate		provision and sector		Cultural Planning	Community	completed; # and list of access and	Jun-20	3
accessible, high quality		development to provide quality			Services	inclusion related improvements to early		C"
early childhood education		accredited early childhood				childhood education and activities		
and activities		education						
	2.2.2.2	Support children with		Manager Social and	Corporate and	Inclusion Support Program funding	30-	
		additional needs to learn and		Cultural Planning	Community	promoted and accessed by families of	Jun-20	2
		participate alongside their			Services	children with additional needs		Cir
		peers						
	2.2.2.3	Delivery of 1 child care sector		Manager Social and	Corporate and	1 workshop delivered	30-	
		capacity building workshop		Cultural Planning	Community		Jun-20	
					Services			

2.3

Provide accessible, local community spaces and facilities



2.0								* '
Delivery Program		Operational Plan Activity	Capital	Responsibility	Directorate	Measure	Due	DIA
Action			Program				Date	
2.3.1	2.3.1.1	Partner with Access Consultative		Manager Social and	Corporate and	Effective DIAP reporting	30-	
Increase accessibility of		Working Group to implement disability		Cultural Planning	Community	mechanisms implemented;	Jun-20	3
facilities		inclusion action planning priorities			Services	# and list of access and		C
						inclusion planning priorities		
						developed		
2.3.2	2.3.2.1	Develop and implement building		Manager Social and	Corporate and	5 year works schedule	30-	
Support effective management		maintenance and major work schedule		Cultural Planning	Community	developed; # and list of	Jun-20	3
of community buildings (SP)		for community buildings that is informed			Services	access items on building		C"
		by access requirements				and maintenance schedule		
	2.3.2.2	Establish administrative arrangements		Place Manager	General Manager	Framework in place	30-	
		for the former Byron Hospital site					Jun-20	
	2.3.2.3	Undertake remediation and preliminary		Place Manager	General Manager	Preliminary works	30-	
		works for the former Byron Hospital site				completed	Jun-20	
2.3.3	2.3.3.1	Develop Richmond Tweed Regional		Manager Social and	Corporate and	Service level agreement	30-	
Provide high quality library		Service Level Agreements		Cultural Planning	Community	delivered	Jun-20	
services (SP)					Services			
	2.3.3.2	Local priorities grant to be negotiated	\$ 30,000.00	Manager Social and	Corporate and	Improved community	30-	
		with Richmond Tweed Regional Libraries		Cultural Planning	Community	access to library resources	Jun-20	
		in Q1			Services			
2.3.4	2.3.4.1	Audit water and energy efficiency of		Manager Utilities	Infrastructure	Audit complete	30-	
Provide council buildings which		Council buildings and prepare develop			Services	Proposal Reported to	Jun-20	
are water and energy efficient		associated programs for improvement				Council for approval		
2.3.5	2.3.5.1	Plan and deliver Open Space		Manager Open	Infrastructure	Annual Program of works	30-	
Maintain Public Open space in		maintenance programs		Spaces and	Services	completed within budget	Jun-20	
a safe and efficient way that				Resource Recovery				
provides for both active and	2.3.5.2	Enhance beach safety at Tyagarah		Manager Open	Infrastructure	Continued involvement in	30-	
passive recreation (SP)		Reserve through a number of initiatives		Spaces and	Services	achieving safe beaches	Jun-20	
		including monitoring and maintenance of		Resource Recovery				

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Delivery Program		Operational Plan Activity	Capital	Responsibility	Directorate	Measure	Due	DIAP
Action			Program				Date	
		cameras and signage						
	2.3.5.3	Ongoing support for the Byron Safe		Manager Open	Infrastructure	Committee established	30-	
		Beaches committee		Spaces and	Services		Jun-20	
				Resource Recovery				
	2.3.5.4	Review Public Sun Protection Policy		Manager Open	Infrastructure	Revised policy reported to	30-	
		consistent with Open Space and		Spaces and	Services	Council	Jun-20	
		Recreation Plan		Resource Recovery				
	2.3.5.5	Manage contracts for operation of Byron		Manager Open	Infrastructure	Pools operating during	30-	
		Bay and Mullumbimby Swimming Pools		Spaces and	Services	swim season and	Jun-20	
				Resource Recovery		maintained within adopted		
						budget		
	2.3.5.6	Carry out maintenance inspections of		Manager Open	Infrastructure	100% of inspections	30-	
		Tyagarah Airfield in accordance with		Spaces and	Services	conducted in accordance	Jun-20	
		program		Resource Recovery		with adopted program		
	2.3.5.7	Undertake daily safety inspections at		Manager Open	Infrastructure	Open and closed	30-	
		Tyagarah Airfield		Spaces and	Services	accordingly	Jun-20	
				Resource Recovery				
2.3.6	2.3.6.1	Review Plan of Management for		Manager Open	Infrastructure	Draft plan reported to	30-	
Ensure Shire wide assessment		Bangalow Sports Fields		Spaces and	Services	Council	Jun-20	
of the current and future				Resource Recovery				
needs of the community for	2.3.6.2	Inspections of playgrounds cyclically		Manager Open	Infrastructure	100% of inspections	30-	
active and passive recreation		conducted and any identified safety		Spaces and	Services	conducted in accordance	Jun-20	
is integrated into Open Space		matters addressed		Resource Recovery		with inspection program		
works programs (SP)	2.3.6.3	Renewal of playground equipment (Shire	\$25,000.00	Manager Open	Infrastructure	Completed within budget	30-	
		wide - emergent)		Spaces and	Services		Jun-20	
				Resource Recovery				
2.3.7	2.3.7.1	Operate Cavanbah Centre and sports		Manager Open	Infrastructure	Improved Financial Position	30-	
Deliver Open Space and		fields		Spaces and	Services	and increase use of the	Jun-20	
Recreational services in line				Resource Recovery		Cavanbah Centre		

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Action with Community Solutions Panel values (SP)	2.3.7.2	Installation of 4 x Grandstands 5 Tiers - 50-60 adult capacity for each - including	Program \$48,900.00				Date	
,	2.3.7.2		\$48,900,00				Date	
Panel values (SP)		EO CO adult conscitutos anala includina	φ 10,500.00	Manager Open	Infrastructure	Grandstands completed	30-	
		50-60 addit capacity for each - including		Spaces and	Services		Jun-20	
		concrete slabs and Shelter at the		Resource Recovery				
		Cavanbah Centre						
2	2.3.7.3	Byron Bay town centre renewals -	\$61,400.00	Manager Open	Infrastructure	Adopted by Council	31-	
		Landscape/Precinct Plan		Spaces and	Services		Dec-	
				Resource Recovery			19	
2	2.3.7.4	Turf and Infrastructural Renewals at	\$ 75,000.00	Manager Open	Infrastructure	Program delivered	30-	
		Apex Park/Clarkes		Spaces and	Services		Jun-20	
				Resource Recovery				
7	2.3.7.5	Gaggin Park Playground works	\$130,000.00	Manager Open	Infrastructure	Program delivered	30-	
				Spaces and	Services		Jun-20	
				Resource Recovery				
7	2.3.7.6	Renewal of playground next to rotunda	\$75,000.00	Manager Open	Infrastructure	Program delivered	30-	
		at Bangalow Weir Playground		Spaces and	Services		Jun-20	
				Resource Recovery				
7	2.3.7.7	Upgrade of Shara Blvd Sports Grounds	\$ 75,000.00	Manager Open	Infrastructure	Project completed	30-	
		Irrigation		Spaces and	Services		Jun-20	
				Resource Recovery				
	2.3.7.8	Renewal of equipment at Tom Kendal	\$60,000.00	Manager Open	Infrastructure	Project completed	30-	
		Playground		Spaces and	Services		Jun-20	
				Resource Recovery				
7	2.3.7.9	Upgrade of existing Federal Park facilities	\$40,000.00	Manager Open	Infrastructure	Project completed	30-	
		/ amenities		Spaces and	Services		Jun-20	
				Resource Recovery				
2	2.3.7.10	Mullumbimby Gateway repair and	\$ 85,400.00	Manager Open	Infrastructure	Project completed	30-	
		renewal through SCCF funding		Spaces and	Services		Jun-20	
				Resource Recovery				
2	2.3.7.11	Amenities Building, Eureka Rec Reserve	\$75,900.00	Manager Open	Infrastructure	Project completed	30-	
		through SCCF funding		Spaces and	Services		Jun-20	

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Delivery Program		Operational Plan Activity	Capital	Responsibility	Directorate	Measure	Due	DIAP
Action			Program				Date	
				Resource Recovery				
	2.3.7.12	Develop agreement on service levels for		Manager Open	Infrastructure	Project completed	30-	
		cleansing, infrastructure maintenance		Spaces and	Services		Jun-20	
		and green space maintenance within the		Resource Recovery				
		Byron Township						
	2.3.7.13	Operate and maintain Shire's cemeteries		Manager Open	Infrastructure	Managed within budget	30-	
				Spaces and	Services		Jun-20	
				Resource Recovery				
	2.3.7.14	Deliver adopted infrastructure within the		Manager Open	Infrastructure	40% of capital items	30-	
		Suffolk Park Recreation Ground		Spaces and	Services	complete	Jun-20	
				Resource Recovery				
2.3.8	2.3.8.1	Progress outstanding responses to		Manager Open	Infrastructure	No outstanding Council	30-	
Meet requirements for the		applications to Minister for initial		Spaces and	Services	actions	Jun-20	
transition of management of		classification and categorisation of		Resource Recovery				
Crown Land to Council under		applicable reserves and one-off		and Executive				
the Crown Lands Management		applications		Officer				
Act 2018	2.3.8.2	Develop Plans of Management for Crown		Manager Open	Infrastructure	Crown Lands Generic Plans	30-	
		Reserves in accordance with		Spaces and	Services	of Management endorsed	Jun-20	
		prioritisation plan		Resource Recovery		by Council		
				and Executive				
				Officer				
	2.3.8.3	Meet Crown Lands reporting and funding		Executive Officer	General Manager	100% compliance	30-	
		requirements			Office		Nov-	
							19	
	2.3.8.4	Work with Federal Community		Executive Officer	General Manager	Crown Lands	30-	
		proponents and Crown Lands to progress			Office	determinations on	Jun-20	
		transition of Reserve R95471 in a				applications received.		
		manner that could allow future use for						
		affordable housing						

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2.4

Enhance community safety and amenity while respecting our shared values



Delivery Program	Оре	erational Plan Activity	Capital	Responsibility	Directorate	Measure	Due	DIAP
Action			Program				Date	
2.4.1	2.4.1.1	Develop Byron Shire flood	\$250,000.00	Manager Works	Infrastructure	System implemented	30-	
Provide and facilitate		warning network			Services		Jun-20	
local emergency	2.4.1.2	Attend TBLEMC and Regional		Manager Works, Local Emergency	Infrastructure	Attend meetings as	30-	
management		Emergency Management		Management Officer	Services	scheduled	Jun-20	
		Committee (REMC) meetings						
	2.4.1.3	Undertake exercises of EMP		Manager Works, Local Emergency	Infrastructure	Attend exercises as	30-	
		and CMG's as decided by		Management Officer	Services	scheduled	Jun-20	
	2444	TBLEMC Ensure sufficient staff are		Managar Wada Biratar	Tofus about the con-	Chaff and assilians	30-	
	2.4.1.4			Manager Works, Director	Infrastructure	Staff and positions		
		trained to undertake EM roles in and outside business hours		Infrastructure Services	Services	identified and training completed	Jun-20	
		in and outside business nours				completed		
	2.4.1.5	Deploy technology to improve		Manager Works	Infrastructure	Capability improved	30-	
		disaster response and			Services		Jun-20	
		recovery by preparing field						
		devices and staff trained in						
		readiness to respond to a						
		natural disaster						
	2.4.1.6	Administer the Community		Manager Social and Cultural Planning	Corporate and	2 Community Resilience	30-	
		Resilience Network			Community	Network Meetings	Jun-20	
					Services			
	2.4.1.7	Develop and test a prototype		Media and Communications	General Manager	Emergency dashboard	30-	
		of an Emergency Dashboard		Coordinator		prototype developed	Jun-20	
		using the Open Cities CMS						
2.4.2	2.4.2.1	platform Implement Council's Safe		Manager Social and Cultural Planning	Corporate and	1 Safe Community	30-	
Support community	2.4.2.1	Community Compact		manager Social and Cultural Planning	Community	Compact project delivered	Jun-20	
driven safety initiatives		community compact			Services	compact project delivered	Juli-20	
anvert safety initiatives	2.4.2.2	Support peak season		Manager Social and Cultural	Corporate and	NYE safety response	31-	
	2.7.2.2	Support peak season		Flanager Social and Cultural	corporate and	1112 Safety response	J1	

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Delivery Program	Оре	rational Plan Activity	Capital	Responsibility	Directorate	Measure	Due	DIAP
Action			Program				Date	
		community safety initiatives		Planning, Manager Works, Manager Utilities, Manager Open Spaces and Resource Recovery and Manager Environmental and Economic Planning	Community Services	delivered	Mar- 20	
	2.4.2.3	Support harm minimization initiative		Manager Social and Cultural Planning, Manager Works, Manager Utilities, Manager Open Spaces and Resource Recovery and Manager Environmental and Economic Planning	Corporate and Community Services	Young people supported via Street Cruise; support for Schoolies response	30- Jun-20	
	2.4.2.4	Review and redraft the existing Safer Community Compact to identify local community safety priorities		Manager Social and Cultural Planning	Corporate and Community Services	Review completed	30- Jun-20	
2.4.3 Enhance public safety, health and liveability through the use of council's regulatory controls and services	2.4.3.1	Monitor, investigate and resolve complaints in relation to community safety, land use and the environment		Business Support and Community Enforcement Program Leader	sustainable Environment and Economy	100% response to Very High Compliance Priorities identified in the Compliance Priority Program 80% customer service requests completed	30- Jun-20	
	2.4.3.2	Undertake camping patrols throughout the Shire		Business Support and Community Enforcement Program Leader	sustainable Environment and Economy	Parking patrols undertaken and staffing maintained to provide adequate resourcing	30- Jun-20	
	2.4.3.3	Undertake proactive patrols of community parks and open spaces to monitor safe use by		Business Support and Community Enforcement Program Leader	sustainable Environment and Economy	Patrols of community parks and open spaces undertaken (4/weekly)	30- Jun-20	

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Delivery Program	Operational Plan Activity	Capital	Responsibility	Directorate	Measure	Due	DIAP
Action		Program				Date	
	dogs and their owners						
	2.4.3.4 Provide ongoing information and education to the public regarding companion animals		Business Support and Community Enforcement Program Leader	sustainable Environment and Economy	Council's website and media updated to include education, functionality, and information to	30- Jun-20	
					promote responsible pet ownership		
	2.4.3.5 Deliver annual RSPCA education program to local schools		Business Support and Community Enforcement Program Leader	Sustainable Environment and Economy	Program delivered to schools within the Shire	30- Jun-20	
	2.4.3.6 Undertake regular and frequent parking patrols to increase availability and turnover in the Town and Village centres		Business Support and Community Enforcement Program Leader	Sustainable Environment and Economy	Parking patrols undertaken and staffing maintained to provide 7 day/week coverage and increased to suit peak periods 80% customer service requests completed	30- Jun-20	
	2.4.3.7 Monitor, investigate and resolve complaints in relation to public and environmental health		Manager Sustainable Development	Sustainable Environment and Economy	Inspections completed compliance (>90%) Customer service requests Attended to within response times (>85%) Liquor license applications attended to within response times (>80%)	30- Jun-19	
	2.4.3.8 Undertake regular inspections of food premises to improve and maintain a high level of hygiene and food safety		Manager Sustainable Development	Sustainable Environment and Economy	Inspections completed compliance (>90%)	30- Jun-19	

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Delivery Program	Оре	rational Plan Activity	Capital	Responsibility	Directorate	Measure	Due	DIAP
Action			Program				Date	
	2.4.3.9	Undertake regular on-site		Manager Sustainable Development	Sustainable	Inspections completed	30-	
		sewage management			Environment and	compliance (>90%)	Jun-19	
		inspections to ensure the			Economy	Mean determination		
		protection of the community				approval time (<60days)		
		and environment						
	2.4.3.10	Deliver environmental and		Manager Sustainable Development	Sustainable	Programs completed (2)	30-	
		public health education			Environment and		Jun-19	
		programs to the community			Economy			
	2.4.3.11	Install native animal		Manager Works	Infrastructure	Signs purchased and	30-	
		awareness signs			Services	installed	Jun-19	
	2.4.3.12	Monitor and manage public		Manager Sustainable Development	Sustainable	Programs completed (2)	30-	
		and environmental health			Environment and	Inspections completed	Jun-20	
		through a range of proactive			Economy	compliance (90%)		
		inspections and surveillance						
		programs						

Encourage community appreciation of cultural vitality and diversity



2.5								•
Delivery Program Action	Оре	rational Plan Activity	Capital	Responsibility	Directorate	Measure	Due	DIAP
			Program				Date	
2.5.1	2.5.1.1	Initiate planning for Cultural		Manager Social and Cultural	Corporate and	Define scope and	30-	
Ensure Aboriginal and other		Heritage predictive mapping		Planning and Manager	Community	options to progress	Jun-20	
cultural heritage management		for integration into business		Environmental and Economic	Services			
reflects legislative requirements		activities		Planning				
as well as community								
expectations and values								
2.5.2	2.5.2.1	Administer the Heritage		Manager Sustainable	Sustainable	4 Meetings held	30-	
Recognise and support the		Advisory Panel		Development	Environment and		Jun-19	
heritage of Byron Shire					Economy			
	2.5.2.2	Administer Council's Heritage		Manager Sustainable	Sustainable	Program complete to	30-	
		Advisor and Heritage		Development	Environment and	meet grant	Jun-19	
		Projects Funds			Economy	requirements		
	2.5.2.3	Provide a free Heritage		Manager Sustainable	Sustainable	Level of service use	30-	
		Advisory Service to the		Development	Environment and	(referrals and advice	Jun-19	
		community			Economy	>10) (events and		
						forums >2)		



Partner to protect and enhance our biodiversity, ecosystems and ecology



3.1								
Delivery Program	_ c	Operational Plan Activity	Capital	Responsibility	Directorate	Measure	Due	DIAP
Action			Program				Date	
3.1.1	3.1.1.1	Continue to undertake the		Manager	Sustainable	Review completed	30-	
Protect and enhance our		Biodiversity Conservation Strategy		Environmental and	Environment and		Apr-20	
natural environment and		review		Economic Planning	Economy			
biodiversity	3.1.1.2	Revise Wildlife Corridor Mapping		Manager	Sustainable	Mapping revised	30-	
		(Biodiversity Conservation Strategy		Environmental and	Environment and		Jun-20	
		action)		Economic Planning	Economy			
	3.1.1.3	Implement priority actions from the		Manager	Sustainable	Actions implemented (1)	30-	
		Biodiversity Conservation Strategy		Environmental and	Environment and	Grant funding sought	Jun-20	
				Economic Planning	Economy			
	3.1.1.4	Continue the E zone review (Action		Manager	Sustainable	Review progressed in stages	30-	
		No.9 from Rural Land Use Strategy)		Environmental and	Environment and		Jun-20	
				Economic Planning	Economy			
	3.1.1.5	Finalise the Shire wide Integrated		Manager	Sustainable	Strategy complete	30-	
		Pest Management Strategy		Environmental and	Environment and		Sep-19	
				Economic Planning	Economy			
	3.1.1.6	Implement the Flying Fox Camp		Manager	Sustainable	Meetings with Project	30-	
		Management Plan		Environmental and	Environment and	Reference Group	Jun-20	
				Economic Planning	Economy	Grant funding sought		
	3.1.1.7	Continue to undertake the Flying Fox		Manager	Sustainable	Survey flying fox camps	30-	
		National Census		Environmental and	Environment and	every 3 months	Jun-20	
				Economic Planning	Economy			
	3.1.1.8	Implement the Koala Plan of		Manager	Sustainable	Support delivery of koala	30-	
		Management		Environmental and	Environment and	projects: Australian Research	Jun-20	
				Economic Planning	Economy	Council; Byron Habitat		
						Corridors; Koala Watch;		
						North East Hinterland		
						Deliver Dog Breakfast event		

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Delivery Program	0	perational Plan Activity	Capital	Responsibility	Directorate	Measure	Due	DIAP
Action			Program				Date	
						(5)		
	3.1.1.9	Implement the Pest Animal		Manager	Sustainable	Deliver and report on wild	30-	
		Management Plan		Environmental and	Environment and	dog and feral animal trapping	Jun-20	
				Economic Planning	Economy	program		
						Commence development of		
						pest species plans		
	3.1.1.10	Implement program of steam (non-		Manager Open Spaces	Infrastructure	90% of program complete	30-	
		chemical) weeding		and Resource	Services		Jun-20	
				Recovery				
3.1.2	3.1.2.1	Undertake bush regeneration		Manager Open Spaces	Infrastructure	Commence development of	30-	
Restore degraded areas and		activities to maintain and expand		and Resource	Services	pest species plans	Jun-20	
habitats that have or provide		restoration of HEV sites on Council		Recovery				
significant or high		owned or managed lands forming						
environmental and or		part of the Council bush regeneration						
community value		program						
	3.1.2.2	Respond to biosecurity threats in a		Manager Open Spaces	Infrastructure	No Biosecurity Directions	30-	
		timely and efficient manner		and Resource	Services	outstanding	Jun-20	
				Recovery				
	3.1.2.3	Train and mentor community		Manager Open Spaces	Infrastructure	Positive expansion of sites	30-	
		Landcare and Dunecare groups		and Resource	Services	under community	Jun-20	
				Recovery		stewardship		
	3.1.2.4	Identify new high profile sites for		Manager Open Spaces	Infrastructure	2 commenced each year	30-	
		restoration works		and Resource	Services		Jun-20	
				Recovery				

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Strive to become a sustainable community



J.Z	Operational Plan Ac	tivity Canital	Docnoncibility	Divoctovato	Maagura	Duo	DIAF
Delivery	Operational Plan Ac		Responsibility	Directorate	Measure	Due	DIA
Program Action		Program				Date	
3.2.1	3.2.1.1 Implement Net Zero Er	missions	Manager Environmental	Sustainable	Internal Working Group meetings	31-	
Work towards	Strategy for Council Op	perations 2025	and Economic Planning	Environment and	(3)	Oct-18	
Council's zero-				Economy			
emissions target					Develop and delivery annual action		
					plan to prioritise and evaluate		
					emission reduction of projects		
					Emissions reduction on track for		
					2025 target - annual emissions		
					tracking report		
	3.2.1.2 Deliver Bioenergy Proje	ect Plan \$ 250,000.0	Manager Utilities	Infrastructure	Assess feasibility study.	30-	
				Services	Recommendation report to Council	Jun-20	
					complete.		
	3.2.1.3 Build community Solar	Farms at	Manager Utilities	Sustainable	Solar farms procured and installed	30-	
	Brunswick Valley STP			Environment and		Jun-20	
				Economy			
	3.2.1.4 Develop and implemen	t Sustainable	Manager Environmental	Sustainable	Standards complete	30-	
	Catering and Sustainab	le Purchasing	and Economic Planning	Environment and		Jun-20	
	Standards for Council			Economy			
	3.2.1.5 Install 99kw Solar Carp	oark at	Manager Environmental	Sustainable	Carpark constructed	30-	
	Mullumbimby Administ	ration Building	and Economic Planning	Environment and		Oct-19	
				Economy			
	3.2.1.6 Develop a Climate Eme	ergency Plan	Manager Environmental	Sustainable	Define scope and options to	30-	
			and Economic Planning	Environment and	progress	Jun-20	
				Economy			

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Delivery	C	perational Plan Activity	Capital	Responsibility	Directorate	Measure	Due	DIAP
Program Action			Program				Date	
3.2.2	3.2.2.1	Provide coastal, environmental and		Manager Environmental	Sustainable	Participate in and deliver	30-	
Support community		sustainability information and		and Economic Planning	Environment and	environmental and sustainable	Jun-20	
environmental and		encourage and support community			Economy	events and information that is		
sustainability projects		activities and groups				relevant to our community		
						Support community groups		
						through opportunities such as the		
						Environmental and Sustainability		
						Seminar Series		
						Support Community Gardens in		
						accordance with the Policy		
						Support Zero Emissions Byron		
						(ZEB)		
						Support Brunswick Valley Landcare		
						MOU		
	3.2.2.2	Support Brunswick Valley Landcare		Manager Environmental	Sustainable	Quarterly reports to biodiversity	30-	
		to deliver the Land for Wildlife		and Economic Planning	Environment and	advisory committee	Jun-20	
		Program and biodiversity enquiries			Economy			
	3.2.2.3	Develop a Sustainable Living		Manager Environmental	Sustainable	Handbook developed	30-	
		Handbook		and Economic Planning	Environment and		Jun-20	
					Economy			
	3.2.2.4	Develop and deliver an Award and		Manager Environmental	Sustainable	Investigate re-establishing	30-	
		Recognition program that		and Economic Planning	Environment and	previous recognition scheme	Jun-20	
		acknowledges our sustainable			Economy			
		community groups; individuals and						
		businesses						

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BYRON SHIRE COUNCIL

STAFF REPORTS - CORPORATE AND COMMUNITY SERVICES

<u>13.9 - ATTACHMENT 1</u>

Delivery	Operational Plan Activity	Capital	Responsibility	Directorate	Measure	Due	DIAP
Program Action		Program				Date	
	3.2.2.5 Implement the Brunswick Valley		Manager Utilities	Infrastructure	>90% initiation phase for	30-	
	Sustainability Centre Management			Services	identified projects	Jun-20	
	Plan						

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Partner to protect and enhance the health of the Shire's coastlines, estuaries, waterways and catchments

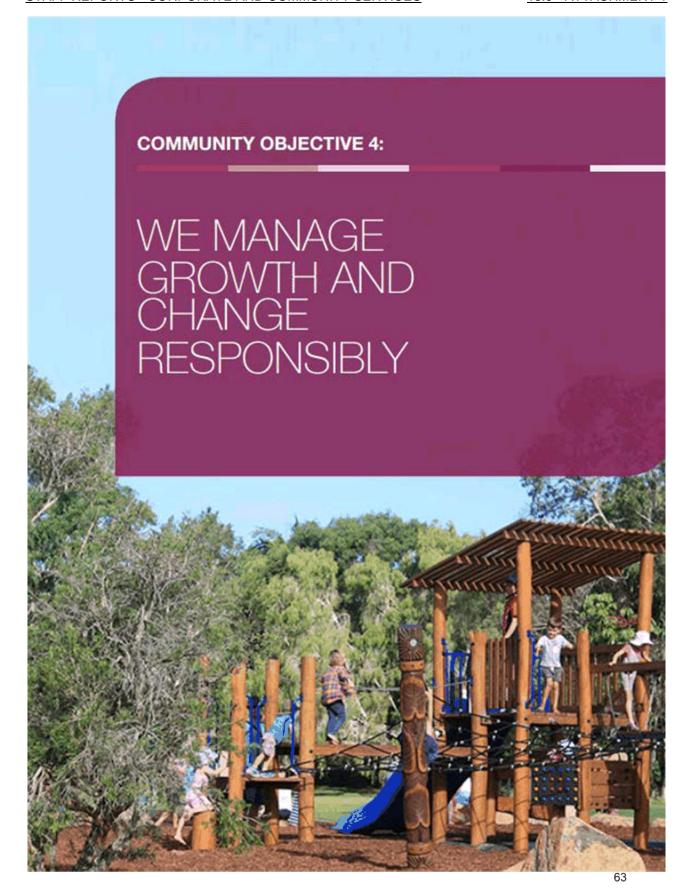


Delivery	Ор	erational Plan Activity	Capital	Responsibility	Directorate	Measure	Due	DIAP
Program			Program				Date	
Action								
3.3.1	3.3.1.1	Continue preparing a Coastal		Manager Environmental	Sustainable	Coastal Hazard Assessment	30-Jun-	
Implement Coastal		Management Program (CMP) in		and Economic Planning	Environment and	completed	20	
Management		accordance with the staged			Economy			
Program		process						
	3.3.1.2	Continue pre-construction phase of		Manager Environmental	Sustainable	Design investigation for the	30-Jun-	
		Jonson Street protection works		and Economic Planning	Environment and	modification of the Jonson Street	20	
					Economy	protection works progressed		
	3.3.1.3	Investigate Brunswick River Project		Manager Environmental	Sustainable	Investigate funding opportunities	30-Jun-	
				and Economic Planning	Environment and	and prepare a business plan for	20	
					Economy	grant funding		
	3.3.1.4	Finalise detailed design for		Manager Utilities	Infrastructure	Detailed design completed and	30-Jun-	
		additional flowpath from Byron Bay			Services	Tender Documents finalised	20	
		Sewage Treatment Plant						
	3.3.1.5	Identify recycled water projects		Manager Utilities	Infrastructure	Finalisation of a Recycled Water	30-Jun-	
		that will increase recycled water			Services	Strategy	20	
		usage						

Support and secure our farming future



Delivery Program	Operational Plan Activity	Capital	Responsibility	Directorate	Measure	Due	DIAP
Action		Program				Date	
3.4.1	3.4.1.1 Finalise and Implement		Manager Environmental	Sustainable	Meetings with Agricultural Cluster	30-Jun-	
Develop and implement	Agriculture and		and Economic Planning	Environment and	Group and Industry (3)	20	
strategies to support	Agribusiness Action Plan			Economy	Finalise and commence		
agriculture, agri-business					implementation of actions from the		
and farmers					Agriculture and Agribusiness Action		
					Plan (2)		



Support the visions and aspirations of local communities through place-based planning and management



plaining a	III G III	anagement	_					
Delivery Program	Ope	rational Plan Activity	Capital	Responsibility	Directorate	Measure	Due	DIAP
Action			Program				Date	
4.1.1	4.1.1.1	Progress draft Planning		Manager	Sustainable	Progress in accordance with Gateway	30-	
Develop, implement and		Proposal and DCP chapter to		Environmental and	Environment and	Determination	Jun-20	
update Place Plans that		amend planning controls for		Economic Planning	Economy			
promote place-based forward		Byron Bay town centre						
planning strategies and actions		(Byron Bay Town Centre						
		Masterplan action)						
	4.1.1.2	Continue to develop Our		Manager	Sustainable	Draft plan complete	30-	
		Mullumbimby Masterplan		Environmental and	Environment and		Jun-20	
				Economic Planning	Economy			
	4.1.1.3	Early delivery of Our		Manager	Sustainable	Support community group grant	30-	
		Mullumbimby Masterplan		Environmental and	Environment and	application	Jun-20	
		through seed funding		Economic Planning	Economy			
		activation project						
	4.1.1.4	Implement high priority		Manager	Sustainable	Prepare Implementation Plan	30-	
		actions from the Bangalow		Environmental and	Environment and		Jun-20	
		Village Plan		Economic Planning	Economy	Establish governance group		
	4.1.1.5	Prepare Structure Plan and		Manager	Sustainable	Structure Plan and DCP drafted	30-	
		Development Control Plan		Environmental and	Environment and		Jun-20	
		for Bangalow town		Economic Planning	Economy			
		centre/Station Street						
	4.1.1.6	Implement the Byron Arts		Manager	Sustainable	Finalise implementation plan and	30-	
		and Industry Estate Precinct		Environmental and	Environment and	commence actions (1)	Jun-20	
		Plan		Economic Planning	Economy			
	4.1.1.7	Amend Local Environmental		Manager	Sustainable	Amendments commenced	30-	
		Plan and Development		Environmental and	Environment and		Jun-20	
		Control Plan in accordance		Economic Planning	Economy			
		with Mullumbimby Hospital						
		Precinct Plan						

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Delivery Program	Opei	rational Plan Activity	Capital	Responsibility	Directorate	Measure	Due	DIAP
Action			Program				Date	
	4.1.1.8	Amend Local Environmental		Manager	Sustainable	Amendments commenced	30-	
		Plan and Development		Environmental and	Environment and		Jun-20	
		Control Plan in accordance		Economic Planning	Economy			
		with Byron Hospital plan						
	4.1.1.9	Prepare Local Strategic		Manager	Sustainable	Statements prepared	30-	
		Planning Statements		Environmental and	Environment and		Jun-20	
				Economic Planning	Economy			
	4.1.1.10	Deliver projects in Tweed		Manager Works	Infrastructure	Projects delivered	30-	
		Street, such as pocket parks			Services		Jun-19	
		and landscaping						
	4.1.1.11	Progress Sandhills Reserve		Executive Officer	General Manager	Agreement reached on management	30-	
		management transition in		and Byron Bay Place	Office	approach	Jun-20	
		accordance with Crown		Planner				
		Lands Management Act.						
4.1.2	4.1.2.1	Facilitate Guidance Groups		Manager	Sustainable	Guidance Group meetings (4)	30-	
Ensure consistency of place-				Environmental and	Environment and		Jun-20	
based projects with community				Economic Planning	Economy			
Place Plans through	4.1.2.2	Cross directorate		Manager	Sustainable	Funding Implementation Plan	30-	
embedding a governance		coordination of funding and		Environmental and	Environment and	prepared in consultation with	Nov-	
framework that includes		delivery of projects from		Economic Planning	Economy	Directorates for next year's budget	19	
planning, implementation and		Place Plans		Manager Works				
ongoing management				Manager Open Space				
				and Resource				
				Recovery				
				Manager Assets and				
				Major Projects				

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Delivery Program	Оре	rational Plan Activity	Capital	Responsibility	Directorate	Measure	Due	DIAP
Action			Program				Date	
4.1.3	4.1.3.1	Assess and determine		Manager Sustainable	Sustainable	Mean (net) assessment time to	30-	
Manage development through		development applications		Development	Environment and	determine delegated applications (DA	Jun-19	
a transparent and efficient					Economy	and s96 - mean of 95% to meet		
assessment process						target =50 days Mean (net)</td <td></td> <td></td>		
						assessment time to determine		
						delegated notified applications (DA		
						and s96 - mean of 95% to meet		
						target =70 days</td <td></td> <td></td>		
	4.1.3.2	Assess and determine		Manager Sustainable	Sustainable	80% Construction Certificates	30-	
		construction certificates and		Development	Environment and	processed in <28 working days	Jun-19	
		subdivision certificates as the			Economy	80% subdivision certificates		
		principal certifying authority				processed in <28 working days		
	4.1.3.3	Determine complying		Manager Sustainable	Sustainable	80% Complying Development	30-	
		development applications		Development	Environment and	Applications processed in <20	Jun-19	
					Economy	working days		
	4.1.3.4	Undertake construction		Manager Sustainable	Sustainable	95% compliance inspections	30-	
		inspections as a PCA		Development	Environment and	completed in 2 days of notification	Jun-19	
					Economy			
	4.1.3.5	Respond to and investigate		Manager Sustainable	Sustainable	Statutory requirements met	30-	
		complaints against building		Development	Environment and		Jun-19	
		standards			Economy			
	4.1.3.6	Conduct the Swimming Pool		Manager Sustainable	Sustainable	Statutory requirements met	30-	
		and Fire Safety inspection		Development	Environment and		Jun-19	
		program			Economy			
	4.1.3.7	Consult and engage with the		Manager Sustainable	Sustainable	At least 1 forum and 1 newsletter	30-	
		local development industry		Development	Environment and	provided	Jun-19	
					Economy			
	4.1.3.8	Provide a range of		Manager Sustainable	Sustainable	80% development advice to	30-	
		development support		Development	Environment and	applicants in <21 days	Jun-20	
		services to applicants			Economy	Web site and collateral maintained to		

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Delivery Program Operational Plan Activity		Capital	Responsibility	Directorate	Measure	Due	DIAP	
Action			Program				Date	
		including pre lodgement				reflect current legislation		
		advice and a development						
		advisory panel						
	4.1.3.9	Prepare a Planning Proposal		Manager	Sustainable	Amendment to Local Environmental	30-	
		to enable precinct based		Environmental and	Environment and	Plan made	Jun-20	
		Short Term Rental		Economic Planning	Economy			
		Accommodation.						
	4.1.3.10	Prepare and assess Planning		Manager	Sustainable	80% of applicant initiated Planning	30-	
		Proposals and Development		Environmental and	Environment and	Proposals reported to Council within	Jun-20	
		Control Plans, and amend		Economic Planning	Economy	90days		
		Local Environmental Plan						
		maps						
	4.1.3.11	Prepare DCP Character		Manager	Sustainable	DCP character precincts priorities and	30-	
		Design Guideline for Low		Environmental and	Environment and	progressed	Jun-20	
		Rise Medium Density		Economic Planning	Economy			
		Housing Code						
	4.1.3.12	Administer 10.7 certificates,		Manager	Sustainable	95% of 10.7 requests processed in 5	30-	
		allocation of property		Environmental and	Environment and	working days	Jun-20	
		addresses and update		Economic Planning	Economy			
		property subdivisions in GIS				Report monthly on requests for		
		and Authority				property addresses		
						Update property information in		
						Authority and GIS		

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4.2

Support housing diversity in appropriate locations across the Shire



Delivery Program	Operational Plan Activity	Capital	Responsibility	Directorate	Measure	Due	DIAP
Action		Program				Date	
4.2.1	4.2.1.1 Finalise the Residential Strategy		Manager Environmental	Sustainable	Strategy endorsed	30-	
Establish planning			and Economic Planning	Environment and	by Department of	Jun-20	
mechanisms to support				Economy	Planning		
housing that meets the	4.2.1.2 Amend Rural Land Use Strategy to		Manager Environmental	Sustainable	Progress	30-	
needs of our community	include priority site/s for future rural		and Economic Planning	Environment and	amendment	Jun-20	
	lifestyle living opportunities in the form			Economy			
	of 'intentional' communities'						
	4.2.1.3 Prepare an Affordable Housing		Manager Environmental	Sustainable	Affordable Housing	30-	
	contribution scheme under SEPP 70 to		and Economic Planning and	Environment and	contribution scheme	Jun-20	
	be incorporated in the local planning		Manager Assets and Major	Economy	prepared		
	framework controls (Action in		Projects				
	Residential Strategy)						
	4.2.1.4 Investigate and implement planning		Manager Environmental	Sustainable	Progress and	30-	
	controls to encourage an increase in		and Economic Planning	Environment and	support Accessible	Jun-20	3
	the supply of affordable and inclusive			Economy	Housing Projects		C/
	housing stock (Action in Residential						
	Strategy)						
	4.2.1.5 Prepare a report on deliberative		Manager Environmental	Sustainable	Report prepared	31-	
	development models to facilitate the		and Economic Planning	Environment and		Jan-20	
	delivery of accessible housing			Economy			
	4.2.1.6 Prepare Integrated Flood Study for		Manager Environmental	Sustainable	Integrated Flood	30-	
	Southern Mullumbimby Accessible		and Economic Planning	Environment and	Study prepared	Jun-20	
	Housing Precinct which includes Lot 22			Economy			
	4.2.1.7 Progress future use of Lot 22,	\$ 106,400.00	Manager Environmental	Sustainable	Amendments to LEP	30-	
	Mullumbimby Planning Proposal and		and Economic Planning	Environment and	made	Jun-20	
	Design Charrette			Economy			

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BYRON SHIRE COUNCIL

STAFF REPORTS - CORPORATE AND COMMUNITY SERVICES

<u>13.9 - ATTACHMENT 1</u>

Delivery Program	Operational Plan Activity	Capital	Responsibility	Directorate	Measure	Due	DIAP
Action		Program				Date	
	4.2.1.8 Continue to strengthen partnerships		Manager Environmental	Sustainable	Activities delivered	30-	
	between Council and the business		and Economic Planning	Environment and	(2)	Jun-20	
	community through the Strategic			Economy			
	Business Panel and Business						
	Roundtable						

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Promote and support local business development, education and employment opportunities



ш									
	Delivery Program Action	gram Action Operational Plan Activity		Capital	Responsibility	Directorate	Measure	Due	DIAP
				Program				Date	
	4.3.1	4.3.1.1	Review and implement the		Manager Environmental and	Sustainable	Review	30-Jun-	
	Facilitate and support sustainable		Economic Development Strategy		Economic Planning	Environment and	completed	20	
	development of our business		and Action Plan			Economy			
	community								

Promote and support local business development, education and employment opportunities



Delivery Program	Operational Plan Activity	Capital	Responsibility	Directorate	Measure	Due	DIAP		
Action		Program				Date			
4.4.1	4.4.1.1 Develop a new Byron		Manager Environmental	Sustainable	Strategy complete and actions	30-			
Build a tourism industry that	Shire Sustainable		and Economic Planning	Environment and	commenced; Accessible Tourism	Jun-20	3		
delivers local and regional	Visitation Plan			Economy	included in visitation plan		C/		
benefits in line with the	4.4.1.2 Continue to lead, build		Manager Environmental	Sustainable	Participate in Destination Byron	30-			
community's values	and strengthen strategic		and Economic Planning	Environment and	Board, Byron Visitor Board, Cross	Jun-20			
	tourism partnerships			Economy	Border Tourism Group, LGA				
					Tourism Managers Group				
	4.4.1.3 Deliver Voluntary Visitor		Manager Environmental	Sustainable	Steering Committee meetings (2)	30-			
	Fund		and Economic Planning	Environment and		Jun-20			
				Economy	Report on projects funded and				
					outcomes				

4.5 Work to improve community resilience in our changing environment



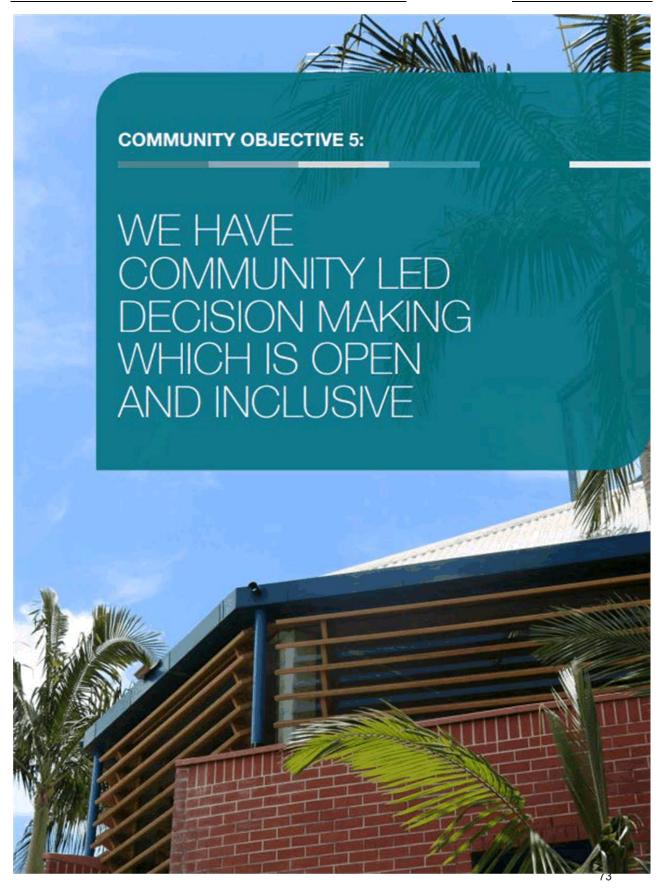
Delivery Program	Oper	ational Plan Activity	Capital	Responsibility	Directorate	Measure	Due	DIAP
Action			Program				Date	
4.5.1	4.5.1.1	Finalise the Employment		Manager Environmental and	Sustainable	Strategy endorsed by	30-Jun-	
Develop and implement		Lands Strategy		Economic Planning	Environment and	Department of Planning	20	
strategies for our					Economy			
community's needs	4.5.1.2	Implement priority actions in		Manager Environmental and	Sustainable	Actions commenced (1)	30-Jun-	
		the Employment Lands		Economic Planning	Environment and		20	
		Strategy			Economy			

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BYRON SHIRE COUNCIL

STAFF REPORTS - CORPORATE AND COMMUNITY SERVICES

13.9 - ATTACHMENT 1



Engage and involve community in decision making



9.1	· •										
Delivery	Operational Plan Activity	Capital	Responsibility	Directorate	Measure	Due	DIAP				
Program		Program				Date					
Action											
5.1.1	5.1.1.1 Revise Community		Media and	General Manager	Policy finalised and implemented; Inclusive	31-					
Facilitate inclusive	Engagement Policy to		Communications	Office	consultation and stakeholder engagement	Aug-					
community	incorporate outcomes of		Coordinator		strategies incorporated	19					
consultation and	the Byron Model										
stakeholder	5.1.1.2 Implement the "Byron		Manager Corporate	Corporate and	Model implemented; inclusive consultation and	30-					
engagement to	Model" for deliberative		Services	Community	stakeholder engagement strategies incorporated	Jun-					
inform Council	democracy under a 2			Services		20					
decision making (SP)	year trial										
	5.1.1.3 Hold quarterly		Media and	General Manager	Minimum 3 community roundtables held per year	30-					
	community roundtables		Communications	Office		Jun-					
	meetings		Coordinator			20					
	5.1.1.4 Conduct Community		Executive Officer	General Manager	Data collation complete (for reporting in July)	30-					
	Survey			Office		Jun-					
						20					
	5.1.1.5 Prepare a Community		Manager	Sustainable	Plan prepared	31-					
	Participation Plan		Environmental and	Environment and		Dec-					
			Economic Planning	Economy		19					
	5.1.1.6 Develop and implement		Manager Corporate	Corporate and	System developed; # of inclusion related elements	30-					
	centralised stakeholder		Services	Community	in system; ongoing consultation with the Access	Jun-	3				
	management system			Services	Consultative Working Group	20	Ç,ı				
	that incorporates										
	inclusion strategies										
	5.1.1.7 Develop and implement		Manager Corporate	Corporate and	Program commenced	30-					
	youth advisory/		Services and Manager	Community		Jun-					
	leadership program		Social and Cultural	Services		20					
			Planning								
5.1.2	5.1.2.1 6 staff to complete IAP2		Media and	General Manager	4 staff completed IAP2 Engagement Design and 5	30-					

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Delivery	Opera	ational Plan Activity	Capital	Responsibility	Directorate	Measure	Due	DIAP
Program			Program				Date	
Action								
Enhance staff		Engagement Essentials		Communications	Office	staff completed IAP2 Engagement Essentials	Jun-	
capacity in				Coordinator, Manager			20	
community				People and Culture				
engagement	5.1.2.2	Implement inclusive		Media and	General Manager	Staff to be implementing communication and	30-	
		Community Engagement		Communications	Office	engagement policies for major projects and for	Jun-	3
		Policy		Coordinator		other issues of interest and importance to the	20	C"
						community; access and inclusion incorporated into		
						Community Engagement Policy		
	5.1.2.3	Develop Engagement		Media and	General Manager	Staff to be using Engagement Toolkit when	31-	
		Toolkit for staff to include		Communications	Office	planning for and implementing projects of	Dec-	3
		Council providing		Coordinator		engagement with community; access and inclusion	19	C
		information in Plain				elements incorporated into engagement toolkit;		
		English				staff report using the access and inclusion elements		
						of the toolkit		
	5.1.2.4	Conduct a one day media		Media and	General Manager	Improved confidence in key staff required to speak	30-	
		training course covering		Communications	Office	to the media	Jun-	
		print and broadcast		Coordinator			20	
		media interview						
		techniques						
5.1.3	5.1.3.1	Make available Council's		Manager Corporate	Corporate and	>95% of business papers published on website at	30-	
Enhance community		Ordinary Meeting		Services	Community	least 7 days prior to meeting; % business papers	Jun-	2
access through		business papers; enable			Services	accessible to screen readers and text readers; work	20	Ci
digital technologies		business papers to be				towards and progress through the requirements of		
which broaden		accessed by persons				WCAG 2.1		
participation and		using assistive						
support inclusion		technology						
	5.1.3.2	Develop online		Media and	General Manager	Online Governance Manual adopted by ET	30-	
		governance manual		Communications	Office		Jun-	
				Coordinator			20	

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Delivery	Opera	ational Plan Activity	Capital	Responsibility	Directorate	Measure	Due	DIA
Program			Program				Date	
Action								
	5.1.3.3	Improve access to		Manager Business	Corporate and	Induction loop installed. Unwanted background	30-	
		Council meetings for the		Systems and	Community	noise cut out for users with compatible hearing	Jun-	3
		hearing impaired		Technology	Services	aids.	20	U'
	5.1.3.4	In consultation with		Manager Business	Corporate and	Overall rating improvement across the following	30-	
		users, improve the look		Systems and	Community	metrics:	Jun-	
		and feel of the eServices		Technology	Services	1. Satisfaction	20	
		portal on Council's				2. Recommendations		
		website, within the limits				3. Usability		
		of the eServices				4. Online transaction volume		
		configuration options						
	5.1.3.5	Facilitate and promote		Media and	General Manager	4 projects promoted through	30-	
		online opportunities for		Communications	Office	www.yoursaybyronshire.com.au; # of projects	Jun-	6
		community access and		Coordinator		promoted through yoursaybyronshrie are	20	
		make community access				compatible with screen and text readers; work		
		opportunities accessible				towards and progress through the requirements of		
		to people using assistive				WCAG 2.1		
		technology						
	5.1.3.6	Increase use of online		Media and	General Manager	% of engagement via online methods; # of projects	30-	
		and social media		Communications	Office	promoted through yoursaybyronshire are	Jun-	d
		engagement tools - such		Coordinator		compatible with screen and text readers	20	
		as 'yoursay', Instagram						
		polls and menti						

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Create a culture of trust with the community by being open, genuine and transparent



Delivery Program	Oper	rational Plan Activity	Capital Program	Responsibility	Directorate	Measure	Due Date	DIAF
Action								
5.2.1 Provide timely, accessible and	5.2.1.1	Review Operational Plan annually		Manager Corporate Services	Corporate and Community Services	New Operational Plan prepared; DIAP strategies incorporated into new Operational Plan	31- May- 20	ð
accurate information to the community	5.2.1.2	Embed and implement corporate planning and reporting software		Manager Corporate Services	Corporate and Community Services	Implement software	30- Jun-20	
	5.2.1.3	Continuous improvements of reporting on progress of Delivery Program actions		Manager Corporate Services	Corporate and Community Services	6 monthly report made available to Councillors and public; Annual Report on DIAP available to Councillors and public	30- Jun-20	ð
	5.2.1.4	Prepare and submit Annual Report		Manager Corporate Services	Corporate and Community Services	Annual Report and associated documentation submitted to OLG; Annual Report on DIAP provided to ACWG	30- Nov- 19	ð
	5.2.1.5	Keep community informed about community-led governance opportunities, projects and progress		Executive Officer	General Manager Office	Updates on opportunities and achievements in community-led governance published quarterly	30- Jun-20	
	5.2.1.6	Publish GIPA open access information online		Manager Business Systems and Technology	Corporate and Community Services	Open access information published online and compatible with screen and text readers; work towards and progress through the requirements of WCAG 2.1	30- Jun-20	ð
	5.2.1.7	Develop 'knowledge bank' as one-stop-shop for information (i.e. internal cheat sheet/script on key Council topics)		Manager Corporate Services	Corporate and Community Services	Knowledge bank established	30- Jun-20	
	5.2.1.8	Ensure published information meets		Media and Communications	Corporate and Community	% of information meets WCAG 2.1 AA requirements	30- Jun-20	3

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Delivery	Oper	ational Plan Activity	Capital	Responsibility	Directorate	Measure	Due	DIAP
Program			Program				Date	
Action								
		Disability Inclusion		Coordinator	Services			
		Accessibility requirements						
	5.2.1.9	Develop online information		Manager Open Spaces and	Infrastructure	Refresh of online information complete; #	30-	
		that promotes inclusive		Resource Recovery	Services	of accessible and inclusive recreation	Jun-20	2
		recreation opportunities in				opportunities in the Shire		Çı
		the Shire consistent with						
		the Open Space and						
		Recreation Plan including						
		open space accessibility						
	5.2.1.10	Develop information		Manager Open Spaces and	Infrastructure	Information Packaged published and	30-	
		package to support		Resource Recovery	Services	includes access related items; ongoing	Jun-20	3
		understanding and use of				consultation with the Access Consultative		Ci
		the Open Space framework				Working Group		
		and hierarchy consistent						
		with the Open Space and						
		Recreation Plan						
	5.2.1.11	Support provision of		Manager Business Systems	Corporate and	Geospatial information available on	30-	
		geospatial information to		and Technology	Community	Council's website	Jun-20	
		the public via council's			Services			
		website, subject to						
		investigation of funding						
		sources						
5.2.2	5.2.2.1	Implement the wellbeing		Manager Social and	Corporate and	Wellbeing framework toolkit implemented	30-	
Incorporate		framework		Cultural Planning	Community		Jun-20	
wellbeing					Services			
framework within	5.2.2.2	Facilitate annual		Manager Social and	Corporate and	Funds allocated equitably and transparently	30-	
organisation to		Community Donations		Cultural Planning	Community	to community based organisations	Jun-20	
inform decision		Program via advertised			Services			
making		grant round and						

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Delivery	Oper	ational Plan Activity	Capital	Responsibility	Directorate	Measure	Due	DIAP
Program			Program				Date	
Action								
		community workshops						
5.2.3	5.2.3.1	Maintain register of		Manager Corporate	Corporate and	100% of disclosures of interest lodged by	30-	
Provide access to		Councillors Disclosures of		Services	Community	current term of Councillors	Jun-20	
publicly available		Interest			Services			
corporate registers	5.2.3.2	Maintain register of		Manager Corporate	Corporate and	Current delegations maintained	30-	
		delegations		Services	Community		Jun-20	
					Services			
	5.2.3.3	Maintain register of		Manager Corporate	Corporate and	100% of gifts and benefits offered to and/or	30-	
		Councillors gifts and		Services	Community	received by current term of Councillors	Jun-20	
		benefits			Services			
	5.2.3.4	Update and publish		Manager Corporate	Corporate and	100% of policies adopted by Council are	30-	
		Council's policies online		Services	Community	available online within 7 days of adoption;	Jun-20	2
					Services	online information to meet WCAG 2.1 AA		Ç"
						requirements		
5.2.4	5.2.4.1	Implement Councillor		Manager Corporate	Corporate and	Training program delivered based on	30-	
Support Councillors		learning and development		Services	Community	Councillors identified needs	Jun-20	
to carry out their		and capability framework			Services			
civic duties	5.2.4.2	Deliver Council meeting		Manager Corporate	Corporate and	Agendas posted on website 7 days prior to	30-	
		secretariat – including		Services	Community	meeting	Jun-20	
		agenda preparation,			Services	Minutes posted within 48 hours of meeting		
		minutes and council						
		resolutions monitoring						
	5.2.4.3	Provide support to		Manager Corporate	Corporate and	Monthly strategic planning workshops	30-	
		Councillors – including		Services	Community	100% of complete claims are reimbursed	Jun-20	
		councillor requests, briefing			Services	within the month in which they are received		
		sessions, provision of						

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Delivery	Oper	ational Plan Activity	Capital	Responsibility	Directorate	Measure	Due	DIAP
Program			Program				Date	
Action								
		facilities and payment of						
		expenses, and record						
		keeping						
	5.2.4.4	Implement and manage		Legal Counsel	General	Training program delivered	30-	
		Code of Conduct training			Manager Office		Jun-20	
		programs for Councillors,						
		staff, and committee						
		members						
	5.2.4.5	Implement and manage		Legal Counsel	General	Training program delivered	30-	
		training in respect of			Manager Office		Jun-20	
		Council's Code of Meeting						
		Practice						
5.2.5	5.2.5.1	Publish the 4 year works		Manager Works	Infrastructure	Capital and maintenance program available	30-	
Enhance access and		programs and activities			Services	online and kept updated	Jun-20	
availability of		online to the community						
information to the	5.2.5.2	Exhibit Development		Managers Sustainable	sustainable	Information provided within legislative	30-	
community		Applications as required		Development,	Environment	timeframes	Jun-19	
				Environmental and	and Economy			
				Economic Planning				
5.2.6	5.2.6.1	Support and guide staff in		Media and	General	Communications plans for key projects	30-	
Keep community		the preparation and		Communications	Manager Office	reported to Communications Panel	Jun-20	
informed and		implementation of		Coordinator				
provide updated		communication plans for						
relevant and timely		projects and initiatives						
information on	5.2.6.2	Manage media and social		Media and	General	80% of media enquiries responded to	30-	
Council activities		media enquiries about		Communications	Manager Office	within publication timeframes	Jun-20	
and projects		Council activities		Coordinator		80% of private Facebook messages replied		
						to within 48 hours		

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Delivery	Oper	ational Plan Activity	Capital	Responsibility	Directorate	Measure	Due	DIAP
Program			Program				Date	
Action								
	5.2.6.3	Keep community and		Executive Officer	General	Webpage updated at least quarterly	30-	
		Crown Reserve user groups			Manager Office		Jun-20	
		updated with Crown Lands						
		Transition progress						
		information						

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Deliver a high level of customer service



5.5							→ ▼	• •
Delivery	Ор	erational Plan Activity	Capital	Responsibility	Directorate	Measure	Due	DIAP
Program			Program				Date	
Action								
5.3.1	5.3.1.1	Maintain online reporting to		Executive Officer	General Manager	Results updated quarterly	30-	
Enhance external		community on service			Office		Jun-20	
and internal		guarantees						
customer service	5.3.1.2	Participate in best practice		Manager Corporate	Corporate and	Performance against 2017/18 benchmark	30-	
effectiveness		Customer Service		Services	Community	results	Jun-20	
		benchmarking program			Services			
	5.3.1.3	Implement inclusive and		Manager Corporate	Corporate and	Strategy and Charter developed with	30-	
		accessible Customer Service		Services	Community	consultation; inclusion / access strategies	Jun-20	3
		Strategy with Charter			Services	incorporated into the Customer Service		C"
						Strategy and Charter; ongoing consultation		
						with the Access Consultative Working Group		
	5.3.1.4	Implement customer service		Manager Corporate	Corporate and	Training program modules developed; include	30-	
		training program focussed on		Services	Community	access / inclusion related customer service	Jun-20	3
		quality and service excellence			Services	strategies in training modules; ongoing		<u> </u>
						consultation with the Access Consultative		
						Working Group		
5.3.2	5.3.2.1	Develop and implement		Manager Corporate	Corporate and	Program implemented	30-	
Further develop a		internal capacity building - i.e.		Services	Community		Jun-20	
proactive customer		ride along program, training			Services			
service culture	5.3.2.2	Provide customer enquiry		Manager Corporate	Corporate and	Regular reports provided to Managers and	30-	
		statistics/business intelligence		Services	Community	Executive Team; # and category of access /	Jun-20	3
		data to inform strategic			Services	inclusion related customer enquiries included		<u>_</u> "
		decision-making				in report; ongoing consultation with the		
						Access Consultative Working Group		

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5.4

Manage Council's assets and allocate resources in a fair and holistic manner



Delivery Program Action	On	erational Plan Activity	Capital	Responsibility	Directorate	Measure	Due	DIAP
Delivery Frogram Action	Ор	erational Fiant Activity		Responsibility	Directorate	Measure		DIAP
			Program				Date	
5.4.1	5.4.1.1	Annual review of suitability and		Manager Works	Infrastructure	Review completed	30-	
Further develop Fleet Management		utilisation of light and heavy fleet			Services		Jun-20	
Systems to ensure that fleet is	5.4.1.2	Renewal program of Council's	\$ 820,000.00	Manager Works	Infrastructure	Plant replacement	30-	
managed to sustainably and		fleet			Services	program completed	Jun-20	
efficiently support delivery of								
services and infrastructure								
programs								
5.4.2	5.4.2.1	Improve the data quality of the		Manager Assets and Major	Infrastructure	Number of created,	30-	
Improve further Asset Management		Asset Register and GIS		Projects	Services	updated, and disposed	Jun-20	
Systems capability (SP)						assets		
5.4.3	5.4.3.1	Improve the data quality of Work		Manager Assets and Major	Infrastructure	Improved correlation	30-	
Provide reporting on key		Orders (maintenance and capital		Projects	Services	between the General	Jun-20	
Infrastructure expenditure and the		expenditure)				Ledger and work		
associated State Government						orders		
measures	5.4.3.2	Complete the annual		Manager Assets and Major	Infrastructure	Completed within	30-	
		infrastructure report (Special		Projects	Services	audit timeframe	Jun-20	
		Schedule 7 of the financial						
		statements)						
5.4.4								
Work with community to prioritise								
actions from the Place Plans (SP)								
5.4.5	5.4.5.1	Review skills step assessment		Manager People and	General Manager	Skill step assessment	30-	
Progress implementation of		criteria to support new grades in		Culture	Office	criteria reviewed and	Jun-20	
inclusive and integrated resourcing		salary system				criteria developed for		
strategy						new grades		
	5.4.5.2	Implement a reverse mentoring		Manager People and	General Manager	A minimum of 3	30-	
		program for staff across different		Culture	Office	mentees and mentors	Mar-20	
		generational groups				matched and working		

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Delivery Program Action	Operational Plan Activity	Capital	Responsibility	Directorate	Measure	Due	DIAP
		Program				Date	
					together		
	5.4.5.3 Review recruitment practices to		Manager People and	General Manager	Job application	30-	
	ensure they are inclusive and		Culture	Office	processes simplified	Jun-20	3
	identify partners to promote job				and identified barriers		C"
	opportunities for people with				to diversity removed.		
	disability across the Byron Shire				Vacancies advertised		
					with identified		
					partners to ensure we		
					are inclusive in our		
					search.		
					Inclusion related		
					strategies		
					incorporated into		
					recruitment		
	5.4.5.4 Monitor, review and update Long		Manager Finance	Corporate and	Next Long Term	1-Jul-	
	Term Financial Plan			Community	Financial Plan	19	
				Services	developed -		
					2019/2020 to		
					2028/2029		
	5.4.5.5 10 year capital plans and		Managers Works, Utilities,	Infrastructure	Revision finalised and	30-	
	programs reviewed annually and		Open Space and Resource	Services	submitted for next FY	Jun-20	
	projects developed and scoped		Recovery, Assets and		budget process		
			Major Projects		Report outcomes of		
					previous years capital		
					works program as		
					part of the annual		
					report		

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5.5

Manage Council's finances sustainably



							•	
Delivery Program	0	perational Plan Activity	Capital	Responsibility	Directorate	Measure	Due	DIAP
Action			Program				Date	
5.5.1	5.5.1.1	Financial reporting as required		Manager Finance	Corporate and	Within ten days of month end for	30-	
Enhance the financial		provided to Council and			Community	management reporting and within	Jun-20	
capability and acumen		Management			Services	agenda deadlines for Council		
of Council	5.5.1.2	Support the organisation in		Manager Finance	Corporate and	Financial comments provided in Council	30-	
		identifying financial implications of			Community	reports as required within agenda	Jun-20	
		projects, proposals and plans			Services	deadlines		
5.5.2	5.5.2.1	Maintain and improve internal		Manager Finance	Corporate and	Reconciliations undertaken monthly	30-	
Ensure the financial		financial controls			Community	within 10 days of month end	Jun-20	
integrity and					Services			
sustainability of Council	5.5.2.2	Complete annual statutory financial		Manager Finance	Corporate and	Unmodified audit report provided and	31-	
through effective		reports			Community	adopted by Council	Oct-19	
planning and reporting					Services			
systems (SP)	5.5.2.3	Ensure Council revenue billing and		Manager Finance	Corporate and	Increase uptake of electronic billing	30-	
		payments are available in an			Community	option by ratepayers from 2018/19 to	Jun-20	3
		accessible format			Services	2019/20; online billing and payment		Ç,ı
						information is compatible with WCAG		
						2.1 AA requirements		
	5.5.2.4	Debt recovery is maintained within		Manager Finance	Corporate and	Outstanding rates and charges remain	30-	
		Office of Local Government			Community	below 5%	Jun-20	
		benchmark			Services			
	5.5.2.5	Manage treasury functions of		Manager Finance	Corporate and	Budget estimate for interest on	30-	
		Council to maintain cash flow and			Community	investments either met or exceeded	Jun-20	
		maximise return on invested funds			Services			
	5.5.2.6	Identification of ethical investment		Manager Finance	Corporate and	Higher proportion of investment	30-	
		opportunities with environmental			Community	portfolio invested ethically then previous	Jun-20	
		and social inclusion outcomes			Services	year		

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Delivery Program	0	perational Plan Activity	Capital	Responsibility	Directorate	Measure	Due	DIAP
Action			Program				Date	
	5.5.2.7	Implementation of new Accounting Standards AASB15/AASB1058 - Revenue Recognition and AASB 16 - Leases		Manager Finance	Corporate and Community Services	Council's financial systems and records developed/maintained to comply with Accounting Standard requirements and meet audit expectations for disclosure in financial statements	30- Jun-20	
	5.5.2.8	Implementation of sundry debtor invoices via email		Manager Finance	Corporate and Community Services	Authority Financial System upgraded to allow sundry debtor invoices raised to be distributed by electronic means to improve accessibility	30- Jun-20	ð
5.5.3 Ensure Council's procurement framework is robust, efficient and effective (SP)	5.5.3.1	Develop and implement forward procurement plan to ensure compliance with Local Government Act		Manager Corporate Services	Corporate and Community Services	Contracts compliant with Local Government Act tendering requirements 90% 1% of materials and contracts budget saved	30- Jun-20	
	5.5.3.2	Implement internal awareness and training program to upskill staff in procurement		Manager Corporate Services	Corporate and Community Services	Two procurement training sessions conducted for identified staff	30- Jun-20	
	5.5.3.3	Assist in building the NRJO Council's regional procurement capacity		Manager Corporate Services	Corporate and Community Services	Participate in two regional joint procurement initiatives	30- Jun-20	
	5.5.3.4	Improve Council's sustainable procurement performance		Manager Corporate Services	Corporate and Community Services	Improvement on 2018/19 sustainable choice score	30- Jun-20	
	5.5.3.5	Review tender documents to give greater weighting to social enterprise companies / service providers that support and encourage inclusive practices, where feasible		Manager Corporate Services	Corporate and Community Services	Increased utilisation of social enterprise companies / service providers that support and encourage inclusive practices	30- Jun-20	3

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5.6

Manage Council's resources sustainably



Delivery Program	(Operational Plan Activity	Capital	Responsibility	Directorate	Measure	Due	DIAP
Action			Program				Date	
5.6.1	5.6.1.1	Continue regular coaching and 360		Manager People and	General Manager	LSI implemented for new	30-	
Enhance leadership		degree feedback based on LSI for		Culture	Office	Director and Manager. LSI	Jun-20	
effectiveness and capacity		Executive Team, Managers and				retests conducted for at least 3		
		identified top talent				Managers.		
	5.6.1.2	Create opportunities for leaders across		Manager People and	General Manager	Continue lunch and learn	30-	
		Council to embed learnings from Great		Culture	Office	leadership sessions for all	Jun-20	
		Managers Program				interested staff. Hold 3 x Great		
						Managers masterclass sessions		
						for graduates.		
5.6.2	5.6.2.1	Deliver mental health first aid training		Manager People and	General Manager	A further 10 managers, team	30-	
Ensure support for		to managers, team leaders and		Culture	Office	leaders and supervisors trained	Mar-	
employees physical and		supervisors					20	
mental health	5.6.2.2	Deliver a health and wellbeing expo		Manager People and	General Manager	Expo held and Health and	30-	
		for staff		Culture	Office	Wellbeing Program initiatives	Oct-19	
						and information disseminated		
						to staff		
	5.6.2.3	Acquisition and implementation of		Safety Officer	Infrastructure	Implement Vault software and	30-	
		StateCover's Vault software for Work			Services	record and manage incidents	Jun-20	
		Health and Safety risk management				as they occur		
5.6.3	5.6.3.1	Partner with managers in		Manager People and	General Manager	Initiatives focused on culture	30-	
Develop targeted initiatives		implementing action plans following		Culture	Office	improvement identified in	Nov-	
to increase employee		results from the Human Synergistics				Branch action plans and	19	
engagement and implement		Organisational Culture Inventory				Managers feel capable and		
tools to measure		(OCI) and Organisational Effectiveness				supported in implementing.		
improvements in staff		Inventory (OEI) culture surveys						

Delivery Program	(Operational Plan Activity	Capital	Responsibility	Directorate	Measure	Due	DIAP
Action			Program				Date	
satisfaction, culture and morale	5.6.3.2	Maximise functionality of Council's learning management system and embed online learning throughout the organisation		Manager People and Culture	General Manager Office	75% of staff have accessed the LMS and completed at least four training modules	30- Jun-20	
	5.6.3.3	Introduce criminal history checking to the employment due diligence process for any new starters performing roles entrusted with leadership, cash handling, development approval or financial management.		Manager People and Culture	General Manager Office	Positions of trust across Council identified and criminal history checks undertaken for new staff engaged in identified positions	30- Jun-20	
5.6.4 Ensure Council's information systems are effective, resilient and accessible	5.6.4.1	Implement the prioritised controls and operate Council's Information Security Management System (Do Phase)		Manager Business Systems and Technology	Corporate and Community Services	Required communication determined; Prioritised security controls implemented according to project plan; Training programs implemented; and Awareness sessions held	30- Jun-20	
5.6.5 Maintain and review council information and records management functions to	5.6.5.1	Coordinate and publish the Disclosure Log of Formal GIPA Access to Information requests to Council's website		Manager Business Systems and Technology	Corporate and Community Services	Disclosure log published on Website every 2 months	30- Jun-20	
improve efficiencies and meet legislative compliance	5.6.5.2	Process Formal GIPA Access to Information Requests in accordance with legislative timeframes; review all Formal GIPA Access to information procedure to ensure legislative compliance		Manager Business Systems and Technology	Corporate and Community Services	Formal GIPA applications processed within statutory timeframes	30- Jun-20	

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Delivery Program		Operational Plan Activity	Capital	Responsibility	Directorate	Measure	Due	DIAP
Action			Program				Date	
	5.6.5.3	Monitor all inwards electronic email		Manager Business	Corporate and	Inwards mail and council inbox	30-	
		received in Council's generic mailbox,		Systems and	Community	stored/scanned within 3 days	Jun-20	
		store these in Council's Electronic		Technology	Services			
		Document Records Management						
		System (EDRMS); scan and process to						
		EDRMS all Council's hardcopy inwards						
		mail						
	5.6.5.4	Review and update Access to		Manager Business	Corporate and	Access to Information Guide -	31-	
		Information Guide - GIPA Act 2009		Systems and	Community	GI{A Act 2009 (E2019/4697)	Jan-20	
		(E2019/4697)		Technology	Services	reviewed and published on		
						Council's website		
	5.6.5.5	Support the organisation to deliver		Manager Business	Corporate and	Maintain high level of service	30-	
		business systems and technology		Systems and	Community	availability	Jun-19	
		solutions		Technology	Services			
	5.6.5.6	Deliver strategic business systems		Manager Business	Corporate and	Progressing to agreed plan	30-	
		(IT) projects		Systems and	Community		Jun-19	
				Technology	Services			
5.6.6	5.6.6.1	Develop a policy for the		Legal Counsel	General Manager	Policy developed and	30-	
Strategically align the		implementation of the			Office	implemented	Jun-20	
leasing and licensing of		recommendations of buildings and						
Council assets to meet		property audit in relation to leasing						
community needs		and licensing						
5.6.7	5.6.7.1	Embed risk management framework		Manager Corporate	Corporate and	Risk Management Software	30-	
Develop and embed a				Services	Community	implemented	Jun-20	
proactive risk management					Services			
culture	5.6.7.2	Implement training program to		Manager Corporate	Corporate and	Two training sessions delivered	30-	
		improve risk management		Services	Community		Jun-20	
					Services			
	5.6.7.3	Implement Business Continuity Plan		Manager Corporate	Corporate and	Business Continuity	30-	
				Services	Community	Plan/Disaster Recovery Plan	Jun-20	

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Delivery Program	C	Operational Plan Activity	Capital	Responsibility	Directorate	Measure	Due	DIAP
Action			Program				Date	
					Services	current and ready to be		
						deployed		
	5.6.7.4	Manage Audit, Risk and Improvement		Manager Corporate	Corporate and	Internal audit reviews and	30-	
		program including coordinating		Services	Community	reports are conducted	Jun-20	
		committee recommendations			Services	regularly; performance		
						improvements based on audit		
						recommendations are noted		
						across the business		
5.6.8	5.6.8.1	Assess and provide advice on internal		Manager Corporate	Corporate and	Increase in claims managed in	30-	
Manage insurance claim		and external insurance claims or		Services	Community	house by Council; insurance	Jun-20	
portfolio in a timely,		concerns			Services	matters are managed in a		
effective and efficient						timely, efficient and effective		
manner while identifying						manner		
areas for improvement	5.6.8.2	Manage insurance claims and provide		Manager Corporate	Corporate and	Data and information from	30-	
		data to inform strategic decision-		Services	Community	insurance performance report	Jun-20	
		making			Services	is used by management to		
						inform decision making		
5.6.9	5.6.9.1	Identify evidence based opportunities		Manager Social and	Corporate and	1 evidence based initiative	30-	
Develop and implement		to enable creativity and innovation in		Cultural Planning	Community	undertaken, evaluated and	Jun-20	
organisational innovation		local government			Services	showcased		
and creativity								
5.6.10	5.6.10.1	Complete 2019 LG Performance		Executive Officer	General Manager	FY2019 results reported to	31-	
Use business insights and		Excellence Program			Office	Internal Audit, Risk and	Mar-	
strategic business planning						Improvement Committee	20	
to continuously improve	5.6.10.2	Develop an intranet site for Council		Manager Corporate	Corporate and	Basic Intranet site developed	30-	
(SP)		staff		Services	Community	and launched	Jun-20	
					Services			
5.6.11	5.6.11.1	Participate in NOROC forums		All managers	General Manager	Attend regular NOROC	30-	
Maintain effective					Office	meetings	Jun-19	

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Delivery Program	C	perational Plan Activity	Capital	Responsibility	Directorate	Measure	Due	DIAP
Action			Program				Date	
relationships with key	5.6.11.2	Engage with government		All managers	General Manager	Attend regular meetings	30-	
stakeholders, neighbouring		representatives and agencies			Office		Jun-19	
local governments,								
government representatives								
and government agencies								
5.6.12	5.6.12.1	Coordinate competitive grant		Manager Corporate	Corporate and	60% of proposed grant	30-	
Implement strategic grants		applications with Council's business		Services	Community	applications submitted	Jun-20	
management systems to		units to meet Federal and State			Services			
deliver priority projects for		government outcomes						
Byron's community (SP)	5.6.12.2	Facilitate high quality research and		Manager Corporate	Corporate and	Consistent grant application	30-	
		writing to support competitive grant		Services	Community	success of 60%	Jun-20	
		applications			Services			
	5.6.12.3	Provide governance for grants		Manager Corporate	Corporate and	Successful delivery of funding	30-	
		management		Services	Community	body requirements on grant	Jun-20	
					Services	funded projects		
5.6.13	5.6.13.1	Provide in-house legal advice to the		Legal Counsel	General Manager	Deliver monthly legal services	30-	
Manage the delivery of high		organisation to inform decision			Office	status reports	Jun-20	
quality cost effective legal		making and minimise organisational						
services		risk						
	5.6.13.2	Represent Council's legal interests		Legal Counsel	General Manager	Manage litigation to best	30-	
					Office	advance Council's interest	Jun-20	
	5.6.13.3	Manage code of conduct matters		Legal Counsel	General Manager	100% of matters dealt with	30-	
					Office	and statutory reporting	Jun-20	
						deadlines met		

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Budget and Works for 2019-2020 by Operational Area

Budget Works for 2019-20 by Operational Area

INFRASTRUCTURE SERVICES

Responsible Executive: Director Infrastructure Services

Services Provided:

Works:

- Roads/Drainage Operations
- RMS Program Delivery
- Bridges/Culverts
- Civil Design and Survey
- Workshop / Fleet / Store
- Emergency Management Response (LEMO)
- Quarry Operations

Utilities

- Water and Sewer Operations
- Public Amenities and Public Space Lighting
- Emergency Management Response (backup)
- Section 64 Management
- Trade Waste
- Water and Sewer Strategic Planning
- · System Planning
- Building and Facilities Maintenance

Assets and Major Projects

- Strategic Asset Management
- Major Projects Delivery
- Property Development
- Integrated Planning and Reporting S94 in accordance with Council's strategic asset management plans.

Open Space and Resource Recovery

- Parks Operations/Sports field Maintenance
- Council Reserves Maintenance
- Vegetation and Bushfire Management
- Cemeteries
- Resource Recovery and Cleansing Operations
- Resource Recovery Education
- · Cavanbah Centre
- Bush Regeneration/ Dune Care
- Emergency Management Response (backup)
- Crown Reserves Maintenance
- Caravan Park Management
- Tyagarah Airfield Operations

Total Budget:	Operating	Capital	Operating	Capital
	Revenue	Revenue ¹	Expenditure	Expenditure ²
	\$48,587,800	\$27,360,700	\$68,648,200	\$49,861,300

^{1.} Capital Revenue excludes transfers from Reserves.

^{2.} Capital Expenditure excludes loan principal repayments and transfers to Reserves.

STAFF REPORTS - CORPORATE AND COMMUNITY SERVICES

13.9 - ATTACHMENT 1

Budget and Works for 2019-2020 by Operational Area

SUSTAINABLE ENVIRONMENT AND ECONOMY

Responsible Executive: Director Sustainable Environment Economy

Services Provided:

Sustainable Development

Development assessment and certification

Environmental and Economic Planning

- Strategic land use planning including rural and urban land strategies, Development Control Plans and Local Environmental Plans
- · Coastal and estuary policy and planning
- · Natural environment and biodiversity policy and planning
- Sustainability including: food security, recourse efficiency, renewable energy, climate change, peak oil and economic and social resilience

Total Budget:	Operating	Capital	Operating	Capital
	Revenue	Revenue ¹	Expenditure	Expenditure ²
	\$4,679,300	\$2,217,000	\$11,668,500	\$0

^{1.} Capital Revenue excludes transfers from Reserves.

^{2.} Capital Expenditure excludes loan principal repayments and transfers to Reserves.

STAFF REPORTS - CORPORATE AND COMMUNITY SERVICES

13.9 - ATTACHMENT 1

Budget and Works for 2019-2020 by Operational Area

GENERAL MANAGER

Responsible Executive: General Manager

Services Provided:

Legal services

People and Culture

Communications

• Communications

- · Legal Services
- Leasing and Licensing Services
- Code of Conduct and Public Interest Disclosures
- Injury Management
- Workforce Planning
- Payroll

Legal services

Total Budget:	Operating	Capital	Operating	Capital
	Revenue	Revenue ¹	Expenditure	Expenditure ²
	\$0	\$0	\$280,900	\$0

^{1.} Capital Revenue excludes transfers from Reserves.

^{2.} Capital Expenditure excludes loan principal repayments and transfers to Reserves.

STAFF REPORTS - CORPORATE AND COMMUNITY SERVICES

13.9 - ATTACHMENT 1

Budget and Works for 2019-2020 by Operational Area

CORPORATE AND COMMUNITY SERVICES

Responsible Executive: Director Corporate and Community Services

Services Provided:

Finance

- Financial and Management Accounting
- Statutory Financial Reporting
- Accounts Payable
- Revenue/Debt Recovery
- Taxation Compliance
- Long Term Financial Planning
- Asset Revaluations
- Grant Financial Management

Corporate Services

- Corporate planning
- · Council secretariat
- Councillor support services
- Strategic risk management and Insurance
- Strategic grants coordination
- Strategic Procurement
- Customer Service

Community Development

- Youth/Positive Ageing /Disability
- Indigenous Projects
- Children's Services
- Library Services
- Recreation Planning/Public Art
- Community Safety
 Volunteer Facilitation
- s355 Committee Coordination
- Community Projects and Activities

Business Systems and Technology

- Information Technology
- Records Management
- Business Systems
- IT Infrastructure
- Service Support
- · Information Management
- Communication Technology

Total Budget:	Operating	Capital	Operating	Capital
	Revenue	Revenue ¹	Expenditure	Expenditure ²
	\$31,083,100	\$30,000	\$6,990,200	\$30,000

^{1.} Capital Revenue excludes transfers from Reserves.

^{2.} Capital Expenditure excludes loan principal repayments and transfers to Reserves.

2019-2020 Budget

2019-2020 Budget

Byron Shire Council has prepared the 2019-2020 Budget utilising the following parameters:

- Rate peg increase of 2.7% as announced by the Independent Pricing and Regulatory Authority (IPART).
- Special Rate Variation of 4.8% for a total rate increase of 7.5% approved by IPART.
- Indexation of operating expenditure limited to 0.9% to assist in deriving a 1% efficiency gain where possible.
- Provision for the 2.50% Award increase from 1 July 2019 under the Local Government (State)
 Award for Council staff.
- New loan borrowings of \$1,844,000 devoted to bridge/culvert replacement programs (\$1,644,000) and South Golden Beach Flood Pump (\$200,000).
- Interest on investments around 2.5% plus active management of the investment portfolio to maximise returns.
- Reflective of actions contained in this Operational Plan.

As an overall summary, Council's total 2019/2020 Budget is \$140,386,000 made up as follows:

- Operating expenditure (excluding depreciation) \$72,930,600
- Depreciation expense \$14,657,200
- Capital works \$49,891,300
- Debt repayment (loan principal) \$2,906,900

Excluding depreciation expense, the total spend of Council for 2019/2020 is \$125,728,800.

On a Consolidated All Funds basis, Council is expecting a budget surplus in 2019/2020 of \$24,526,100 and an operating budget deficit of \$3,237,600 as indicated by the following budgeted Operating Statement:

Byron Shire Council	
Draft 2019 -2020 Budget Operating Statement - Consolidated A	All Funds
	Estimated \$
Income from Continuing Operations	
Rates	24,389,000
Annual Charges	20,168,000
User Charges and Fees	30,993,000
Interest and Investment Revenue	1,985,100
Other Revenue	1,583,200
Grants and Contributions for Operating Purposes	5,231,900
Grants and Contributions for Capital Purposes	27,763,700
Total Income from Continuing Operations	112,113,900
Expenses from Continuing Operations	
Employee Benefits and Oncosts	26,854,800
Borrowing Costs	4,417,100
Materials and Contracts	34,959,500
Depreciation and Amortisation	14,657,200
Impairment	0
Other Expenses	6,699,200
Net Losses from the Disposal of Assets	0
Total Expenses from Continuing Operations	87,587,800
Operating Result from Continuing Operations	24,526,100
Net Operating Result before Grants and Contributions provided for Capital Purposes	-3,237,600

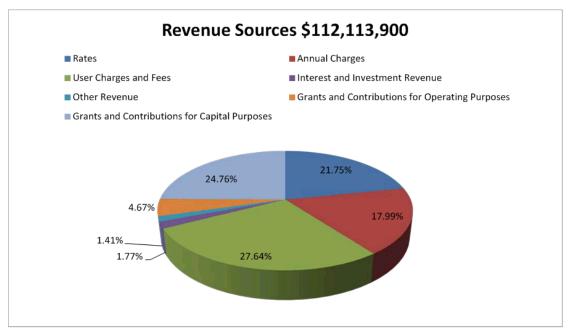
2019-2020 Budget

The estimated movement in the cash position of the Council as indicated by the 2019-2020 Budget Estimates is indicated by the following budgeted Cashflow Statement:

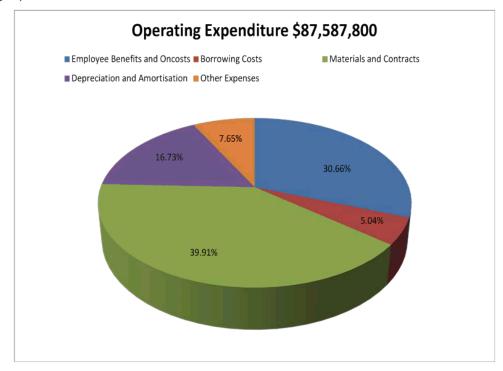
Byron Shire Council	
Draft 2019 -2020 Budget Cashflow Statement - Co	onsolidated All Funds
	Estimated \$
Cash Flows from Operating Activities	
Receipts	
Rates	24,389,000
Annual Charges	20,168,000
User Charges and Fees	30,993,000
Interest and Investment Revenue	1,985,100
Grants and Contributions	32,995,600
Other	1,583,200
Payments	
Employee Benefits and Oncosts	-26,854,800
Materials and Contracts	-34,959,500
Borrowings	-4,417,100
Other Expenses	-6,699,200
Net Cash provided (or used in) Operating Activities	39,183,300
Cash Flows from Investing Activities	
Receipts	
Sale of Investment Securities	С
Sale of Real Estate Assets	C
Sale of Infrastructure, Property, Plant and Equipment	C
Payments	
Purchase of Investment Securities	0
Purchase of Property, Plant and Equipment	-49,891,300
Net Cash provided (or used in) Investing Activities	-49,891,300
Cash Flows from Financing Activities	
Receipts	
Proceeds from new loan borrowings	1,844,000
Payments	
Repayment of Borrowings and Advances	-2,906,900
Net Cash provided (or used in) Financing Activities	-1,062,900
Net increase/(Decrease) in Cash	-11,770,900

2019-2020 Budget

The revenue sources within 2019-2020 Budget Estimates are proposed to come from the following sources:

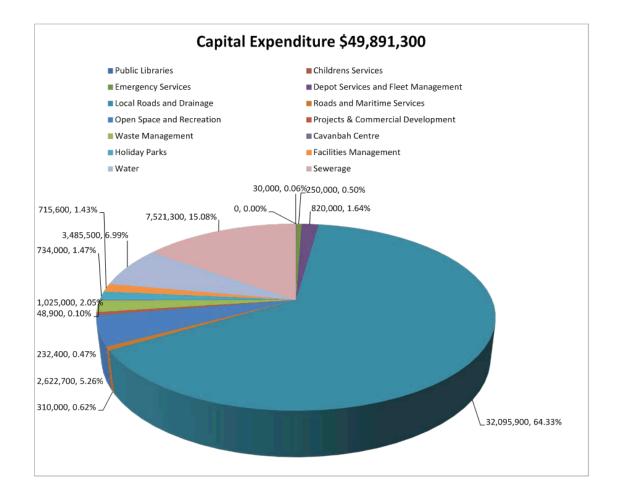


Operating expenditure contained in the 2019-2020 Budget Estimates are proposed to be allocated to the following expenditures:



2019-2020 Budget

The proposed Capital Works allocation included in the 2019-2020 Budget Estimates are proposed to be expended in the following budget programs:



13.9 - ATTACHMENT 1

2019-2020 Budget

The summarised 2019-2020 Budget Estimates by Budget Program and results for Council's General Funds, Water Fund and Sewerage Fund are detailed in the table below with utilisation of reserve funds on the following page:

		,00	2010/20 Droft Budget Entimates Summary	off Dudget Estimates	Latimate	S. C.	,,,,							
		77	3/20 DIA	lafinna i	Latillate	illino e	al y							Overall
							Operating							Budget
		Operating	Operating		Operating	Operating	Surplus/	Grants &	Transfer	Capital	Transfer	Loan	Capital	Program
Directorate	Budget Program	Revenue	Expenditure Depreciation		Expenditure		10	ŏ	Reserves	Expenditure	Reserves	Principal Repayments	Surplus/ (Deficit)	Surplus/
	General Manager					Ĺ								
General Manager	General Manager	0	280,900	0	280,900	(280,900)	(280,900)	0	93,400	0	0		93,400	(187,500)
General Manager	People & Culture	0	0	0	0	0	0	0	0				0	0
	General Manager Directorate Sub-Total	0	280,900	0	280,900	(280,900)	(280,900)	0	93,400	0	0	0	93,400	(187,500)
	Corporate & Community Services													
Corporate & Community Services	Councillor Services	0	920,100	0	920,100	(920,100)	(920,100)	0	0		0	0	0	(920,100)
Comorate & Community Services	Financial Services - General Purpose Revenues	28,501,000	0	0	0	28,501,000	28,501,000	0	792,000		4,314,000	0	(3,522,000)	24,979,000
Corporate & Community Services	Financial Services	135,600	(006'296)	0	(967,900)	1,103,500	1,103,500	0	528,600		0	226,400	302,200	1,405,700
Corporate & Community Services	Information Systems	28,400	74,000	0	74,000	(45,600)	(45,600)	0			0	29,300	(19,300)	(64,900)
Corporate & Community Services	Corporate Services	27,600	171,500	0	171,500	(143,900)	(143,900)	0	143,900	0	90,00			(60,000)
Corporate & Community Services	Community Development	185,900		0	2,302,200	(2,116,300)	(2,116,300)	0	70,000					(2,046,300)
Corporate & Community Services	Sandhills	1,682,000	-	16,300	1,890,100	(208,100)	(191,800)	0	28,300					(163,500)
Corporate & Community Services	Childrens Services - Other	460,600	256,700	0	256,700	(96,100)	(96,100)	0	6,800				6,800	(86,300)
Corporate & Community Services	Public Libraries	62,000	1,967,800	75,700	2,043,500	(1,981,500)	(1,905,800)	30,000	- 1	30,000	- 1	104,800	(104,800)	(2,010,600)
	Corporate & Community Services Directorate Sub-Total	31,083,100	6,898,200	92,000	6,990,200	24,092,900	24,184,900	30,000	1,609,600	30,000	4,374,000	390,500	(3,154,900)	21,030,000
	Infrastructure Services													
Infrastructure Services	Supervision and Administration	0	109,700	0	109,700	(109,700)	(109,700)	0	109,700			0	109,700	0
Infrastructure Services	Asset Management Planning	0	133,900	0	133,900	(133,900)	(133,900)	0	133,900	0	0	0	133,900	0
Infrastructure Services	Projects & Commercial Development	0	354,100	0	354,100	(354,100)	(354,100)	0	232,400					(354,100)
Infrastructure Services	Emergency Services and Flood Management	150,000	734,000	16,200	750,200	(600,200)	(284,000)	250,000	0					(284,000)
Infrastructure Services	Depot Services and Fleet Management	568,700	(88)300)	834,900	745,000	(176,300)	658,600	0	820,000					0
Infrastructure Services	Local Roads and Drainage	4,489,900	8,911,500	6,317,700	15,229,200	(10,739,300)	(4,421,600)	24,283,800	13,088,200	32	7,903,6	203,700	(2,831,20	(7,252,800)
Infrastructure Services	Roads and Maritime Services	662,400	1,067,200	0	1,067,200	(404,800)	(404,800)	155,000	155,000			0		(404,800)
Infrastructure Services	Upen Spaces and Recreation	889,700	5,689,600	1,052,000	6,741,600	(000,000)	(4,799,900)	161,300	3,167,600	2,622, A	ZX0,ZL	86,000	420,00	(4,3/9,900)
Infrastructure Services	Quarry Operations	0000000	0 000	275,200	275,200	(275,200)	0000	0 0	0 000		0	0 000		0
Infastructure services	Waste & Recycling Services	10,530,500	9,030,200	421,400	000,001,000	005,874	JUN, /UUC	0	00/10C7	1,025,000		132,400	(900,700)	Unit seal
Infantacione Control	Greet Strot English Bark	2 000 000	2 EAE 000	136.200	2 693 200	מטב מבב	C14 600	0			514 67		ľ	(norinari
Infrastructure Services	Suffolk Park Holidav Park	946 500	038.300	20,800	959.100	(12.600)	8.200	0	292,000					0
Infrastructure Services	Facilities Management	913,700	2	972,900	3,805,100	(2.891,400)	(1,918,500)	510,600	951,500		2	124,000		(1,506,200)
	Water Supplies	9,839,600	8,528,900	1,416,000	9,944,900	(105,300)	1,310,700	600,000	3,485,500	3,485,500	1,910,700	0	(1,310,700)	0
	Sewerage Services	16,213,800	11,841,300	3,037,200	14,878,500	1,335,300	4,372,500	1,400,000	7,521,300	7,521,300	3,851,200	1,921,300	(4,372,500)	0
	Infrastructure Services Directorate Sub-Total	48,587,800	54,086,300	14,561,900	68,648,200	(20,060,400)	(5,498,500)	27,360,700	30,704,700	49,861,300	15,257,300	2,516,400	(009'695'6)	(15,068,100)
	Sustainable Environment & Economy													
Sustainable Environment & Economy	Development and Certification	2,169,200	4,968,500	0	4,968,500	(2,799,300)	(2,799,300)	2,217,000	72,900		2,424,600	0	(134,700)	(2,934,000)
Sustainable Environment & Economy	Planning Policy & Natural Environment	232,100	3,193,000	0	3,193,000	(2,960,900)	(2,960,900)	0	1,035,400	0			1,035,400	(1,925,500)
Sustainable Environment & Economy	Environment and Complaince	2,267,200	2,719,200	3,300	2,722,500	(455,300)	(452,000)	0	325,300		324,600	0	200	(451,300)
Sustainable Environment & Economy	Economic Deve	10,800	784,500	0	784,500	(773,700)	(773,700)	0	177,700	0		0		(296,000)
	Sustainable Environment & Economy Directorate Sub-Total	4,679,300	11,665,200	3,300	11,668,500	(6,989,200)	(006'586'9)	2,217,000	1,611,300	0	2,749,200	0	1,079,100	(2,906,800)
	Total Council Budget	84,350,200	72,930,600	14,657,200	87,587,800	(3,237,600)	11,419,600	29,607,700	34,019,000	49,891,300	22,380,500	2,906,900	(11,552,000)	(132,400)
	Fund Summary Budget													
	General fund	58,296,800	52,560,400	10,204,000	62,764,400	(4,467,600)	5,736,400	27,607,700	23,012,200	38,884,500	16,618,600	985,600	(5,868,800)	(132,400)
	Water Fund	9,839,600	8,528,900	1,416,000	9,944,900	(105,300)	1,310,700	600,000	3,485,500		1,910,700	0	(1,310,700)	0
	Sewer Fund	16,213,800	11,841,300	3,037,200	14,878,500	1,335,300	4,372,500	1,400,000	7,521,300	7,521,300	3,851,200	1,921,300	(4,372,500)	0
	The state of the s	000 000 00	23 000 000	***										

Statement of Revenue Policy

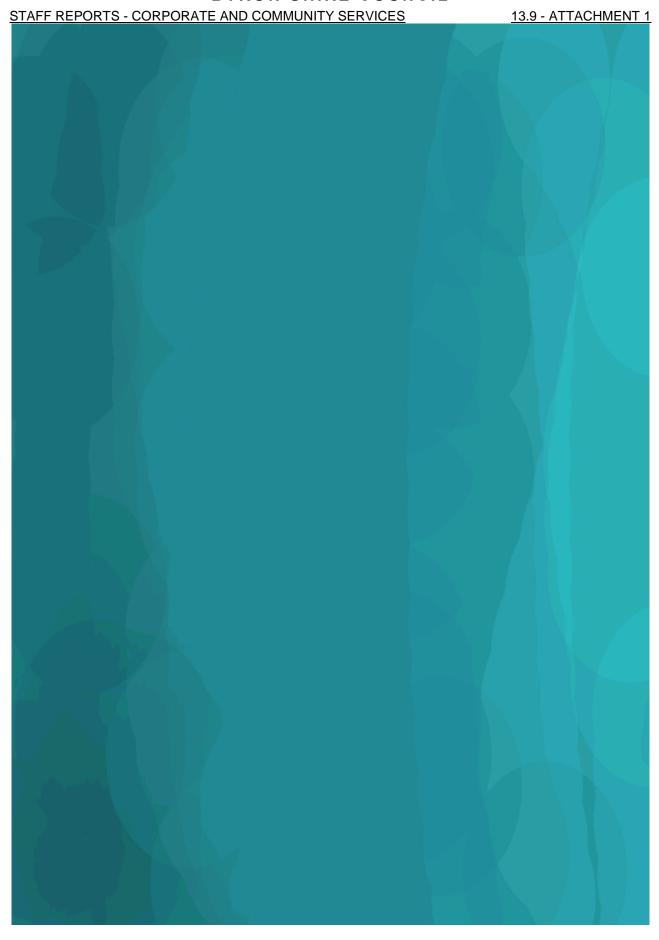
	Estimated Reserve Schedu	Est Balance	Transfer	Transfer	Balance
	Reserve Description	30/06/2018	to	From	30/06/201
ENI	ERAL FUND INTERNAL RESERVES				
Sene	eral Fund Internal Reserves				
	Information Technology	0	0	0	
	Caravan Park - Council	2,936,704	522,800	2,242,300	1,217,20
	Employee Leave Entitlements	629,313	0	0	629,31
	Waste Management Facility	3,459,766	0	144,400	3,315,36
	Plant	1,234,877	711,400	820,000	1,126,27
	Quarry Risk Management	642,495 44,943	0	47,200	642,49 -2,25
	Property	174,981	0	47,200	174,98
	Carryover - Infrastructure Services	356,730	0	195,600	161,13
	Environmental Planning	159,344	0	80,200	79.14
	Footpath Dining	169,342	123,700	78,800	214,24
	Byron Bay Library	299,324	0	0	299,32
	Paid Parking - Council	0	2,952,000	2,952,000	
	People & Culture	130,043	0	0	130,04
	Legal Services	-1	0	0	-
	Community Development	67,150	0	10,000	57,15
	Stormwater Drainage	119,289	296,500	250,000	165,78
	Environmental Levy Reserve	59,517	382,800	442,300	10.00
	Childrens Services	76,000	0	35,100	40,90
	General Managers Office	80,000	60,000	0	140.00
	Election Expense Reserve Revolving Energy Fund	80,000 36,547	60,000	0	140,00 36,54
	OLG Financial Assistance Grant	792,000	0	792,000	30,54
	Tennis Court Reserve	538	3,400	5,000	-1,06
	Asset Revaluation Reserve	10,620	0	9,000	10,62
	2002/2003 Special Rate Carryover Reserve	0	0	0	10,02
	2003/2004 Special Rate Carryover Reserve	0	0	0	
	2005/2006 Special Rate Carryover Reserve	0	0	0	
	2006/2007 Special Rate Carryover Reserve	20	0	0	21
	2007/2008 Special Rate Carryover Reserve	3,880	0	0	3,88
	2008/2009 Special Rate Carryover Reserve	218,282	0	0	218,28
	2017/2018 Special Rate Carryover Reserve	5,133	3,474,700	3,475,300	4,53
	Structural Change Reserve	198,185	0	0	198,18
	Mullumbimby Civic Hall	0	0	0	
	Brunswick Heads Memorial Hall	62,322	0	60,000	2,32
	South Golden Beach Hall Infrastructure Renewal Reserve - Byron Bay	24,723 133,838	488,400	610.900	24,72 11,33
	Mullumbimby Pioneer Centre	6,873	488,400	010,900	6,87
	Byron Bay Library Exhibition Space 5355	28,282	0	0	28,28
	Brunswick Valley Community Centre	453	0	0	45
	Suffolk Park Community Centre	17,115	0	0	17,11
	On-Site Sewerage Management	257,198	145,400	146,100	256,49
	Special Events Response & Mitigation	204,891	50,500	0	255,39
	Property Development Reserve	980,200	0	597,400	382,80
	Suffolk Park Open Space Bangalow Heritage House	50,000	0	0	50,00
	Bridge Replacement Fund	176,710	0	50,000	126,71
	Ocean Shores Community Centre	27,597	0	0,000	27,59
	Grant Management	44,748	0	44,500	24
	Byron Bay Town Centre Masterplan	263,100	488,400	752,200	-70
	Environment Enforcement Levy	45,010	179,200	179,200	45,01
	Information & Technology Service Fee	5,034	100,900	96,500	9,43
	Byron Bay Senior Citizens Hall	19,238	0	0	19,23
	Infrastructure Renewal Res - Non Byron	-4,600	976,800	972,200	
	Economic Development	0	0	0	
	Land Remediation WHS Incentive	54,700	0	0	54,70
	Unexpended Loans	3,782,500	1,500,700	3,361,000	1,922,20
	Onexpended toans	3,782,300	1,500,700	3,361,000	1,922,20
Γotal	General Fund Internal Reserves	18,084,974	12,457,600	18,440,200	12,102,37
	TOTAL GENERAL FUND INTERNAL RESERVES	18,084,974	12,457,600	18,440,200	12,102,37
3EN I	ERAL FUND EXTERNAL RESERVES				
Othe	r General Fund Extenal Reserves				
	Crown Reserves	298,640	356,500	602,700	52,44
	Domestic Waste Management	1,292,477	0	112,300	
	Crown Reserves - Paid Parking	747,249	1,148,000	838,100	
Γotal	Other General Fund External Reserves	2,338,365	1,504,500	1,553,100	2,289,76
Sene	eral Fund Developer Contributions (External Reserves)				
iene	eral Fund Developer Contributions - Section 94 Current Plan				
	Open Space	4,558,670	679,100	989,900	
	Community Facilities	1,194,131	230,300	442,000	982,43
	Car Parking	1,411,563	26,200	0	
	Cycleways	927,940	133,100	238,600	
	Road Upgrading - Urban Roads	3,515,560	491,800	154,900	
	Road Upgrading - Rural Roads Civic & Urban Improvements	1,337,694	257,200 74,200	451,900	
	Council Administration	790,701 244,290	137,000	134,000 150,400	
	Shire Support Facilities	256,418	15,400	150,400	
	Section 94A Levy Income	456,212	155,700	184,900	
	Section 94 Interest	0	0	0	427,03
	Total General Fund Developer Contributions	14,693,177	2,200,000	2,746,600	14,146,57
	TOTAL GENERAL FUND EXTERNAL RESERVES	17,031,542	3,704,500	4,299,700	16,436,34

STAFF REPORTS - CORPORATE AND COMMUNITY SERVICES

<u>13.9 - ATTACHMENT 1</u>

Statement of Revenue Policy

scription	Est Balance 30/06/2018	Transfer	Transfer	Balance
		to	From	30/06/2019
r Supplies				
	6,951,404	1,310,700	1,465,500	6,796,604
ves - Water Supplies	6,951,404	1,310,700	1,465,500	6,796,604
Section 64 Plan				
	2,561,611	600,000	2,020,000	1,141,611
ntributions	2,561,611	600,000	2,020,000	1,141,611
RESERVES	9,513,015	1,910,700	3,485,500	7,938,215
werage Services				
	6,564,122	2,451,200	4,685,800	4,329,522
	704,400	0	0	704,400
es - Sewerage Services	7,268,522	2,451,200	4,685,800	5,033,922
ons Section 64 Plan see				
	6,882,106	1,400,000	2,835,500	5,446,606
Contributions	6,882,106	1,400,000	2,835,500	5,446,606
AL RESERVES	14,150,628	3,851,200	7,521,300	10,480,528
	58,780,159	21,924,000	33,746,700	46,957,459
		58,780,159 ts plus unexpended grants are not disclosed	58,780,159 21,924,000 ts plus unexpended grants are not disclosed given their ex	58,780,159 21,924,000 33,746,700 ts plus unexpended grants are not disclosed given their expenditure is



2019/20 STATEMENT OF REVENUE POLICY

Introduction

Council is required to adopt an Operational Plan annually which is to include a Statement of Revenue Policy in accordance with Section 405 (2) of the Local Government Act 1993 (LGA) and Regulation 201 of the Local Government (General) Regulation 2005 (LGR).

The following paragraphs provide information regarding how Council will levy ordinary land rates, charges and fees in the 2019/20 rating year and the anticipated revenue that will be derived from each separate rate, charge or fee.

Ordinary Land Rates

Rating Categories and Sub-Category

Council has categorised all rateable properties in accordance with section 514 of the LGA to be within one of the following rating categories. Sections 515 to 519 of the LGA describe how land is to be categorised for rating purposes.

- Residential
- Business*
- Farmland
- Mining

Council has also declared a *business sub-category for the centre of activity being Byron Bay CBD in accordance with section 529 of the LGA. The following map defines properties that are to be sub-categorised as Byron Bay CBD if they are categorised as business.



Total Permissible Revenue - Rate Pegging or Special Rate Variation (SRV)

The rate peg is a percentage determined by the Independent Pricing and Regulatory Tribunal (IPART) each year that limits the maximum general income NSW Councils can collect above the income it collected in the previous year. The rate pegging limit for 2019/20 determined by IPART is 2.7%.

General Income comprises income from ordinary land rates and special rates (Byron Shire Council does not currently levy any special rates). It does not include income derived from fees or charges such as water, sewer, waste management, stormwater, on-site sewage management fees etc.

It is important to understand that the rate peg applies to total income. Individual property rates may fluctuate depending upon their rating categorisation, Council's adopted rating structure and their land valuation.

Councils may apply for an increase above the announced rate peg limit for a number of years, known as a Special Rate Variation (SRV) application (section 508A or 508(2) of the LGA). The SRV percentage overrides the rate pegging limit if approved.

Council applied to IPART under section 508A for a permanent increase to total general income by **7.5%** for each of the four rating years commencing from 2017/18, a cumulative increase of 33.50% over the four year period.

IPART approved Council's application in May 2017.

The additional revenue generated by the increase will perpetually fund asset renewal and maintenance programs, primarily our road network.

Land Valuations

Land valuations are supplied to Council by the NSW Valuer General's Office (VG) and ignore any developments on the land. Land valuations are used by Councils to levy ordinary land rates.

For equity purposes, the VG usually provides Council with updated land valuations every three years. July 2016 base date valuations supplied by the VG will be used for the rating years between 2017/18 and 2019/20.

Council uses land values to equitably levy ordinary land rates by applying a rate in the dollar to an individual property's land valuation. A different rate in the dollar applies to different rating categorisations. Effectively rates are an asset tax, the higher a property's land value, the more rates they will contribute based on the "ability to pay" taxation principle.

An increase in total land valuations received from the VG does not increase Council's total permissible annual income; they simply redistribute the rate burden between individual properties based on that property's change in comparison to others.

More information about land valuations and their use by councils is available from the Property NSW website at http://www.valuergeneral.nsw.gov.au/council_rates.

Council's Rating Structure

For many years Council has utilised a minimum rating structure pursuant to section 497 (a) of the LGA, with a minimum rate applied in accordance with section 548 of the LGA. A reduced minimum rate is applied to flood prone land in accordance with section 548 (c) (iii) of the LGA. Council will continue to levy rates pursuant to section 494 of the LGA in 2019/20 using the same minimum rating structure utilised in the previous rating year.

The methodology used to set 2019/20 ordinary land rates is as follows:

- 1. Calculate total permissible general income limit for 2019/20:
 - i. Pursuant to Chapter 15 Part 2 (sections 505 to 513 of the LGA)
- 2. Set required proportion of total permissible income payable for each rating category or sub-category:
 - i. These percentages of total permissible income are determined by Council
 - ii. Sub-Category of Business Byron Bay CBD to pay 8.5%
 - iii. Category of Business to pay 12.5% (i.e. other business properties excluding Byron Bay CBD)
 - iv. Category of Farmland and Sub-Category of Farmland Flood Prone Land to pay 5.0%
 - Category of Residential and Sub-Category of Residential Flood Prone Land to pay balance of required total permissible income.
- 3. Set the minimum rate payable for each category and sub-category:
 - Maximum minimum rate is varied from previous year pursuant to section 548 of the LGA or set as part of a special variation instrument.
 - ii. Set the Residential, Business, Mining and Farmland category plus Business Byron Bay CBD sub-category minimum rate the minimum rate for the previous year increased by the rate pegging limit or approved SRV percentage increase, rounded down to the nearest dollar these will all be exactly the same amount
 - Set the Residential Flood Prone Land sub-category minimum rate to be half of the Residential category minimum rate, rounded to the nearest dollar
 - iv. Set the **Farmland Flood Prone Land sub-category minimum rate** to be half of the Farmland category minimum rate, rounded to the nearest dollar
- 4. Calculate the rate in the dollar payable for each category and sub-category
 - This calculation utilises land valuations and considers assessments where a minimum rate is payable.
 - Calculate the rate in the dollar payable for the Residential category to achieve the desired income
 - The rate in the dollar calculated for the Residential category becomes the rate in the dollar for the Residential Flood Prone Land Category
 - Calculate the rate in the dollar payable for the Farmland category to achieve the desired income.
 - The rate in the dollar calculated for the Farmland category becomes the rate in the dollar for the Farmland Flood Prone Land Category
 - vi. Calculate the rate in the dollar payable for the **Business category** to achieve the desired income
 - vii. The rate in the dollar calculated for the Business category becomes the rate in the dollar for the **Mining Category** (Council does not currently have any mining properties)
 - viii. Calculate the rate in the dollar payable for the **Business sub-category "Byron Bay CBD"** to achieve the desired income

The following table provides Council's **2019/20 rating structure**, which includes a 7.5% allowable special rate variation total income increase from 2018/19. The actual income generated by the July 2019 rate levy will vary slightly from the amounts listed below as the rate levy will use properties and land valuations as at 30 June 2019 to calculate total permissible income.

The minimum rates listed in the following table will not change as they have been set by IPART under section 548 (3) of the LGA for the four year term of Council's approved SRV between 2017/18 and 2020/21.

Category or Sub- Categories	Estimated Number of Properties	Rate in the Dollar (\$)	Minimum Rate (\$)	Total Estimated Income (\$)	Proportional Contribution of Yield (%)	Estimated Average Rate
Residential	13,731	0.2485	863	18,351,742	73.95%	1,337
Residential - Flood Prone	28	0.2485	432	12,445	0.05%	444
Business	1,112	0.4371	863	3,104,396	12.50%	2,792
Business - Byron Bay CBD	348	0.5572	863	2,110,357	8.50%	6,064
Mining	0	0.4371	863	0	0.00%	0
Farmland	543	0.2274	863	1,241,559	5.00%	2,286
Farmland - Flood Prone	0	0.2274	432	0	0.00%	0
TOTALS	15,762			24,820,499	100.00%	1,575

Pensioner Concessions

Council provides concessions for eligible pensioners under Section 575 of the Local Government Act 1993 as follows:

- 50% of the combined ordinary land rate and domestic waste management charge up to a \$250.00 maximum rebate.
- 50% of water fixed and usage charges up to an \$87.50 maximum rebate.
- 50% of sewerage fixed charge up to an \$87.50 maximum rebate.

Council funds 45% of the total concessions granted with 50% funded by the State Government and the remaining 5% funded by the Federal Government.

Council has also adopted a Pensioner Concessions policy that outlines how Council will process pensioner concession applications where legislation is silent. Visit Council's web site for a copy of this policy.

Charges

In accordance with Sections 496, 496A, and 501 of the Local Government Act 1993, Council will levy annual charges for the following services:

- Water
- Sewer
- Domestic Waste Management
- Non Domestic Waste Management
- Stormwater Management

In accordance with Section 502 of the Local Government Act 1993 (LGA), Council will levy charges for actual use for the following services:

- Water Usage
- Sewer Usage
- Liquid Trade Waste

Water, Sewer and Waste Management Charges relating to non-rateable properties will be charged in accordance with Sections 496, 501 and 502 of the LGA. For the purpose of charging these non-rateable properties that actually use these services in accordance with section 503 (2) of the LGA, the charges to be applied are the same as those charged against rateable properties as these charges are representative of use.

Waste Management Charges

Council's waste management charging structure is designed to provide an incentive to customers to reduce the level of waste that ends up in landfill.

In accordance with Section 496 of the LGA, Council must make and levy an annual charge for the provision of **Domestic Waste Management** (DWM) services for each parcel of rateable land for which the service is available (i.e. properties that are along the route of the waste collection truck).

All serviced urban and rural domestic properties will pay a mandatory DWM collection service charge regardless of whether the service is utilised or not. Serviceable vacant land and properties that are occupied but where Council has decided not to provide a collection service (e.g. safety, physical limitations of the property etc) must still pay a DWM charge pursuant to section 496 of the LGA.

Customers may choose to receive additional services to meet their resource recovery needs.

In accordance with Section 501 of the LGA, Council will levy an annual **Waste Management Charge** for all **non-domestic customers** (e.g. business, commercial, industrial and schools) provided with a collection service identified in the table below. This is a voluntary collection service.

An annual **Waste Operations Charge** for on-going operations and future infrastructure requirements of Council's Resource Recovery Centre landfill site will be levied in addition to each waste collection service (domestic and non-domestic), except for single bin collection services requested in addition to the existing collection service.

Any collection service charge adjustments will be made on a pro-rata basis however, newly rateable domestic properties will attract charges from the next rating quarter after they became rateable.

2019/20 service charges have increased by 11.5% in comparison to 2018/19 due to expected significant external expenditure increases as follows;

- Queensland waste levy implementation for depositing waste to landfill sites.
- Increased recyclables processing costs resulting from an unprecedented downturn in the recyclable
 material commodity markets as a result of international changes China has made to recyclables
 acceptance (contamination levels and product acceptance pricing).

The following tables outline Council's Waste Management charges for the 2019/20 rating year.

Waste Collection Service Type	Annual Charge (\$)	Number of Services	Estimated Yield (\$)
Domestic Waste Management Charges – s496 LGA			
Urban – 3 bin collection service – Including Federal Village (Waste Operations Charge is also payable in addition to collection charge)			
80 litre mixed waste (fortnightly) + 240L Recycling (fortnightly) + 240L Organics (weekly)	147	539	79,233
140 litre mixed waste (fortnightly) + 240L Recycling (fortnightly) + 240L Organics (weekly)	310	6,849	2,123,190
240 litre mixed waste (fortnightly) + 240L Recycling (fortnightly) + 240L Organics (weekly)	460	1,878	863,880
140 litre mixed waste (weekly) + 240L Recycling (weekly) + 240L Organics (weekly) – Subject to Council approval	812	12	9,744
240 litre mixed waste (weekly) + 240L Recycling (weekly) + 240L Organics (weekly) - Subject to Council approval	1,035	33	34,155
Rural – 2 bin collection service (Waste Operations Charge is also payable in addition to collection charge)			
140 litre mixed waste (fortnightly) + 240L Recycling (fortnightly)	222	590	130,980
240 litre mixed waste (fortnightly) + 240L Recycling (fortnightly)	330	2,538	837,540
Vacant Land / Serviceable Occupied Land Exempt From Collection	Service		
Urban	30	381	11,430
Rural	30	79	2,370
Exempt Collection Service Charge (occupied land – no collection)	60	25	1,500
Additional Single Bin Collection Services (mixed waste bin must be purchased as an additional bundled collection service)			
240 litre Recycling (fortnightly)	103	130	13,390
240 litre Organics (weekly)	119	30	3,570
			continued over

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STAFF REPORTS - CORPORATE AND COMMUNITY SERVICES

Waste Collection Service Type	Annual Charge (\$)	Number of Services	Estimated Yield (\$)
Domestic Waste Management Charges – s496 LGA (cont	inued)		
Multi-Unit Developments (MUD)			
3 Bin MUD collection service per unit Waste Operations Charge is also payable in addition to collection charge			
80 litre mixed waste (fortnightly) + 240L Recycling (fortnightly) + 240L Organics (weekly)	147	225	33,075
140 litre mixed waste (fortnightly) + 240L Recycling (fortnightly) + 240L Organics (weekly)	310	1,003	310,930
240 litre mixed waste (fortnightly) + 240L Recycling (fortnightly) + 240L Organics (weekly)	460	168	77,280
2 Bin MUD collection service per unit Waste Operations Charge is also payable in addition to collection charge – Counc	il must approve e	xemption of organic	s service
80 litre mixed waste (weekly) + 240L Recycling (fortnightly)	147	5	735
140 litre mixed waste (weekly) + 240L Recycling (fortnightly)	310	82	25,420
240 litre mixed waste (weekly) + 240L Recycling (fortnightly)	460	16	7,360
Multi-Unit Developments (MUD) – Shared Services (between two	units)		
3 Bin Shared MUD collection service — Between two units (charged Waste Operations Charge is also payable in addition to collection charge — Counc	. , .	,	
240 litre mixed waste (fortnightly) + 240L Recycling (weekly) + 240L Organics (weekly)	246	428	105,288
2 Bin Shared MUD collection service – Between two units (charged Waste Operations Charge is also payable in addition to collection charge – Counc	. , .	,	
240 litre mixed waste (weekly) + 240L Recycling (weekly)	246	355	87,330
Domestic Waste Charges Total		15,230	4,260,003

Waste Collection Service Type	Annual Charge (\$)	Number of Services	Estimated Yield (\$)
Non-Domestic Commercial Waste Management Charges	– s501 LGA		
Urban – Non-Domestic collection service			
(Waste Operations Charge is also payable in addition to collection charge)			
140 litre mixed waste (weekly) + 240L Recycling (weekly)	501	167	83,667
240 litre mixed waste (weekly) + 240L Recycling (weekly)	574	1,085	622,790
140 litre mixed waste (weekly)	501	13	6,513
240 litre mixed waste (weekly)	574	92	52,808
Rural – Non-Domestic (Waste Operations Charge is also payable in addition to collection charge)			
240 litre mixed waste (fortnightly) + 240L Recycling (fortnightly)	516	61	31,476
Single Bin Collection Services – Non-Domestic			
240 litre Recycling (weekly)	129	330	42,570
Organics Bin Collection – Non-Domestic			
Schools, community centres and not-for-profit organisations - subject to eligibilit	y criteria		
240 litre Organics (weekly)	119	48	5,712
Non-Domestic Commercial Waste Charges Total		1,796	845,536

Waste Operations Charge	Annual Charge (\$)	Number of Services	Estimated Yield (\$)
Waste Operations Annual Charge - Domestic	84	14,451	1,213,884
Waste Operations Annual Charge – Non-Domestic Commercial	84	1,688	141,792
Waste Operations Charges Total		16,139	1,355,676

Mixed Waste Bin Changeover Fee	Fee	Instances	Estimated Yield (\$)
Mixed waste bin – size/capacity changeover fee (first changeover free of charge then all subsequent changes per property per annum per owner/s attracts fee)	56	Unknown	Unknown

Stormwater Management Service Charges (Section 496A LGA)

In accordance with Section 496A of the Local Government Act 1993 (LGA), Council will levy a Stormwater Management Service Charge against rateable properties for which the service is available. Council has identified the residential and business properties that are within Council's urban stormwater catchment areas that will be subject to this charge.

The following charging methodology will be used by Council using the guidelines released by the Office of Local Government.

Charge Methodology

The guidelines provide Council with the opportunity to levy charges on a catchments area or global basis, while ensuring that the total income generated does not exceed the level of expenditure for new and additional stormwater management services. Council has a stormwater capital works program and as a result, a global approach will be used to enable significant works to be funded at a given time using all revenue levied, rather than waiting to collect enough funds in individual catchments. In accordance with these guidelines, councils still need to ensure equitable distribution of stormwater management services over time.

Properties categorised as Residential (Not being Strata Titled)

A flat charge of \$25.00 for a Stormwater Management Service Charge is to be charged against each eligible assessment categorised as Residential within the urban stormwater catchment. This charge is uniform across all urban catchment areas to minimise administration costs.

This amount of \$25.00 is the current upper charge limit for urban residential land stipulated in clause 125AA of the Local Government (General) Regulation 2005.

Properties categorised as Residential (Strata Units)

The cost of managing stormwater runoff from impervious surfaces is usually substantially less per residential strata lot than per standard residential property.

It is for this reason that a flat charge of \$12.50 for a Stormwater Management Service Charge is to be levied against each eligible residential strata unit within the urban stormwater catchment. This charge is uniform across all urban catchment areas to minimise administration costs.

This amount of \$12.50 has been recommended using the guidelines provided by the Office of Local Government.

Properties categorised as Business (Not being Strata Titled)

A Stormwater Management Service Charge is to be charged against each eligible assessment (not being strata titled) categorised as business within the urban stormwater catchment area based on the total area of the assessment. A charge of \$25.00, plus an additional \$25.00 for each 350 square metres or part thereof by which the area of the parcel of land exceeds 350 square metres will be levied.

The criteria for charging business properties by using property areas has been recommended using the guidelines provided by the Office of Local Government.

Exceptions to area based charging - Business Properties

After an analysis of business land areas is was discovered that certain business properties covering large property areas would incur significant charges for stormwater management that would not be reflective of the level of stormwater service provided by Council. These properties involve large portions of open space not being impervious in nature and therefore not producing an increased level of stormwater run-off.

Some examples of properties that fall into this category include:

- Bowling Clubs
- Golf Courses
- Caravan Parks
- Resorts
- Business properties populating a small portion of a total land area

Council has reviewed the Stormwater Management Service Charge to be applied to these types of properties so that a more equitable charge can be determined. This review process has involved an analysis of the impervious surfaces on each reviewed property to reflect a charging structure similar to business properties of a smaller land area. Properties with a land area in excess of 4,000 square metres have been reviewed in relation to the impervious surface area of the land, with the charge determined by grossing up the impervious surface area by a factor of 11%, in accordance with the assumptions made within the departmental guidelines. See example below:

Total land area 50,000 square metres Impervious surface area* 1,000 square metres

Calculation of Area to be charged

As the departmental guidelines assume that 90% of business properties are impervious, the impervious surface is grossed up to determine the area of the land subject to the charge. The following example is for a property with an actual land area of 1,000 square metres:

Impervious area is divided by 90 and multiplied by 100

- = 1,000 / 90 x 100
- = 1,111 square metres.

The charge will be:

For the first 350 square metres	\$25.00
For the second 350 square metres	\$25.00
For the third 350 square metres	\$25.00
For the remaining square metres	\$25.00
Total charge	\$100.00

It should be noted that properties with an area less than 4,000 square metres are able to have the charge reviewed under Council's appeal process.

^{*} The impervious surface area is calculated by identifying this surface type on individual properties using Council's aerial photos and the GIS system.

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Properties categorised as Business (Strata Units)

A Stormwater Management Service Charge will be levied on each eligible business strata unit within the urban stormwater catchment area based on one of the following two scenarios:

Scenario 1 - Business Strata Units Only

If the strata complex contains only business properties (i.e. not mixed development) the charge per strata unit will be calculated by using a charge of \$25.00 per 350m² of the land area occupied by the strata scheme (or part thereof), proportioned by the unit entitlement of each lot in the strata scheme. In the event that this approach results in charge of less than \$5.00 per unit, a minimum charge of \$5.00 will be levied on each strata unit.

This method of charging is consistent with the methodology used to charge non-strata titled business properties.

Scenario 2 - Business and Residential Strata Units (Mixed Development)

If the strata complex contains mixed development (i.e. properties rated as both business and residential) the dominant rating category of the total parcel of land, using data provided by the Valuer General, must be determined and charges will apply for Business strata units or Residential strata units as previously adopted. In the event that a mixed development is 50% residential and 50% business, Council has the discretion to determine whether to charge the property as a residential or business property.

Urban Land Exempt from the Stormwater Management Service Charge

The same exemptions that apply to non-rateable properties for other rates and charges also apply in respect of the stormwater management service charge pursuant to the Local Government Act.

In addition, the following properties are also exempted from this charge under the provisions:

- Rateable land owned by the Crown
- Rateable land under a lease for private purposes granted under the Housing Act 2001 or the Aboriginal Housing Act 1998
- Vacant Land

Councils are also not to levy the charge on properties where they do not provide a stormwater management service.

The following table shows the 2019/20 charging structure and estimated revenue generated by Stormwater Management Service Charges.

Property Type	Number of Properties	Annual Charge (\$)	Yield (\$)
Residential Properties (not strata titled)	7,457	25.00	186,425
Residential Strata Units (not within a mixed development)	2,442	12.50	30,525
Business Strata Units (not within a mixed development)	608	**Varying Amounts (5.00 minimum charge)	12,648
Business Strata Units (within a mixed development)	125	12.50	1,563
Business Properties (not strata titled)	557	**Varying Amounts (25.00 minimum charge)	67,900
Totals	11,189		299,061

^{**} Varying Amounts: A single annual flat charge does not apply to Business Properties (as charges are based on an individual property's impervious land area), or Business Strata Units not within a mixed development (as charges are based on the common property land area and strata unit entitlement for each strata complex). As a result, individual annual charges have been omitted form the above table.

Funds derived from the Stormwater Management Service Charge must be spent on transparent (i.e. on ground) works and the community must be advised of the proposed works and projects as part of the Operational Plan consultation process.

Details of expenditure on overall stormwater/drainage capital works can be found in Capital Works section of the Budget document as part of this Revenue Policy.

Water Charges

Council's water charging structure is made up of two components, a fixed annual access charge levied on properties with access to the water supply and a usage charge based on the volume of water consumed.

Water Fixed Access Charge - Annual Charges (Section 501 LGA)

Fixed water access charges for both Residential and Non-Residential properties are charged depending on water meter connection size and the number of services connected to the property.

An annual water fixed access charge will apply to all properties (including strata titled lots and vacant land) that are able to connect and are within 225 metres of Council's water mains.

Vacant land which does not have a water meter connected will be charged the equivalent of 50% of the 20mm standard fixed access charge.

To properly reflect the water load a water connection can place on the system, fixed annual access charges are proportional to the square of the size of the customer's water supply service, which is in accordance with the NSW State Government's "Best Practice Management of Water Supply and Sewerage Guidelines".

The formula used to derive annual water fixed access charges based on the connection size is:

 $WF = WF_{20} \times (D^2/400)$

Where: WF = Customer's Annual Water Fixed Access Charge (\$)

WF₂₀ = Annual Water Fixed Access Charge for a 20mm

Diameter water supply service connection (\$)

D = Diameter of water supply service (mm)

Water Fixed Access Charges - Residential Properties

Service Type	Annual Charge (\$)	Number of Services	Estimated Yield (\$)
Water Fixed Access Charge 20mm Service	187	8,235	1,539,945
Water Fixed Access Charge 25mm Service	293	57	16,701
Water Fixed Access Charge 32mm Service	480	8	3,840
Water Fixed Access Charge 40mm Service	749	14	10,486
Water Fixed Access Charge 50mm Service	1,170	10	11,700
Water Fixed Access Charge 65mm Service	1,977	0	0
Water Fixed Access Charge 80mm Service	2,995	0	0
Water Fixed Access Charge 100mm Service	4,679	0	0
Water Fixed Access Charge Vacant Land	94	131	12,314
Water Fixed Access Charge Strata Unit	187	2,427	453,849
Water Fixed Access Charge Fire Service	249	9	2,241
Total – Residential Water Fixed Access Charges			2,051,076

Water Fixed Access Charges - Non-Residential Properties

Service Type	Annual Charge (\$)	Number of Services	Estimated Yield (\$)
Water Fixed Access Charge 20mm Service	187	456	85,272
Water Fixed Access Charge 25mm Service	293	164	48,052
Water Fixed Access Charge 32mm Service	480	45	21,600
Water Fixed Access Charge 40mm Service	749	91	68,159
Water Fixed Access Charge 50mm Service	1,170	63	73,710
Water Fixed Access Charge 65mm Service	1,977	2	3,954
Water Fixed Access Charge 80mm Service	2,995	8	23,960
Water Fixed Access Charge 100mm Service	4,679	9	42,111
Water Fixed Access Charge Vacant Land	94	35	3,290
Water Fixed Access Charge Strata Unit	187	723	135,201
Water Fixed Access Charge Fire Service	249	57	14,193
Total – Non-Residential Water Fixed Access Charges			519,502

Water Usage Charges (Section 502 LGA)

A volumetric water usage charge will be levied based on the water usage recorded as passing through the water meter/s servicing each property. Water meters are read and billed on a quarterly basis.

The 2019/20 usage rate/s will apply to water consumed from the end meter reading date for the previous billing year (being the start reading for the following year), which is usually taken during the month of May.

Council has changed the method of levying residential water usage charges from 2019/20. Previously, the rate per kilolitre (1,000 litres) charged for residential customers increased once a threshold of 450 kilolitres per annum per water meter was consumed. This was originally designed as a pricing signal to encourage consumers to conserve water. Council reviewed this charging structure during 2018/19 and decided to levy a single rate per kilolitre for all water consumed, which is now consistent with Council's pricing structure for non-residential water consumers.

Council also decided to apply the same water usage rate per kilolitre to all water consumers (residential and non-residential). Council decided to transition the implementation to minimise the impact of pricing increases by freezing the 2018/19 non-residential rate per kilolitre until such time natural price increases result in the residential water usage charge being equivalent to the non-residential water usage charge. Council anticipates that the same single water usage rate per kilolitre for all consumers will be implemented from the 2021/22 rating year.

Council considered that the previous charging structure applied unfairly and was an inefficient and complex charging system. This pricing change complies with NSW Water best practice water pricing guidelines and is consistent with other NSW local water utilities.

Non-Complying Water Supply Users

Properties that are technically non-complying users of Council's water supply will be levied an increased water usage charge. This charge is a valuable tool in achieving compliance with water supply and private fire hydrant systems.

There are two possible scenarios on why this charge can be applied to a property:

- 1. Council has issued advice to the owner that no backflow device or private fire hydrant system has been installed where necessary. A three month period has elapsed and the premises remain non-compliant.
- 2. Council has issued advice to the owners that no backflow devices or fire hydrants maintenance report has been provided. A three month period has elapsed and the premises remain non-compliant.

Water Usage Charges

Charge Type	Rate per Kilolitre (\$/KL)	Estimated Yield (\$)
Residential		
Residential Water Usage Charge	2.60	4,838,788
Residential Water Usage Charge – Non-Compliant User	5.40	Unknown
Non-Residential		
Non-Residential Water Usage Charge	2.70	2,178,810
Non-Residential Water Usage Charge – Non-Compliant User	5.40	Unknown
Total Water Usage Charges		7,017,599

Sewer Charges

Council's sewer pricing structure is similar to water pricing and incorporates a two component pricing structure, a fixed annual access charge for all properties with access to Council's sewer system and a usage charge based on the estimated percentage of water usage returned to the sewer system.

Sewer Fixed Access Charge - Annual Charges (Section 501 LGA)

An annual sewer fixed access charge will apply to all properties (including strata titled lots and vacant land) that are able to connect and are within 75 metres of Council's sewer mains.

The Sewer Fixed Charge is proportional to the size of the water supply service connection to the property in order to reflect the potential load placed on the sewer system.

Vacant land with no connection to the sewer system will be charged equivalent to 50% of the standard 20mm Sewer Fixed Access Charge.

Properties which are not separately metered will attract a Sewer Fixed Access Charge equivalent to the standard 20mm Sewer Fixed Access Charge.

Sewer Fixed Access Charges - Residential Properties

Service Type	Annual Charge (\$)	Number of Services	Estimated Yield (\$)
Sewer Fixed Access Charge 20mm	857	7,412	6,352,084
Sewer Fixed Access Charge 25mm	1,338	44	58,872
Sewer Fixed Access Charge 32mm	2,193	7	15,351
Sewer Fixed Access Charge 40mm	3,425	14	47,950
Sewer Fixed Access Charge 50mm	5,352	9	48,168
Sewer Fixed Access Charge 65mm	9,045	0	0
Sewer Fixed Access Charge 80mm	13,700	0	0
Sewer Fixed Access Charge 100mm	21,407	0	0
Sewer Fixed Access Charge - Vacant Land (Not connected to Sewer)	428	321	137,388
Sewer Fixed Access Charge - Strata Units	857	2,427	2,079,939
Sewer Fixed Access Charge - Sewer Pods**	830	174	144,420
Total Residential Fixed Sewer Access Charges			8,884,172

^{**} Residential properties connected to Council's sewer system via a Sewer Pod device (New Brighton / Billinudgel areas) are charged a sewerage fixed charge which is \$25.00 less than the standard 20mm charge. The \$25.00 reduction per annum is to assist in paying for electricity costs incurred by customers in the use of the Sewer Pods.

Sewer Fixed Access Charges - Non-Residential Properties (includes non-rateable properties)

Service Type	Annual Charge (\$)	Number of Services	Estimated Yield (\$)
Sewer Fixed Access Charge 20mm	857	394	337,658
Sewer Fixed Access Charge 25mm	1,338	151	202,038
Sewer Fixed Access Charge 32mm	2,193	42	92,106
Sewer Fixed Access Charge 40mm	3,425	76	260,300
Sewer Fixed Access Charge 50mm	5,352	51	272,952
Sewer Fixed Access Charge 65mm	9,045	2	18,090
Sewer Fixed Access Charge 80mm	13,700	9	123,300
Sewer Fixed Access Charge 100mm	21,407	6	128,442
Sewer Fixed Access Charge - Vacant Land (Not connected to Sewer)	428	55	23,540
Sewer Fixed Access Charge - Strata Units	857	707	605,899
Sewer Fixed Access Charge - Sewer Pods**	830	9	7,470
Total Non-Residential Fixed Sewer Access Charges			2,071,795

^{**} Non-Residential properties connected to Council's sewer system via a Sewer Pod device (New Brighton / Billinudgel areas) are charged a sewer fixed charge based which is \$25.00 less than the standard 20mm charge. The \$25.00 reduction per annum is to assist in paying for electricity costs incurred by customers in the use of the Sewer Pods.

Sewer Usage Charges (Section 502 LGA)

Similar to the water usage charge, a volumetric sewer usage charge will be levied on a quarterly basis to all properties that discharge wastewater (sewage) to Council's sewer system.

The 2019/20 usage rate/s will apply to from the end water meter reading date for the previous billing year (being the start reading for the following year), which is usually taken during the month of May.

A sewer discharge factor (SDF) is applied to all properties that discharge to Council's sewer system. The SDF is the estimated percentage of water consumed by a property that is returned to the sewer system.

SDF's for non-residential properties are determined by the type of activity undertaken on the property and are set for each property in accordance with NSW Department of Water and Energy, Liquid Trade Waste Regulation Guidelines April 2009. Council may review the SDF for non-residential properties for non-standard activities.

The fixed sewer usage charge rate per kilolitre for residential properties is set based on the average SDF for all residential properties being 75% of the non-residential sewer usage rate (i.e. 100% SDF), which is the average residential/household SDF suggested by NSW Department of Water and Energy, Liquid Trade Waste Regulation Guidelines April 2009. The residential sewer usage charge is a fixed rate per kilolitre based on the methodology explained above and is not open for review regardless of an individual property's actual discharge to sewer.

Council may provide an adjustment to a property's sewer usage charge if the property experienced a significant water leak event in which the water lost as a result of the leak event was proven not to have returned to Council's sewer system.

Sewer Usage Charges

Charge Type	Rate per Kilolitre (\$/KL)	Estimated Yield (\$)
Residential		
Residential Sewer Usage Charge (Set SDF of 75% applied to rate/KL)	1.94	3,422,214
Non-Residential		
Non-Residential Sewer Usage Charge (Individual Property SDF to be applied to rate/KL)*	*2.60	1,670,308
Total Sewer Usage Charges		5,092,522

Liquid Trade Waste Charges

Liquid Trade Waste Fixed Charge (Section 501 LGA)

Liquid Trade Waste means "all liquid waste other than sewage of a domestic nature."

The purpose of this charge is to cover the costs incurred by Council for the administration and management (including inspections) of these systems.

The liquid trade waste classifications are based on the level of impact dischargers have on the sewerage system.

Category 1 dischargers are those businesses which conduct an activity deemed by Council as requiring minimal pretreatment and are considered low risk. They pay an annual fixed charge but not a volumetric based charge (unless non-compliant).

Category 2 dischargers are those businesses which conduct an activity generating medium to high level liquid trade waste that requires a pre-treatment equipment (such as a grease trap) to be installed. They pay an annual fixed charge and a volumetric usage charge based on the property's assessed TWDF (non-compliant usage charges may also apply).

Category 2S dischargers are those businesses which conduct an activity of transporting and/or discharging septic tank or pan content into the sewerage system. They pay an annual fixed charge and a volumetric usage charge based on the property's assessed TWDF (non-compliant usage charges may also apply).

Category 3 dischargers are those businesses which discharge large volumes of liquid trade waste (over 20 kl/d) to the sewerage system. They pay an annual fixed charge and excess mass charges based on the concentration of substances discharged to the sewer system in excess of deemed domestic discharge levels.

The following table outlines 2019/20 liquid trade waste fixed charges.

Liquid Trade Waste Fixed Charges

Charge Type	Annual Charge (\$)	Number of Services	Estimated Yield (\$)
Liquid Trade Waste – Category 1	160	86	13,760
Liquid Trade Waste – Category 2	267	201	53,667
Liquid Trade Waste – Category 2S	267	1	267
Liquid Trade Waste – Category 3 (Large Industrial and Commercial Premises)	757	2	1,514
Total Liquid Trade Waste Fixed Charges			69,208

Liquid Trade Waste Usage Charges (Section 502 LGA)

Liquid trade waste dischargers have a Trade Waste Discharge Factor (TWDF) added to their Sewerage Discharge Factor (SDF) to determine their total sewer usage charge.

Like the SDF factors, the TWDF factors have been determined using category of business guidelines set by the NSW Department of Water and Energy. The TWDF factor is the estimated ratio of liquid trade waste discharged from a premise to the sewer system to the total water consumption expressed as a percentage.

Usage charges will apply to Category 2 liquid trade waste dischargers and charges will be calculated as defined in NSW Department of Water and Energy, Liquid Trade Waste Regulation Guidelines April 2009.

Excess Mass charges will apply to Category 3 liquid trade waste dischargers and charges will be calculated as defined in NSW Department of Water and Energy, Liquid Trade Waste Regulation Guidelines April 2009. See Council's adopted Schedule of Fees and Charges for chemical composition charge rates.

The trade waste usage charge for non-residential properties is calculated by applying the property's business category TWDF against the liquid trade waste usage charge.

Non-Complying Trade Waste Discharge Users (Sections 501 and 502 LGA)

Properties that are technically non-complying users of Council's sewer reticulation system will be charged a higher liquid trade waste usage charge. This pricing signal is a valuable tool in achieving compliance and reducing adverse impacts of non-compliant discharge to Council's sewer infrastructure.

The following table outlines 2019/20 liquid trade waste (volumetric) usage charges.

Liquid Trade Waste (volumetric) Usage Charges

Charge Type	Rate per Kilolitre (\$/KL)	Estimated Yield (\$)
Liquid Trade Waste Usage Charge	2.34	316,976
Liquid Trade Waste Usage Charge – Non-Compliant Category 1	3.87	Unknown
Liquid Trade Waste Usage Charge – Non-Compliant Category 2 and 2S	16.95	Unknown
Liquid Trade Waste Usage Charge – Non-Compliant Private Pumping Station	3.87	Unknown
Total Liquid Trade Waste (volumetric) Usage Charges		316,976

Method of Calculating Usage Charges - Water, Sewer and Liquid Trade Waste

Residential Property discharging Sewer

The following formula indicates how total usage charges would be calculated for a residential property consuming water and discharging sewage.

 $TUC = (C \times UC) + (SDF \times C \times UC)$

Where: TUC = Total Usage Charges (\$)

C = Water Consumption (kilolitres)
UC = Water Usage Charge (\$)
SDF = Sewerage Discharge Factor (%)

Non-Residential Property discharging Sewer

The following formula indicates how total usage charges would be calculated for a non-residential property consuming water and discharging sewage.

 $TUC = (C \times UC) + (SDF \times C \times UCs)$

Where: TUC = Total Usage Charges (\$)

C = Water Consumption (kilolitres)
C = Water Usage Charge (\$)
UCs = Sewerage Usage Charge (\$)
SDF = Sewerage Discharge Factor (%)

Non-Residential Property discharging Sewer and Liquid Trade Waste

The following formula indicates how total usage charges would be calculated for a non-residential property consuming water and discharging both sewer and liquid trade waste.

 $TUC = (C \times UC) + (SDF \times C \times UCs) + (TWDF \times C \times UCt)$

Where: TUC = Total Usage Charges (\$)

C = Water Consumption (kilolitres)
UC = Water Usage Charge (\$)
UCs = Sewerage Usage Charge (\$)

UCt = Liquid Trade Waste Usage Charge (\$)
SDF = Sewerage Discharge Factor (%)
TWDF = Trade Waste Discharge Factor (%)

Fees

On-Site Sewage Management System (OSMS) Fee (Section 608 [2] LGA)

Council will levy an annual OSMS fee on Rates and Charges Notices that partly funds a range of services provided by Council in regard to the management of on-site sewage management systems such as compliance, administration and education. The balance of funding is provided from Council's general fund.

The OSMS fee also replaces the annual approval to operate an OSMS renewal application process for an existing OSMS however, it does not replace the Approval to Operate application fee for new systems or additional non-compliance inspection fees.

The following table details the OSMS fee for 2019/20 per system or equivalent tenement.

Fee Description	Fee (\$)	Quantity	Estimated Yield (\$)
On Site Sewage Management System Fee (OSMS)	47	3,767	177,049

Address Skip Tracing Fee - At Cost (minimum Fee \$30)

Charged for tracing a customer's current address in cases where external costs are incurred by Council after initial standard searches prove unsuccessful (e.g. unclaimed returned mail / legal debt recovery processes).

Copy of Rates or Water Notice Fee - \$5 per notice

Charged for requests for copies of rates or water notices issued/mailed more than 12 months prior to the customer request. Documents will be provided to the customer within 5 business days. Customers will be encouraged to register for email delivery of rates and water notices as this process will enable them to access electronic copies of historical notices from within their eNotices account free of charge.

Rating Information Search / Administration Fee - \$50 per hour (minimum fee \$30)

Charged for requests for historical rating information. Rating information could include but is not limited to levy transaction data, payment receipt listings, historical documentation, archive searches but does not include copies of notices (covered by a separate fee). Information or documentation requests for the current and/or previous rating year is free of charge.

Sundry

Interest on Overdue Rates & Charges (Section 566 LGA)

Interest accrues on a daily basis on rates and charges that remain unpaid after they become due and payable. Council will apply the maximum interest rate allowable under Section 566 (3) of the LGA as determined by the Minister for Local Government each year.

The Minister announced a maximum 2019/20 rating year interest rate of **7.5%** on 24 April 2019 (Office of Local Government Circular 19-05). The 2019/20 rate remains unchanged from the 2018/19 rating year.

Description	Rate
Interest Rate – Overdue rates and charges	7.50%

Part Year Adjustments to Rates and Annual Charges - Property Changes

In accordance with sections 527 and 546 of the LGA and pursuant to Council policy, a property's rates and charges will be adjusted on a quarterly basis following a change in circumstances (e.g. subdivision or change in rating categorisation).

Relevant adjustments to rates and charges will be made from the next rating quarter following the effective date of the change (e.g. subdivision plan registration date or date an application for categorisation review was made).

The exception to this is for waste collection charges where adjustments are made either as above or on a pro-rata basis, whichever event is earlier and also for water and sewer usage charges that are based on the date the water meter is read.

Retrospective adjustments would usually be made for the current rating year only however, Council may decide to make retrospective adjustments for a period outside this range in certain cases at its discretion depending upon equity and specific circumstances.

Council may choose not to make current year adjustments if the value of the adjustments is less than \$50 if Councils considers that the account will be uneconomical to collect.

Making the rates and charges and setting the interest rate - Rate Notice rate and charge short names

In accordance with sections 533, 534, 535, 543 and 566, Council must make the rates and charges and set the interest rate annually. Council must also give a short name to each rate or charge made. A separate report is presented to Council in June annually to adopt rates, charges, fees and interest charges to satisfy these legislative requirements.

Asset Replacement Programs

Plant and Equipment

Plant and equipment to be disposed of or replaced has either reached the end of its economic life or is no longer required for Council's operations.

Motor Vehicles

Council's sedan type vehicles are traded at the time considered the most economically viable, taking into account age, kilometres travelled, changeover costs and market demands.

Loan Borrowings

During the 2019/2020 financial year, Council is proposing to borrow the following new loan amounts:

Fund	Proposed New Loan Borrowings \$	Loan Purpose
General Fund	1,844,000	Bridge and Culvert Replacement Program \$1,644,000 and South Golden Beach Flood Pump Replacement \$200,000
Water Fund	0	
Sewerage Fund	0	
Total New Loan Borrowings	1,844,000	

Pricing Policy/Competitive Neutrality

Council's Pricing Policy is to recover full costs for consumer specific services except where a community service obligation exists to justify charging less than full costs. Full cost attribution is applied to all business activities. The following programs are considered to be of a commercial nature:

Category One Businesses

(Turnover greater than \$2 million)

- Water Supplies
- 2. Sewerage Services
- 3. Holiday Parks

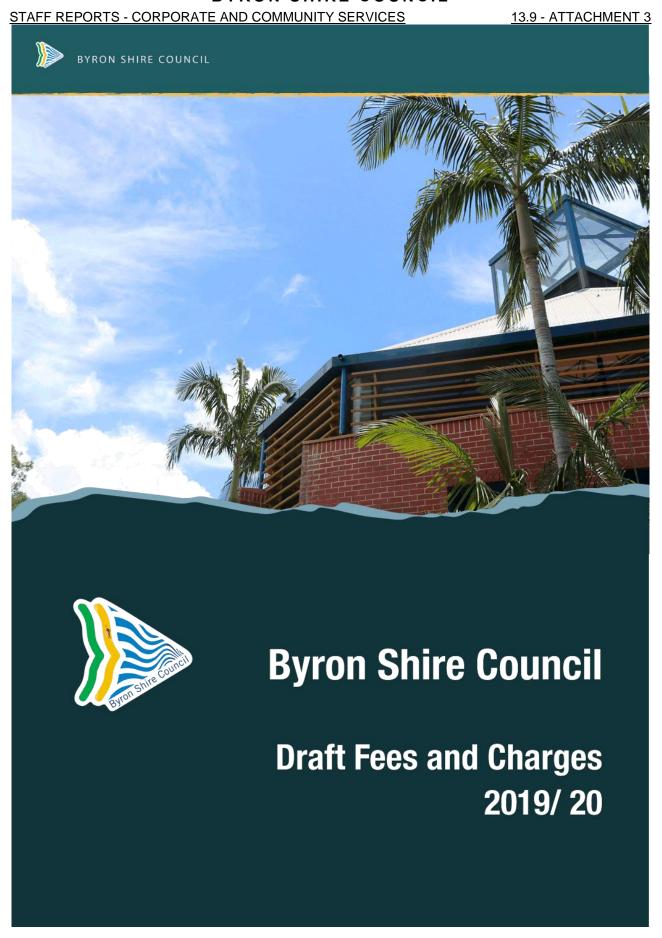


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FEES AND CHARGES - PRICING CODES

Fees and Charges - Pricing Codes

Council has classified each of the fees and charges in this booklet under the following codes:

(Z) Zero Cost Recovery

This good / service is provided at no cost. The costs are met entirely from property rates and general-purpose income.

(M) Minimal Cost Recovery

The price for this good / service is set to make a small contribution towards the operating costs, both direct and indirect, of providing the good / service. The remainder of the costs are met from property rates and general-purpose income.

(P) Partial Cost Recovery

The price for this good / service is set to make a significant contribution towards the operating costs, both direct and indirect, of providing the good / service. The remainder of the costs are met from property rates and general-purpose income.

(F) Full Cost Recovery

The price for this good / service is set to recover the total operating costs, both direct and indirect, of providing this good / service. Indirect costs are to include taxation equivalent payments, where applicable, in accordance with the principles of National Competition Policy.

(L) Legislative

The price for this good / service is a statutory charge set by government regulation.

(R) Reference Price

The price for this good / service is set by reference to prices charged for similar goods / services by like councils or competitors.

Goods and Services Tax (GST)

The following schedule of fees and charges has been prepared using the best available information in relation to the GST impact on the fees and charges at the time of publication.

Accordingly if a fee that is shown as being subject to GST is subsequently proven not to be subject to GST, then that fee will be amended by reducing the GST to nil. Conversely if Council is advised that a fee which is shown as being not subject to GST becomes subject to GST then the fee will be increased but only to the extent of the GST.

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BYRON SHIRE COUNCIL

CORPORATE AND COMMUNITY SERVICES

Corporate Services

Customer Service and Administration

FAX – per A3 sheet	\$3.35	\$3.40	Υ	F	
FAX – per A4 sheet	\$1.80	\$1.85	Υ	F	
FAX – per A4 sheet Overseas	\$8.00	\$8.15	Υ	F	
Photocopying – per A3 sheet (B&W)	\$1.70	\$1.75	Υ	F	
Photocopying – per A4 sheet (B&W)	\$0.60	\$0.65	Υ	F	
Except where the photocopy is covered under a specific fee or charge, eg. Drainage Plan, Drainage Diagram, Sewer Location Plan.					
Photocopying – per A4 sheet (Colour)	\$1.70	\$1.75	Υ	F	
Photocopying – per A3 sheet (Colour)	\$4.85	\$4.95	Υ	F	

Financial Services

Miscellaneous Financial Services

Address skip tracing fee	\$0.00	\$30.00	N	М
At cost, min \$30.00. Charged if an initial search for a current accost in attempting to locate a customer. Search usually trigerre				
Rates or Water Notice copy fee	\$0.00	\$5.00	N	М
Per notice. For requests of copies of rates or water notices with customer request. Documents to be supplied within 3 working		more than 12 r	months prior t	o the
Rating information search/administration fee	\$0.00	\$50.00	N	М
Per hour, min \$30.00. For requests for historical rating or water date of the request, which could include (but not limited to) levy historical documentation, archive searches. Does not include paseparate fee). Documents to be supplied within 3 working days	transaction da providing copies	ta lists, paymer	nt receipt listir	ngs, copies of
Certificate under Section 603 – Regular fee	\$80.00	\$85.00	N	L
Certificate under Section 603 – Urgency fee	\$71.00	\$72.00	N	F
Additional fee, same day service				
Dishonoured Cheque fee	\$22.00	\$22.00	N	Р
Per cheque				
Direct Debit dishonour fee	\$22.00	\$22.00	N	Р
Replacement Cheque fee	\$50.00	\$51.00	Υ	Р
Per cheque				

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Miscellaneous Financial Services [continued]

Credit Card merchant fee Y F

Council may impose a payment surcharge. The surcharge will be calculated as a percentage of the transaction value and will not exceed the cost of Council accepting the payment in accordance with the Competition and Consumer Amendment (Payment Surcharges) Act 2016. The surcharge may vary between Council's various facilities and may be reviewed by Council at any time. Customers will be advised of the applicable surcharge rate at the point of sale.

Information Services

Records Information

Formal Access Applications - Government Information (Public Access) Act 2009 (GIPA)

Members of the public are entitled to up to 20 hours of free processing time for requests regarding their own personal affairs. There is no upper limit on fees. An advanced deposit of 50% of estimated fee is required for all Formal Access GIPA applications with an estimate over \$100.00. Rebates of 50% are offered on all Formal Access GIPA processing charges in circumstances as follows:

- For pensioners with the Health Benefit Card, as well as those with an equivalent income who are under financial hardship
- · Where public interest can be demonstrated
- · For children

Formal Application fee	\$30.00	\$30.00	N	L
Processing fee	\$30.00	\$30.00	N	L
Per hour				
GIPA Internal Review application fee	\$40.00	\$40.00	N	L

Miscellaneous

Data extraction and production	\$143.00	\$146.00	N	F
Per hour, min charge \$280.00				

Subpoena for production of documents

Conduct fee	\$126.00	\$128.00	N	F
Hourly rate	\$126.00	\$128.00	N	F

Min fee 2 hours. Photocopying charges to apply as set out in the Customer Service and Administration section of these Fees and Charges.

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Informal Access to Information – Government Information (Public Access) Act 2009 (GIPA)

- 6 Mandatory proactive release of certain government information
- (1) An agency must make the government information that is its open access information publicly available unless there is an overriding public interest against disclosure of the information.
- (2) Open access information is to be made publicly available free of charge on a website maintained by the agency (unless to do so would impose unreasonable additional costs on the agency) and can be made publicly available in any other way that the agency considers appropriate.
- (3) At least one of the ways in which an agency makes open access information publicly available must be free of charge. Access provided in any other way can be charged for.

Processing fee	\$27.00	\$27.00	N	L		
Per hour, plus photocopying and postage. Byron Shire Council is regularly releasing mandatory proactive (open access information on its website. This information is available free of charge. All other mandatory proactive (open access) information that is not available on Council's website will be available to view free of charge at Council's Mullumbimby Office. Please note that photocopying charges apply as set out in the Customer Service and Administration section of these Fees and Charges. Access to this information in any other way will be charged for as per s.6(3) of the GIPA Act with the following fees.				n access) Mullumbimby on section of		
Application fee NA N L						
Photocopying fees are as set out in the Customer Service and Administration section of these Fees and Charges						

Subpoena to give evidence

Attendance fee	\$126.00	\$128.00	Ν	L
Per hour, plus other expenses at cost, including travel, accommodation, meals, etc				

Geographic Information Systems (GIS)

GIS Consulting fee and/or provision of information requiring GIS	\$216.00	\$220.00	N	F
Per hour, min fee \$200.00				

Sale of hard copy maps

A3 (black and white)	\$30.00	\$31.00	N	Р
A3 (colour)	\$34.00	\$35.00	Ν	Р
A4 (black and white)	\$19.00	\$19.00	N	Р
A4 (colour)	\$30.00	\$31.00	N	Р

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FEE TITLE	Year 18/19 Fee (incl. GST)	Year 19/20 Fee (incl. GST)	GST	Pricing Code
Electronic map images				
Independent of hard copy order	\$19.00	\$19.00	N	Р
With hard copy order	\$9.00	\$9.00	N	Р
Scanned – all sizes				
Black and white and colour	\$39.00	\$40.00	N	Р

Community Development

Community rate must meet the following guidelines:

- · Not for profit incorporated community organisation, with a certificate of incorporation to be provided; OR
- · A community group that is not incorporated and does not generate any income for the group or any individual; OR
- Registered as an income tax exempt charity (ITEC) with the ATO, with evidence to be provided; OR
- If fundraising on behalf of a charity with all funds raised to be provided to the charity a letter of suport from the registered charity to be provided.

Commercial rate means:

Any activity that generates income from the use of Council owned or managed land that is assessed as not meeting the definition of Community Rate.

Standard rate means:

Any activity that does not generate income from the use of Council owned or managed land that is assessed as not meeting the definition of Community Rate.

Private Hire means

A genuine private function that is not open to members of the public.

Bangalow A&I Hall (Standard rate)

The hirer must notify the booking officer in writing of proposed changes to hours or use of the hall a minimum of two weeks prior to changes taking effect. The booking officer will notify the hirer if the changes can be accommodated.

- If the hirer cancels with less than 2 weeks notice, but more than 7 full days notice, 50% of the total fee is forfeited
- If the hirer cancels with less than 7 days notice, the total fee is forfeited (At the committee's discretion)

Per session / half day (4 hours)	\$275.00	\$275.00	Υ	Р
Per day	\$550.00	\$550.00	Υ	Р
Backstage hire	\$110.00	\$110.00	Υ	Р
Bond	\$330.00 t	to \$1,100.00	N	Р
At Committee's discretion				
Balcony (premium seating)	\$110.00	\$110.00	Υ	Р
Per day				
Kitchen hire	\$187.00	\$187.00	Υ	Р
Per day				
Booking fee	\$110.00	\$110.00	Υ	Р
Non-refundable				
Garbage removal		At cost	Υ	Р

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FEE TITLE	Year 18/19 Fee (incl. GST)	Year 19/20 Fee (incl. GST)	GST	Pricing Code
Bangalow A&I Hall (Standard rate) [continued]			
Weddings (premium over Standard rate)	\$220.00	\$220.00	Υ	Р
Includes two inspections only, prior to event. Additional inspec	tions incur a fee	of \$100 per vis	sit.	

Bangalow A&I Hall (Community rate)

The hirer must notify the booking officer in writing of proposed changes to hours or use of the hall a minimum of two weeks prior to changes taking effect. The booking officer will notify the hirer if the changes can be accommodated.

- If the hirer cancels with less than 2 weeks notice, but more than 7 full days notice, 50% of the total fee is forfeited
- $\mbox{ }^{\bullet}$ If the hirer cancels with less than 7 days notice, the total fee is forfeited (At the committee's discretion)

Per hour	\$20.00	\$20.00	Υ	Р
Per session / half day (4 hours)	\$150.00	\$150.00	Υ	Р
Per day	\$300.00	\$300.00	Υ	Р
Backstage hire	\$100.00	\$100.00	Υ	Р
Bond	\$330.00 t	to \$1,100.00	N	Р
At Committee's discretion				
Balcony (premium seating)	\$100.00	\$100.00	Υ	Р
Per day				
Kitchen hire	\$160.00	\$160.00	Υ	Р
Per day				
Kitchen hire	\$20.00	\$20.00	Υ	Р
Per hour, min 2 hours				
Booking fee	\$110.00	\$110.00	Υ	Р
Non-refundable				
Garbage removal		At cost	Υ	Р
Weddings (see Standard rate)		NA	Υ	Р

Bangalow A&I Hall (Major commercial rate)

The hirer must notify the booking officer in writing of proposed changes to hours or use of the hall a minimum of two weeks prior to changes taking effect. The booking officer will notify the hirer if the changes can be accommodated.

- If the hirer cancels with less than 2 weeks notice, but more than 7 full days notice, 50% of the total fee is forfeited
- If the hirer cancels with less than 7 days notice, the total fee is forfeited (At the committee's discretion)

Per day	\$770.00	\$770.00	Υ	Р
Backstage hire	\$165.00	\$165.00	Υ	Р
Bond	\$330.00	to \$1,100.00	N	Р
At Committee's discretion				

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FEE TITLE	Year 18/19 Fee (incl. GST)	Year 19/20 Fee (incl. GST)	GST	Pricing Code
Bangalow A&I Hall (Major commercial rate)	[continued]			
Balcony (premium seating)	\$110.00	\$110.00	Υ	Р
Per day				
Kitchen hire	\$187.00	\$187.00	Υ	Р
Per day				
Booking fee	\$110.00	\$110.00	Υ	Р
Non-refundable				
Garbage removal		At cost	Υ	Р
Weddings (see Standard rate)		NA	Υ	Р
Bangalow Show	\$1,650.00	\$1,650.00	Υ	Р
Wednesday prior to Show until following Sunday, inclusive				

Bangalow Parks Trust

The hirer must notify the booking officer in writing of proposed changes to hours or use of the hall a minimum of two weeks prior to changes taking effect. The booking officer will notify the hirer if the changes can be accommodated.

• If the hirer cancels with less than 2 weeks notice, but more than 7 full days notice, 50% of the total fee is forfeited

- If the hirer cancels with less than 7 days notice, the total fee is forfeited (At the committee's discretion)

The following fees are per day costs

Parking for A&I Hall events	\$150.00	\$150.00	Υ	Р		
The showground area west of the Scarrabelotti Ring can be used for car parking for major events in the A&I Hall. This rate is only for events booked at the A&I Hall. It does not provide exclusive use of that area or the showground.						
Stables	\$10.00	\$10.00	Υ	Р		
Polocross ground	\$500.00	\$500.00	Υ	Р		
Lions Booth	\$50.00	\$50.00	Υ	Р		
Parking – western tree area	\$450.00	\$450.00	Υ	Р		
Parking – around Main Arena area	\$550.00	\$550.00	Υ	Р		
Empty bins	\$180.00	\$220.00	Υ	Р		
Per one empty						

Main Arena

Stakeholders	\$300.00	\$300.00	Υ	Р			
Commercial enterprises	\$600.00	\$600.00	Υ	Р			
Commercial enterprises to contact Parks Trust by letter outlining event and negotiation for costs. Grounds must be left as found.							
as found.							
as found. Bond	\$500.00	\$500.00	N	Р			

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FEE TITLE	Year 18/19 Fee (incl. GST)	Year 19/20 Fee (incl. GST)	GST	Pricing Code
Main Arena [continued]				
Rotunda	\$150.00	\$150.00	Υ	Р
Per day				
Small Arena				
Per day	\$550.00	\$550.00	Υ	Р
Commercial enterprises or Festivals to contact Pa	arks Trust by letter outlining e	event and negoti	ation for cos	sts.
Bond	\$500.00	\$500.00	N	Р
Hire includes access to the toilet block and parcars.				
Not for Profit and family functions	\$220.00	\$250.00	Υ	Р
Per day				
Commercial/ private/ standard	\$550.00	\$600.00	Υ	Р
Per day				
Bond	\$500.00	\$500.00	N	Р
Day	\$20.00	\$20.00	Υ	Р
Per hour				
Evening	\$35.00	\$35.00	Υ	Р
Per hour				
Kitchen and power Additional	\$25.00	\$25.00	Υ	Р
Verandah	\$150.00	\$150.00	Υ	Р
Area east of Moller Pavillion	\$150.00	\$150.00	Υ	Р
Area east of the Moller Pavillion to stables and rot	tunda (not including use of st	tables or rotunda	a), if hiring N	oller Pavillio
Cleaning		h a minimum narge of \$100	Υ	Р
		Last YR Fee At cost		
Entire Showground				

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Per day, plus power

Per day, per outlet

Power

Attachments 27 June 2019 page 245

\$3,500.00

\$15.00

\$4,000.00

\$15.00

FEE TITLE	Year 18/19 Fee (incl. GST)	Year 19/20 Fee (incl. GST)	GST	Pricing Code
Entire Showground [continued]				
Bond	\$1,500.00	\$1,500.00	N	Р
Hire of entire ground				
Annual Fee for Stakeholders				
Ground usage fees for stakeholders to be negotiated for each event	\$600.00	to \$1,100.00	Υ	Р
	\$500.0	Last YR Fee 00 to \$900.00		

Camping

Per night

Powered site	\$25.00	\$30.00	Υ	Р
Tent site	\$15.00	\$15.00	Υ	Р
Additional person	\$5.00	\$5.00	Υ	Р
First person included in camping fee				

Brunswick Heads Memorial Hall

The hirer must notify the booking officer in writing of proposed changes to hours or use of the hall a minimum of two weeks prior to changes taking effect. The booking officer will notify the hirer if the changes can be accommodated.

• If the hirer cancels with less than 2 weeks notice, but more than 7 full days notice, 50% of the total fee is forfeited

- If the hirer cancels with less than 7 days notice, the total fee is forfeited (At the committee's discretion)

Community rate	\$20.00	\$20.00	Υ	Р
Per hour, up to 4 hours				
Regular weekly booking	\$23.00	\$23.00	Υ	Р
Per hour, between 8.00am and 5.00pm				
Casual hire	\$30.00	\$30.00	Υ	Р
Per hour, up to 4 hours				
Session / half day	\$100.00	\$100.00	Υ	Р
4 hours				
Six to eight hours	\$220.00	\$220.00	Υ	Р
Note: Full day hire no longer applicable				
Late night fee	\$150.00	\$150.00	Υ	Р
Applies after 11.00pm, max 2 hours				
Kitchen – full kitchen	\$50.00	\$50.00	Υ	Р

continued on next pageT.2019/20 Fees and Charges as presented to Council 9/5/19 | Page 14 of 114

FEE TITLE	Year 18/19 Fee (incl. GST)	Year 19/20 Fee (incl. GST)	GST	Pricing Code
	(incl. d31)	(moi. doi)		
Brunswick Heads Memorial Hall [continued]				
Kitchen – small function	\$20.00	\$20.00	Υ	Р
Bond	\$350.00	\$350.00	N	Р
Key deposit	\$50.00	\$50.00	N	Р
Extraordinary cleaning		At cost	Υ	Р
Includes removal of garbage				

Brunswick Valley Community Centre

The hirer must notify the booking officer in writing of proposed changes to hours or use of the hall a minimum of two weeks prior to changes taking effect. The booking officer will notify the hirer if the changes can be accommodated.

• If the hirer cancels with less than 2 weeks notice, but more than 7 full days notice, 50% of the total fee is forfeited

- If the hirer cancels with less than 7 days notice, the total fee is forfeited (At the committee's discretion)

(it the committee of all of other)				
Community rate – Day	\$15.00	\$16.00	Υ	Р
Per hour to 6.00pm				
Community rate – Night	\$20.00	\$20.00	Υ	Р
Per hour after 6.00pm				
Commercial rate – Hourly	\$22.00	\$25.00	Υ	Р
Weddings, parties and other functions	\$150.00	\$150.00	Υ	Р
Bond	\$250.00	\$250.00	N	Р
Refundable provided there is no damage or breakages, and	hire area is left cle	ean.		
Key deposit	\$22.00	\$22.00	N	Р
Kitchenette (cutlery, crockery, urn, stove, fridge)	\$8.00	\$8.00	Υ	Р
Per session. Hirers to provide ingredients.				
Extraordinary cleaning		At cost	Υ	Р
Includes removal of garbage				
Broadband access – Commercial rate	\$10.00	\$10.00	Υ	Р
Broadband access - Community rate	\$5.00	\$5.00	Υ	Р
Cupboard hire	\$20.00	\$20.00	Υ	Р
Per annum				

Equipment hire - per session + bond

TV	\$7.00	\$7.00	Υ	Р
TV and video	\$12.00	\$12.00	Υ	Р
Whiteboard	\$8.00	\$8.00	Υ	Р
Overhead projector	\$10.00	\$10.00	Υ	Р
Bond	At the discr	retion of the Committee	N	Р

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FEE TITLE	Year 18/19 Fee (incl. GST)	Year 19/20 Fee (incl. GST)	GST	Pricing Code
Equipment hire – per session + bond [continued]				
Photocopies – own paper	\$0.10	\$0.10	Υ	Р
Per sheet				
Photocopies – supplied by Centre	\$0.15	\$0.15	Υ	Р
Per sheet				

Byron Bay Marvell Hall

The hirer must notify the booking officer in writing of proposed changes to hours or use of the hall a minimum of two weeks prior to changes taking effect. The booking officer will notify the hirer if the changes can be accommodated.

- If the hirer cancels with less than 2 weeks notice, but more than 7 full days notice, 50% of the total fee is forfeited
- If the hirer cancels with less than 7 days notice, the total fee is forfeited (At the committee's discretion)

Main Hall (Oodgeroo Room), Dining Room (Mackellar Room), Meeting Room (Lawson Room)

Casual hirers	\$32.00	\$32.00	Υ	Р
Per room, per hour				
Extraordinary cleaning		At cost	Υ	Р
Includes removal of garbage. Min charge \$77.00.				
Kitchen	\$20.00	\$20.00	Υ	Р
Per hour, day or night, breakages must be paid for				
Main Hall, Dining Room and Kitchen together	\$62.00	\$62.00	Υ	Р
Per hour				
Non return of key	\$50.00	\$50.00	Υ	Р
After 24 hours				
Regular hirers, community groups and by donation events	\$20.00	\$20.00	Υ	Р
Per room, per hour				
Bond	Between \$100 the disc	and \$500 at cretion of the Committee	N	Р
	at the disc	Last YR Fee 00 and \$500 cretion of the at Committee		

Equipment

Per day / event plus tech rehearsal fee

Option A – Audio with 10 channel stereo mixer, mic and PA to be attached to computer	\$25.00	\$25.00	Υ	Р	
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FEE TITLE	Year 18/19 Fee (incl. GST)	Year 19/20 Fee (incl. GST)	GST	Pricing Code
Equipment [continued]				
Option B – Projector with or without audio	\$50.00	\$50.00	Υ	Р
Option C – Projector with or without audio, linked to NBN connection	\$60.00	\$60.00	Υ	Р
Plus standard Optus fee for timed NBN downloads, vision, mixi	ing or web-scre	ening		
Tech rehearsal	\$15.00	\$15.00	Υ	Р
Per hour				

Durrumbul Hall

The hirer must notify the booking officer in writing of proposed changes to hours or use of the hall a minimum of two weeks prior to changes taking effect. The booking officer will notify the hirer if the changes can be accommodated.

- If the hirer cancels with less than 2 weeks notice, but more than 7 full days notice, 50% of the total fee is forfeited
- If the hirer cancels with less than 7 days notice, the total fee is forfeited (At the committee's discretion)

Casual hire (class <20 people)	\$15.00	\$15.00	Υ	Р
Per hour				
Casual hire (class 20-50 people)	\$20.00	\$20.00	Υ	Р
Per hour				
Cleaning	\$80.00	\$80.00	Υ	Р
For casual hire (at the discretion of the Committee)				
Community group event	\$300.00	\$330.00	Υ	Р
3.00pm to close				
Commercial event	\$500.00	\$580.00	Υ	Р
3.00pm to close. The fee may be reduced for multi-day hires at	t the discretion	of the committe	е.	
Events requiring a development application	Fee b	y negotiation	Υ	Р
Bond – small/large workshop	\$100.00	\$100.00	N	Р
Bond – small community event	\$250.00	\$250.00	N	Р
Bond - large community event	\$500.00	\$500.00	N	Р
Bond – public/commercial event	\$1,000.00	\$1,000.00	N	Р

Mullumbimby Civic Memorial Hall (Standard rate)

The hirer must notify the booking officer in writing of proposed changes to hours or use of the hall a minimum of two weeks prior to changes taking effect. The booking officer will notify the hirer if the changes can be accommodated.

- If the hirer cancels with less than 2 weeks notice, but more than 7 full days notice, 50% of the total fee is forfeited
- If the hirer cancels with less than 7 days notice, the total fee is forfeited (At the committee's discretion)

All bookings include the use of kitchen for beverage use only. Full day hire is for complete access all day. Session is 6 hours, max, before or after 5.00pm.

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	Year 18/19	Year 19/20		
EE TITLE	Fee	Fee	GST	Pricing
	(incl. GST)	(incl. GST)		Code
Mullumbimby Civic Memorial Hall (S	tandard rate) [contin	nued]		
Bump In / Rehearsals – Session	\$200.00	\$200.00	Υ	Р
Kitchen only – Full day	\$80.00	\$80.00	Υ	Р
Kitchen only – Session	\$50.00	\$50.00	Υ	Р
Cleaning fee				
All bookings	Between	\$20.00 and \$90.00	Υ	Р
To be determined by the Venue Coordinator. Charg	ged as a flat rate.	φου.σο		
Extra cleaning	\$30.00	\$30.00	Υ	Р
Per hour				
Equipment hire				
Microphone and projector/screen	\$100.00	\$100.00	Υ	Р
Microphones	\$60.00	\$60.00	Υ	Р
Projector and screen	\$60.00	\$60.00	Υ	Р
Entire Venue (Main Hall, Front Room, K	itchen)			
Full day	\$520.00	\$520.00	Υ	Р
Session	\$350.00	\$350.00	Υ	Р
Per hour	\$60.00	\$60.00	Υ	Р
Min 2 hours, max 4 hours				
Exclusive use of courtyard	\$55.00	\$55.00	Υ	Р
Per day. The courtyard space is managed by Mulli collected for maintenance and works required in the		bourhood Centr	e and these	funds are
·				
Main Hall				
Full day	\$420.00	\$420.00	Υ	Р
Session	\$300.00	\$300.00	Υ	Р
Per hour	\$50.00	\$50.00	Υ	Р
Min 2 hours, max 4 hours				
Front Room				
Full day	\$150.00	\$150.00	Υ	Р
,	4.00.00	+ . 30.00		

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Session

Attachments 27 June 2019 page 250

\$100.00

\$100.00

	Year 18/19	Year 19/20	00 T	Pricing
FEE TITLE	Fee (incl. GST)	Fee (incl. GST)	GST	Code
	(,	(
Front Room [continued]				
Per hour	\$20.00	\$20.00	Υ	Р
Min 2 hours, max 4 hours				
Bond	D .1	(100.00 - 1	N	-
Bond	Between	\$100.00 and \$500.00	N	F
	Between	Last YR Fee \$100.00 and \$500.00		
To be determined by the Venue Coordinator				
Hire discounts				
2 consecutive full days		15% off total	Υ	Р
3 consecutive full days		25% off total	Υ	Р
4 consecutive full days		30% off total	Υ	Р

Mullumbimby Civic Memorial Hall (Community rate)

Offered to regular class bookings of 6 weeks or longer

More than 4 consecutive full days

Regular booking discount

The hirer must notify the booking officer in writing of proposed changes to hours or use of the hall a minimum of two weeks prior to changes taking effect. The booking officer will notify the hirer if the changes can be accommodated.

• If the hirer cancels with less than 2 weeks notice, but more than 7 full days notice, 50% of the total fee is forfeited

33% off total

Between 20% (hourly) and 30% (full day)

• If the hirer cancels with less than 7 days notice, the total fee is forfeited (At the committee's discretion)

All bookings include the use of kitchen for beverage use only. Full day hire is for complete access all day. Session is 6 hours, max, before or after 5.00pm.

Bump In / Rehearsals – Full day	\$200.00	\$200.00	Υ	Р
Bump In / Rehearsals – Session	\$100.00	\$100.00	Υ	Р
Kitchen only – Full day	\$60.00	\$60.00	Υ	Р
Kitchen only - Session	\$40.00	\$40.00	Υ	Р

Cleaning fee

All bookings	Between \$20.00 and \$60.00	Υ	Р
To be determined by the Venue Coordinator. Charged as a flat	rate.		

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	Year 18/19	Year 19/20		
FEE TITLE	Fee (incl. GST)	Fee (incl. GST)	GST	Pricing Code
	(iiici: d31)	(incl. doi)		
Cleaning fee [continued]				
Extra cleaning	\$25.00	\$25.00	Υ	Р
Per hour				
Equipment hire				
Microphone and projector/screen	\$100.00	\$100.00	Υ	Р
Microphones	\$60.00	\$60.00	Υ	Р
Projector and screen	\$60.00	\$60.00	Υ	Р
Fusing Vanue (Main Hall Frank Pager Kitche				
Entire Venue (Main Hall, Front Room, Kitche	en) 			
Full day	\$340.00	\$340.00	Υ	Р
Session	\$240.00	\$240.00	Υ	Р
Per hour	\$50.00	\$50.00	Υ	Р
Min 2 hours, max 4 hours				
Exclusive use of courtyard	\$55.00	\$55.00	Υ	Р
Per day. The courtyard space is managed by Mullumbin collected for maintenance and works required in the cour		bourhood Centre	e and these	funds are
Use as Returning Officer's office for elections	\$1,875.00	\$1,875.00	Υ	Р
Per week				
Main Hall				
Full day	\$290.00	\$290.00	Υ	Р
Session	\$210.00	\$210.00	Υ	Р
Per hour	\$35.00	\$35.00	Υ	Р
Min 2 hours, max 4 hours				
Front Room				
Full day	\$100.00	\$100.00	Υ	Р
Session	\$70.00	\$70.00	Υ	Р
Per hour	\$15.00	\$15.00	Υ	Р
Min 2 hours, max 4 hours				

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FEE TITLE	Year 18/19 Fee (incl. GST)	Year 19/20 Fee (incl. GST)	GST	Pricing Code
Bond				
Bond	Between	\$100.00 and \$500.00	N	F
	Last YR Fee Between \$100.00 and \$500.00			
To be determined by the Venue Coordinator				
Hire discounts				
2 consecutive full days		15% off total	Υ	Р
3 consecutive full days		25% off total	Υ	Р
4 consecutive full days		30% off total		Р
More than 4 consecutive full days		33% off total	Υ	Р
Regular booking discount		20% (hourly) 80% (full day)	Υ	Р
Offered to regular class bookings of 6 weeks or longer				

Ocean Shores Community Centre (Recurring bookings)

The hirer must notify the booking officer in writing of proposed changes to hours or use of the hall a minimum of two weeks prior to changes taking effect. The booking officer will notify the hirer if the changes can be accommodated.

- If the hirer cancels with less than 2 weeks notice, but more than 7 full days notice, 50% of the total fee is forfeited
- If the hirer cancels with less than 7 days notice, the total fee is forfeited (At the committee's discretion)

Recurring booking - A booking that continues on a daily, weekly or monthly basis

Three phase power		At cost	Υ	Р	
Hall – Functions, special events	\$500.00	\$400.00	Υ	Р	
Full day					
Hall – Functions only (evenings)	\$250.00	\$250.00	Υ	Р	
5.00pm to midnight					
Ticket Office	\$25.00	\$25.00	Υ	Р	
Per day					
Bond	Between \$100.00 and \$500.00		N	Р	
	Between \$	Last YR Fee 3100.00 and \$500.00			
Per function, refundable after inspection, at the discretion of the	Committee				
Key deposit	\$50.00	\$50.00	N	Р	
Refundable unless key returned late, ie. not immediately after event					

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FEE TITLE	Year 18/19 Fee (incl. GST)	Year 19/20 Fee (incl. GST)	GST	Pricing Code
Ocean Shores Community Centre (Recurrin	g bookings)	[continued]		
Storage cupboard Per week	\$7.00	\$7.00	Υ	Р
Extraordinary cleaning Min charge \$70.00, includes removal of garbage		At cost	Υ	Р
Hall				
Day Per hour, 8.00am to 5.00pm	\$27.00	\$27.00	Υ	Р
Night Per hour, 5.00pm to midnight	\$35.00	\$35.00	Υ	Р
Meeting Room				
Day Per hour, 8.00am to 5.00pm	\$17.00	\$17.00	Υ	Р
Night Per hour, 5.00pm to midnight	\$20.00	\$20.00	Υ	Р
Kitchen				
Day or Evening Per hour	\$20.00	\$20.00	Υ	Р
Crockery Catering up to 150 people. Breakages to be paid for.		POA	Υ	Р
Cool Room Per hour	\$6.00	\$6.00	Υ	Р
Freezer Per hour	\$8.00	\$8.00	Υ	Р

Ocean Shores Community Centre (Occasional bookings)

The hirer must notify the booking officer in writing of proposed changes to hours or use of the hall a minimum of two weeks prior to changes taking effect. The booking officer will notify the hirer if the changes can be accommodated.

• If the hirer cancels with less than 2 weeks notice, but more than 7 full days notice, 50% of the total fee is forfeited

- If the hirer cancels with less than 7 days notice, the total fee is forfeited (At the committee's discretion)

Occasional booking - A booking that is a one-off activity or a one-off series of activities

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FEE TITLE	Year 18/19 Fee (incl. GST)	Year 19/20 Fee (incl. GST)	GST	Pricing Code
Ocean Shores Community Centre (Occ	asional booking	s) [continued	[k	
Three phase power		At cost	Υ	Р
Hall - Functions, special events	\$400.00	\$450.00	Υ	Р
Full day				
Hall – Function only evenings	\$250.00	\$250.00	Υ	Р
5.00pm to midnight				
Ticket Office	\$25.00	\$25.00	Υ	Р
Per day				
Bond	Between	\$100.00 and \$500.00	N	Р
	Between	Last YR Fee \$100.00 and \$500.00		
Per function, refundable after inspection. At the discret	tion of the Committee.			
Key deposit	\$50.00	\$50.00	N	Р
Refundable, unless key returned late ie. not immediate	ly after event.			
Extraordinary cleaning		At cost	Υ	Р
	At cost - mini	Last YR Fee mum charge \$70.00		
Min charge \$70.00, includes removal of garbage				
Hall				
Day	\$30.00	\$30.00	Υ	Р
Per hour, 8.00am to 5.00pm				
Night	\$39.00	\$39.00	Υ	Р
Per hour, 5.00pm to midnight				
Meeting Room				
Day	\$19.00	\$19.00	Υ	Р
Per hour, 8.00am to 5.00pm				
Night	\$22.00	\$22.00	Υ	Р
Per hour, 5.00pm to midnight				

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FEE TITLE	Year 18/19 Fee (incl. GST)	Year 19/20 Fee (incl. GST)	GST	Pricing Code
Kitchen				
Day or Night	\$22.00	\$22.00	Υ	Р
Per hour				
Crockery		POA	Υ	Р
Catering up to 150 people. Breakages to be paid for.				
Cool Room	\$6.00	\$6.00	Υ	Р
Per hour				
Freezer	\$8.00	\$8.00	Υ	Р
Per hour				

Ocean Shores Community Centre (Community rate)

The hirer must notify the booking officer in writing of proposed changes to hours or use of the hall a minimum of two weeks prior to changes taking effect. The booking officer will notify the hirer if the changes can be accommodated.

• If the hirer cancels with less than 2 weeks notice, but more than 7 full days notice, 50% of the total fee is forfeited

- If the hirer cancels with less than 7 days notice, the total fee is forfeited (At the committee's discretion)

Kitchen	\$16.00	\$16.00	Υ	Р
Per hour				
Special Event – 5.00pm to midnight	\$200.00	\$200.00	Υ	Р
Special Event – Full day	\$400.00	\$300.00	Υ	Р
Storage cupboard	\$2.50	\$2.50	Υ	Р
Per week				

Hall

Day	\$21.00	\$21.00	Υ	Р
Per hour				
Night	\$27.00	\$27.00	Υ	Р
Per hour				

Meeting Room

Day	\$13.00	\$13.00	Υ	Р
Per hour, 8.00am to 5.00pm				
Night	\$15.00	\$15.00	Υ	Р
Per hour, 5.00pm to midnight				

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South Golden Beach Hall (Standard rate)

The hirer must notify the booking officer in writing of proposed changes to hours or use of the hall a minimum of two weeks prior to changes taking effect. The booking officer will notify the hirer if the changes can be accommodated.

- If the hirer cancels with less than 2 weeks notice, but more than 7 full days notice, 50% of the total fee is forfeited
- If the hirer cancels with less than 7 days notice, the total fee is forfeited (At the committee's discretion)

Hall	\$18.00	\$18.00	Υ	Р
Per hour (Regular hirer)				
Key bond	\$50.00	\$50.00	N	Р
Bond (low risk, one-off events)	\$100.00	\$100.00	N	Р
Kitchen – special event bond	\$50.00	\$50.00	Υ	Р
Per event/use				
Kitchen – separate hire	\$15.00	\$20.00	Υ	Р
Per hour				
Office	\$15.00	\$15.00	Υ	Р
Per hour, includes Broadband				
Storage	POA betwee \$20.0	en \$7.00 and 00 per month	Υ	Р
	Last YR Fee POA between \$7.00 and \$20.00			
Cleaning	\$70.00	\$70.00	Υ	Р
Cleaning – not left in suitable condition		At cost	Υ	Р
Extraordinary cleaning fee will be charged to hirer				

Special event

Day	\$30.00	\$30.00	Υ	Р
Per hour				
Night	\$30.00	\$30.00	Υ	Р
Per hour from 5.00pm				
Bond	\$300.00	\$300.00	N	Р

South Golden Beach Hall (Community rate)

The hirer must notify the booking officer in writing of proposed changes to hours or use of the hall a minimum of two weeks prior to changes taking effect. The booking officer will notify the hirer if the changes can be accommodated.

- If the hirer cancels with less than 2 weeks notice, but more than 7 full days notice, 50% of the total fee is forfeited
- If the hirer cancels with less than 7 days notice, the total fee is forfeited (At the committee's discretion)

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FEE TITLE	Year 18/19 Fee (incl. GST)	Year 19/20 Fee (incl. GST)	GST	Pricing Code
South Golden Beach Hall (Community rate)	[continued]			
Hall	\$15.00	\$15.00	Υ	Р
Per hour (Regular hirer)				
Key bond	\$50.00	\$50.00	N	Р
Bond (low risk, one-off events)	\$100.00	\$100.00	N	Р
Kitchen – special event bond	\$50.00	\$50.00	Υ	Р
Per event/use				
Kitchen – separate hire	\$15.00	\$15.00	Υ	Р
Per hour				
Office	\$15.00	\$15.00	Υ	Р
Per hour, includes Broadband				
Cleaning	\$70.00	\$70.00	Υ	Р
Cleaning – not left in suitable condition		At cost	Υ	Р
Extraordinary cleaning fee will be charged to hirer				
Special event				
Day	\$15.00	\$15.00	Υ	Р
Per hour, includes use of kitchen				
Night	\$15.00	\$15.00	Υ	Р
Per hour from 5.00pm, includes use of kitchen				

Suffolk Park Community Hall (Standard rate)

Bond

The hirer must notify the booking officer in writing of proposed changes to hours or use of the hall a minimum of two weeks prior to changes taking effect. The booking officer will notify the hirer if the changes can be accommodated.

• If the hirer cancels with less than 2 weeks notice, but more than 7 full days notice, 50% of the total fee is forfeited

\$300.00

\$300.00

• If the hirer cancels with less than 7 days notice, the total fee is forfeited (At the committee's discretion)

Meeting Room	\$20.00	\$20.00	Υ	Р		
Special function	\$500.00	\$500.00	Υ	Р		
All day event, eg. elections, conferences, weddings. Includes set up previous day from 5.00pm and clean up following day until 10.00am.						
Storage fee	POA between \$10 and \$20 per month		Υ	Р		
Hall Hire (day or night)	\$30.00	\$32.00	Υ	Р		
Per hour, between 8.00am and 10.00pm						

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FEE TITLE	Year 18/19 Fee (incl. GST)	Year 19/20 Fee (incl. GST)	GST	Pricing Code
Suffolk Park Community Hall (Standard rate)	[continued]			
Individual fee	\$18.00	\$18.00	Υ	Р
Per hour				
Special function	\$50.00	\$50.00	Υ	Р
Per hour				
Children's birthday parties	\$30.00	\$30.00	Υ	Р
Per hour				
Kitchen, cutlery and crockery	\$50.00	\$50.00	Υ	Р
Flat rate				
Bond – special function	\$500.00	\$500.00	N	Р
Bond – children's birthday parties	\$200.00	\$200.00	N	Р
Key deposit	\$50.00	\$50.00	N	Р
Replacement of lost key	\$50.00	\$50.00	Υ	Р
Cleaning – extraordinary		At cost	Υ	Р
Includes removal of garbage				

Suffolk Park Community Hall (Regular booking rate)

The hirer must notify the booking officer in writing of proposed changes to hours or use of the hall a minimum of two weeks prior to changes taking effect. The booking officer will notify the hirer if the changes can be accommodated.

• If the hirer cancels with less than 2 weeks notice, but more than 7 full days notice, 50% of the total fee is forfeited

- If the hirer cancels with less than 7 days notice, the total fee is forfeited (At the committee's discretion)

Meeting Room	\$15.00	\$15.00	Υ	Р
Per hour				
Hall Hire (day or night)	\$20.00	\$22.00	Υ	Р
Per hour, between 8.00am and 10.00pm				
Individual fee	\$14.00	\$14.00	Υ	Р
Per hour				
Special function	\$25.00	\$25.00	Υ	Р
Storage fee	POA between \$10 and \$20 per month		Υ	Р
Kitchen, cutlery and crockery	\$25.00	\$25.00	Υ	Р
Flat rate				
Bond – special function	\$200.00	\$200.00	N	Р
Key deposit	\$50.00	\$50.00	N	Р
Replacement of lost key	\$50.00	\$50.00	Υ	Р

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	Year 18/19	Year 19/20		
FEE TITLE	Fee	Fee	GST	Pricing Code
	(incl. GST)	(incl. GST)		

Suffolk Park Community Hall (Regular booking rate) [continued]

Cleaning – extraordinary	At cost	Υ	Р
Includes removal of garbage			

Suffolk Park Community Hall (Community rate)

The hirer must notify the booking officer in writing of proposed changes to hours or use of the hall a minimum of two weeks prior to changes taking effect. The booking officer will notify the hirer if the changes can be accommodated.

• If the hirer cancels with less than 2 weeks notice, but more than 7 full days notice, 50% of the total fee is forfeited

- If the hirer cancels with less than 7 days notice, the total fee is forfeited (At the committee's discretion)

Meeting Room	\$10.00	\$10.00	Υ	Р
Per hour				
Hall Hire (day or night)	\$15.00	\$15.00	Υ	Р
Per hour, between 8.00am and 10.00pm				
Individual fee	\$12.00	\$12.00	Υ	Р
Per hour				
Special function	\$20.00	\$20.00	Υ	Р
Storage fee		POA between \$10 and \$20 per month		Р
Kitchen, cutlery and crockery	\$20.00	\$20.00	Υ	Р
Flat rate				
Bond – special function	\$200.00	\$200.00	N	Р
Key deposit	\$50.00	\$50.00	N	Р
Replacement of lost key	\$50.00	\$50.00	Υ	Р
Cleaning – extraordinary		At cost	Υ	Р
Includes removal of garbage				

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Lone Goat Gallery (Standard rate)

Commission of 25% is charged on all sales and commercial activity conducted within and enabled by the use of the Gallery including, but not limited to, classes, workshops, art sales, talks, door entry, membership sales, participation fee, service fee or prepaid fee

Exhibitions – Special Events

Touring exhibitions or special events	Conditions by negotiation, including exhibition duration and fee	Y	Р
	Last YR Fee Conditions by negotiation, including exhibition duration and fee		

Exhibitions - Group

A group is three or more individual artists or a small festival or special event

Four week exhibition	\$1,430.00	\$1,430.00	Υ	Р
Exhibitions – Individual				
Individual - non-local artists				
Four week exhibition	\$1,100.00	\$1,100.00	Υ	Р

Lone Goat Gallery (Community rate)

Commission of 25% is charged on all sales and commercial activity conducted within and enabled by the use of the Gallery including, but not limited to, classes, workshops, art sales, talks, door entry, membership sales, participation fee, service fee or prepaid fee

Community Rate must meet the following guidelines:

- Local not for profit community groups or organisations
- · Local libraries, schools and education providers
- Exhibitions/travelling exhibitions sourced by Byron Shire Council for local community benefit by Council or on behalf of Council

Exhibitions - Group

A group is three or more local individual artists or a small local festival or special event

Four week exhibition	\$1,760.00	\$1,760.00	Υ	Р
Two week exhibition	\$1,320.00	\$1,320.00	Υ	Р

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EE TITLE	Fee	Fee	GST	Pricing Code
	(incl. GST)	(incl. GST)		0000
Exhibitions – Individual and Local				
Individual local community artistsNDIS providers, such as Red Inc, Real Arts, etc				
Four week exhibition	\$990.00	\$990.00	Υ	Р
Children's Services – Sandhills				
Enrolment fee	\$35.00	\$35.00	N	R
One off charge				
Enrolment waiting list administration fee	\$20.00	\$20.00	N	R
Long day care <3 years old	\$105.00	\$110.00	N	R
Per day				
Long day care 3-5 years old	\$102.00	\$108.00	N	R
Per day				
Occasional care	\$20.00	\$20.00	N	R
Per hour				
Children's Services – Other Services After school care – enrolment fee One off charge	\$35.00	\$35.00	N	R
•	\$05.00	007.50		Б.
After school care Vacation care	\$25.00 \$50.00	\$27.50 \$55.00	N N	R R
Per day	φ30.00	ψ33.00	IV	- 11
Late booking fee	\$10.00	\$10.00	N	R
Per child, per day	ψ10.00	ψ10.00		- 11
Community Services				
Master Locksmith Association key (MLAK)		No charge	N	Р
		o . largo		

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MLAK is a specifically designed key enabling people with a disability to access community facilities throughout NSW

	Year 18/19	Year 19/20		
FEE TITLE	Fee	Fee	GST	Pricing Code
	(incl. GST)	(incl. GST)		

Byron Shire Public Libraries

To view fees for Richmond Tweed Regional Libraries go to https://www.rtrl.nsw.gov.au/cp_themes/default/home.asp

Membership and Loans

Book Club	\$0.00	\$2.00	N	Р
Per item				
Inter-Library loans – items not held by RTRL	\$0.00	\$4.50	N	Р
Inter-Library loans – Non public library	\$0.00	\$16.00	N	Р
Overdue items	\$0.00	\$0.10	N	Р
Per item, daily fee, capped at \$3.50				
Quick Reads overdue fines	\$0.00	\$1.00	N	Р
Per item, daily fee				
Reservations on adult RTRL items	\$0.00	\$2.00	N	Р
Visitor's Membership fee	\$0.00	\$36.00	N	Р
Non-refundable				

Lost or damaged items

Borrowed item	\$0.00	\$10.00	N	Р
Cost plus processing fee (excluding periodicals)				
Library membership card	\$0.00	\$2.20	N	Р
Talking book replacements	\$0.00	\$18.50	N	Р

PC Use

Headphones	\$0.00	\$2.50	N	Р
Per set				
PC use (15 mins)	\$0.00	\$1.10	N	Р
Non RTRL members				

Printing and copying

A3 black and white	\$0.00	\$0.40	N	F
A3 colour	\$0.00	\$1.00	N	F
A4 black and white	\$0.00	\$0.20	N	F
A4 colour	\$0.00	\$0.50	N	F
Photo quality prints	\$0.00	\$3.50	N	F

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FEE TITLE	Year 18/19 Fee (incl. GST)	Year 19/20 Fee (incl. GST)	GST	Pricing Code
Miscellaneous				
Phone use (local call)	\$0.00	\$0.30	N	Р
Scanning library local history photos	\$0.00	\$3.50	N	Р
Per photo, scanning by library staff				
Promotional sales				
Library bag (basic, blue non-woven)	\$0.00	\$3.00	N	Р
Library bag (large, jute)	\$0.00	\$7.00	N	Р
Library bag (small, calico)	\$0.00	\$5.00	N	Р
Room hire				
Commercial rate	\$0.00	\$32.50	N	Р
Per hour				
Community rate	\$0.00	\$22.50	N	Р
Per hour				
Byron Bay Library Foyer				
Hire of wall space by Lone Goat Gallery	\$50.00	\$50.00	Υ	F
Per week				

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INFRASTRUCTURE SERVICES

Fleet and Plant

Conditions for Plant Hire with Operator

Pre payment on estimated time. Hire of plant is subject to availability. All rates are for a normal working day; Mon to Fri 7.00am-4.00pm. If plant is hired on a RDO, Saturday or after normal working hours, the overtime content of the operator's wages is to be added to the rate. Any travelling time is to be charged at the indicated rates.

Generally Council will not be undertaking private works except for movement of plant and other goods using prime mover and low loader. Private works are defined in Section 67 of the Local Government Act 1993 (as amended) as "A council may, by agreement with the owner or occupier of any private land, carry out on the land any kind of work that may lawfully be carried out on the land." If private works are undertaken then the rates for the plant, labour and materials used to compile the estimate of costs will be those internal rates plus 15%.

Prime Mover PI#4008 and Low Loader PI#90	\$153.00	\$156.00	Υ	F
Per hour				

Private and Public Works

No private works will be commenced until the estimated cost of the work has been paid to Council. The work will only then be programmed into Council's works program.

Kerb and Gutter Contributions

Frontage	50% of total estimated cost	N	F
Side and rear boundaries	25% of total estimated cost	N	F
Footpath Contributions			

Frontage	50% of total estimated cost	N	F
Side and rear boundaries	25% of total estimated cost	N	F

Other Works

Other Works	POA	Υ	F	
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Survey Information

AHD Level, locality sketch plans, permanent marks and state benchmarks	\$61.00	\$62.00	N	F
Per copy A4 sheet				
Control survey plan	\$61.00	\$62.00	N	F
Per plan A1 sheet				

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FEE TITLE	Year 18/19 Fee (incl. GST)	Year 19/20 Fee (incl. GST)	GST	Pricing Code
	(IIICI: GST)	(IIICI. GST)		
Survey Information [continued]				
Control survey plan	\$22.00	\$23.00	N	F
Per plan A4 or A3 sheet				
Traffic Count information				
Up to four locations (all years)	\$173.00	\$176.00	Υ	F
Min charge				
Each additional location	\$58.00	\$59.00	Υ	F
Request for count to be taken				
Per location per week				
Counter – no traffic control	\$298.00	\$304.00	Υ	F
Counter – with traffic control	\$825.00	\$841.00	Y	F
Classifier – no traffic control	\$450.00	\$459.00	Y	F
Classifier – with traffic control	\$975.00	\$994.00	Y	F.
Search fee information				
Search fee information		POA	N	F
Road closure application				
Road closure application		POA	N	F
Approval of Road Events pursuant to S144 o	of the Roads	s Act		
Approval of previously approved or recurring road event	\$160.00	\$163.00	N	F
Includes public notice cost. Applies to annual events, or those proposes no changes to the previous approval obtained, and to prior to the application being made.				
Advertising of event and staff time to process	\$368.00	\$375.00	N	F
All associated costs apply (wages, delivery and hire of traffic c separately. Exemptions: Traditional ANZAC Day marches are				nd invoiced
Service Fee utility enquiries				
Service fee utility enquiries		POA	N	F
Per hour				

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Construction bond

Reflects cost of advertising

Repair to public gate, cattle grid or road

As required by Council to maintain public safety

Advertising fee

	Year 18/19	Year 19/20		Duining a
FEE TITLE	Fee	Fee	GST	Pricing Code
	(incl. GST)	(incl. GST)		
Activities/Works In, On or Over a public	road			
Application for a street banner pole (Commo	ercial rate)			
First pole or new town location	\$199.00	\$203.00	N	Р
Additional pole/s – same town location	\$76.00	\$77.00	N	Р
Application for a street banner pole (Comm	unity rate)			
First pole or new town location	\$132.00	\$135.00	N	Р
Additional pole/s – same town location	\$51.00	\$52.00	N	Р
Pay parking				
Per hour	\$4.00	\$4.00	Υ	F
4 hour pay parking zones fee is capped at \$12 per day				
Shire resident or ratepayer exemption and/or interim parking permit	\$55.00	\$55.00	N	F
12 month period				
Non-Shire resident worker/volunteer exemption and/or interim parking permit	\$110.00	\$110.00	N	Р
12 month period - must work/volunteer within the pay parking	area			
Public gates and cattle grids on Council roa	ads			
Application fee	\$240.00	\$245.00	N	R
Includes one inspection				
Inspection fee	\$160.00	\$163.00	N	R
Payable for each inspection in excess of the one included in f	ee above			

\$2,200.00 plus costs

POA

At cost

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Mininum bond for Council to rectify unacceptable works in, on, or over, a public road

	Year 18/19	Year 19/20		
FEE TITLE	Fee	Fee	GST	Pricing Code
	(incl. GST)	(incl. GST)		

Cemeteries

Fees payable at time of application. For the purpose of the Schedule "interment" includes the sinking of the grave, the placement of the coffin or ashes therein, backfilling of the grave and removal of debris. Where caskets exceed 1.5m in length interment to be carried out in general section of cemetery and full interment fees to apply. Generally two fees apply to all interments - the cost to purchase the Perpetual Interment Right, and the cost for the interment of the bodily or cremated remains.

Grave site

Perpetual Interment Right

Adult - Dual depth (lawn areas)	\$3,697.00	\$3,767.00	Υ	R
Adult - Single depth (non-lawn areas)	\$2,949.00	\$3,005.00	Υ	R
Infant or Child	\$563.00	\$574.00	Υ	R
Stillborn Child		No charge	N	

Interment of bodily or cremated remains into new or existing grave site

Prices shown for weekday burial costs, additional fee applies for burials on Saturdays and public holidays.

Adult	\$1,387.00	\$1,803.00	Υ	R
Infant or Child	\$194.00	\$198.00	Υ	R
Stillborn Child	\$77.00	\$80.00	Υ	R
Cremated remains	\$0.00	\$470.00	Υ	R

Surcharges

Weekday – After 2.30pm	\$360.00	\$367.00	Υ	R
Weekend/Public Holiday – Labour	\$64.00	\$65.00	Υ	R
Per hour, min 4 hours				
Weekend/Public Holiday – Plant and operator	\$197.00	\$201.00	Υ	R
Per hour, min 4 hours				

Columbarium Wall - Niche

Perpetual Interment Right

Large niche	\$0.00	\$703.00	Υ	R
Small niche	\$0.00	\$703.00	Υ	R

Interment of cremated remains

Includes supply and fixing of engraved bronze plate (6 lines)

Placement of cremated remains	\$1,148.00	\$468.00	Υ	R

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	Year 18/19	Year 19/20		
FEE TITLE	Fee	Fee	GST	Pricing Code
	(incl. GST)	(incl. GST)		

Reservation of adjoining niche

Request to be made at the time of interment into first niche. Perpetual Interment Right purchase required. Interment fee payable at time of need.

Vases and plaques

Niche vase (bronze)	\$123.00	\$125.00	Υ	R	
Replacement plaque (small)	\$365.00	\$372.00	Υ	R	
Replacement plaque (large)	\$453.00	\$462.00	Υ	R	
Application processing, ordering plaque, removal of old plaque and installation of new plaque in wall					

Miscellaneous fees

Administration fee	\$112.00	\$170.00	Υ	R
Applicable to Headstone Applications and Interment Right Trans	nsfers/revocation	าร		
Manual digging (non-machine)		POA	Υ	R
Labour costs				
Reservation of Grave site – approval required, conditions apply		POA	Υ	R
Purchase of Perpetual Interment Right for grave site with interment	ment fee payabl	e at time of nee	∍d.	
Removal of remains from one part of the cemetery to another		POA	N	R
		Last YR Fee POA		
Removal of remains to any other cemetery		POA	Υ	R
Reopening grave with tombstone or slab or both		POA	Υ	R
		Last YR Fee POA		
Reopening and closing a vault		POA	Υ	R
		Last YR Fee POA		
Private interment inspection		POA	Υ	R
		Last YR Fee POA		
Exhumation of human remains (ashes only)	\$347.00	\$354.00	Υ	R
Per hour (1 hr min applies)				
Historic/family tree searches of cemetery records	\$67.00	\$68.00	N	R
Per hour, min charge \$17.00				

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	Year 18/19	Year 19/20		
FEE TITLE	Fee	Fee	GST	Pricing Code
	(incl. GST)	(incl. GST)		0000

Stormwater Management

Provision of electronic flood model data	\$1,052.00	\$1,072.00	N	F
Professional services	\$160.00	\$163.00	N	F
Advice or information regarding flood data and modelling (per h	our)			

Byron Shire Sportsfields for Casual Use

Schools will be charged at the Community Rate.

- POA Fees may be applicable to works required outside of normal maintenance program, or where the event requires a Council Officer to assist in preparations, such as instructions on the use of electricity, water, waste, location of irrigation, etc.
- Commercial Rates for hire of sportsfields are calculated with regard to specific hiring conditions and are based on spectators less than 250. Additional charges for increased spectators are as follows: 250 to 500 \$220.00 / 501 to 1,000 \$330.00 / 1,001 to 1,500 \$550.00. For events expecting spectators more than 1,500 a separate application is required.
- · A minimum written notification period of 3 weeks prior to use is required for surveying and linemarking.
- Amenities cleaning fee Additional clean if requested by Hirer. Toilets will be provided in a clean condition prior to use.

Community Rate must meet the following guidelines:

- · Not for profit legal structure and a registered office within Byron Shire
- No wages or gratuities being paid to an individual
- · Income being donated to community organisations
- · Raising money for charity
- · Supporting a community group
- Registered as an income exempt tax exempt charity (ITEC) with the ATO
- Is a genuine private event not open to members of the public
- A person (or group) who freely offers to perform a service or undertake a task

Sports Fields (Standard rate)

Charges are per day or part thereof

AFL	\$123.00	\$125.00	Υ	P&R
Cricket – synthetic wicket	\$123.00	\$125.00	Υ	P&R
Cricket – turf wicket	\$242.00	\$247.00	Υ	P&R
Hockey	\$123.00	\$125.00	Υ	P&R
Netball – asphalt (per court)	\$12.00	\$12.00	Υ	P&R
Netball – grass (per court)	\$12.00	\$12.00	Υ	P&R
Personal training		POA	Υ	P&R
Rugby Union	\$123.00	\$125.00	Υ	P&R
Soccer	\$123.00	\$125.00	Υ	P&R
Softball / Baseball	\$123.00	\$125.00	Υ	P&R
Tennis Courts (Suffolk Park) – with lights	\$37.00	\$38.00	Υ	P&R
Tennis Courts (Suffolk Park) - without lights	\$24.00	\$24.00	Υ	P&R

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CCC TITLE	Year 18/19	Year 19/20	CCT	Pricing
FEE TITLE	Fee (incl. GST)	Fee (incl. GST)	GST	Code
	(mon do 1)	(mon do 1)		
Other charges				
Amenities cleaning	\$63.00	\$64.00	Υ	P&R
Per hour				
Bins – additional	\$13.00	\$13.00	Υ	P&R
Per 240L bin				
Electricity – excess usage	\$242.00	\$247.00	Υ	P&R
Per day				
Event charges		POA	Υ	P&R
Eg. mowing outside regular routine maintenance, ground pre	paration			
Field lighting	Cons	umption cost	Υ	P&R
		recovery		
		Last YR Fee POA		
Garbage – additional service	\$142.00	\$145.00	Υ	P&R
Emptying during an event, per hour				
Goal posts – removal/installation	\$242.00	\$247.00	Υ	P&R
Lighting		POA	Υ	P&R
Linemarking	\$73.00	\$74.00	Υ	P&R
Remarking, per field				
Primitive camping		POA	Υ	R
Rubbish removal	\$63.00	\$64.00	Υ	P&R
Per hour				
Signage space		POA	Υ	R
Surveying	\$130.00	\$132.00	Υ	P&R
Sports Fields (Community rate)				
Charges are per day or part thereof				
AFL	\$98.00	\$100.00	Υ	P&R
Cricket – synthetic wicket	\$98.00	\$100.00	Υ	P&R
Cricket – turf wicket	\$192.00	\$196.00	Υ	P&R
Hockey	\$98.00	\$100.00	Υ	P&R
Netball – asphalt (per court)	\$10.00	\$10.00	Υ	P&R
Netball – grass (per court)	\$10.00	\$10.00	Υ	P&R
Rugby Union	\$98.00	\$100.00	Υ	P&R
Soccer	\$98.00	\$100.00	Y	P&R
Softball / Baseball	\$98.00	\$100.00	Υ	P&R

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Tennis Courts (Suffolk Park) - with lights

Attachments 27 June 2019 page 271

\$28.00 \$29.00 Y P&R

FEE TITLE	Year 18/19 Fee (incl. GST)	Year 19/20 Fee (incl. GST)	GST	Pricing Code
Sports Fields (Community rate) [continued]				
Tennis Courts (Suffolk Park) – without lights	\$19.00	\$19.00	Υ	P&R
Other charges				
Amenities cleaning	\$63.00	\$64.00	Υ	P&R
Per hour				
Bins – additional Per 240L bin	\$13.00	\$13.00	Υ	P&R
Electricity – excess usage Per day	\$192.00	\$196.00	Υ	P&R
Event charges		POA	Υ	P&R
Eg. mowing outside regular routine maintenance, ground prepare	ration			
Field lighting	Consu	umption cost recovery	Υ	P&R
		Last YR Fee POA		
Garbage – additional service	\$142.00	\$145.00	Υ	P&R
Emptying during an event, per hour				
Goal posts – removal/installation	\$242.00	\$247.00	Υ	P&R
Lighting		POA	Υ	P&R
Linemarking	\$73.00	\$74.00	Υ	P&R
Remarking, per field				
Primitive camping		POA	Υ	R
Rubbish removal	\$63.00	\$64.00	Υ	P&R
Per hour				
Signage space		POA	Υ	R
Surveying	\$130.00	\$132.00	Υ	P&R
Cavanbah Centre Sports Fields (Standard rat	te)			
Charges are per day or part thereof				
AFL	\$182.00	\$185.00	Υ	P&R
Athletics	\$182.00	\$185.00	Υ	P&R
Athletics – Zone, District or Regional level	\$236.00	\$240.00	Υ	P&R
Cricket – synthetic wicket	\$182.00	\$185.00	Υ	P&R
Cricket – turf wicket	\$242.00	\$247.00	Υ	P&R
Personal training		POA	Y	P&R
Rugby Union	\$182.00	\$185.00	Υ	P & R

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EE TITLE	Year 18/19 Fee (incl. GST)	Year 19/20 Fee (incl. GST)	GST	Pricing Code
Cavanbah Centre Sports Fields (Stand	dard rate) [continue	ed]		
Soccer	\$182.00	\$185.00	Υ	P&R
Softball / Baseball	\$163.00	\$166.00	Υ	P&R
Other charges				
Amenities cleaning	\$63.00	\$64.00	Υ	P&R
Per hour				
Bins – additional Per 240L bin	\$13.00	\$13.00	Υ	P&R
Canteen – east	\$126.00	\$128.00	Υ	P&R
Per day				
Canteen – west	\$126.00	\$128.00	Υ	P&R
Per day				
Canteen (east or west)	\$214.00	\$218.00	Υ	P&R
Seasonal users per year, or part thereof				
Car park hire	\$1,847.00	\$1,882.00	Υ	P&R
Per day				
Car park hire – southern bay	\$410.00	\$418.00	Υ	P&R
Per day (approx 60 spaces)				
Electricity – excess usage	\$242.00	\$247.00	Υ	P&R
Per day				
Electricity – kitchen	Consu	umption cost recovery	Υ	F
Event charges		POA	Υ	P&R
Eg. mowing outside regular routine maintenance, gro	ound preparation			
Field lighting	Const	umption cost recovery	Υ	P&R
		Last YR Fee POA		
Garbage – additional service	\$142.00	\$145.00	Υ	P&R
Emptying during an event, per hour				
Goal posts – removal/installation	\$242.00	\$247.00	Υ	P&R
Linemarking	\$73.00	\$74.00	Υ	P&R
Remarking, per field				
Markets		POA	Υ	Р
Primitive camping		POA	Υ	R

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	Year 18/19	Year 19/20		
FEE TITLE	Fee	Fee	GST	Pricing Code
	(incl. GST)	(incl. GST)		
Other charges [continued]				
Rubbish removal	\$63.00	\$64.00	Υ	P & R
Per hour				
Signage space		POA	Υ	R
Sports equipment storage		POA	Υ	Р
Surveying	\$130.00	\$132.00	Υ	P&R
Surveying and linemarking AFL9s	\$70.00	\$71.00	Υ	P&R
Per field				
Cavanbah Centre Sports Fields (Comm	unity rate)			
Charges are per day or part thereof AFL	\$146.00	\$149.00	Υ	P&R
Athletics	\$146.00	\$149.00	Y	P&R
Athletics – Zone, District or Regional level	\$190.00	\$194.00	Y	P&R
Cricket – synthetic wicket	\$146.00	\$149.00	Y	P&R
Cricket – turf wicket	\$193.00	\$197.00	Y	P&R
Rugby Union	\$146.00	\$149.00	Υ	P&R
Soccer	\$146.00	\$149.00	Υ	P&R
Softball / Baseball	\$131.00	\$133.00	Υ	P&R
Other charges				
Amenities cleaning	\$63.00	\$64.00	Υ	P&R
Per hour				
Bins – additional	\$13.00	\$13.00	Υ	P&R
Per 240L bin				
Canteen – east	\$101.00	\$103.00	Υ	P&R

Per hour				
Bins – additional	\$13.00	\$13.00	Υ	P&R
Per 240L bin				
Canteen – east	\$101.00	\$103.00	Υ	P&R
Per day				
Canteen – west	\$101.00	\$103.00	Υ	P & R
Per day				
Canteen (east or west)	\$214.00	\$218.00	Υ	P&R
Seasonal users per year or part thereof				
Car park hire	\$1,477.00	\$1,505.00	Υ	P&R
Per day				
Carpark hire – southern bay	\$330.00	\$336.00	Υ	P&R
Per day (approx 60 spaces)				

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FEE TITLE	Year 18/19 Fee (incl. GST)	Year 19/20 Fee (incl. GST)	GST	Pricing Code
Other charges [continued]				
Electricity – excess usage Per day	\$192.00	\$196.00	Υ	P&R
Electricity – kitchen	Cons	sumption cost recovery	Υ	F
Event charges Eg. mowing outside regular routine maintenance, ground preparent.	aration	POA	Υ	P&R
Field lighting	Consi	umption cost recovery	Υ	P&R
		Last YR Fee POA		
Garbage – additional service	\$142.00	\$145.00	Υ	P&R
Emptying during an event, per hour				
Goal posts – removal/installation	\$242.00	\$247.00	Υ	P&R
Linemarking	\$73.00	\$74.00	Υ	P&R
Remarking, per field				
Markets		POA	Υ	Р
Primitive camping		POA	Υ	R
Rubbish removal	\$63.00	\$64.00	Υ	P&R
Per hour				
Signage space		POA	Υ	R
Sports equipment storage		POA	Υ	Р
Surveying	\$130.00	\$132.00	Υ	P&R
Surveying and linemarking AFL9s	\$70.00	\$71.00	Υ	P&R
Per field				

Byron Shire Sportsfields for Seasonal Users

Groups with up to 4 sessions per week

Price is for one session per week. For groups with between two and four sessions per week, multiply fee by the number of sessions per week.

Additional Month

Bangalow Recreation Ground	\$30.00	\$31.00	Υ	P&R
Brunswick Heads Recreation Ground	\$30.00	\$31.00	Υ	P&R
Byron Bay Recreation Ground	\$30.00	\$31.00	Υ	P&R
Cavanbah Centre	\$38.00	\$39.00	Υ	P&R
Mullumbimby Recreation Ground	\$14.00	\$14.00	Υ	P&R

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FEE TITLE	Year 18/19 Fee	Year 19/20 Fee	GST	Pricing Code
	(incl. GST)	(incl. GST)		
Additional Month [continued]				
Pine Avenue Recreation Ground	\$22.00	\$22.00	Υ	P&R
Shara Boulevard Bob Bellear Sportsfield	\$38.00	\$39.00	Υ	P&R
Suffolk Park Sportsfield	\$14.00	\$14.00	Υ	P&R
Tom Kendall Oval	\$22.00	\$22.00	Υ	P&R
Up to 6 months				
Bangalow Recreation Ground	\$181.00	\$184.00	Υ	P&R
Brunswick Heads Recreation Ground	\$181.00	\$184.00	Υ	P&R
Byron Bay Recreation Ground	\$181.00	\$184.00	Υ	P&R
Cavanbah Centre	\$225.00	\$229.00	Υ	P&R
Mullumbimby Recreation Ground	\$90.00	\$92.00	Υ	P&R
Pine Avenue Recreation Ground	\$135.00	\$138.00	Υ	P&R
Shara Boulevard Bob Bellear Sportsfield	\$225.00	\$229.00	Υ	P&R
Suffolk Park Sportsfield	\$90.00	\$92.00	Υ	P&R
Tom Kendall Oval	\$135.00	\$138.00	Υ	P & R
Year				
Bangalow Recreation Ground	\$360.00	\$367.00	Υ	P&R
Brunswick Heads Recreation Ground	\$360.00	\$367.00	Υ	P&R
Byron Bay Recreation Ground	\$360.00	\$367.00	Υ	P&R
Cavanbah Centre	\$452.00	\$461.00	Υ	P&R
Mullumbimby Recreation Ground	\$181.00	\$184.00	Υ	P&R
Pine Avenue Recreation Ground	\$271.00	\$276.00	Υ	P&R
Shara Boulevard Bob Bellear Sportsfield	\$452.00	\$461.00	Υ	P&R
Suffolk Park Sportsfield	\$181.00	\$184.00	Υ	P&R
Tom Kendall Oval	\$271.00	\$276.00	Υ	P&R

Groups with five or more sessions per week

Additional Month

Bangalow Recreation Ground	\$120.00	\$122.00	Υ	P&R
Brunswick Heads Recreation Ground	\$120.00	\$122.00	Υ	P&R
Byron Bay Recreation Ground	\$120.00	\$122.00	Υ	P&R
Cavanbah Centre	\$151.00	\$154.00	Υ	P & R
Mullumbimby Recreation Ground	\$60.00	\$61.00	Υ	P&R
Pine Avenue Recreation Ground	\$91.00	\$93.00	Υ	P & R
Shara Boulevard Bob Bellear Sportsfield	\$151.00	\$154.00	Υ	P&R

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FEE TITLE	Year 18/19 Fee (incl. GST)	Year 19/20 Fee (incl. GST)	GST	Pricing Code
Additional Month [continued]				
Suffolk Park Sportsfield	\$60.00	\$61.00	Υ	P&R
Tom Kendall Oval	\$91.00	\$93.00	Υ	P&R
Up to 6 months				
Bangalow Recreation Ground	\$722.00	\$736.00	Υ	P&R
Brunswick Heads Recreation Ground	\$722.00	\$736.00	Υ	P&R
Byron Bay Recreation Ground	\$722.00	\$736.00	Υ	P&R
Cavanbah Centre	\$902.00	\$919.00	Υ	P&R
Mullumbimby Recreation Ground	\$360.00	\$367.00	Υ	P&R
Pine Avenue Recreation Ground	\$542.00	\$552.00	Υ	P&R
Shara Boulevard Bob Bellear Sportsfield	\$902.00	\$919.00	Υ	P&R
Suffolk Park Sportsfield	\$360.00	\$367.00	Υ	P&R
Tom Kendall Oval	\$542.00	\$552.00	Υ	P&R
Year				
Bangalow Recreation Ground	\$1,445.00	\$1,472.00	Υ	P&R
Brunswick Heads Recreation Ground	\$1,445.00	\$1,472.00	Υ	P&R
Byron Bay Recreation Ground	\$1,445.00	\$1,472.00	Υ	P&R
Cavanbah Centre	\$1,805.00	\$1,839.00	Υ	P&R
Mullumbimby Recreation Ground	\$722.00	\$736.00	Υ	P&R
Pine Avenue Recreation Ground	\$1,083.00	\$1,104.00	Υ	P&R
Shara Boulevard Bob Bellear Sportsfield	\$1,805.00	\$1,839.00	Υ	P&R
Suffolk Park Sportsfield	\$722.00	\$736.00	Υ	P&R
Tom Kendall Oval	\$1,083.00	\$1,104.00	Υ	P&R

Other Charges

Crown Beach Recreational Reserves for Seasonal Users

School sporting activities	\$25.00	\$25.00	Υ	R	
Low impact only					
Sporting clubs	\$25.00	\$25.00	Υ	R	
Low impact, club members only, regular club activities (not for profit certificate to be provided)					

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	Year 18/19	Year 19/20		
FEE TITLE	Fee	Fee	GST	Pricing Code
	(incl. GST)	(incl. GST)		

The Cavanbah Centre

Meeting Room M1 or M2

GL Codes M1 - 1281.1 / M2 - 1281.3

Per hour	\$39.00	\$40.00	Υ	Р
Minimum one hour hire				
Per half day	\$152.00	\$155.00	Υ	Р
Per day	\$227.00	\$231.00	Υ	Р
Block booking per hour	\$30.00	\$31.00	Υ	Р
Block booking per half day	\$121.00	\$123.00	Υ	Р
Block booking per day	\$182.00	\$185.00	Υ	Р

Multi Function Room MF1 or MF2

GL Codes MF1 - 1281.4 / MF2 - 1281.5

Per hour	\$44.00	\$45.00	Υ	Р
Minimum one hour hire				
Per half day	\$174.00	\$177.00	Υ	Р
Per day	\$260.00	\$265.00	Υ	Р
Block booking per hour	\$35.00	\$36.00	Υ	Р
Block booking per half day	\$136.00	\$139.00	Υ	Р
Block booking per day	\$205.00	\$209.00	Υ	Р

Other Fees

External canteen	\$65.00	\$66.00	Υ	Р
Per day				

Function use

Per hour	\$55.00	\$56.00	Υ	Р
Per half day	\$217.00	\$221.00	Υ	Р
Per day	\$326.00	\$332.00	Υ	Р
Block booking per hour	\$25.00	\$26.00	Υ	Р
Block booking per half day	\$106.00	\$108.00	Υ	Р
Block booking per day	\$211.00	\$215.00	Υ	Р
Cleaning bond	\$211.00	\$215.00	N	Р

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Main Auditorium

All costs exclude sports/competitive lighting unless specified

Membership and Casual Use Passes

Junior: Up to 15 years of age Concession: Holders of Senior Card, Student Card, Pensioners/Health Care Card and People with Disabilities

16 years and above

Annual Pass – Concession	\$380.00	\$387.00	Υ	Р
Holders of Senior Card, Student Card, Pensioners / Health Card	e Card and Ped	ple with Disabii	lities	
Annual Pass – Junior	\$341.00	\$347.00	Υ	Р
Annual Pass – Senior	\$434.00	\$442.00	Υ	Р
Social Sport	\$7.00	\$7.00	Υ	Р
Per session. For all Cavanbah Centre social sports - futsal, vol	leyball, netball,	basketball (scri	immage), bad	lminton.
Casual Use - Junior	\$4.50	\$4.50	Υ	Р
Per person, per hour, pro rata				
Casual Use - Senior	\$5.50	\$5.50	Υ	Р
Per person, per hour, pro rata				
Casual Use - Concession	\$5.00	\$5.00	Υ	Р
Holders of Senior Card, Student Card, Pensioners / Health Card	e Card and Ped	pple with Disabii	lities	
Casual 10 Block Pass – Junior	\$38.00	\$39.00	Υ	Р
10 hours				
Casual 10 Block Pass – Senior	\$48.00	\$49.00	Υ	Р
10 hours				
Casual 10 Block Pass – Concession	\$44.00	\$45.00	Υ	Р
Holders of Senior Card, Student Card, Pensioners / Health Card	e Card and Ped	pple with Disabil	lities	
Monthly Pass – Junior	\$48.00	\$49.00	Υ	Р
4 weeks				
Monthly Pass – Senior	\$58.00	\$59.00	Υ	Р
4 weeks				
Monthly Pass – Concession	\$0.00	\$53.00	Υ	Р
Holders of Senior Card, Student Card, Pensioners/Health Care	,	,	ies.	

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Storage - medium (2mL x 2mW x 4mH)

Storage - small (1mL x 1mW x 4mH)

Per week, subject to availability

Per week

	Year 18/19	Year 19/20		
FEE TITLE	Fee	Fee	GST	Pricing Code
	(incl. GST)	(incl. GST)		
Court hire				
Sports/competition lights	\$60.00	\$61.00	Υ	Р
Minimum one hour hire				
Training lights only	\$55.00	\$56.00	Υ	Р
Minimum one hour hire				
Training lights only – Block Booking	\$42.00	\$43.00	Υ	Р
Per hour (min 10 sessions)				
Sports/competition lights – Block booking	\$47.00	\$48.00	Υ	Р
Per hour (min 10 sessions)				
Sports/competition lights	\$158.00	\$161.00	Υ	Р
3 hours				
Two full courts with sports/competition lights	\$294.00	\$300.00	Υ	Р
3 hours				
School groups	\$30.00	\$31.00	Υ	Р
Off peak, per hour				
Off peak hire (8am-3pm Mon-Fri)	\$35.00	\$36.00	Υ	Р
Per court, per hour				
Sports lights	\$5.00	\$5.00	Υ	Р
Per hour (if not indicated in description)				
Special event hire		POA	Υ	Р
Stage	\$15.00	\$15.00	Υ	Р
Per hour				
Cleaning (additional)	\$38.00	\$39.00	Υ	Р
Per hour, min charge 1 hour. All hirers are responsible for removed or left in bin provided.	leaving the facility ir	n a clean and tio	ly state, and	rubbish/wast
Storage				
Storage – large (4mL x 4mW x 4mH)	\$15.00	\$15.00	Υ	Р
Per week, subject to availability				

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\$10.00

\$5.00

\$10.00

\$5.00

FEE TITLE	Year 18/19 Fee	Year 19/20 Fee	GST	Pricing
ree IIILE	(incl. GST)	(incl. GST)	GSI	Code
Equipment hire				
Per use				
Audio Visual		POA	Υ	Р
Equipment Hire		POA	Υ	Р
Per asset, per use				
Um	\$12.00	\$12.00	Υ	Р
Carpet tile laying				
Per set up or pack down. One Court (half hall) = 750m2. Tw	o Courts (who	le hall) = 1500m	12.	
Multi Function Rooms (Monday to Friday)	\$66.00	\$67.00	Υ Υ	Р
Multi Function Rooms (Saturday)	\$77.00	\$78.00	Y	Р
Multi Function Rooms (Sunday)	\$88.00	\$90.00	Y	Р
One Court (Monday to Friday)	\$445.00	\$453.00	Y	P
One Court (Saturday)	\$525.00	\$535.00	Υ	Р
One Court (Sunday)	\$600.00	\$611.00	Υ	Р
Two Courts (Monday to Friday)	\$900.00	\$917.00	Υ	Р
Two Courts (Saturday)	\$1,050.00	\$1,070.00	Υ	Р
Two Courts (Sunday)	\$1,200.00	\$1,223.00	Υ	Р
Administration charges				
Per booking				
Cancellation fee	\$25.00	\$25.00	Υ	Р
Any booking cancelled 8 days or more prior to date of booking	φ20.00	Q20100	•	·
Late payment fee	\$30.00	\$30.00	Υ	Р
Any booking 1 week over prior to day of booking	φ30.00	ψ50.00	'	'
Advertising				
LED road signage		POA	Υ	Р
Website		POA	Υ	Р
Other fees				
Cavanbah Coffee/Food Cart		POA	Υ	Р
Supply of tea/coffee	\$4.50	\$4.50	Y	P
Per head, per day		,		
Bond		POA	N	Р
Catering		POA	Y	P
Foyer hire		POA	Y	Р
1 Oyer fille		FUA	1	Г

continued on next page T.2019/20 Fees and Charges as presented to Council 9/5/19 | Page 49 of 114

	Year 18/19	Year 19/20		
FEE TITLE	Fee	Fee	GST	Pricing Code
	(incl. GST)	(incl. GST)		0000
Other fees [continued]				
Seasonal User Agreement		POA	Υ	Р
Per season				
Internet use – per hour	\$3.00	\$3.00	Υ	Р
Min 1 hour				
Internet use – per half day	\$12.00	\$12.00	Υ	Р
Internet use – per day	\$18.00	\$18.00	Υ	Р
Outdoors				
Eastern Green (Event use)	\$100.00	\$100.00	Υ	Р
Per day. Grassed area east of the Cavanbah Centre, b	etween main building a	nd outdoor cou	rts.	
Netball/Basketball Court (Outdoor)	\$10.00	\$15.00	Υ	Р
Per hour				
Netball/Basketball Court (Outdoor)	\$5.00	\$5.00	Υ	Р
Per hour, school groups				
Per hour, school groups				
Per hour, school groups Water Supply Charges				
	\$165.00	\$168.00	N	F

Water Service Installations

Supply of water meters and backflow protection

Radio read mechanism	\$181.00	\$184.00	N	F
Standard Meter – 20mm up to 40mm	\$230.00	\$234.00	N	F
Standard Meter – 50mm	\$2,160.00	\$2,201.00	N	F
Standard Meter – 65mm	\$2,674.00	\$2,725.00	N	F
80mm - magflow	\$3,163.00	\$3,223.00	N	F
80mm - standard	\$3,138.00	\$3,198.00	N	F
100mm - magflow	\$3,555.00	\$3,623.00	N	F
100mm - standard	\$2,842.00	\$2,896.00	N	F
All other meters and backflow protection devices		As quoted	N	F

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	Year 18/19	Year 19/20		Duinium
FEE TITLE	Fee	Fee	GST	Pricing Code
	(incl. GST)	(incl. GST)		
Tapping main				
20mm up to 50mm	\$582.00	\$593.00	N	F
65mm and above	\$1,996.00	\$2,034.00	N	F
Traffic control (if required)		At cost	N	F
Interruption to Water Supply				
Informing residents, advertising, shutting valves and flushing	\$428.00	\$450.00	N	F
Requires min 7 days notice				
Meter reading				
Special meter reading upon request	\$89.00	\$92.00	N	F
Per reading				
Special meter reading due to inaccessability	\$89.00	\$92.00	N	F
Meter reading estimates	\$89.00	\$90.00	N	F
Subsequent meter reading estimates	\$177.00	\$180.00	N	F
Water service disconnection/reconnection				
water service disconnection/reconnection				
Disconnection fee	\$165.00	\$168.00	N	F
Min charge \$100.00				
Removal of restrictor	\$195.00	\$199.00	N	F
AAA aa				
Water pressure certificate				
Computer simulated	\$183.00	\$186.00	N	F
Single hydrant flow test	\$351.00	\$358.00	N	_
	4000	4000.00		F
Excluding traffic control	7 000	V 000.00		F
Excluding traffic control Two hydrant (simultaneous) flow test	\$453.00	\$462.00	N	F
Two hydrant (simultaneous) flow test				
Two hydrant (simultaneous) flow test Excluding traffic control		\$462.00	N	F
Two hydrant (simultaneous) flow test Excluding traffic control Traffic control (if required)		\$462.00	N	F

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FEE TITLE	Year 18/19 Fee (incl. GST)	Year 19/20 Fee (incl. GST)	GST	Pricing Code
Bulk water				
Application to draw bulk water	\$165.00	\$168.00	N	F
Bulk water supply charge	\$6.10	\$6.20	N	F
Per kL				
Metered standpipe				
Hire (subject to approval)	\$100.00	\$100.00	N	F
Per week				
Bond	\$1,800.00	\$2,000.00	N	F
Refunded on return of metered standpipe in satisfactory cond	dition. Any repairs	or replacement	at cost.	

Sewerage Service Charges

New sewer main connections

150mm main	\$405.00	\$500.00	N	F
All excavation and safety to be provided by applicant				
Greater than 150mm		As quoted	N	F

Liquid trade waste excess mass charge per Kg

BOD5 300mg/L	\$1.55	\$1.55	N	F
Suspended solids 300mg/L	\$1.55	\$1.55	N	F
Oil and Grease 50mg/L	\$1.82	\$1.80	N	F
Ammonia (as N) 35mg/L	\$2.39	\$2.45	Ν	F
TKN 50mg/L	\$0.21	\$0.20	Ν	F
Sulphate (SO4) 50mg/L	\$0.17	\$0.15	N	F
Total Phosphorus 10mg/L	\$1.67	\$1.65	Ν	F
All other substances as per DPI Water Liquid Trade Waste Regulation Guidelines		As quoted	N	F
Refer to DPI Water Liquid Trade Waste Regulation Guidelines	adjusted for cui	rrent financial ye	ear	

Tankered waste per kL

Festival loads (High strength waste, Ammonia >= 400mg/L)	\$120.00	\$120.00	N	F
Festival loads (Medium strength waste)	\$65.00	\$66.00	N	F
Raw Sewerage / Septic Waste (Low strength waste)	\$46.00	\$47.00	N	F
Leachate / Portable Toilets (High strength waste)	\$65.00	\$66.00	N	F

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Per tonne

50kg

Per load, min charge

Recyclables (domestic)

Recyclables (commercial) - Vehicles with load up to 50kg

Recyclables (commercial) – Vehicles with load greater than

	Year 18/19	Year 19/20		
FEE TITLE	Fee	Fee	GST	Pricing Code
	(incl. GST)	(incl. GST)		3045
Water and sewer				
Water / Sewer Attendant – during business hours	\$90.00	\$92.00	Υ	F
Per hour, per attendant				
Water / Sewer Attendant – after hours	\$180.00	\$183.00	Υ	F
Disposal of trade waste to sewer and privat	e pump stat	ions		
Private pump station	\$143.00	\$145.00	N	F
Category 1 Nil or minimum pre-treatment	\$250.00	\$255.00	N	F
Category 2 Prescribed pre-treatment	\$376.00	\$385.00	N	F
Category 2S Septic, pan and ship to shore	\$296.00	\$300.00	N	F
Category 3 Large and industrial dischargers	\$459.00	\$470.00	N	F
Per hour Administration fee for non-compliance correspondence Sampling	\$165.00 \$160.00	\$168.00 \$168.00	N N	F F
Sampling Per hour	\$160.00	\$168.00	N	F
				_
Laboratory analysis of samples	,	At cost + 60%	N	F
	Last YR Fee At cost + 60%			
Reinspection fee	\$145.00	\$168.00	N	F
Byron Resource Recovery Centre				
Recyclables and green waste				
Green waste – tree stumps, logs, roots	\$91.00	\$91.00	Υ	F
Per tonne				
Green waste – vehicle with load up to 150kg	\$10.00	\$10.00	Υ	F
Per load, min charge				
Green waste – vehicle with load greater than 150kg	\$70.00	\$70.00	Υ	F
5				

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\$5.00

\$125.00

\$5.00

\$75.00

No charge

Ν

FEE TITLE	Year 18/19 Fee (incl. GST)	Year 19/20 Fee (incl. GST)	GST	Pricing Code
Pasteurised garden organics				
Bulk load pasteurised garden organics mulch Per cubic metre		POA	Υ	F
Pasteurised garden organics mulch Per cubic metre	\$30.00	\$30.00	Υ	F
Metals and tyres				
Caravans (unstripped) Per tonne	\$250.00	\$275.00	Υ	F
Car bodies and caravans (stripped) Per vehicle	\$30.00	\$30.00	Υ	F
Scrap metal (commercial quantities)		No charge Last YR Fee No charge	N	F
Per tonne				
Scrap metal (domestic quantities) Tyres – car	\$10.00	No charge \$10.00	N Y	Z F
Tyres – 4 wheel drive / light truck	\$12.00	\$12.00	Y	F
Tyres – motor cycle Tyres – truck (17.5+) / forklift / bobcat / super single	\$8.00 \$57.00	\$8.00 \$57.00	Y	F
Oil and paint				
Oil (commercial quantities) Per kg, greater than 20L	\$0.15	\$0.15	Υ	F
Oil (domestic quantities) Motor and other oil, up to 20L		No charge	N	Z
Paint (commercial quantities) Per kg, greater than 20L	\$1.50	\$1.50	Υ	F
Paint (domestic quantities) Up to 20L		No charge	N	Z
Batteries, gas bottles and whitegoods				
Gas bottles (commercial quantities) Per bottle, greater than 5 bottles	\$5.00	\$5.00	Υ	F
Gas bottles (domestic quantities)		No charge	N	Z

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EEE TITLE	Year 18/19 Fee (incl. GST)	Year 19/20 Fee (incl. GST)	GST	Pricing Code
Batteries, gas bottles and whitegoods [contin	ued]			
Gassed whitegoods (fridges, aircon units, etc.) Without degas certificate	\$25.00	\$25.00	Υ	F
Lead acid batteries		No charge	N	Р
ight globes and smoke detectors				
Fluorescent light globes (commercial quantities) Per kg	\$2.50	\$2.50	Υ	F
Fluorescent light globes (domestic quantities)		No charge	N	Z
Smoke detectors (commercial quantities)	\$1.00	\$1.00	Υ	F
Per kg, greater than 10kg				
Smoke detectors (domestic quantities)		No charge	N	Z
Less than 10kg				
·		DOA	V	-
Bulk loads putrescible waste (commercial quantities)		РОА	Υ	F
Bulk loads putrescible waste (commercial quantities) Per tonne Construction and demolition waste – vehicle with load up to	\$13.00	POA \$15.00	Y	F P
Bulk loads putrescible waste (commercial quantities) Per tonne Construction and demolition waste – vehicle with load up to 50kg	\$13.00			
Bulk loads putrescible waste (commercial quantities) Per tonne Construction and demolition waste – vehicle with load up to 50kg Per tonne, min charge Construction and demolition waste – vehicle with load	\$13.00 \$250.00			
Bulk loads putrescible waste (commercial quantities) Per tonne Construction and demolition waste – vehicle with load up to 50kg Per tonne, min charge Construction and demolition waste – vehicle with load greater than 50kg	·	\$15.00	Y	Р
Bulk loads putrescible waste (commercial quantities) Per tonne Construction and demolition waste – vehicle with load up to 50kg Per tonne, min charge Construction and demolition waste – vehicle with load greater than 50kg Per tonne	·	\$15.00	Y	Р
Bulk loads putrescible waste (commercial quantities) Per tonne Construction and demolition waste – vehicle with load up to 50kg Per tonne, min charge Construction and demolition waste – vehicle with load greater than 50kg Per tonne Electronic waste (commercial quantities)	\$250.00	\$15.00 \$275.00	Y	P
Bulk loads putrescible waste (commercial quantities) Per tonne Construction and demolition waste – vehicle with load up to 50kg Per tonne, min charge Construction and demolition waste – vehicle with load greater than 50kg Per tonne Electronic waste (commercial quantities) Per tonne	\$250.00	\$15.00 \$275.00	Y	P
Bulk loads putrescible waste (commercial quantities) Per tonne Construction and demolition waste – vehicle with load up to 50kg Per tonne, min charge Construction and demolition waste – vehicle with load greater than 50kg Per tonne Electronic waste (commercial quantities) Per tonne Excavated material – clean soil, dirt, sand	\$250.00 \$75.00	\$15.00 \$275.00 \$75.00	Y Y Y	P P
Waste products Bulk loads putrescible waste (commercial quantities) Per tonne Construction and demolition waste – vehicle with load up to 50kg Per tonne, min charge Construction and demolition waste – vehicle with load greater than 50kg Per tonne Electronic waste (commercial quantities) Per tonne Excavated material – clean soil, dirt, sand Subject to operational requirements, EPA assessment standard General mixed waste – vehicle with load up to 50kg Per load, min charge	\$250.00 \$75.00	\$15.00 \$275.00 \$75.00	Y Y Y	P P

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Per tonne

FEE TITLE	Year 18/19 Fee (incl. GST)	Year 19/20 Fee (incl. GST)	GST	Pricing Code
Other charges				
Aerators	\$17.00	\$17.00	Υ	F
Compost bins	\$47.00	\$25.00	Υ	F
Kitchen caddy	\$6.00	\$6.00	Υ	F
Vehicle registration	\$35.00	\$35.00	Υ	F
Worm farms	\$57.00	\$35.00	Υ	F

Resource Recovery Services

3 bin sort system

30 litre	\$70.00	\$70.00	Υ	F
Per bin				
45 litre	\$80.00	\$80.00	Υ	F
Per bin				
60 litre (100 pack of liners)	\$45.00	\$45.00	Υ	F
Per pack				
Installation and support	\$150.00	\$150.00	Υ	F
Per property installation				

Additional services

Additional servicing of Council's public place waste and recycling bins	POA	Υ	F
Resulting from events			
Additional servicing of waste, recycling or organic mobile garbage bins	POA	Υ	F
Outside of Council's regular service schedule			

Special Event Waste and Recycling Services

Per bin, includes delivery of bin, one collection service/pickup and removal of bin

Additional service/pickup (waste and recycling)	\$10.00	\$10.00	Υ	F
Per service/pickup				
Organics collection	\$20.00	\$20.00	Υ	F
Recycling collection	\$20.00	\$20.00	Υ	F
Waste collection	\$35.00	\$35.00	Υ	F

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	Year 18/19	Year 19/20		
FEE TITLE	Fee	Fee	GST	Pricing Code
	(incl. GST)	(incl. GST)		

Section 64 Charges

Water

Per ET (equivalent tenement)

Bangalow	\$790.00	\$809.00	N	R
Brunswick Heads	\$790.00	\$809.00	N	R
Byron Bay	\$790.00	\$809.00	N	R
Mullumbimby	\$9,365.00	\$9,543.00	N	R
Ocean Shores/New Brighton/South Golden Beach	\$790.00	\$809.00	N	R
Suffolk Park	\$790.00	\$809.00	N	R

Bulk Water

Contact Rous Water or Byron Shire Council for current fees.

Sewerage

Bangalow	\$10,373.00	\$10,631.00	N	R
Brunswick Heads	\$10,373.00	\$10,631.00	Ν	R
Byron Bay	\$10,373.00	\$10,631.00	N	R
Mullumbimby	\$10,373.00	\$10,631.00	N	R
Ocean Shores/New Brighton/South Golden Beach	\$10,373.00	\$10,631.00	N	R
Suffok Park	\$10,373.00	\$10,631.00	N	R

Facilities Management

Swimming pools in Byron Bay and Mullumbimby

Definitions

Infant - Toddlers, babies, infants under the age of 2 years enter free of charge

Child - 2 to 18 years

Adult - 18 years and over

Concession - Holders of Senior Card, Student Card, Pensioners/Health Care Card and People with Disabilities Family - For the purpose of Byron Shire Council Community Pools entry, a Family is defined as 2 adults and 2 children; 1 adult and 3 children; or all persons listed on a single Medicare or Health Care Card

Prices per admission

GL Codes 1189.1 Byron / 1196.1 Mullumbimby

Spectator	\$3.00	\$3.10	Υ	R
Infant		No charge	N	Z
Adult	\$4.50	\$4.60	Υ	R
Child	\$3.70	\$3.85	Υ	R
Child with disability (non-swimmer)		No charge	N	Z
Carer or Companion Card holder		No charge	N	Z
Concession	\$4.00	\$4.10	Υ	R

continued on next PRG-T.2019/20 Fees and Charges as presented to Council 9/5/19 | Page 57 of 114

	Year 18/19	Year 19/20		
FEE TITLE	Fee	Fee	GST	Pricing Code
	(incl. GST)	(incl. GST)		

Swimming pools in Byron Bay and Mullumbimby [continued]

Carnivals		POA	Υ		
School children at school sessions	\$3.00	\$3.10	Υ	Р	
Use of season tickets by school children in these circumstances is recognised					

Season tickets

September to April (Valid for both Byron Bay and Mullumbimby pools for the season in which they are purchased only) GL Codes 1189.1 Byron / 1196.1 Mullumbimby

Adult	\$215.00	\$219.00	Υ	R
Child	\$175.00	\$178.00	Υ	R
Concession	\$185.00	\$189.00	Υ	R
Family	\$380.00	\$387.00	Υ	R
Concession family	\$240.00	\$245.00	Υ	R

Discount books

Valid for both Byron Bay and Mullumbimby pools for the season in which they are purchased only GL Codes 1189.1 Byron / 1196.1 Mullumbimby

-				
Adult – 25 tickets	\$95.00	\$97.00	Υ	R
Adult – 15 tickets	\$57.00	\$58.00	Υ	R
Child – 25 tickets	\$78.00	\$79.00	Υ	R
Child – 15 tickets	\$47.00	\$48.00	Υ	R
Concession – 25 tickets	\$78.00	\$79.00	Υ	R
Concession – 15 tickets	\$51.00	\$52.00	Υ	R

Hire charges (Community or private) – within operating hours

Per hour

GL Codes 1189.1 Byron / 1196.1 Mullumbimby

Pool and/or grounds (providing own lifeguard)	\$97.00	\$99.00	Υ	R
Pool and/or grounds (lifeguard provided by pool manager)	\$1	29.00 + POA	Υ	R
	Last YR Fee \$127.00 + POA			
Lane hire (plus published admission fee, lifeguard provided by pool manager)	\$25.00	\$27.00	Υ	R

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	Year 18/19	Year 19/20		
FEE TITLE	Fee	Fee	GST	Pricing Code
	(incl. GST)	(incl. GST)		

Hire charges (Community or private) - outside operating hours

Per hour

GL Codes 1189.1 Byron / 1196.1 Mullumbimby

Pool and/or grounds (providing own lifeguard)	\$109.00	\$111.00	Υ	R
Pool and/or grounds (lifeguard provided by pool manager)	\$139.00 + POA		Υ	R
	Last YR Fee \$137.00 + POA			

Hire charges (Commercial) - within operating hours

Per hour

GL Codes 1189.1 Byron / 1196.1 Mullumbimby

Pool and/or grounds (providing own lifeguard)	\$158.00	\$161.00	Υ	R
Pool and/or grounds (lifeguard provided by pool manager)	\$18	36.00 + POA	Υ	R
	Last YR Fee \$183.00 + POA			
Lane hire (plus published admission fee, lifeguard provided by pool manager)	\$32.00	\$33.00	Υ	R

Hire charges (Commercial) - outside operating hours

Per hour

GL Codes 1189.1 Byron / 1196.1 Mullumbimby

Pool and/or grounds (providing own lifeguard)	\$189.00	\$193.00	Υ	R
Pool and/or grounds (lifeguard provided by pool manager)	\$20	1.00 + POA	Υ	R
	Last YR Fee \$198.00 + POA			

Refunds administration

- Season tickets are valid for the season in which they are purchased only. Season ticket refunds will not be given for a change of mind, but only where a refund is the available remedy under the Australian Consumer Law.
- Discount books are valid for the season in which they are purchased only. Subject to the Australian Consumer Law, expired discount books are non-refundable in whole or in part. After a discount book has expired it is no longer valid, and all transaction attempts will be declined.

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FEE TITLE	Year 18/19 Fee (incl. GST)	Year 19/20 Fee (incl. GST)	GST	Pricing Code
Tyagarah Aerodrome				
Advertising (12 month display at Informati	on Bay airside)			
Display size – A3	\$345.00	\$345.00	Υ	Р
Display size – A4	\$223.00	\$223.00	Υ	Р
Display size – A5	\$102.00	\$102.00	Υ	Р
Display size – DL	\$61.00	\$61.00	Υ	Р
Advertising (6 month display at Informatio	n Bay airside)			
Display size – A3	\$183.00	\$183.00	Υ	
Display size – A4	\$122.00	\$122.00	Υ	
Display size – A5	\$61.00	\$61.00	Υ	
Display size – DL	\$41.00	\$41.00	Υ	
Airstrip access registration fees (Non-com	nmercial)			
GA <2000kg MTOW	\$357.00	\$364.00	Υ	Р
GA >2000kg MTOW	\$720.00	\$734.00	Υ	Р
Ultralights, gliders	\$279.00	\$284.00	Υ	Р
Airstrip access registration fees (Commer	cial)			
Administration charge	\$25.00	\$25.00	Υ	Р
Registration fee – Ultralights and gliders	\$274.00	\$279.00	Υ	Р
Registration fee – GA <2000kg MTOW	\$351.00	\$358.00	Υ	Р
Registration fee – GA >2000kg MTOW	\$708.00	\$721.00	Υ	Р
Facilities				
Aero Club		POA	Υ	Р
Per booking				
Hangar space		POA	Υ	Р
		Last YR Fee POA		
Per month - charged based on space required				

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	Year 18/19	Year 19/20		
FEE TITLE	Fee	Fee	GST	Pricing Code
	(incl. GST)	(incl. GST)		0000

Landing fees

Commercial Resident

Per landing, additional to commercial licence, airstrip access registration fees and parking fees

GA <2000kg MTOW	\$10.00	\$11.00	Υ	Р
GA >2000kg MTOW	\$16.00	\$17.00	Υ	Р
Ultralights, gliders	\$5.00	\$6.00	Υ	Р
Emergency services aircraft (all types)		No charge	N	Р

Commercial Visiting

Per landing, additional to parking fees

GA < 2000kg MTOW	\$15.00	\$16.00	Υ	Р
GA > 2000kg MTOW	\$20.00	\$21.00	Υ	Р
Ultralights, gliders	\$10.00	\$11.00	Υ	Р
Emergency services aircraft		No charge	N	Z

Non-commercial Resident

Per landing, additional to airstrip access registration fees and parking fees

GA <2000kg MTOW	Unlimited landing fees included in annual Non-commercial Airstrip Access Registration Fees	Y	Р
	Last YR Fee Unlimited landing fees included in annual Non-commercial Airstrip Access Registration Fees.		
GA >2000kg MTOW	Unlimited landing fees included in annual Non-commercial Airstrip Access Registration Fees	Υ	Р
	Last YR Fee Unlimited landing fees included in annual Non-commercial Airstrip Access Registration Fees.		
Ultralights, gliders	Unlimited landing fees included in annual Non-commercial Airstrip Access Registration Fees	Y	Р
Emergency services aircraft	No charge	N	Р

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FEE TITLE	Year 18/19 Fee	Year 19/20 Fee	GST	Pricing
	(incl. GST)	(incl. GST)	GST	Code
Non-commercial Visiting				
Per landing, additional to parking fees				
GA <2000kg MTOW	\$10.00	\$11.00	Υ	Р
GA >2000kg MTOW	\$16.00	\$17.00	Υ	Р
Ultralights, gliders	\$5.00	\$6.00	Υ	Р
Emergency service aircraft		No charge	N	
Private/Non-commercial/Aircraft/Helicopters - per landing,	additional to landing	fees		
Parking fees				
Per day or part day				
Commercial Resident				
Additional to commercial licence, airstrip access regist	tration fees and lan	ding fees		
GA <2000kg MTOW	\$15.00	\$16.00	Υ	Р
GA >2000kg MTOW	\$20.00	\$21.00	Υ	Р
Ultralights, gliders	\$10.00	\$11.00	Υ	Р
Commercial Visiting				
Additional to landing fees				
GA <2000kg MTOW	\$20.00	\$21.00	Υ	Р
GA >2000kg MTOW	\$25.00	\$27.00	Υ	Р
Ultralights, gliders	\$15.00	\$16.00	Υ	Р
Non-commercial Resident				
Additional to airstrip registration fees and landing fees				
GA <2000kg MTOW	\$10.00	\$11.00	Υ	Р
GA >2000kg MTOW	\$16.00	\$17.00	Υ	Р
Ultralights, gliders	\$5.00	\$6.00	Υ	Р
Non-commercial Visiting				
Additional to landing fees				
Additional to landing fees	\$15.00	\$16.00	Υ	Р
	\$15.00 \$20.00	\$16.00 \$21.00	Y Y	P P

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Land Management

Community Rate must meet the following guidelines:

- Not for profit incorporated body raising money for a registered charity. Letter of support from registered charity and certificate of incorporation to be provided; OR
- Registered as an income tax exempt charity (ITEC) with the ATO, with evidence to be provided.

Private Rate means a genuine private function that is not open to members of the public.

Commercial Rate means any activity that generates income from the use of Council owned or managed land that is assessed as not meeting the definition of Community Rate.

Standard Rate means any activity that does not generate income from the use of Council owned or managed land that is assessed as not meeting the definition of Community Rate.

Sale Operational land

Sale value	Set by Market Valuation or tender	Υ	R
Plus survey, valuation, legal, transfer and other associated expenses	At cost + 15%	Υ	R
Land sale application fee	POA	Υ	R

Temporary licence - Activities on Council public land

Standard Rate - Weddings

Inspection fee	\$160.00	\$163.00	Υ	F
Per hour				
Application fee	\$98.00	\$100.00	Υ	R
c116 LG (General) Regulations and S.46 LG Act				
Urgency fee	\$0.00	\$111.00	Υ	F
When application is lodged less than 14 days before a weddin	g (subject to con	firmation that se	rvice is ava	ilable).
Licence fee - max 10 people	\$114.00	\$116.00	Υ	R
Licence fee - 11 to 50 people	\$214.00	\$218.00	Υ	R
Licence fee - 51 to 100 people	\$277.00	\$282.00	Υ	R
Licence fee - 101 to 150 people	\$372.00	\$379.00	Υ	R
Note: 150 people is licence limit				

Standard Rate - Other activities

Inspection fee	\$160.00	\$163.00	Υ	F
Per hour				
Application fee	\$184.00	\$188.00	Υ	R

continued on next DageT.2019/20 Fees and Charges as presented to Council 9/5/19 | Page 63 of 114

FEE TITLE	Year 18/19 Fee (incl. GST)	Year 19/20 Fee (incl. GST)	GST	Pricing Code
Standard Rate – Other activities [continued]				
Licence fee	\$163.00	\$166.00	Υ	R
Per day				
Community Rate				
Inspection fee	\$160.00	\$163.00	Υ	F
Per hour				
Application fee		No charge	N	R
Licence fee		No charge	N	R
Commercial Rate				
Inspection fee	\$160.00	\$163.00	Υ	F
Per hour				
Application fee	\$236.00	\$240.00	Υ	R
Licence fee – 1 to 7 days	\$329.00	\$335.00	Υ	R
Per day				
Licence fee – 8 to 21 days	\$226.00	\$230.00	Υ	R
Per day				
Licence fee – more than 21 days	\$156.00	\$159.00	Υ	R
Per day				
Bond		POA	N	R
Private Rate				
Inspection fee	\$160.00	\$163.00	Υ	F
Per hour				
Application fee	\$236.00	\$240.00	Υ	R
Licence fee – 1 to 7 days	\$3,282.00	\$3,344.00	Υ	R
Per day				
Licence fee - 8 to 21 days	\$2,262.00	\$2,305.00	Υ	R
Per day				
Licence fee – more than 21 days	\$1,558.00	\$1,588.00	Υ	R
Per day				
Bond		POA	N	R
Min \$2,000				

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	Year 18/19	Year 19/20		
FEE TITLE	Fee	Fee	GST	Pricing Code
	(incl. GST)	(incl. GST)		

Temporary licence – Activities on Crown Reserves

Standard Rate - Weddings

Two hour limit

Inspection fee	\$160.00	\$163.00	Υ	F
Per hour				
Application fee	\$98.00	\$100.00	Υ	R
Native Title search fee	\$0.00	\$44.00	Υ	Р
Native Title Manager report a condition precedent to the gran	nt of a lease or lice	ence on Crown	Land s8.7 Cl	LMA
Licence fee - max 10 people	\$114.00	\$116.00	Υ	R
S108 Crown Lands Act				
Licence fee - 11 to 50 people	\$214.00	\$218.00	Υ	R
Licence fee - 51 to 100 people	\$277.00	\$282.00	Υ	R
Licence fee - 101 to 150 people	\$372.00	\$379.00	Υ	R
Note: 150 people is licence limit				

Standard Rate - Other activities

Inspection fee	\$160.00	\$163.00	Υ	F		
Per hour						
Application fee	\$184.00	\$188.00	Υ	R		
Native Title search fee	\$0.00	\$44.00	Υ	Р		
Native Title Manager report is a condition precedent to the grant of a lease or licence on Crown Land s8.7 CLMA						
Licence fee	\$163.00	\$166.00	Υ	R		
Per day						

Community Rate

Inspection fee	\$160.00	\$163.00	Υ	F
Per hour				
Application fee		No charge	N	Z
Licence fee		No charge	N	Z

Commercial Rate

Inspection fee	\$160.00	\$163.00	Υ	F
Per hour				
Application fee	\$236.00	\$240.00	Υ	R

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FEE TITLE	Year 18/19 Fee (incl. GST)	Year 19/20 Fee (incl. GST)	GST	Pricing Code
Commercial Rate [continued]				
Native Title search fee	\$0.00	\$44.00	Υ	Р
Native Title Manager report a condition precedent to the grant	of a lease or lice	ence on Crown	Land s8.7 C	LMA
Licence fee - 1 to 7 days	\$329.00	\$335.00	Υ	R
Per day				
Licence fee – 8 to 21 days	\$226.00	\$230.00	Υ	R
Per day				
Licence fee – more than 21 days	\$156.00	\$159.00	Υ	R
Per day				
Bond		POA	N	R
Private Rate	4400.00	4400.00	,	-
Inspection fee Per hour	\$160.00	\$163.00	Υ	F
Application fee	\$236.00	\$240.00	Υ	R
Native Title search fee	\$0.00	\$44.00	Υ	Р
Native Title Manager report a condition precedent to the grant	of a lease or lice	ence on Crown	Land s8.7 C	LMA
Licence fee – 1 to 7 days Per day	\$3,282.00	\$3,344.00	Υ	R
Licence fee – 8 to 21 days	\$2,262.00	\$2,305.00	Υ	R
Per day				
Licence fee – more than 21 days Per day	\$1,558.00	\$1,588.00	Υ	R
Bond		POA	N	R
Min \$2,000				
Classification as to land				
Section 54 Certificate (LG Act)	\$58.00	\$59.00	N	Р
Licences – Non-temporary commercial activ	rities on Cro	own Reserv	res	
Inspection fee	\$160.00	\$163.00	Υ	F
Per hour				
Sub-licence fee – Beach access commercial horse riding Per annum	\$1,600.00	\$1,630.00	N	R

continued on next page T.2019/20 Fees and Charges as presented to Council 9/5/19 | Page 66 of 114

	Year 18/19	Year 19/20		
FEE TITLE	Fee	Fee	GST	Pricing Code
	(incl. GST)	(incl. GST)		

Licences - Non-temporary commercial activities on Crown Reserves [continued]

Sub-licence fee - Commercial surf school	\$5,090.00	\$5,187.00	N	R	
Commercial Activities Policy, S.102 Crown Lands Act and 34A Crown Licence					
Sub-licence fee – Personalised surf school	\$2,311.00	\$2,355.00	N	R	
Sub-licence fee - Stand up paddle board school	\$977.00	\$996.00	N	R	
Sub-licence fee - Commercial sea kayaks	\$25,450.00	\$25,934.00	N	R	

Licences – Market activities on Council public land (excluding The Cavanbah Centre)

Inspection fee	\$160.00	\$163.00	Υ	F
Per hour				
Application fee	\$236.00	\$240.00	Υ	Р
Sustainable Community Market Policy, c.116 LG (General) Reg	ulations and S.	46 LG Act		
0 to 50 stalls x number of market days	\$126.00	\$128.00	Υ	Р
51 to 100 stalls x number of market days	\$189.00	\$193.00	Υ	Р
101 to 150 stalls x number of market days	\$252.00	\$257.00	Υ	Р
151 to 200 stalls x number of market days	\$316.00	\$322.00	Υ	Р
201 to 250 stalls x number of market days	\$378.00	\$385.00	Υ	Р
251 to 300 stalls x number of market days	\$442.00	\$450.00	Υ	Р
301 + stalls x number of market days	\$505.00	\$515.00	Υ	Р
Bond		POA	N	Р

Licences - Market activities on Crown Reserves

Inspection fee	\$160.00	\$163.00	Υ	F
Per hour				
Application fee	\$236.00	\$240.00	Υ	Р
Sustainable Community Market Policy and S.108 and S.102 Cr	own Lands Act			
0 to 50 stalls x number of market days	\$126.00	\$128.00	Υ	Р
51 to 100 stalls x number of market days	\$189.00	\$193.00	Υ	Р
101 to 150 stalls x number of market days	\$252.00	\$257.00	Υ	Р
151 to 200 stalls x number of market days	\$316.00	\$322.00	Υ	Р
201 to 250 stalls x number of market days	\$378.00	\$385.00	Υ	Р
251 to 300 stalls x number of market days	\$442.00	\$450.00	Υ	Р
301 + stalls x number of market days	\$505.00	\$515.00	Υ	Р
Bond		POA	N	Р

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FEE TITLE	Fee	Year 19/20 Fee (incl. GST)	GST	Pricing Code

Leases and Licences

Airfield Commercial Access licence fee	Price on issue of licence		Υ	Р
	Last YR Fee Price on Issue of License.			
Per annum				
Documentation preparation fee	\$517.00	\$527.00	Υ	Р
Min fee for less than 3 hours				
Plus survey, valuation, legal, registration, and other associated expenses	At cost + 10%		Υ	Р
Documentation preparation fee	\$160.00	\$163.00	Υ	Р
Per hour, in excess of 3 hours preparation time				
Lease/Licence fee	Market Valuation or competitive process		Υ	Р

Holiday Parks

Suffolk Beachfront Holiday Park

Seasonal Dates

Peak

Cabins, tents and onsite vans 21/12/19 to 13/01/20 06/04/20 to 19/04/20 Sites 21/12/19 to 13/01/20 06/04/20 to 19/04/20

High

Cabins, tents and onsite vans 14/01/20 to 20/01/20 Sites 14/12/19 to 20/12/19 14/01/20 to 27/01/20

Shoulder

Cabins, tents and onsite vans 21/09/19 to 06/10/19 14/12/19 to 20/12/19 21/01/20 to 27/01/20 Sites 21/09/19 to 06/10/19 20/04/20 to 27/04/20

Off Peak

All other periods not listed in Peak, High or Shoulder seasons above

Schoolies

16/11/19 to 07/12/19

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Onsite Accommodation

Fees are for 2 adults, min 2 night stay except for Casuarina Safari Tent, which is min 3 night stay.

Casuarina Safari Tent Lilli Pilli Safari Tent basic kitchen, toilet with lockup vanity (sleeps up to 6) basic kitchen, toilet with lockup vanity (sleeps up to 6)

Melaleuca Safari Tent basic kitchen (sleeps up to 5)

Tuckeroo Safari Tent sleeps up to 4

A Class Cabin

Family cabin - full kitchen, ensuite (sleeps up to 5) Lounge cabin - lounge, kitchen, ensuite (sleeps up to 4) Cosy corner cabin - basic kitchen, ensuite (sleeps up to 2)

Suffolk Beachfront Holiday Park - Peak

Peak - Day

A Class cabin	\$225.00	\$230.00	Υ	F
Casuarina Safari Tent	\$260.00	\$265.00	Υ	F
Lilli Pilli Safari Tent	\$220.00	\$225.00	Υ	F
Melaleuca Safari Tent	\$225.00	\$230.00	Υ	F
Tuckeroo Safari Tent	\$137.00	\$137.00	Υ	F
Holiday Van	\$195.00	\$195.00	Υ	F
One night surcharge	\$50.00	\$50.00	Υ	F
Extra Adult	\$20.00	\$20.00	Υ	F
Extra Child (4-16, or school age, with parent)	\$10.00	\$10.00	Υ	F

Peak - Week

A Class cabin	\$1,575.00	\$1,610.00	Υ	F
Casuarina Safari Tent	\$1,820.00	\$1,855.00	Υ	F
Lilli Pilli Safari Tent	\$1,540.00	\$1,575.00	Υ	F
Melaleuca Safari Tent	\$1,575.00	\$1,610.00	Υ	F
Tuckeroo Safari Tent	\$959.00	\$959.00	Υ	F
Holiday Van	\$1,365.00	\$1,365.00	Υ	F
Extra Adult	\$140.00	\$140.00	Υ	F
Extra Child (4-16, or school age, with parent)	\$70.00	\$70.00	Υ	F

Suffolk Beachfront Holiday Park - High

High – Day

A Class cabin	\$182.00	\$185.00	Υ	F
Casuarina Safari Tent	\$210.00	\$215.00	Υ	F
Lilli Pilli Safari Tent	\$180.00	\$182.00	Υ	F
Melaleuca Safari Tent	\$182.00	\$185.00	Υ	F

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A Class cabin

Holiday Van

Extra Adult

Casuarina Safari Tent

Melaleuca Safari Tent

Tuckeroo Safari Tent

Extra Child (4-16, or school age, with parent)

Lilli Pilli Safari Tent

EE TITLE	Year 18/19 Fee (incl. GST)	Year 19/20 Fee (incl. GST)	GST	Pricing Code
High – Day [continued]				
Tuckeroo Safari Tent	\$120.00	\$120.00	Υ	F
Holiday Van	\$175.00	\$175.00	Υ	F
One night surcharge	\$50.00	\$50.00	Υ	F
Extra Adult	\$20.00	\$20.00	Υ	F
Extra Child (4-16, or school age, with parent)	\$10.00	\$10.00	Υ	F
High – Week				
A Class cabin	\$1,274.00	\$1,295.00	Υ	F
Casuarina Safari Tent	\$1,470.00	\$1,505.00	Υ	F
Lilli Pilli Safari Tent	\$1,260.00	\$1,274.00	Υ	F
Melaleuca Safari Tent	\$1,274.00	\$1,295.00	Υ	F
Tuckeroo Safari Tent	\$840.00	\$840.00	Υ	F
Holiday Van	\$1,225.00	\$1,225.00	Υ	F
Extra Adult	\$140.00	\$140.00	Υ	F
Extra Child (4-16, or school age, with parent)	\$70.00	\$70.00	Υ	F
Suffolk Beachfront Holiday Park – Shoulder Shoulder – Day				
A Class cabin	\$165.00	\$168.00	Υ	F
Casuarina Safari Tent	\$175.00	\$178.00	Υ	F
Lilli Pilli Safari Tent	\$165.00	\$165.00	Υ	F
Melaleuca Safari Tent	\$165.00	\$168.00	Υ	F
Tuckeroo Safari Tent	\$95.00	\$95.00	Υ	F
Holiday Van	\$150.00	\$150.00	Υ	F
One night surcharge	\$50.00	\$50.00	Υ	F
Extra Adult	\$20.00	\$20.00	Υ	F
Extra Child (4-16, or school age, with parent)	\$10.00	\$10.00	Υ	F

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\$1,155.00 \$1,176.00

\$1,246.00

\$1,155.00

\$1,176.00

\$1,050.00

\$665.00

\$140.00

\$70.00

Υ

Υ

\$1,225.00

\$1,155.00

\$1,155.00

\$1,050.00

\$665.00

\$140.00

\$70.00

FEE TITLE	Year 18/19 Fee	Year 19/20 Fee	GST	Pricing
	(incl. GST)	(incl. GST)	401	Code
		, , ,		
Suffolk Beachfront Holiday Park – Low				
Low – Midweek Day				
A Class cabin	\$139.00	\$139.00	Υ	F
Casuarina Safari Tent	\$150.00	\$150.00	Υ	F
Lilli Pilli Safari Tent	\$135.00	\$135.00	Υ	F
Melaleuca Safari Tent	\$139.00	\$139.00	Υ	F
Tuckeroo Safari Tent	\$88.00	\$88.00	Υ	F
Holiday Van	\$120.00	\$120.00	Υ	F
One night surcharge	\$50.00	\$50.00	Υ	F
Extra Adult	\$20.00	\$20.00	Υ	F
Extra Child (4-16, or school age, with parent)	\$10.00	\$10.00	Υ	F
Low – Weekend Day A Class cabin	\$168.00	\$168.00	Υ	F
Casuarina Safari Tent	\$175.00	\$175.00	Y	F
Lilli Pilli Safari Tent	\$165.00	\$165.00	Y	F
Melaleuca Safari Tent	\$168.00	\$168.00	Υ	F
Tuckeroo Safari Tent	\$95.00	\$95.00	Υ	F
Holiday Van	\$129.00	\$129.00	Υ	F
One night surcharge	\$50.00	\$50.00	Υ	F
Extra Adult	\$20.00	\$20.00	Υ	F
Extra Child (4-16, or school age, with parent)	\$10.00	\$10.00	Υ	F
Low – Week				
A Class cabin	\$834.00	\$834.00	Υ	F
Casuarina Safari Tent	\$900.00	\$900.00	Y	F
Lilli Pilli Safari Tent	\$810.00	\$810.00	Y	F
Melaleuca Safari Tent	\$834.00	\$834.00	Y	F
Tuckeroo Safari Tent	\$528.00	\$528.00	Y	F
Holiday Van	\$720.00	\$720.00	Y	F
Extra Adult	\$120.00	\$120.00	Y	F
Extra Child (4-16, or school age, with parent)	\$60.00	\$60.00	Υ	F
Low - Pack				
A Class cabin	\$417.00	\$417.00	Υ	F
Casuarina Safari Tent	\$450.00	\$450.00	Υ	F
Lilli Pilli Safari Tent	\$405.00	\$417.00	Υ	F
Melaleuca Safari Tent	\$417.00	\$417.00	Υ	F

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FEE TITLE	Year 18/19 Fee	Year 19/20 Fee	GST	Pricing Code
	(incl. GST)	(incl. GST)		
Low - Pack [continued]				
Tuckeroo Safari Tent	\$264.00	\$264.00	Υ	F
Holiday Van	\$360.00	\$360.00	Υ	F
Extra Adult	\$80.00	\$80.00	Υ	F
Extra Child (4-16, or school age, with parent)	\$40.00	\$40.00	Υ	F
Suffolk Beachfront Holiday Park – Schoolies				
Cabins (per week)	\$1,820.00	\$1,820.00	Υ	F
Max 4 people				
Deposit (non-refundable)	\$550.00	\$550.00	Υ	F
Per room, payable at time of booking and balance by 30/9/18				
Onsite van (per week)	\$1,365.00	\$1,365.00	Υ	F
Max 4 people				
Safari tents (per week)	\$1,575.00	\$1,575.00	Υ	F
Max 4 persons				
Security bond	\$500.00	\$500.00	N	F
Per booking, payable by credit card when final balance is paid				
Tuckeroo Safari Tent (per week)	\$959.00	\$959.00	Υ	F
Max 3 people				

Suffolk Beachfront Holiday Park - Caravan and Camping Sites

Fees are for 2 adults, min 2 night stay. Site includes one car space.

Suffolk Beachfront Holiday Park - Peak

Peak - Day

Extra car/boat/trailer space	\$20.00	\$20.00	Υ	F
Only if space available on the site				
Tent only site (restricted use)	\$79.00	\$79.00	Υ	F
Powered site	\$79.00	\$81.00	Υ	F
Extra Adult	\$20.00	\$20.00	Υ	F
Extra Child (4-16, or school age, with parent)	\$10.00	\$10.00	Υ	F

Peak - Week

Tent only site (restricted use)	\$553.00	\$553.00	Υ	F
Powered site	\$553.00	\$567.00	Υ	F

continued on next page T.2019/20 Fees and Charges as presented to Council 9/5/19 | Page 72 of 114

FEE TITLE	Year 18/19 Fee (incl. GST)	Year 19/20 Fee (incl. GST)	GST	Pricing Code
Peak – Week [continued]				
Extra Adult	\$140.00	\$140.00	Υ	F
Extra Child (4-16, or school age, with parent)	\$70.00	\$70.00	Υ	F
Suffolk Beachfront Holiday Park – High				
High – Day				
Extra car/boat/trailer space	\$20.00	\$20.00	Υ	F
Only if space available on the site				
Tent only site (restricted use)	\$65.00	\$65.00	Υ	F
Powered site	\$65.00	\$67.00	Υ	F
Extra Adult	\$20.00	\$20.00	Υ	F
Extra Child (4-16, or school age, with parent)	\$10.00	\$10.00	Υ	F
High – Week				
Tent only site (restricted use)	\$455.00	\$455.00	Υ	F
Powered site	\$455.00	\$469.00	Υ	F
Extra Adult	\$140.00	\$140.00	Υ	F
Extra Child (4-16, or school age, with parent)	\$70.00	\$70.00	Υ	F
Suffolk Beachfront Holiday Park – Shoulder Shoulder – Day				
Extra car/boat/trailer space	\$20.00	\$20.00	Υ	F
Only if space available on the site				
Tent only site (restricted use)	\$52.00	\$52.00	Υ	F
Powered site	\$52.00	\$53.00	Υ	F
Extra Adult	\$20.00	\$20.00	Υ	F
Extra Child (4-16, or school age, with parent)	\$10.00	\$10.00	Υ	F
Shoulder – Week				
Tent only site (restricted was)	\$364.00	\$364.00	Υ	F
Tent only site (restricted use)				
Powered site	\$364.00	\$371.00	Υ	F
	\$364.00 \$140.00	\$371.00 \$140.00	Y	F F

DRAFT 2019/20 Fees and Charges as presented to Council 9/5/19 I Page 73 of 114

Suffolk Beachfront Holiday Park – Low Surfolk Beachfront Holiday Park – Low Extra car/boat/trailer space \$20.00 \$20.00 Y F Conly if space available on the site Tent only site (restricted use) \$35.00 \$35.00 Y F Extra Adult \$20.00 \$20.00 Y F Extra Child (4-16, or school age, with parent) \$10.00 \$10.00 Y F Extra Child (4-16, or school age, with parent) \$45.00 \$20.00 Y F Extra Adult \$20.00 \$45.00 Y F Extra Adult \$20.00 \$20.00 Y F Extra Adult \$20.00 \$20.00 Y F Extra Adult \$20.00 \$20.00 Y F Extra Child (4-16, or school age, with parent) \$10.00 Y F Extra Child (4-16, or school age, with parent) \$10.00 Y F Extra Adult \$20.00 \$20.00 Y F Extra Adult \$10.00 \$10.00 Y F Extra Child (4-16, or school age, with parent) \$60.00 \$10.00 Y F Extra Child (4-16, or school age, with parent) \$60.00 \$10.00 Y F Extra Child (4-16, or school age, with parent) \$60.00 \$10.00 Y F Extra Child (4-16, or school age, with parent) \$60.00 \$10.00 Y F Extra Child (4-16, or school age, with parent) \$60.00 \$10.00 Y F Extra Child (4-16, or school age, with parent) \$60.00 \$10.00 Y F Extra Child (4-16, or school age, with parent) \$60.00 \$10.00 Y F Extra Child (4-16, or school age, with parent) \$60.00 \$10.00 Y F Extra Child (4-16, or school age, with parent) \$60.00 \$10.00 Y F Extra Child (4-16, or school age, with parent) \$60.00 \$10.00 Y F Extra Child (4-16, or school age, with parent) \$60.00 \$10.00 Y F Extra Child (4-16, or school age, with parent) \$60.00 \$10.00 Y F Extra Child (4-16, or school age, with parent) \$60.00 \$10.00 Y F Extra Child (4-16, or school age, with parent) \$60.00 \$10.00 Y F Extra Child (4-16, or school age, with parent) \$60.00 \$10.00 Y F Extra Child (4-16, or school age, with parent) \$60.00 \$10.00 Y F		Year 18/19	Year 19/20		
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Powered site \$40.00 \$40.00 Y F Extra Adult \$20.00 \$20.00 Y F Extra Child (4-16, or school age, with parent) \$10.00 \$10.00 Y F **Cow - Weekend Day** Extra car/boat/trailer space \$20.00 \$20.00 Y F **Conly if space available on the site** Tent only site (restricted use) \$45.00 \$45.00 Y F Extra Adult \$20.00 \$20.00 Y F Extra Child (4-16, or school age, with parent) \$10.00 \$10.00 Y F **Cow - Week** Tent only site (restricted use) \$210.00 \$10.00 Y F **Cow - Week** Tent only site (restricted use) \$210.00 \$10.00 Y F **Extra Adult \$20.00 \$240.00 Y F **Extra Adult \$10.00 \$10.00 Y F **Extra Adult \$10.00 \$10.00 Y F **Extra Child (4-16, or school age, with parent) \$60.00 Y F **Extra Child (4-1	Only if space available on the site				
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Tent only site (restricted use) \$45.00 \$45.00 Y F Powered site \$45.00 \$46.00 Y F Extra Adult \$20.00 \$20.00 Y F Extra Child (4-16, or school age, with parent) \$10.00 \$10.00 Y F LOW — Week Tent only site (restricted use) \$210.00 \$210.00 Y F Extra Adult \$120.00 \$240.00 Y F Extra Adult \$120.00 \$120.00 Y F Extra Adult \$120.00 \$120.00 Y F Extra Child (4-16, or school age, with parent) \$60.00 \$60.00 Y F Extra Child (4-16, or school age, with parent) \$60.00 \$105.00 Y F Extra Child (4-16, or school age, with parent) \$120.00 Y F Extra Child (4-1	·	\$20.00	\$20.00	Υ	F
Powered site \$45.00 \$46.00 Y F Extra Adult \$20.00 \$20.00 Y F Extra Child (4-16, or school age, with parent) \$10.00 \$10.00 Y F LOW — Week Tent only site (restricted use) \$210.00 \$210.00 Y F Extra Adult \$240.00 \$240.00 Y F Extra Adult \$120.00 \$120.00 Y F Extra Adult \$120.00 \$120.00 Y F Extra Child (4-16, or school age, with parent) \$60.00 \$00.00 Y F Extra Child (4-16, or school age, with parent) \$120.00 Y F Extra C	Only if space available on the site				
Extra Adult \$20.00 \$20.00 Y F Extra Child (4-16, or school age, with parent) \$10.00 \$10.00 Y F LOW — Week Tent only site (restricted use) \$210.00 \$210.00 Y F Powered site \$240.00 \$240.00 Y F Extra Adult \$120.00 \$120.00 Y F Extra Child (4-16, or school age, with parent) \$60.00 \$60.00 Y F Extra Child (4-16, or school age, with parent) \$60.00 \$120.00 Y F LOW — Pack Powered site \$120.00 \$120.00 Y F Tent only site (restricted use) \$105.00 Y F Suffolk Beachfront Holiday Park — Schoolies Per site, max 4 people per site Deposit (non-refundable) \$275.00 \$275.00 Y F Payable at time of booking and balance paid by 30/9/18 Per person, per night \$75.00 \$75.00 Y F Security bond \$500.00 \$500.00 N F	Tent only site (restricted use)	\$45.00	\$45.00	Υ	F
Extra Child (4-16, or school age, with parent) \$10.00 \$10.00 Y F LOW - Week Tent only site (restricted use) \$210.00 \$210.00 Y F Powered site \$240.00 \$240.00 Y F Extra Adult \$120.00 \$120.00 Y F Extra Child (4-16, or school age, with parent) \$60.00 Y F LOW - Pack Powered site \$120.00 \$120.00 Y F Tent only site (restricted use) \$105.00 Y F Suffolk Beachfront Holiday Park - Schoolies Per site, max 4 people per site Deposit (non-refundable) \$275.00 Y F Payable at time of booking and balance paid by 30/9/18 Per person, per night \$75.00 \$75.00 Y F Security bond \$500.00 \$500.00 N F	Powered site	\$45.00	\$46.00	Υ	F
Tent only site (restricted use) \$210.00 \$210.00 Y F Powered site \$240.00 \$240.00 Y F Extra Adult \$120.00 \$120.00 Y F Extra Child (4-16, or school age, with parent) \$60.00 \$60.00 Y F LOW - Pack Powered site \$120.00 \$120.00 Y F Tent only site (restricted use) \$105.00 Y F Suffolk Beachfront Holiday Park - Schoolies Per site, max 4 people per site Deposit (non-refundable) \$275.00 \$275.00 Y F Payable at time of booking and balance paid by 30/9/18 Per person, per night \$75.00 \$75.00 Y F Security bond \$500.00 \$500.00 N F	Extra Adult	\$20.00	\$20.00	Υ	F
Tent only site (restricted use) \$210.00 \$210.00 Y F Powered site \$240.00 \$240.00 Y F Extra Adult \$120.00 \$120.00 Y F Extra Child (4-16, or school age, with parent) \$60.00 Y F LOW - Pack Powered site \$120.00 \$120.00 Y F Tent only site (restricted use) \$120.00 Y F Suffolk Beachfront Holiday Park - Schoolies Per site, max 4 people per site Deposit (non-refundable) \$275.00 \$275.00 Y F Payable at time of booking and balance paid by 30/9/18 Per person, per night \$75.00 \$75.00 Y F Security bond \$500.00 \$500.00 N F	Extra Child (4-16, or school age, with parent)	\$10.00	\$10.00	Υ	F
Powered site	Low – Week				
Extra Adult \$120.00 \$120.00 Y F Extra Child (4-16, or school age, with parent) \$60.00 \$60.00 Y F Low - Pack Powered site \$120.00 \$120.00 Y F Tent only site (restricted use) \$105.00 Y F Suffolk Beachfront Holiday Park - Schoolies Per site, max 4 people per site Deposit (non-refundable) \$275.00 \$275.00 Y F Payable at time of booking and balance paid by 30/9/18 Per person, per night \$75.00 \$75.00 Y F Security bond \$500.00 \$500.00 N F	Tent only site (restricted use)	\$210.00	\$210.00	Υ	F
Extra Child (4-16, or school age, with parent) \$60.00 \$60.00 Y F Low – Pack Powered site \$120.00 \$120.00 Y F Tent only site (restricted use) \$105.00 Y F Suffolk Beachfront Holiday Park – Schoolies Per site, max 4 people per site Deposit (non-refundable) \$275.00 \$275.00 Y F Payable at time of booking and balance paid by 30/9/18 Per person, per night \$75.00 \$75.00 Y F Security bond \$500.00 \$500.00 N F	Powered site	\$240.00	\$240.00	Υ	F
Powered site \$120.00 \$120.00 Y F Tent only site (restricted use) \$105.00 Y F Suffolk Beachfront Holiday Park – Schoolies Per site, max 4 people per site Deposit (non-refundable) \$275.00 Y F Payable at time of booking and balance paid by 30/9/18 Per person, per night \$75.00 Y F Security bond \$500.00 \$500.00 N F	Extra Adult	\$120.00	\$120.00	Υ	F
Powered site	Extra Child (4-16, or school age, with parent)	\$60.00	\$60.00	Υ	F
Tent only site (restricted use) \$105.00 \$105.00 Y F Suffolk Beachfront Holiday Park – Schoolies Per site, max 4 people per site Deposit (non-refundable) \$275.00 \$275.00 Y F Payable at time of booking and balance paid by 30/9/18 Per person, per night \$75.00 \$75.00 Y F Security bond \$500.00 \$500.00 N F	Low - Pack				
Tent only site (restricted use) \$105.00 \$105.00 Y F Suffolk Beachfront Holiday Park – Schoolies Per site, max 4 people per site Deposit (non-refundable) \$275.00 \$275.00 Y F Payable at time of booking and balance paid by 30/9/18 Per person, per night \$75.00 \$75.00 Y F Security bond \$500.00 \$500.00 N F	Powered site	\$120.00	\$120.00	Υ	F
Per site, max 4 people per site \$275.00 \$275.00 Y F Deposit (non-refundable) \$275.00 \$275.00 Y F Payable at time of booking and balance paid by 30/9/18 Per person, per night \$75.00 \$75.00 Y F Security bond \$500.00 \$500.00 N F	Tent only site (restricted use)			Υ	F
Per site, max 4 people per site \$275.00 \$275.00 Y F Deposit (non-refundable) \$275.00 \$275.00 Y F Payable at time of booking and balance paid by 30/9/18 Per person, per night \$75.00 \$75.00 Y F Security bond \$500.00 \$500.00 N F	Suffolk Beachfront Holiday Park – Schoolies				
Deposit (non-refundable) \$275.00 \$275.00 Y F Payable at time of booking and balance paid by 30/9/18 \$75.00 Y F Per person, per night \$75.00 \$75.00 Y F Security bond \$500.00 \$500.00 N F	Per site, max 4 people per site				
Payable at time of booking and balance paid by 30/9/18 Per person, per night \$75.00 \$75.00 Y F Security bond \$500.00 \$500.00 N F	Deposit (non-refundable)	\$275.00	\$275.00	Υ	F
Security bond \$500.00 N F	Payable at time of booking and balance paid by 30/9/18				
Security bond \$500.00 N F	Per person, per night	\$75.00	\$75.00	Υ	F
Payable with credit card when final balance is paid	Security bond	\$500.00	\$500.00	N	F
	Payable with credit card when final balance is paid				

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Additional Charges

Linen: All Cabins, Safari Tents and Onsite Vans will have the main bed made as per industry standards. Linen is supplied for Cabins and Safari Tents as per booking at no additional cost. Linen may be changed after each 7 day stay for no additional cost. Guests are not to bring their own linen into the Park.

Cabin and Safari Tent Packages: Midweek Package applies to guests arriving Monday and departing Friday. The fourth night is free for two Adults only. Additional guest will be charged accordingly. Availability is at Manager's discretion.

Change of linen inside 7 day stay – double/queen sheet set	\$15.00	\$15.00	Υ	F
Change of linen inside 7 day stay - single sheet set	\$10.00	\$10.00	Υ	F
Change of linen inside 7 day stay – towels	\$2.00	\$2.00	Υ	F
Draft Visitor contribution	\$1.10	\$1.10	Υ	Р
Per booking				
One night surcharge – cleaning fee	\$50.00	\$50.00	Υ	F
Applicable for stays of only one night				
Laundry – washing machine and dryer	\$5.00	\$5.00	Υ	F
Per cycle				
Cleaning fee	\$50.00	\$50.00	Υ	F
Applied to guests requesting a clean during their stay, or on de	parture (cabins,	safari tents and	d onsite van)	
Late Departure fee	\$30.00	\$30.00	Υ	F
Applied when guests depart offer 10 00am NSW time. Latest til	mo for chockou	tic 2 00nm and	subject to av	ailability and

Applied when guests depart after 10.00am NSW time. Latest time for checkout is 2.00pm and subject to availability and Park Manager's discretion. A 50% charge of the day rate will apply to cabins and is also subject to availability and Park Manager's discretion.

Payments for bookings

For all accommodation, to be paid at time of booking. Payment by cheque, cash or credit card. Alternatively, a credit card authorisation can be taken which will be debited in the event of a cancellation.

Christmas	\$250.00	\$250.00	Υ	F
Balance to be paid prior to 30 October				
Easter	\$250.00	\$250.00	Υ	F
Balance to be paid prior to 28 February				
Other school holidays and booking periods	\$100.00	\$100.00	Υ	F
Balance to be paid on arrival				

Refunds

Administration fee

Visitors' stays are subject to the consumer guarantees under the Australian Consumer Law (ACL). The ACL sets out when a visitor will be entitled to a refund due to a breach of one of the guarantees. In addition to this, Council will also provide a partial refund of a deposit or prepayment where a customer changes their mind about staying, provided the following circumstances are met.

Peak and High Period Bookings

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Refunds [continued]

Where at least 28 days written notice of cancellation has been given before being due to arrive, deposits or prepayments will be refunded with the following options.

Option A: Full credit of deposit or prepayment to a future booking.

Deferral dates must be provided at the time of request.

Deferring can only happen once with any booking and if the second booking cannot be kept the whole deposit or prepayment is lost.

Any deferred dates must be within 6 months of the original booking date.

Option B: Refund of deposit or prepayment less \$50.00 administration fee.

Notification for bookings cancelled within 28 days prior to arrival will forfeit full deposit or prepayment.

Off Peak and Shoulder Period Bookings

Where at least 48 hours written notice of cancellation has been given before being due to arrive, deposits or prepayments will be refunded with the following options.

Option A: Full credit of deposit or prepayment to a future booking.

Deferral dates must be provided at the time of request.

Deferring can only happen once with any booking and if the second booking cannot be kept the whole deposit or prepayment is lost.

Any deferred dates must be within 6 months of the original booking date.

Option B: Cash, or credit card refund of deposit or prepayment less \$50.00 administration fee.

Notification for bookings cancelled within 48 hours of being due to arrive will forfeit full deposit or prepayment.

Method of refund

Cash payments in person - refunded by cash. Providing sufficient cash reserves are held in the park. Credit card payments - refunded back to credit card.

All Seasons

Should people vacate a site early due to weather conditions no refund is to be given. Tariffs and deposits are not refundable if a stay is cut short. Park management reserves the right to relocate or change the booked site number prior to, or at, arrival. Booked sites will only be held for 24 hours from booked time of arrival, unless otherwise arranged. No administration fee will be charged for bookings made and cancelled on the same day.

Customers can write to Council requesting a refund for cancellation of booking due to unforeseen circumstances. Council will deal with these matters on a case by case basis.

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First Sun Holiday Park

Seasonal Dates

Peak

Cabins and Huts 28/12/19 to 17/01/20 04/04/20 to 17/04/20 Lodges 26/12/19 to 03/01/20 04/04/20 to 17/04/20 Waterfront sites 07/12/19 to 26/01/20 04/04/20 to 26/04/20 All other sites 21/12/19 to 26/01/20 04/04/20 to 26/04/20

High

Cabins and Huts 18/01/20 to 26/01/20 Lodges 04/01/20 to 10/01/20 Waterfront sites 21/09/19 to 11/10/19 All other sites 21/09/19 to 06/10/19 14/12/19 to 20/12/19

Splendour All areas 20/07/19 to 20/12/19

Shoulder

Cabins and Huts 21/09/19 to 11/10/19 14/12/19 to 27/12/19 18/04/20 to 26/04/20 Lodges 21/09/19 to 12/10/19 11/01/20 to 27/01/20 Waterfront sites 12/10/19 to 06/12/19 28/01/20 to 03/04/20 27/06/20 to 11/07/20 All other sites 07/10/19 to 11/10/19 07/12/19 to 13/12/19

Off Peak

All other periods not listed in Peak, High or Shoulder Seasons above.

Schoolies

16/11/19 to 07/12/19

Cabin Accommodation

Fees are for 2 adults, min 3 night stay

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Ocean View Cabin \$504.00	Ф400 00		
Easy Access Cabin \$390.00 Ocean View Cabin \$504.00	\$400.00		
Ocean View Cabin \$504.00	¢400 00		
	\$400.00	Υ	F
	\$525.00	Υ	F
Seahorse Cabin \$440.00	\$450.00	Υ	F
Starfish Cabin \$430.00	\$440.00	Υ	F
Starfish Ocean Views \$468.00	\$480.00	Υ	F
Extra Adult \$25.00	\$25.00	Υ	F
Extra Child (4-16, or school age, with parent) \$15.00	\$15.00	Υ	F
Peak – Week Easy Access Cabin \$2,730.00 \$2	2,800.00	Υ	F
Ocean View Cabin \$3,528.00 \$3	3,675.00	Υ	F
Seahorse Cabin \$3,080.00 \$3	3,150.00	Υ	F
Starfish Cabin \$3,010.00 \$3	3,080.00	Υ	F
Starfish Ocean Views \$3,276.00 \$3	3,360.00	Υ	F
Extra Adult \$175.00	\$175.00	Υ	F
Extra Child (4-16, or school age, with parent) \$105.00	\$105.00	Υ	F
First Sun Holiday Park – High High – Day			
Easy Access Cabin \$300.00	\$295.00	Υ	F
Ocean View Cabin \$405.00	\$425.00	Υ	F
Seahorse Cabin \$360.00	\$365.00	Υ	F

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Extra Adult

Starfish Cabin

Starfish Ocean Views

Extra Child (4-16, or school age, with parent)

Easy Access Cabin	\$2,100.00	\$2,135.00	Υ	F
Ocean View Cabin	\$2,835.00	\$2,975.00	Υ	F
Seahorse Cabin	\$2,520.00	\$2,555.00	Υ	F
Starfish Cabin	\$2,450.00	\$2,485.00	Υ	F
Starfish Ocean Views	\$2,695.00	\$2,730.00	Υ	F
Extra Adult	\$175.00	\$175.00	Υ	F
Extra Child (4-16, or school age, with parent)	\$105.00	\$105.00	Υ	F

\$350.00

\$385.00

\$25.00

\$15.00

\$355.00

\$390.00

\$25.00

\$15.00

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FEE TITLE	Year 18/19 Fee	Year 19/20 Fee	GST	Pricing Code
	(incl. GST)	(incl. GST)		Code
Flort Over Helidev Bade Obserted				
First Sun Holiday Park – Shoulder				
Shoulder – Day				
Easy Access Cabin	\$240.00	\$240.00	Υ	F
Ocean View Cabin	\$360.00	\$370.00	Υ	F
Seahorse Cabin	\$280.00	\$285.00	Υ	F
Starfish Cabin	\$270.00	\$275.00	Υ	F
Starfish Ocean Views	\$330.00	\$340.00	Υ	F
Extra Adult	\$25.00	\$25.00	Υ	F
Extra Child (4-16, or school age, with parent)	\$15.00	\$15.00	Υ	F
Shoulder – Week				
Easy Access Cabin	\$1,680.00	\$1,680.00	Υ	F
Ocean View Cabin	\$2,520.00	\$2,590.00	Υ	F
Seahorse Cabin	\$1,960.00	\$1,995.00	Υ	F
Starfish Cabin	\$1,890.00	\$1,925.00	Υ	F
Starfish Ocean Views	\$2,310.00	\$2,380.00	Υ	F
Extra Adult	\$175.00	\$175.00	Υ	F
Extra Child (4-16, or school age, with parent)	\$105.00	\$105.00	Υ	F
First Sun Holiday Park – Low				
Low – Sun-Thu				
Easy Access Cabin	\$195.00	\$195.00	Υ	F
Ocean View Cabin	\$285.00	\$285.00	Υ	F
Seahorse Cabin	\$230.00	\$230.00	Υ	F
Starfish Cabin	\$220.00	\$220.00	Υ	F
Starfish Ocean Views	\$254.00	\$254.00	Υ	F
Extra Adult	\$25.00	\$25.00	Υ	F
Extra Child (4-16, or school age, with parent)	\$15.00	\$15.00	Υ	F
Low – Fri/Sat				
Easy Access Cabin	\$200.00	\$200.00	Υ	F
Ocean View Cabin	\$297.00	\$305.00	Y	F
Seahorse Cabin	\$247.00	\$248.00	Y	F
Starfish Cabin	\$234.00	\$235.00	Y	F
Glariisii Gabiii	φ234.00	φ233.00	ı	г

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\$267.00

\$25.00

\$15.00

\$275.00

\$25.00

\$15.00

Υ

Starfish Ocean Views

Extra Child (4-16, or school age, with parent)

Extra Adult

FEE TITLE	Year 18/19 Fee (incl. GST)	Year 19/20 Fee (incl. GST)	GST	Pricing Code
Low – Week				
Easy Access Cabin	\$1,180.00	\$1,180.00	Υ	F
Ocean View Cabin	\$1,734.00	\$1,750.00	Υ	F
Seahorse Cabin	\$1,414.00	\$1,416.00	Υ	F
Starfish Cabin	\$1,348.00	\$1,350.00	Υ	F
Starfish Ocean Views	\$1,550.00	\$1,566.00	Υ	F
Extra Adult	\$150.00	\$150.00	Υ	F
Extra Child (4-16, or school age, with parent)	\$90.00	\$90.00	Υ	F
Low - Pack				
Easy Access Cabin	\$585.00	\$585.00	Υ	F
Ocean View Cabin	\$855.00	\$855.00	Υ	F
Seahorse Cabin	\$690.00	\$690.00	Υ	F
Starfish Cabin	\$660.00	\$660.00	Υ	F
Starfish Ocean Views	\$762.00	\$762.00	Υ	F
Extra Adult	\$100.00	\$100.00	Υ	F
Extra Child (4-16, or school age, with parent)	\$60.00	\$60.00	Υ	F

First Sun Holiday Park - Schoolies

Minimum booking of 7 nights (Saturday to Saturday). Full payment to be finalised by 30/9/18. Parent/Guardian consent forms required for those under 18 years old. Identification must be produced on arrival or access may be denied.

Deposit (non-refundable)	\$550.00	\$550.00	Υ	F
Per cabin. Payable at time of booking and balance due by 30/9)/18.			
Seahorse Cabin (per week) Max 4 people	\$3,800.00	\$3,800.00	Υ	F
Security bond	\$500.00	\$500.00	N	F
Per cabin. Payable with credit card when final balance is paid.				

First Sun Holiday Park - Lodge Accommodation

Fee for 2 adults, sleeps up to 3. Extra Adult/Child as per cabin charges.

First Sun Holiday Park - Peak

Peak - Day

Lodging with Ensuite	\$240.00	\$247.00	Υ	F
Lodging - Shared Amenities	\$198.00	\$203.00	Υ	F
One night surcharge	\$30.00	\$30.00	Υ	F

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FEE TITLE	Year 18/19 Fee	Year 19/20 Fee	GST	Pricing
	(incl. GST)	(incl. GST)	usi	Code
Peak – Week				
	A 4 A 00 A 0	A. =00.00	.,	_
Lodging with Ensuite Lodging – Shared Amenities	\$1,680.00 \$1,386.00	\$1,729.00 \$1,421.00	Y Y	F F
Louging - Shared Amenities	\$1,380.00	\$1,421.00	'	,
First Sun Holiday Park – High				
High – Day				
Lodging with Ensuite	\$190.00	\$190.00	Υ	F
Lodging - Shared Amenities	\$165.00	\$165.00	Υ	F
One night surcharge	\$30.00	\$30.00	Υ	F
High – Week				
Lodging with Ensuite	\$1,330.00	\$1,330.00	Υ	F
Lodging – Shared Amenities	\$1,155.00	\$1,155.00	Υ	F
Shoulder – Day				
Lodging with Ensuite	\$170.00	\$170.00	Υ	F
Lodging - Shared Amenities	\$132.00	\$132.00	Υ	F
One night surcharge	\$30.00	\$30.00	Υ	F
Shoulder – Week				
Lodging with Ensuite	\$1,190.00	\$1,190.00	Υ	F
Lodging – Shared Amenities	\$924.00	\$924.00	Υ	F
First Sun Holiday Park – Low				
Low – Sun-Thu				
Lodging with Ensuite	\$123.00	\$123.00	Υ	F
Lodging – Shared Amenities	\$98.00	\$98.00	Υ	F
One night surcharge	\$30.00	\$30.00	Υ	F
Low – Fri/Sat				
Lodging with Ensuite	\$135.00	\$135.00	Υ	F
Lodging – Shared Amenities	\$117.00	\$117.00	Υ	F

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FEE TITLE	Year 18/19 Fee (incl. GST)	Year 19/20 Fee (incl. GST)	GST	Pricing Code
Low - Week				
Lodging with Ensuite	\$762.00	\$762.00	Υ	F
Lodging – Shared Amenities	\$626.00	\$626.00	Υ	F
Low - Pack				
Lodging with Ensuite	\$369.00	\$369.00	Υ	F
Lodging – Shared Amenities	\$294.00	\$294.00	Υ	F
First Sun Holiday Park – Schoolies Max 4 persons				
Deposit (non-refundable)	\$550.00	\$550.00	Υ	F
Per cabin. Payable at time of booking and balance due by 30/9	9/18.			
Lodging – Shared Amenities (per week)	\$1,700.00	\$1,700.00	Υ	F
Max 2 people				
Lodging with Ensuite (per week)	\$1,900.00	\$1,900.00	Υ	F
Max 2 people				
Security bond	\$500.00	\$500.00	N	F
Per lodging. Payable by credit card when final balance is paid.				

First Sun Holiday Park - Hippy Huts with ensuite

Fee for 2 adults

Hut 1, 2, 3, 5 and 6 - sleeps between 4 and 6

Hut 4 - sleeps 2 Hut 7 - Hideaway hut, ocean views

First Sun Holiday Park - Peak

Peak - Day

Hut 4	\$360.00	\$370.00	Υ	F
Hut 7	\$500.00	\$500.00	Υ	F
Hut 1, 2, 3, 5 and 6	\$370.00	\$380.00	Υ	F
Peak – Week				
Hut 4	\$2,520.00	\$2,590.00	Υ	F
				•
Hut 7	\$3,500.00	\$3,500.00	Υ	F

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FEE TITLE	Year 18/19 Fee (incl. GST)	Year 19/20 Fee (incl. GST)	GST	Pricing Code
First Sun Holiday Park – High				
High – Day				
Hut 4	\$280.00	\$285.00	Υ	F
Hut 7	\$400.00	\$400.00	Υ	F
Hut 1, 2, 3, 5 and 6	\$290.00	\$295.00	Υ	F
High – Week				
Hut 4	\$1,960.00	\$1,995.00	Υ	F
Hut 7	\$2,800.00	\$2,800.00	Υ	F
Hut 1, 2, 3, 5 and 6	\$2,030.00	\$2,065.00	Υ	F
First Sun Holiday Park – Shoulder Shoulder – Day Hut 4	\$220.00	\$220.00	Y	F
Hut 7	\$360.00	\$360.00	Y	F
Hut 1, 2, 3, 5 and 6	\$235.00	\$235.00	Y	F
Shoulder – Week				
Hut 4	\$1,540.00	\$1,540.00	Υ	F
Hut 7	\$2,520.00	\$2,520.00	Υ	F
Hut 1, 2, 3, 5 and 6	\$1,645.00	\$1,645.00	Υ	F
First Sun Holiday Park – Low Low – Sun-Thu				
Hut 4	\$180.00	\$180.00	Υ	F
Hut 7	\$285.00	\$285.00	Υ	F
Hut 1, 2, 3, 5 and 6	\$195.00	\$195.00	Υ	F
Low - Fri/Sat				
Hut 4	\$200.00	\$200.00	Υ	F
Hut 7	\$300.00	\$300.00	Υ	F
Hut 1, 2, 3, 5 and 6	\$200.00	\$200.00	Υ	F

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FEE TITLE	Year 18/19 Fee (incl. GST)	Year 19/20 Fee (incl. GST)	GST	Pricing Code
Low – Week				
Hut 4	\$1,120.00	\$1,120.00	Υ	F
Hut 7	\$1,740.00	\$1,740.00	Υ	F
Hut 1, 2, 3, 5 and 6	\$1,180.00	\$1,180.00	Υ	F
Low - Pack				
Hut 4	\$540.00	\$540.00	Υ	F
Hut 7	\$855.00	\$855.00	Υ	F
Hut 1, 2, 3, 5 and 6	\$585.00	\$585.00	Υ	F

First Sun Holiday Park - Caravan and Camping Sites

Fee for 2 adults. Extra Adult/Child as per cabin charges. Each site includes 1 car space.

First Sun Holiday Park - Peak

Peak - Day

Waterfront Powered Site	\$118.00	\$124.00	Υ	F
Powered Site	\$93.00	\$95.00	Υ	F
Unpowered Site	\$82.00	\$84.00	Υ	F
Car or Boat or Trailer	\$25.00	\$25.00	Υ	F

Peak - Week

Waterfront Powered Site	\$826.00	\$868.00	Υ	F
Powered Site	\$651.00	\$665.00	Υ	F
Unpowered Site	\$574.00	\$588.00	Υ	F
Car or Boat or Trailer	\$175.00	\$175.00	Υ	F

First Sun Holiday Park - High

High – Day

Waterfront Powered Site	\$102.00	\$107.00	Υ	F
Powered Site	\$84.00	\$86.00	Υ	F
Unpowered Site	\$72.00	\$74.00	Υ	F
Car or Boat or Trailer	\$25.00	\$25.00	Υ	F

High – Week

Waterfront Powered Site	\$714.00	\$749.00	Υ	F
Powered Site	\$588.00	\$602.00	Υ	F

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FEE TITLE	Year 18/19 Fee	Year 19/20 Fee	GST	Pricing Code
	(incl. GST)	(incl. GST)		0000
High - Week [continued]				
Unpowered Site	\$504.00	\$518.00	Υ	F
Car or Boat or Trailer	\$175.00	\$175.00	Υ	F
First Sun Holiday Park – Shoulder				
Shoulder – Day				
Waterfront Powered Site	\$91.00	\$92.00	Υ	F
Powered Site	\$69.00	\$71.00	Υ	F
Unpowered Site	\$63.00	\$64.00	Υ	F
Car or Boat or Trailer	\$25.00	\$25.00	Υ	F
Shoulder – Week				
Waterfront Powered Site	\$637.00	\$665.00	Υ	F
Powered Site	\$483.00	\$497.00	Υ	F
Unpowered Site	\$441.00	\$448.00	Υ	F
Car or Boat or Trailer	\$175.00	\$175.00	Υ	F
First Sun Holiday Park – Low				
Low – Sun-Thu				
Waterfront Powered Site	\$79.00	\$82.00	Υ	F
Powered Site	\$57.00	\$58.00	Υ	F
Unpowered Site	\$49.00	\$50.00	Υ	F
Car or Boat or Trailer	\$25.00	\$25.00	Υ	F
Low - Fri/Sat				
Waterfront Powered Site	\$85.00	\$89.00	Υ	F
Powered Site	\$63.00	\$65.00	Υ	F
Unpowered Site	\$57.00	\$57.00	Υ	F
Car or Boat or Trailer	\$25.00	\$25.00	Υ	F
Low – Week				
Low - Week Waterfront Powered Site	\$486.00	\$506.00	Υ	F
	\$486.00 \$354.00	\$506.00 \$362.00	Y Y	F F
Waterfront Powered Site				

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	Year 18/19	Year 19/20		
FEE TITLE	Fee	Fee	GST	Pricing Code
	(incl. GST)	(incl. GST)		

First Sun Holiday Park - Schoolies

Deposit (non-refundable)	\$550.00	\$550.00	Υ	F
Per site. Payable at time of booking and balance due by 30/9/1	8.			
Per person, per night	\$70.00	\$70.00	Υ	F
Max 4 people per site				
Security bond	\$250.00	\$250.00	N	F
Per site. Payable with credit card when final balance is paid.				

Additional Charges

Linen: All cabins will have the main bed made as per industry standards. Linen is supplied for huts, lodges and cabins as per booking at no additional cost. Linen may be changed after each 7 day stay for no additional charge. Guests are not allowed to bring their own linen into the Park.

Cabin, Hut and Lodge Packages: Midweek Package applies to guests arriving Monday and departing Friday. The fourth night is free for two Adults only. Additional guests will be charged the normal daily date. Availability is at Manager's discretion. Only available during off peak.

Car parking	\$25.00	\$25.00	Υ	F
Change of linen inside 7 day stay – double/queen sheet set	\$15.00	\$15.00	Υ	F
Change of linen inside 7 day stay – single sheet set	\$10.00	\$10.00	Υ	F
Change of linen inside 7 day stay – towels	\$2.00	\$2.00	Υ	F
Draft Visitor contribution	\$1.10	\$1.10	Υ	Р
Per booking				
One night surcharge – cleaning fee	\$30.00	\$30.00	Υ	F
Applicable for stays of only one night				
Laundry – washing machine and dryer	\$6.00	\$6.00	Υ	F
Per cycle				
Cleaning fee – cabins	\$75.00	\$75.00	Υ	F
Cleaning fee – lodges	\$50.00	\$50.00	Υ	F
Late Departure fee	\$30.00	\$30.00	Υ	F
Applied to sites and subject to availability and at Park Manager	's discretion. A	50% charge of	the day rate	will apply to

Applied to sites and subject to availability and at Park Manager's discretion. A 50% charge of the day rate will apply to cabins and is also subject to availability and Park Manager's discretion.

Payments for bookings

For all accommodation, to be paid at time of booking. Payment by cheque, cash or credit card. Alternatively, a credit card authorisation can be taken which will be debited in the event of a cancellation.

Christmas	\$250.00	\$250.00	Υ	F
Balance to be paid prior to 30 October				

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FEE TITLE	Year 18/19 Fee (incl. GST)	Year 19/20 Fee (incl. GST)	GST	Pricing Code
Payments for bookings [continued]				
Easter	\$250.00	\$250.00	Υ	F
Balance to be paid prior to 28 February				

\$100.00

\$100.00

Refunds

Administration fee

Visitors' stays are subject to the consumer guarantees under the Australian Consumer Law (ACL). The ACL sets out when a visitor will be entitled to a refund due to a breach of one of the guarantees. In addition to this, Council will also provide a partial refund of a deposit or prepayment where a customer changes their mind about staying, provided the following circumstances are met.

Peak and High Period Bookings

Balance to be paid on arrival

Other school holidays and booking periods

Where at least 28 days written notice of cancellation has been given before being due to arrive, deposits or prepayments will be refunded with the following options.

Option A: Full credit of deposit or prepayment to a future booking.

Deferral dates must be provided at the time of request.

Deferring can only happen once with any booking and if the second booking cannot be kept the whole deposit or prepayment is lost.

Any deferred dates must be within 6 months of the original booking date.

Option B: Refund of deposit or prepayment less \$50.00 administration fee.

Notification for bookings cancelled within 28 days prior to arrival will forfeit full deposit or prepayment.

Off Peak and Shoulder Period Bookings

Where at least 48 hours written notice of cancellation has been given before being due to arrive, deposits or prepayments will be refunded with the following options.

Option A: Full credit of deposit or prepayment to a future booking.

Deferral dates must be provided at the time of request.

Deferring can only happen once with any booking and if the second booking cannot be kept the whole deposit or prepayment is lost.

Any deferred dates must be within 6 months of the original booking date.

Option B: Cash, or credit card refund of deposit or prepayment less \$50.00 administration fee.

Notification for bookings cancelled within 48 hours of being due to arrive will forfeit full deposit or prepayment.

Method of refund

Cash payments in person - refunded by cash. Providing sufficient cash reserves are held in the park. Credit card payments - refunded back to credit card.

All Seasons

Should people vacate a site early due to weather conditions no refund is to be given. Tariffs and deposits are not refundable if a stay is cut short. Park management reserves the right to relocate or change the booked site number prior to, or at, arrival. Booked sites will only be held for 24 hours from booked time of arrival, unless otherwise arranged. No administration fee will be charged for bookings made and cancelled on the same day.

Customers can write to Council requesting a refund for cancellation of booking due to unforeseen circumstances. Council will deal with these matters on a case by case basis.

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SUSTAINABLE ENVIRONMENT AND ECONOMY

Land Planning and Natural Environment

Local Environmental Plan amendments

Pre-lodgement meeting	\$460.00	\$477.00	Υ	F
Per hour, min charge 1 hour, prepaid. Includes professional state				
LEP amendments (planning proposals) under EPA Act	Subject to cost and expenses agreement		N	F
	Last YR Fee Subject to costs and expenses agreement			
Preparation of costs and expenses agreement	\$335.94	\$342.00	N	F
Plus at cost for any review or amendment				
Council staff hourly rate	\$180.00	\$180.00	N	F
Council appointed Consultant charges	C	ontract rate	N	F
Public hearing where required		POA	N	F

Development Control Plans

,		N	F
Subject			
\$335.94	\$342.00	N	F
\$180.00	\$180.00	N	F
С	ontract rate	N	F
	Subject expenses \$335.94	Subject to cost and expenses agreement \$335.94 \$342.00	expenses agreement Last YR Fee Subject to cost and expenses agreement \$335.94 \$342.00 N \$180.00 \$180.00 N

Planning Certificates

Section 10.7(2) of the EPA Act	\$53.00	\$53.00	N	L
Section 10.7(2) & 10.7(5) of the EPA Act	\$133.00	\$133.00	N	L
Additional fee for 24 hour issue of Certificate	\$75.00	\$75.00	N	Р
Subject to service available				

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	Year 18/19	Year 19/20		
FEE TITLE	Fee	Fee	GST	Pricing Code
	(incl. GST)	(incl. GST)		

Property Search Fee

Property search fee	At cost + \$40.00 Admin fee	N	F
	Last YR Fee At cost + \$35.00 Admin fee		
Publications and other public documents	Available free on Council's website	N	Р
	Last YR Fee Available free on Council's website		

Car sharing program

The car share operator is responsible for the cost and erection of signage, linemarking and ongoing maintenance costs associated with the car share space.

Administration fee	\$440.00	\$440.00	N	Р
Per application				
Permit	\$110.00	\$110.00	N	Р
Per space				

Development Assessment

Additional or amended fees set by the updated Environmental Planning and Assessment Act 1979

Any statutory fees introduced by the commencement of the updated Environmental Planning and Assessment Act 1979 and Regulations will apply.

Refunds

The Director Sustainable Environment and Economy hereunder may vary the requirements where in that person's opinion a variation is warranted due to the special circumstances of the case.

1. Development applications and Local Government and Roads Act applications

- a) Where an application has been determined and no work has commenced, no refund of the application fee.
- b) Where an application is withdrawn, and:
 - i) no assessment has been undertaken 100% refund of the fee paid
 - ii) minimal assessment undertaken 75% refund of the fee paid
 - iii) assessment not finalised 50% refund of the fee paid
 - iv) assessment finalised 25% refund of the fee paid.
- c) Only fees and charges not rendered may be returned regardless of stage of assessment.

2. Construction certificate and Complying Development certificate

- a) Where an application has been determined and no work has commenced, no refund of the construction certificate (CC) application fee.
- b) Where an application is withdrawn, and:
 - i) no assessment has been undertaken 100% refund of CC fee paid, less \$36.00 regulatory Registration Fee
 - ii) assessment not finalised 50% of the fee paid.
- c) Only fees and charges not rendered may be returned regardless of stage of assessment.

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	Year 18/19	Year 19/20		
FEE TITLE	Fee	Fee	GST	Pricing Code
	(incl. GST)	(incl. GST)		

Development Assessment [continued]

3. Applications for Building Certificates, authorisation and the like

- a) Where an application is withdrawn or cancelled prior to a site inspection, or prior to the matter being investigated, Council retains an administration refund fee of \$35.00 to cover its administrative costs in that matter.
- b) Where a site inspection has been carried out, or the matter has been investigated, then no refund shall apply.

Development Application fees

A. Development not involving the erection of a building, carrying out of work or subdivision of land	\$285.00	\$285.00	N	L
B. Development consisting of the erection of a dwelling house when estimated cost of construction is \$100,000 or less	\$455.00	\$455.00	N	L
Clause 247, plus Environmental Levy 0.1% of cost				
C. Erection of a building or other works with estimated cost up to \$5,000	\$110.00	\$110.00	N	L
Estimated development cost between \$5,000 and \$50,000		\$170.00	N	L
 Plus additional \$3 for each \$1,000 (or part thereof) of the 	e estimated cos	st. Regulated F	ee	
Estimated development cost between \$50,001 and \$250,000		\$352.00	N	L
 Plus additional \$3.64 for each \$1,000 (or part thereof) by 	which the esti	mated cost exc	ceeds \$50,000	
Estimated development cost between \$250,001 and \$500,000		\$1,160.00	N	L
 Plus additional \$2.34 for each \$1,000 (or part thereof) by 	which the esti	mated cost exc	ceeds \$250,000)
Estimated development cost between \$500,001 and \$1,000,000		\$1,745.00	N	L
 Plus additional \$1.64 for each \$1,000 (or part thereof) by 	which the esti	mated cost exc	ceeds \$500,000)
Estimated development cost between \$1,000,001 and \$10,000,000		\$2,615.00	N	L
 Plus additional \$1.44 for each \$1,000 (or part thereof) by 	which the esti	mated cost exc	ceeds \$1,000,0	00
Estimated development cost more than \$10,000,000		\$15,875.00	N	L
 Plus additional \$1.19 for each \$1,000 (or part thereof) by 	which the esti	mated cost exc	ceeds \$10,000,	000
Environmental Enforcement Levy	0.1% of t	he cost of the development	N	L
	М	Last YR Fee ax \$5,000.00		
Maximum of \$5,000				
Information and Technology Service fee		e cost of the development	N	L
Tree removal/pruning/lopping application fee – less than 6 trees	\$85.00	\$87.00	N	Р

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FEE TITLE	Year 18/19 Fee (incl. GST)	Year 19/20 Fee (incl. GST)	GST	Pricing Code
Development Application fees [continued]				
Tree removal/pruning/lopping application fee – more than 6 trees	\$260.00	\$265.00	N	L
Subdivision – other than strata subdivision				
Involving the opening of a public road Plus \$65.00 for each additional lot created by the subdivision		\$665.00	N	Р
Not involving the opening of a public road Plus \$53.00 for each additional lot created by the subdivision		\$330.00	N	Р
Subdivision – strata				
Strata subdivision	\$330.00	\$330.00	N	Р
Levels of advertising and notification				
Level 1 Notification	\$97.00	\$150.00	N	L
Level 2 Notification	\$290.00	\$390.00	N	L
Level 3 Notification	\$290.00	\$390.00	N	L
Council's Development Control Plan				
Designated development – Advertising fee		\$920.00	N	L
Plus standard DA fee based on the estimated cost				
Additional advertising fees – a) designated development	\$2,220.00	\$2,220.00	N	L
Additional advertising fees – b) advertised development	\$1,105.00	\$1,105.00	N	L
Additional advertising fees – c) prohibited development	\$1,105.00	\$1,105.00	N	L
Additional advertising fees – d) development other than a), b) and c) above	\$1,105.00	\$1,105.00	N	L
For which an environmental planning instrument requires notice and 252).	e to be given. U	Inused amounts	are refunde	ed (clause 251
Advertising fee for modification of development consent	Advertised as per the original development application level and the relevant DCP to a maximum of \$665.00		N	L
	Maximu	Last YR Fee m of \$665.00		

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EE TITLE	Year 18/19 Fee	Year 19/20 Fee (incl. GST)	GST	Pricing Code
	(incl. GST)	(IIICI. GST)		
Concurrence – fee to concurrence authority				
Concurrence fee	\$320.00	\$320.00	N	L
To be provided by cheque made payable to each authority whe where concurrence may be assumed under Clause 64 of EPA		e is required. P	ayment is no	t required
Administration fee (for Concurrence)	\$140.00	\$140.00	N	L
Residential flat building referral fee to design review panel	\$3,000.00	\$3,000.00	N	Р
Additional fee for referral to a Design Review Panel under SEF	PP65			
Integrated Development referral	\$320.00	\$320.00	N	L
To be provided by cheque made payable to each authority who	ere integrated d	evelopment ref	erral is requir	red
Administration fee (Integrated Development)	\$140.00	\$140.00	N	L
, ,				
Section 4.55(1), 4.55(1A), 4.55(2) or other modific	cations			
DA Modification – S4.55(1) – To correct a minor error, misdescription or miscalculation	\$71.00	\$71.00	N	L
Where typographical or Council error fees may be waived.				
DA Modification – S4.55(1A) or S4.56(1) – Modification involving minimal environmental impact	\$645 or 50% of the fee for the original development application, whichever is the lesser		N	L
Development not involving the erection of a building, the carrying out of work, or subdivision of land	50% (of original fee	N	L
Development consisting of the erection of dwelling house with estimated construction cost less than \$100,000	\$190.00	\$190.00	Ν	L
Estimated development cost up to \$5,000	\$55.00	\$55.00	N	L
Estimated development cost of \$5,001 to \$250,000		\$85.00	N	L
 Plus an additional \$1.50 for each \$1,000 (or part thereo 	f) of the estimat	ed cost		
Estimated development cost of \$250,001 to \$500,000		\$500.00	N	L
• Plus an additional \$0.85 for each \$1,000 (or part thereo	f) by which the	estimated cost	exceeds \$25	0,000
Estimated development cost of \$500,001 to \$1,000,000		\$712.00	N	L
• Plus an additional \$0.50 for each \$1,000 (or part thereo	f) by which the	estimated cost	exceeds \$50	0,000
Estimated development cost of \$1,000,001 to \$10,000,000		\$987.00	N	L
• Plus an additional \$0.40 for each \$1,000 (or part thereo	f) by which the			
Estimated development cost more than \$10,000,000	-	\$4,737.00	N	L
Louinated development cost more than \$10,000,000		. ,		
 Plus an additional \$0.27 for each \$1,000 (or part thereo 	f) by which the o	estimatea cost	exceeas 510	,000,000

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EE TITLE	Year 18/19 Fee	Year 19/20 Fee	GST	Pricing
	(incl. GST)	(incl. GST)		Code
	((
Review of determination				
Review of determination				
Development not involving the erection of a building, the carrying out of work, or subdivision of land	50% (of original fee	N	L
Development consisting of the erection of dwelling house with estimated construction cost less than \$100,000	\$190.00	\$190.00	N	L
Estimated development cost up to \$5,000	\$55.00	\$55.00	N	L
Estimated development cost of \$5,001 to \$250,000		\$85.00	N	L
 Plus an additional \$1.50 for each \$1,000 (or part thereof 	f) of the estimat	ed cost		
Estimated development cost of \$250,001 to \$500,000		\$500.00	N	L
Plus an additional \$0.85 for each \$1,000 (or part thereof	f) by which the	estimated cost	exceeds \$25	50,000
Estimated development cost of \$500,001 to \$1,000,000		\$712.00	N	L
Plus an additional \$0.50 for each \$1,000 (or part thereof	f) by which the	estimated cost	exceeds \$50	00,000
Estimated development cost of \$1,000,001 to \$10,000,000		\$987.00	N	L
• Plus an additional \$0.40 for each \$1,000 (or part thereof	f) by which the	estimated cost	exceeds \$1,	000,000
Estimated development cost more than \$10,000,000		\$4,737.00	N	L
• Plus an additional \$0.27 for each \$1,000 (or part thereof	f) by which the	estimated cost	exceeds \$10	0,000,000
Where notice of the application is required to be given	Max	x fee \$620.00	N	L
Additional amount if notice of the application is required to be g	iven (Clause 2	57)		
Review of decision to reject a development appli	ication			
Estimated development cost less than \$100,000	\$56.00	\$55.00	N	L
Estimated development cost \$100,000 or more, and less than or equal to \$1,000,000	\$153.00	\$150.00	N	L

Development Certification fees

Estimated development cost more than \$1,000,000

Complying Development Certificate

Assessment fee	\$180.00	\$180.00	Υ	R
Fee per hour, min one hour. A full quote will be provided to the works and type of proposal.	applicant for e	ach developme	nt based on t	he cost of

\$250.00

\$254.00

Construction Certificate

Assessment fee – Building Works	\$180.00	\$180.00	Υ	R
Per hour, min one hour. A full quote will be provided to the app and type of proposal.	licant for each	development ba	sed on the co	ost of works

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FEE TITLE	Year 18/19 Fee (incl. GST)	Year 19/20 Fee (incl. GST)	GST	Pricing Code
Construction Certificate [continued]				
Amended construction certificate assessment fee		POA Last YR Fee POA	Υ	R
Re-assessment fee	\$180.00	\$180.00	Υ	R
Per hour, min 1 hour. Assessment of additional information		,	-	
Construction Certificate – Subdivision Works				
Amended Construction Certificate	\$1,000.00	\$1,000.00	N	R
Subdivision works up to 5 lots	\$0.00	\$1,000.00	N	Р
Subdivision works over 5 lots	\$0.00	\$180.00	N	Р
Per lot				
Minor subdivision works (eg. internal driveways)	\$0.00	\$1,000.00	N	Р
Bulk earthworks only (eg. no roads, drainage, etc)	\$0.00	\$1,000.00	N	Р
Subdivision/Strata Certificate Subdivision and Strata Certificate application	\$250.00	\$255.00	N	R
Section 88B instrument	\$150.00	\$180.00	N	R
Strata Development Contract	\$350.00	\$357.00	N	R
Community Title Management Statement	\$1,000.00	\$1,019.00	N	R
Community Title Development Contract	\$250.00	\$255.00	N	R
Inspection fee	\$180.00	\$180.00	N	R
Per hour, minimum one hour				
Re-assessment fee	\$180.00	\$180.00	N	R
Other certification fees				
Inspection fee	\$0.00	\$180.00	N	R
Per hour, min 1 hour				
Occupation Certificate/Building Application final	\$0.00	\$2,500.00	N	R
Additional fee when the last progress inspection undertaken requested final inspection	n by Council was be	etween 5 to 10	years prior to	the .
Occupation Certificate/Building Application final	\$0.00	\$3,500.00	N	R
Additional fee when the last progress inspection undertaken inspection	by Council is 10+	years prior to t	he requested	l final
Certificate registration and archiving fee	\$36.00	\$36.00	N	L
Includes Construction, Complying Development, Subdivision	n Works and Subd	ivision/Strata C	ertificates	

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FEE TITLE	Year 18/19 Fee	Year 19/20 Fee	GST	Pricing
	(incl. GST)	(incl. GST)		Code
Other certification fees [continued]				
Inspection fee – after hours call out	\$224.00	\$360.00	Υ	R
Per hour, min 1 hour				
Occupation certificate	\$180.00	\$180.00	Υ	R
Per hour, min 1 hour				
Fire safety certificate inspection	\$180.00	\$180.00	Υ	R
Per hour, min 1 hour				

Section 68 (Part B)

Water supply and sewerage

Assessment, inspections and acknowledgement of water supply and sewerage system without the prior approval of Council	\$0.00	\$1,231.00	N	R
Per dwelling. Additional information to demonstrate compliance	e with Council r	equirements m	ay be required	d.
Inspection fee	\$180.00	\$180.00	N	F
Per hour of part thereof, min 1 hour. Based on value of develop	oment.			
Swimming pool or minor plumbing works	\$230.00	\$230.00	N	F
Includes 1 inspection				
Works not exceeding \$250,000	\$620.00	\$620.00	N	F
Includes 2 inspections				
Works between \$250,000 and \$500,000	\$880.00	\$880.00	N	F
Includes 3 inspections				
Works between \$500,000 and \$1,000,000	\$1,360.00	\$1,360.00	N	F
Includes up to 5 inspections				
Works over \$1,000,000	\$1,780.00	\$1,780.00	N	F
Includes up to 5 inspections				

Stormwater

Assessment, inspections and acknowledgement of stormwater system without the prior approval of Council	\$0.00	\$1,231.00	N	R
Per dwelling. Additional information to demonstrate compliance	with Council re	equirements ma	ay be required	<i>1.</i>
Stormwater drainage application	\$180.00	\$180.00	N	F
Per hour, min 1 hour				
Stormwater drainage application – 3 or less dwellings (private stormwater works only)	\$366.00	\$373.00	N	F

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	Year 18/19	Year 19/20		
FEE TITLE	Fee	Fee	GST	Pricing Code
	(incl. GST)	(incl. GST)		
Stormwater [continued]				
Stormwater drainage application – 3 or less dwellings	\$509.00	\$519.00	N	F
(onsite stormwater detention private stormwater work only)				
Plan reassessment fee	\$180.00	\$180.00	N	R
Per hour. Where original submitted plans are unsatisfactory and standard of work or failure to comply with Council's standards/o	•	ndments are re	equired due to	poor
Amended S68 application	\$180.00	\$180.00	N	R
Per hour				

Onsite Sewage Management System

Assessment, inspections and approval to operate installed OSMS without the prior approval of Council	\$0.00	\$1,231.00	N	R
Per dwelling. Additional information to demonstrate compliance	e with Council r	equirements m	ay be required	d.
Assessment, inspections and approval to operate installed OSMS without the prior approval of Council – alter/upgrade system	\$0.00	\$733.00	N	R
Per dwelling. Additional information to demonstrate compliance	e with Council r	equirements m	ay be required	d.
Inspection fee	\$180.00	\$180.00	N	R
Per hour, min 1 hour				
Onsite sewage management system – application to install	\$407.00	\$415.00	N	R
Per equivalent tenement. Including upgrades of existing system	ns.			
Onsite sewage management system – application to alter or add to approved system	\$204.00	\$208.00	N	R
Per equivalent tenement. Where approval relates to upgrading of an existing approved system or installation of household OSSM in a reticulated sewer area.				

Section 68 (Part E1)

Public roads

Swing goods over a public place – application fee	\$180.00	\$183.00	N	R
Swing goods over a public place - inspection fee	\$180.00	\$180.00	N	R
Per hour, min 1 hour				

Section 68 (Part F1)

Public carpark

Application fee	\$458.00	\$467.00	N	R
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continued on next page T.2019/20 Fees and Charges as presented to Council 9/5/19 | Page 96 of 114

EE TITLE	Fee (incl. GST)	Fee (incl. GST)	GST	Pricing Code
Public carpark [continued]				
Inspection fee Per hour, min 1 hour	\$180.00	\$180.00	N	R
Section 68 (Part F4)				
Approval to install a fuel heater				
Application fee	\$153.00	\$156.00	N	R
Inspection fee	\$180.00	\$180.00	N	R
Per hour, min 1 hour Review of determination pursuant to Sectio	n 100			
Review of Section 68 determination pursuant to Section 100		of original fee	N	R
Roads Act – Activities, Works In, On or Ove	r a Public R	oad		
Bond for use of Council reserve	\$250.00 to	\$20,000.00	N	R
Any refund at discretion of the relevant Director				
Asset inspection fee (bond refund)	\$180.00	\$180.00	N	F
Roads Act				
Driveways – dwelling	\$470.00	\$470.00	N	R
Includes 2 inspections				
Driveways – commercial/industrial	\$750.00	\$750.00	N	R
Includes 2 inspections				
Roadwork within public road reserve	\$316.00	\$316.00	N	R
Per hour, min 1 hour				
Plan reassessment fee	\$224.00	\$224.00	N	R
Where original submitted plans are unsatisfactory and/or major or failure to comply with Council's standards/directions.	or amendments a	re required due	to poor star	ndard of wor
Inspection fee	\$180.00	\$180.00	N	R
Per hour				
Amended S138 application	\$180.00	\$180.00	N	R

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Per hour

EE TITLE	Year 18/19 Fee (incl. GST)	Year 19/20 Fee (incl. GST)	GST	Pricing Code
Air space usage				
Road airspace for commercial use	\$458.00	\$467.00	Υ	F
Assessment fee includes two inspection fees.				
Footpath usage				
Renew existing approval	\$153.00	\$180.00	N	R
Based upon previously approved layout. Any changes will rec	quire a new appro	val.		
Commercial use of the footpath area application	\$458.00	\$467.00	N	R
Footpath dining, Airspace usage and display of	f goods and o	chattels		
Bangalow	\$255.00 per	m ² annually	N	R
Brunswick Heads	\$216.00 per	m ² annually	N	R
Brunswick Terrace, Fingal, Park and Mullumbimbi Streets squ	uare			
Byron Bay – Precinct 1 and 2	\$580.00 per	· m ² annually	N	R
Jonson Street from Lawson Street to Bay Street, Bay Street f from Bay Lane to Bay Street, Lawson Street from railway line Fletcher Street, Jonson Street from Marvell Street to Lawson Middleton Street from Lawson Street to Bay Street	to Middleton Stre	et, Byron Stre	et from Jonso	on Street to
from Bay Lane to Bay Street, Lawson Street from railway line Fletcher Street, Jonson Street from Marvell Street to Lawson	to Middleton Stre Street, Fletcher S	eet, Byron Stre Street from Byr	et from Jonso	on Street to
from Bay Lane to Bay Street, Lawson Street from railway line Fletcher Street, Jonson Street from Marvell Street to Lawson Middleton Street from Lawson Street to Bay Street	to Middleton Stre Street, Fletcher S \$363.00 per	eet, Byron Stre Street from Byr m ² annually	et from Jonso on Street to E	on Street to Bay Lane,
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FEE TITLE	Year 18/19 Fee (incl. GST)	Year 19/20 Fee (incl. GST)	GST	Pricing Code
Construction zone fees				
Byron Bay – Precincts 1 and 2	\$95.00 pe	r parking bay per day	N	R
Jonson Street from Lawson Street to Bay Street, Bay Street fr from Bay Lane to Bay Street	om Jonson Stre	et to Middleton	Street, Fletch	er Street
Remainder of Shire	\$48.00 pe	r parking bay per day	N	R
Driveways and Roadworks within a public road	reserve			
Assessment, inspections and acknowledgement of driveway without the prior approval of Council	\$0.00	\$611.00	N	R
Per new driveway. Additional information to demonstrate com-	pliance with Co	ıncil requireme	ents may be re	equired.
Assessment, inspections and acknowledgement of driveway without the prior approval of Council – new driveway, commercial	\$0.00	\$975.00	N	R
Per new driveway. Additional information to demonstrate com-	pliance with Co	ıncil requireme	ents may be re	equired.

Planning, Development and Environment Services – Other fees

Collating and formatting fee

Professional service for correcting and collating documents lodged electronically to ensure they are in a presentable state for exhibition and assessment

Fee for 20 minutes	\$0.00	\$60.00	N	Р
Fee for 40 minutes	\$0.00	\$120.00	N	Р
Fee for 60 minutes	\$0.00	\$180.00	N	Р

Event applications

Administration fee	\$141.00	\$141.00	N	F		
Min one hour, at discretion of Director. Co-ordinate and facilitate	te cost recovery	for events on p	ublic land.			
Urgency fee	\$109.00	\$111.00	N	Р		
When application is lodged less than 14 days before an event	(subject to confi	rmation that sei	vice is availa	ble).		
Inspection/supervision fee	\$0.00	\$148.00	N	F		
Per hour						
Parking application fee (event or filming)	\$0.00	\$160.00	N	F		
Parking application urgency fee (event or filming)	\$0.00	\$109.00	N	F		
When an application is lodged less than 7 days prior to an even	nt or filming proj	ect				
Parking fee (event or filming)	\$0.00	\$36.00	N	F		
Min one day. Parking time restrictions will no longer apply to a	Min one day. Parking time restrictions will no longer apply to approved vehicles.					

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FEE TITLE	Year 18/19 Fee (incl. GST)	Year 19/20 Fee (incl. GST)	GST	Pricing Code
Road naming in a new subdivision				
Road naming processing fee	\$764.00	\$779.00	N	R
Advertising fee (up to 2 roads)	\$407.00	\$415.00	N	R
Advertising fee (more than 2 roads)	\$814.00	\$829.00	N	R
Commission – Building and Construction Inc			-	
Long Service Levy commission	\$18.00	\$19.80	Υ	L
Per levy collected. As per agreement with Corporation.				

Planning, Development and Environment Services – Provision of information

Building Information Certificate (Division 6.7)

Class 1 building (dwelling houses) or Class 10 building or other building up to 200m2	\$250.00	\$250.00	N	L	
Together with any Class 10 buildings on the site. Additional feed cost of construction works).	es will apply for	unauthorised co	nstruction (b	ased on the	
Any other Class of building – exceeding 200m2 but not 2,000m2		\$250.00	N	L	
Plus an additional 50c $/m^2$ for each square metre over $200m^2$					
Any other Class of building – exceeding 2,000m2		\$1,165.00	N	L	
Plus an additional 7.5c/m² for each square metre over 2,000m	2				
Part of a building	\$250.00	\$250.00	N	L	
Where that part consists of an external wall only or does not of by the legislation.	therwise have a	floor area or the	maximum fe	ee specified	
Unauthorised construction works – Additional Fees	See expla	nation below	N	L	
The additional fee payable is the total of the following amounts: a. the amount of the maximum fee that would be payable if the application were an application for development consent, or a complying development certificate (if appropriate), authorising the erection or alteration of any part of the building to which the application relates that has been erected or altered in contravention of the Act in the period of 24 months immediately preceding the date of the application b. the amount of the maximum fee that would be payable if the application were an application to the council for a construction certificate relating to the erection or alteration of any part of the building to which the application relates that has been erected or altered in contravention of the Act in the period of 24 months immediately preceding the date of the application.					
Reinspection fee	\$90.00	\$90.00	N	L	
Copy of Building Certificate	\$13.00	\$13.00	N	L	
Sewer location plan	\$51.00	\$52.00	N	F	
With 10.7 certificate					

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	Year 18/19	Year 19/20		
FEE TITLE	Fee	Fee	GST	Pricing Code
	(incl. GST)	(incl. GST)		2 2 3 2

Planning, Development and Environment Services – Swimming Pool Act fees

Application for exemption (Swimming Pool Fencing)	\$70.00	\$250.00	N	R
Inspection of swimming pool fencing – first inspection	\$151.00	\$150.00	Υ	R
Inspection of swimming pool fencing – any additional inspection	\$100.00	\$100.00	Υ	R
Provision of registration information	\$10.00	\$10.00	Υ	R
Clause 18D				
Pool resuscitation sign	\$31.00	\$31.00	Υ	R

Planning, Development and Environment Services – Other service fees

Transfer certification from Council to private certifier	\$198.00	\$180.00	N	Р
Per hour, min 1 hour				
PCA Transfer applications	\$407.00	\$415.00	Υ	F
Plus inspection fees				
Development Assessment Panel	\$468.00	\$477.00	Υ	F
Per hour, min 1 hour (prepaid)				
Copy of development consent	\$5.00	\$5.00	N	Р
Per page				

Correspondence on planning information, assessment of plans/documentation and inspections

Archiving fee for applications and certificates	\$30.00	\$35.00	N	Р		
Request for extension of a development consent	\$158.00	\$158.00	Ν	L		
Endorsement of legal documents	\$387.00	\$394.00	N	R		
Min 1 hour. Documents associated with creation or cancellation submitted with subdivision certificate applications.	of easements,	restrictions, co	venants, etc. i	not		
Written information on zoning, policy or permissibility of development	\$180.00	\$180.00	N	F		
Per hour, min 1 hour						
Assessment of plans or details submitted as a condition of development consent	\$180.00	\$180.00	N	Р		
Per hour, min 1 hour. Includes, but not restricted to, engineering assessment.	ng, ecological, la	andscape, envir	onmental, hea	alth		
Inspection of development as required by a condition of development consent	\$180.00	\$180.00	N	Р		
Per hour, min 1 hour. Includes, but not restricted to, engineering, ecological, landscape, environmental, health inspections						

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ment (of plans/do \$540.00	cumenta Y	ntion and
40.00	\$540.00	Υ	Р
20.00	\$734.00	Υ	F
60.00	\$367.00	Υ	F
80.00	\$180.00	Υ	F
80.00	\$387.00	Υ	F
00.00 to	\$20,000.00	N	NA
r to dete	rmine.		
00.00	\$12,000.00	N	Р
	60.00 80.00 80.00 00.00 to	60.00 \$367.00 80.00 \$180.00 80.00 \$387.00 00.00 to \$20,000.00 r to determine.	60.00 \$367.00 Y 80.00 \$180.00 Y 80.00 \$387.00 Y 00.00 to \$20,000.00 N r to determine.

Dyline prints- small (to A2 size)	\$14.00	\$14.00	N	F
Dyline prints- large (A1 and larger)	\$18.00	\$18.00	N	F
Certified copy of document, map or plan held by Council	\$56.00	\$56.00	N	F

Flood Information

Flood certificate	\$143.00	\$146.00	N	F
Per certificate (one certificate issued per property)				

Environmental Health and Compliance

Service of notices and orders (Compliance)

Issue and service of EPA Orders	\$550.00	\$550.00	N	F	
S238 of Roads Act 1993					
Cost recovery associated with service of Notices	\$350.00	\$350.00	N	Р	
Including charge for one hour site inspection. Under S132 LGA 1993 and Orders/Directions under S124 LGA 1993 or S121B of EPA Act 1997 or S23 of Swimming Pool Act 92 or S238 of the Roads Act 1993.					

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FEE TITLE	Year 18/19 Fee (incl. GST)	Year 19/20 Fee (incl. GST)	GST	Pricing Code
Service of notices and orders (Compliance)	[continued]			
Additional hours or part thereof Per hour	\$180.00	\$180.00	N	Р
Fire safety				
Fire safety statements	\$76.00	\$77.00	Υ	Р
Inspection fee for fire safety complaint	\$180.00	\$180.00	Υ	Р
Compliance inspection fee	\$180.00	\$180.00	Υ	Р
Min 1 hour. Under Section 197 LGA and Section 118G EPA A	ct.			
Plan approval Applications requiring approval of plans by Environmental	\$180.00	\$180.00	N	F
Health Officers				
Per hour. Plans, construction standards and compliance with a 200m2) or complex development.	specific developi	ment consent co	nditions for	large (over
Issuing correspondence to applicant	\$35.00	\$35.00	N	F
Per item				

Section 68 (Part A1)

Install a manufactured home, moveable dwelling or associated structure on land

Inspection fee	\$180.00	\$180.00	N	F
Application fee	\$1,800.00	\$1,800.00	N	F
Reinspection fee for non-compliant structure	\$180.00	\$180.00	N	F
Issue certificate of completion (or reissue copy)	\$36.00	\$37.00	N	F

Section 68 (Part B2)

Private water carters approval

Application fee	\$204.00	\$208.00	N	F
Inspection fee	\$180.00	\$180.00	Ν	F
Per hour, at lab cost				

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	Year 18/19	Year 19/20		
FEE TITLE	Fee	Fee	GST	Pricing Code
	(incl. GST)	(incl. GST)		
Operation CO (Point Od)				
Section 68 (Part C1)				
Waste management				
Transport waste over or under a public place	\$509.00	\$519.00	N	Р
Application fee and five year approval				
Section 68 (Part C6)				
Onsite sewage management system approval to	operate			
Per equivalent tenement or system or dwelling	\$51.00	\$52.00	N	R
Pre-purchase OSMS inspection	\$600.00	\$611.00	N	Р
1 hour inspection and report within 10 working days				
Urgency fee (additional)	\$183.00	\$186.00	N	F
Temporary food business operation approval				
Inspection fee	\$180.00	\$180.00	N	R
Per hour, min 1 hour, charged to Event Organisers				
One year	\$158.00	\$161.00	N	R
No pro-rata reduction				
Three years	\$366.00	\$373.00	N	R
No pro-rata reduction				
Mobile food and drink outlet				
Application fee (new applications only)	\$180.00	\$180.00	N	R
Inspection fee	\$180.00	\$180.00	N	R
Per hour				
Operating fee (12 months)	\$500.00	\$500.00	N	R
Operating fee (6 months)	\$300.00	\$300.00	N	R
Section 68 (Part D2, D5)				
Theatrical / Public Address / Loudspeaker				
Application fee	\$180.00	\$180.00	N	R
Direct or produce a theatrical, musical or other entertainment	for the public			
Charity rate	\$51.00	\$52.00	N	R

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FEE TITLE	Year 18/19 Fee (incl. GST)	Year 19/20 Fee (incl. GST)	GST	Pricing Code
Theatrical / Public Address / Loudspeaker [contin	nued]			
Inspection fee	\$180.00	\$180.00	N	R
Per hour				

Section 68 (Part D3)

Construct a temporary enclosure for the purposes of entertainment on community land

Application fee	\$180.00	\$180.00	N	R
Charity rate	\$51.00	\$52.00	N	R
Inspection fee	\$180.00	\$180.00	N	R
Per hour				

Section 68 (not specifically listed elsewhere)

Application fee	\$180.00	\$180.00	N	R
Inspection fee	\$180.00	\$180.00	N	R
Per hour				

Section 68 (Part F2 and F3)

Operate caravan park, camping ground or manufactured home estate

Application for approval to operate a caravan park, camping ground or manufactured estate		Min \$500.00	N	F
Min fee \$500.00 or \$60.00 per site, whichever is the greater				
Application for approval to operate a caravan park or camping ground for temporary camping associated with a festival or event		Min \$500.00	N	F
Min fee \$500.00 or \$25.00 per site, whichever is the greater				
Inspection fee	\$180.00	\$180.00	N	F
Per hour or part thereof, min 1 hour				
Amendment to approvals issued under S68 of LGA 1993 Section 106	50% of original application fee		N	Р
Min fee \$250.00				

Section 68 (Part F5)

Install or operate amusement devices

Application and operating assessment fee	\$180.00	\$180.00	N	F

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FEE TITLE	Year 18/19 Fee (incl. GST)	Fee	GST	Pricing Code
Install or operate amusement devices [continued]				
Charity rate	\$41.00	\$42.00	N	F

Food Act and Health notification

Environmental Health related applications and services

1. All new annual environmental health approvals and permit fees will be calculated on a pro-rata basis.

100% - 1 Jul to 31 Dec

70% - 1 Jan to 31 Mar

35% - 1 Apr to 30 Jun

(Excludes market and temporary food approvals)

2. Refunds

- A non-refundable administration fee of \$65 applies for applications where assessment by an officer has not occurred
- Refunds are not applicable to applications less than \$65
- Where assessment of application has occurred, a refund of 25% of the application fee may apply
- · Refused applications are non-refundable
- Approvals and permits may be subject to a refund based on a pro-rata amount less a \$65 service fee.

75% - < 3 months of term of approval

50% - > 3 months and < 6 months of term of approval

25% - > 6 months and < 9 months of term of approval

Refunds are not applicable after 75% of the approval or permit term

All refunds and fees are subject to approval by Coordinator/Manager of the Unit.

3. Approvals and permits that can be transferred require an application to be made to Council.

Retail food and commercial premises

Inspection fee	\$180.00	\$180.00	N	F
Per hour, min 1 hour. For premises not subject to other fees (includes food sho	pps, place of sha	red accomn	nodation).
Re-inspection fee – where previously unsatisfactory	\$102.00	\$104.00	N	F
Per half hour or part thereof, min 30 minutes				
Pre-purchase inspection – Food business report	\$600.00	\$600.00	N	F
Min 1 hour and report within 10 working days				
Urgency fee (additional)	\$163.00	\$166.00	N	F
Copy of permit	\$20.00	\$20.00	N	Р
Copy of permit where lost or destroyed				

Inspection of temporary food businesses at markets, events and festivals

Inspection – High risk	\$74.00	\$75.00	N	F	
PHF processing, temperature control required, multi step proce	ssing				
Inspection – Low risk	\$37.00	\$38.00	N	F	
Fruit and vegetables only, bottled jams/preserves/pickles, low risk packaged goods, ie no refrigeration required, eggs					

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	Year 18/19	Year 19/20		
FEE TITLE	Fee	Fee	GST	Pricing Code
	(incl. GST)	(incl. GST)		0.000

Inspection of temporary food businesses at markets, events and festivals [continued]

Inspection – Medium risk	\$56.00	\$57.00	N	F
Coffee and cakes, pastries without cream/custards, any taste to	esting (even if lo	w risk food, eg.	pickles/saud	ces)
Applied to event operator	\$180.00	\$180.00	N	F
Per hour, per Officer				
Individual temporary food stall operator without current approval	\$180.00	\$180.00	N	F
Individual temporary or mobile food business operating at event without current council permit	\$180.00	\$180.00	N	F
Copy of permit	\$20.00	\$20.00	N	Р
Where lost or destroyed				

Annual food business administration

3 part time equivalents = 1 full time equivalent

Small food business (5 or less full time equivalent food handlers)	\$390.00	\$390.00	N	Р
Per premises under Food Regulation 2015 Part 3 Clause 15				
Medium food business (6 to 50 full time equivalent food handlers)	\$800.00	\$800.00	N	Р
Per premises, plus 1 hour inspection fee. Regulated maximum	fee.			
Large food business (51 or more full time equivalent food handlers)	\$3,500.00	\$3,500.00	N	Р
Per premises, plus 1 hour inspection fee. Regulated maximum	fee.			
Improvement notice NSW Food Act	\$330.00	\$330.00	N	L
Administration charge - Statutory Clause 11 Reg				
Copy of permit	\$20.00	\$20.00	N	Р
Where lost or destroyed				

Public Health Act 2010 and Public Health Regulation 2012

Certificate of registration	\$35.00	\$35.00	N	Р
Amendment to registration	\$55.00	\$55.00	N	Р
Includes reissue of certificate of registration				
Inspection of premises	\$180.00	\$180.00	N	F
Per hour				
Reinspection fee	\$250.00	\$250.00	N	F
Per hour				

continued on next page T.2019/20 Fees and Charges as presented to Council 9/5/19 | Page 107 of 114

	Year 18/19	Year 19/20		
FEE TITLE	Fee	Fee	GST	Pricing Code
	(incl. GST)	(incl. GST)		

Public Health Act 2010 and Public Health Regulation 2012 [continued]

Maximum charge	\$500.00	\$500.00	N	F
2 hours, excluding travel time				
Notification of public swimming pools and spa pools	\$100.00	\$100.00	N	L
Part 3, clause 19, Public Health Regulation 2012				

Skin penetration, hairdressing, beauty therapy and other health premises

Notification of carrying out of skin penetration procedures	\$102.00	\$104.00	N	L
Part 4, clause 31, Public Health Regulation 2012				
Inspection fee	\$180.00	\$180.00	N	F
Per hour, min 1 hour				
Re-inspection fee – where previously unsatisfactory	\$102.00	\$104.00	N	F
Min 30 minutes				
Pre-purchase advice request – letter	\$180.00	\$180.00	N	F
Pre-purchase advice request – letter and inspection	\$180.00	\$180.00	N	F

Improvement Notice or Prohibition Order under Public Health Act 2010

Premises with a regulated system	\$570.08	\$570.00	N	F
In any other case	\$274.86	\$275.00	Ν	F
Refer clause 97(4) of the Regulations				
Retesting pools and spas following initial failed test	\$153.00	\$153.00	N	R
Laboratory costs	\$204.00	\$208.00	Ν	R

Application for home burial on private land larger than 5ha and not within drinking water catchment

Application and inspection fee	\$458.00	\$467.00	N	F	
Includes costs for two separate inspections					
Exhumation of human remains	\$458.00	\$467.00	N	F	
Attendance by Environmental Health Officer in accordance with NSW Ministry of Health approval for exhumation of human remains					

Legionella control (Regulated systems)

Inspections and investigations associated with regulated systems	\$0.00	\$180.00	N	Р
Per hour, min 1 hour				
Notification of cooling water or warm water system	\$0.00	\$100.00	N	Р

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EE TITLE	Year 18/19 Fee	Year 19/20 Fee	GST	Pricing Code
	(incl. GST)	(incl. GST)		Coue
egionella control (Regulated systems) [continue	ed]			
Reporting on certificates	\$0.00	\$65.00	N	Р
Risk management plan completion and/or audit completion fo	r a cooling water	system		
Public Order and Safety				
Issue 735A certificate in respect to outstanding notices/orders	\$150.00	\$150.00	N	F
Urgency fee (additional)	\$180.00	\$180.00	N	F
For 24 hour issue of information, subject to service being available.	ilable			
nfringement charges Development, Traffic, Compliance and Environment – all fines and penalties		ribed by the		
mics and penalics	i i	relevant Acts	N	L
Notice charges – Protection of the Environment			N	L
·			N	L
Notice charges – Protection of the Environment	\$550.00	relevanť Acts		
Notice charges – Protection of the Environment Administration fee (Compliance)	\$550.00	relevanť Acts		
Notice charges – Protection of the Environment Administration fee (Compliance) As per Protection of the Environment Act and statutory clause	\$550.00 99 Regs	relevant Acts \$550.00	N	L
Notice charges – Protection of the Environment Administration fee (Compliance) As per Protection of the Environment Act and statutory clause Administration fee (Environment) Operations Act Notice	\$550.00 99 Regs \$550.00	\$550.00 \$550.00	N	L
Administration fee (Compliance) As per Protection of the Environment Act and statutory clause Administration fee (Environment) Operations Act Notice Statutory clause 99 Regs Application for remedial action to address past	\$550.00 99 Regs \$550.00	\$550.00 \$550.00	N	L

Companion animals

Dog registration

As prescribed by relevant legislation, subject to change

Entire dog (under 6 months)	\$57.00	\$57.00	N	L
Entire dog	\$207.00	\$207.00	N	L
Entire dog owned by registered breeder	\$57.00	\$57.00	N	L
Desexed dog	\$57.00	\$57.00	N	L
Desexed dog owned by pensioner	\$24.00	\$24.00	N	L
Desexed dog (from Pound/Shelter)	\$28.50	\$28.50	N	L
50% discount				

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	Year 18/19	Year 19/20		
FEE TITLE	Fee	Fee	GST	Pricing Code
	(incl. GST)	(incl. GST)		0000
Cat registration				
As prescribed by relevant legislation, subject to change				
Entire cat (under 6 months)	\$57.00	\$57.00	N	L
Entire cat	\$207.00	\$207.00	N	L
Entire cat owned by registered breeder	\$57.00	\$57.00	N	L
Desexed cat	\$57.00	\$57.00	Ν	L
Desexed cat owned by pensioner	\$24.00	\$24.00	N	L
Desexed cat (from Pound/Shelter)	\$28.50	\$28.50	Ν	L
50% discount				
Microchipping of dogs and cats				
Impounded animals	\$40.00	\$40.00	N	L
Non-impounded animals	\$30.00	\$30.00	Υ	L
Impounded animals				
First impounding	\$30.00	\$30.00	N	Р
Second and subsequent impounding	\$40.00	\$40.00	Ν	Р
After hours release	\$200.00	\$200.00	N	Р
Maintenance charge for each animal detained	\$40.00	\$40.00	N	Р
Per day, or part thereof				
Animal surrender fee	\$35.00	\$35.00	N	М
Sale of dogs and cats				
Includes desexing, vaccination, microchip identification and registration	\$250.00	\$250.00	Υ	R
Or lesser fee, as approved by Director, where otherwise animal	l would be dest	royed.		
Animal traps				
·				_
Deposit	\$100.00	\$100.00	N	P
Daily fee	\$5.00	\$5.00	Υ	Р

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	Year 18/19	Year 19/20		
FEE TITLE	Fee	Fee	GST	Pricing Code
	(incl. GST)	(incl. GST)		

Stock impounding fees

Livestock

Impounding of livestock	Contractor costs plus \$50.00 Council administration fee		N	Р	
Double these fees shall be charged for any second impounding of an animal within three months of any preceding impounding, provided the animal is still the property of the same owner.					
Securing stray stock (charges on second and subsequent attendances)	\$155.00	\$180.00	N	Р	
Per hour. Two officers to attend in darkness, therefore fees will	double.				
Stock sustenance	\$40.00	\$40.00	N	Р	
Per head, per day					

Impounded stock transport

Transporting by private contractor	Contractor costs plus \$50.00 Council administration fee		N	Р
Transportation by Council	\$155.00	\$180.00	N	Р
Per hour				
Notification fee	\$35.00	\$35.00	N	Р

Impounding - Abandoned vehicles

Towing costs	Contractor costs plus \$50.00 Council administration fee		N	Р
Holding fee for impounded vehicles	\$45.00	\$45.00	N	Р
Per vehicle, per day				
Release fee	\$80.00	\$80.00	N	Р

Impounding - Trolleys, signs and other articles

Advertising (of abandoned articles and stock)	Advertising costs plus \$50.00 Council administration fee		N	Р
Supermarket trolleys - Release fee	\$35.00	\$36.00	Ν	Р
Per trolley				
Supermarket trolleys - Holding fee	\$7.00	\$7.00	N	Р
Per day				
Signs and other articles – Release fee	\$35.00	\$36.00	N	Р

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	Year 18/19	Voor 10/00		
FEE TITLE	Year 18/19 Fee	Year 19/20 Fee	GST	Pricing
	(incl. GST)	(incl. GST)	usi	Code
	, , ,	, , ,		
mpounding – Trolleys, signs and other articles	[continued]			
Signs and other articles – Holding fee	\$12.00	\$12.00	N	Р
Per day. Signs will be kept for 28 days after which they will be	destroyed.			
Staff attendance				
Organised events or inspection relating to a notice or order	\$155.00	\$180.00	N	Р
Per hour, per staff member. GST exempt when a regulatory fu	nction.			
Activities or incidents on Crown land	\$155.00	\$180.00	N	Р
Per hour, per Enforcement Officer. GST exempt when a regula	atory function.			
Section 68 (Part D1) Busking / Street entertainment				
Application fee One off fee	\$25.00	\$25.00	N	Р
Yearly fee	\$15.00	\$15.00	N	Р
12 month approval from date of issue				
Applications (per month)	\$5.00	\$5.00	N	Р
Persons under 18 years of age		No charge	N	Z
Vehicular beach access				
Application fee	\$180.00	\$180.00	N	R
Not applicable to Disability Parking Permits				
Per vehicle	\$291.00	\$297.00	N	Р
Per annum				
Per vehicle where required for disabled access Per annum	\$31.00	\$32.00	N	Р
Replacement sticker	\$39.00	\$40.00	N	R
Boarding Houses Act 2012				
Inspection of premises	\$254.50	\$259.00	N	Р
Per hour				
Reinspection fee	\$152.70	\$180.00	N	Р

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Economic Development and Tourism

Filming

Major revisions to a filming application will incur a surcharge of 75% of original application fee. Fees may be waived or reduced in accordance with the Local Government Filming Protocol 2009.

Administration fee	\$0.00	\$163.00	Υ	F
Per hour, min 1 hour. At the discretion of the relevant Council L filming projects on public land.	Director. Coord	linate and facili	itate cost recov	ery for
Application fee	\$89.00	\$91.00	N	Р
Applies to all categories except ultra low				
Inspection/supervision fee	\$0.00	\$163.00	Υ	F
Per hour				
Ultra low (fewer than 10 crew)		No charge	N	Р
Low impact (10-25 crew, no more than 4 trucks/vans)	\$150.00	\$150.00	N	Р
Medium impact (26-50 crew, no more than 10 trucks)	\$300.00	\$300.00	N	Р
High impact (>50 crew, >10 trucks)	\$500.00	\$500.00	N	Р
Assessment of Traffic Management Plans - Low impact	\$100.00	\$100.00	N	Р
Stop/Go traffic control on local roads				
Assessment of Traffic Management Plans – Medium impact	\$300.00	\$300.00	N	Р
Stop/Go traffic control on multi-land or state road/Police and RN	/IS consultation			
Assessment of Traffic Management Plans – High impact	As per Council's adopted road closure fees that apply to other applicants Last YR Fee POA		N	Р
Road closures/Police and RMS consultation				
Bond remediation	В	y negotiation	N	Р
Standard hire or admission fees for/to Council facilities may applinspections, parking, service for advertising, cleaning, waste may facilities.	•			
Remediation		POA	N	Р
Cost set on case by case depending on damage/remediation re	equired			

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	Year 18/19	Year 19/20		
FEE TITLE	Fee	Fee	GST	Pricing Code
	(incl. GST)	(incl. GST)		

Customer Service and Administration

Development Control Plan (Section 94)	\$99.00	\$101.00	N	Р
Development Control Plan (Section 94) Summary	\$33.00	\$34.00	N	Р
Disc (DVD or CD)	\$7.00	\$7.00	N	F

For information under Section 1 GIPA and subpoena for retrieval of information refer to GIPA and subpoena charges, listed under Corporate and Community Services/Information Services.

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Community Engagement

Results of Community
Engagement and
Submissions to the
Operational Plan and Budget
2019/2020

Background

Leading the Council's planning hierarchy, the Community Strategic Plan identifies the community's main priorities and expectations for the future and ways to achieve these goals.

Our Byron Our Future, Council's Community Strategic Plan 2018-2028 was developed through extensive community consultation in early 2018. This process allowed for a process of robust engagement with the community about their desires and expectations for the future of the Byron Shire community.

The Community Strategic Plan outlines the 'vision' of the community over the next 10 years centred on the five community objectives:













The Operational Plan details the individual actions Council will undertake during the next financial year to achieve the strategies of the Delivery Program. Strategies in the Delivery Program and the actions outlined in the Operational Plan will be guided by consultation with community representatives, stakeholders and the wider community.

Broad and effective community consultation is required to engage the community in decisions made by Council.

Council worked with the community in the preparation of the draft Operational Plan and Budget, prior to it being publically exhibited in May/June. Through this engagement process, the community developed an understanding of the operations of the Council and had an opportunity to shape the draft documents.

Inform

Council sought to inform as many members of the community about Our Plan as possible, including a number of new initiatives to

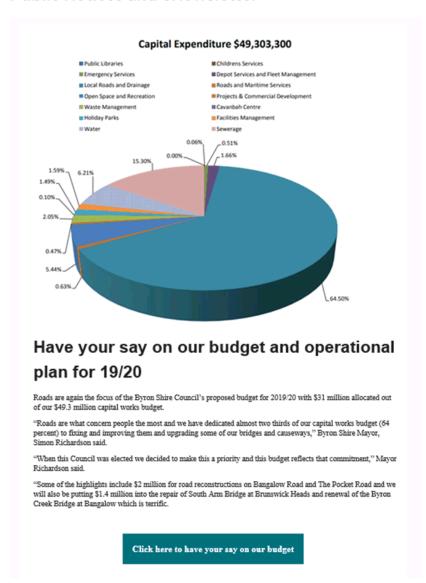
Information Hub

An 'Information Hub' was be established to compliment the online information portal. A space was created in the foyer of the Mullumbimby Office containing all information relating to the process, opportunities to talk with staff about the proposed Operational Plan and Budget, and access to the online resources.





Public Notices and eNewsletter

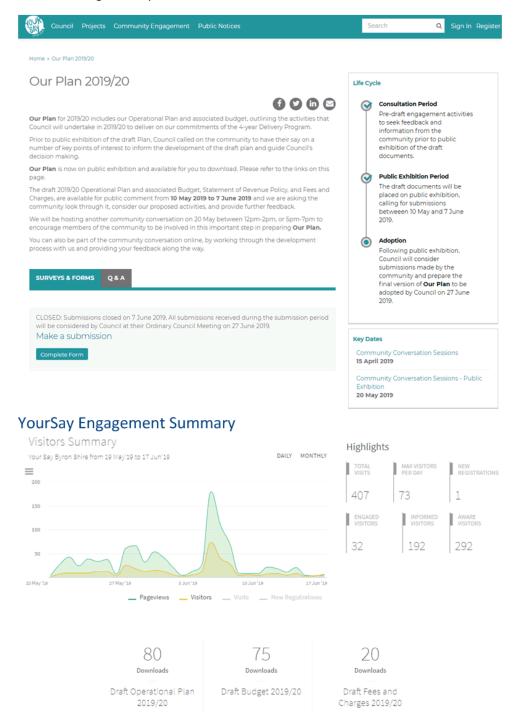


Emails

In addition to the eNewsletter distributed widely to over 18,000 subscribers, tailored and targeted emails were sent to groups and individuals who had expressed an interest in being involved in the process, or who were involved in any groups or committees of Council.

yoursaybyronshire.com.au

All information, updates, and documents relating to the Operational Plan and Budget were provided on Council's online engagement portal, www.yoursaybyronshire.com.au/our-plan. This platform also provided opportunities for the community to provide questions and feedback throughout the process.



Submissions

Local Government Act 1993 s405(3) A council must prepare a draft operational plan and give public notice of the draft indicating that submissions may be made to the council at any time during the period (not less than 28 days) that the draft is to be on public exhibition. The council must publicly exhibit the draft operational plan in accordance with the notice.

The draft Operational Plan, budget, and associated documents were placed on public exhibition and Council invited the community look through it, consider the proposed activities, and provide further feedback. The draft documents were on public exhibition between 10 May - 7 June 2019.

Submissions were accepted through www.yoursaybyron.com.au, written submissions sent directly to Council, and through feedback collected at the Community Conversation Meetings.

Council received a total of 49 submissions. A summary of the submissions outlines the corresponding link to Council's Integrated Planning and Reporting documents, the details of the submission, Council's response, and any proposed amendments to the draft Operational Plan and budget.

Submissions for Consideration in Operational Plan

	IPR	Submission Comments	Response	Reference	Recommendation
	Link	Submission Comments	Response	Reference	to Council?
1.	OP 1.1.1.2	Fix the roads first.	Noted.	E2019/41041	No change.
2.	Implement ongoing road planned maintenance programs	Place all nonessential expenditures (libraries, parks & reserves, Cavanbah centre, group donations on care & maintenance ONLY until backlog of dangerous public infrastructure (roads,	Noted.	E2019/41506	No change.
3.		drainage, & bridges etc) are at a safe level! Considering the appalling state on most of our local roads, and toll this has on our safety, our mental well-being, not to mention our vehicles, the budget allocated is entirely inadequate. I sometimes wonder why I am paying rates.	Noted.	E2019/41508	No change.
4.		Please allocate repairs and maintenance funds to fixing potholes . If fixed early, it is cheaper being less materials and less labour time. But they are left until they are getting huge and very deep, damaging vehicles and causing swerving and unsafe avoidance measures. Please respond to our requests to fix potholes quickly. Saves Council funds and stops unnecessary wear and tear on our vehicles. Thankswe do support you guys, just this area is becoming impossible	Pothole filling is part of our road maintenance program and Council prioritises this work based on the extent of road damage present.	E2019/41785	No change.
5.		Fix the potholes in Suffolk Park. How long do we have to wait! Lower the Tallow Creek !	Noted.	E2019/41516	No change.
6.		Please fix the potholes . This shire is a disgrace!	Budget allocations for our road maintenance repairs program generally have increased with pothole repair work being only one aspect of the program. Council will continue to prioritise the pothole repair work across the shire to maximise the benefit from the	E2019/41782	No change.

	IPR Link	Submission Comments	Response	Reference	Recommendation to Council?
			allocated budgets.		
7.		Please do something about the public toilets in Brunswick Heads. They are disgusting.	State Government owns Brunswick Heads toilet facilities and there are plans to upgrade them. Council is looking into options for ongoing management eg. Transfer of ownership to Council. Report to Council on cleaning levels of service.	E2019/41782	No change.
8.		Seven Mile Beach Road. Investigate how best to mitigate increased usage, dust and run off.	-	E2019/41036	No change.
9.		Potholes on Friday Hut Road , there are clusters of potholes so drivers concentrate so hard on avoiding potholes, not one pot hole but number of pot holes together, that they cross on the wrong side of the already narrow road.		E2019/43331	No change.
10.	CSP 1.1 Provide a road network which is safe, accessible and maintained to an acceptable level of service	Safety improvements to the Saddle Road intersection with Mullumbimby Road. Installation of bollards halfway along the Saddle Road turning either end into a no through road	Safety improvements and the installation of bollards subject to investigation and future budget allocation.	E2019/41790 (Submission on behalf of Saddle Ridge Local Area Management Planning Association Inc in Community Alliance Byron Shire)	No change.
11.		Bollards along Riverside Crescent to be extended to the gate to the Nature Reserve and close off the illegal boat ramp opposite No 6 Riverside Crescent Bollards to be extended along the road reserve adjoining Simpson's Creek to the Bowling Club	Investigate for future budget consideration. Investigate and consider as part of minor improvement works being promoted by the Brunswick Heads community for Tweed St	E2019/41790 (Submission on behalf of Brunswick Heads Foreshore Protection	No change.

	IPR Link	Submission Comments	Response	Reference	Recommendation to Council?
			minor improvement works funded from Sect 94.	Community Alliance Byron Shire)	
12.	OP 1.1.1.7 Deliver road reconstruction work on the Bangalow Road (Ch 7,540 - 8,490)	We strongly support the inclusion of projects for Bangalow Road reconstruction and Byron Creek bridge renewal at Bangalow as this road is the preferred connection to Byron Bay. The road section near Talofa is in a very poor state where surface patching has not been effective because potholes quickly reappear after rain. If the \$1.1m project (ref 1.1.1.7) is relevant to this area it would deliver a high quality permanent solution, as was done at Hayters Hill. If not, please place on priority list.	Bangalow Road and Byron Creek projects are 2 projects that Council has sought grant funding to assist delivery. Council makes grant fund applications for improved high quality infrastructure projects when these opportunities present.	E2019/41555 Bangalow Progress Association and Bangalow Guidance Group	No change.
13.	OP 1.1.3.1 Implement asset renewal projects for road reseals	Resurface of Clifford St, Suffolk Park	Clifford Street reseal programmed for 19/20.	E2019/41790 (Submission on behalf of Suffolk Park	No change.
14.		Intersection upgrade at Broken Head Rd and Clifford St	Intersection improvement works subject to detailed investigation, design, grant applications and funding allocations	Progress Association in Community Alliance Byron Shire)	No change.
15.		Upgrade of Grays Lane . Clearer road markings at several intersection hot spots along Grays Lane.	Upgrade works subject to future budget and funding allocation.	E2019/41790 (Submission on behalf of Tyagarah Community Association in Community Alliance Byron Shire)	No change.
16.		State of our roads in east Suffolk Park. Particularly Clifford and Alcorn streets. Patching will not fix this problem, we are desperate to have our roads attended to.	Clifford St is scheduled for reseal in 19/20. Alcorn St will require design and full reconstruction which is not included in 19/20 budget but can be included for consideration	E2019/41507	No change.

	IPR	Submission Comments	Response	Reference	Recommendation
	Link		•		to Council?
		The roads were not built for such heavy constant traffic.	under the pothole repair works program.		
17.		Could we please have some urgent attention to our roads in beachside Suffolk Park. Clifford Street. Armstrong Street. End Kalamajere Street now deteriorating as well.	Clifford St is scheduled for reseal in 19/20. Armstrong St and Kalamajere St are not included in 19/20 budget but can be included for consideration under the pothole repair works program.	E2019/41511	No change.
18.	PP 1.1.6 Provide stormwater infrastructure to manage flood mitigation, social and environmental outcomes	Acceleration of the scheduled drainage works and renewal of all pavements (excluding Beach Ave) in SGB	Noted. Currently unfunded due to higher priority roads requiring reconstruction and drainage program funded by Stormwater Levy.	E2019/41790 (Submission on behalf of South Golden Beach Community Association Inc in Community Alliance Byron Shire)	No change.
19.		Kerb and guttering and drainage at Strand Avenue New Brighton. This problem has been exacerbated by the resealing of the road. The Esplanade and gutter improvements has actually directed all the storm water straight to a few properties on Strand Avenue. There is now a continual cesspit of sand, dirt and water pooling from the road to the incomplete guttering. This needs to be fixed urgently with repairs to the guttering and allowing the water to flow under the footpath into the storm water drain situated in the corner of Strand Ave and North Head Road.	Known issue and is planned to be added to the Stormwater Levy works program when it is review in 2019. Associated with the esplanade and surrounds to combat drainage of low lying areas.	E2019/37688	No change. Further investigation required when funded through Stormwater Levy.
20.	OP 1.2.4.1 Deliver adopted projects from the beach accessibility program	Improve beach access points on all Tallows Beach entry points at Suffolk Park	Tallows – beach access will be reviewed as part of routine inspections. Any upgrade program will require scoping and a adopted budget.	E2019/41790 (Submission on behalf of Suffolk Park Progress Association in	New OP activity: Review Beach entry points and develop an action plan.

	IPR Link	Submission Comments	Response	Reference	Recommendation to Council?
				Community Alliance Byron Shire)	
21.	DP 1.2.5 Ensure ongoing maintenance and upgrade of inclusive community buildings and swimming pools (SP)	Upgrades to the Mullumbimby Pool: 1. Provision of heating to the main pool via the installation of a solar panel heating system. 2. Upgrading the existing 50 metre pool to provide people with a physical disability or temporary injuries, access at the shallow end. 3. Provision of a new covered 'Hydrotherapy pool' which would serve the public by providing exercise, physiotherapy and rehabilitation services to the wider community. 4. A rigid gable roof structure over "the kids' pool" so that youngsters can learn to swim and play protected from the sun 5. The installation of a zero depth splash pad area with a new shade structure for	Renewals, upgrades and capital works that reduce ongoing operational expenditure whilst improving accessibility is supported.	Further detail in E2019/41521 E2019/41590 and E2019/41790 (Submission on behalf of Community Alliance Byron Shire)	Add OP activity provide in-kind support in preparing a capital project that improves accessibility and long term financial sustainability of the Petria Thomas Pool facility
		water play, targeted /focused on younger children.			
	OP 1.2.7.4 Develop concept plans for the future use and management of Butler Street Reserve	Preservation and remediation of our Butler Street Crown Recreation Reserve Toilet block to be reinstated in Pilgrim	Detailed consultation is an activity within the development of concept plans for the reserve. Council currently has no plans to reinstate the	E2019/41790 (Submission on behalf of Butler Street Community Network in Community Alliance Byron Shire) E2019/41790	No change.

	IPR Link	Submission Comments	Response	Reference	Recommendation to Council?
	Develop program of works for Public Toilet improvements	Park near the skatepark in Brunswick Heads	toilet block in Pilgrim Park.	Submission on behalf of Brunswick Heads Foreshore Protection Group in the Community Alliance Byron Shire	
24.		Replace South Golden Beach amenity block	Building asset management plan is currently being drafted and condition surveys of all Council toilet facilities has been undertaken and this will inform the maintenance and renewal program yet to be considered by Council.	E2019/41790 (Submission on behalf of South Golden Beach Community Association Inc in Community Alliance Byron Shire)	No change.
25.	OP 1.3.1.1 Update Bike Plan and Pedestrian and Access Mobility Plan (PAMP)	Remove rail tracks and put in a bike track .	Council are currently working on a study titled "Multi Use of Byron Shire Rail Corridor", which will study the condition and potential uses of the disused rail corridor. The options will consider a rail trail in combination with other uses, noting that a rail trail does not necessarily require the removal of the railway lines. The report is due to be reported to Council in August 2019, where it will inform the Councillors and shape the policy for the future use of the corridor.	E2019/38332	No change, item being reported separately to the 27 June 2019 Ordinary Meeting.
26.		Bike paths. The bridge over Tallow Creek has become dysfunctional with it now having been surrounded by floodwater for about three months. If its going to be flooded every time it rains how about lifting the level of the bike/walk path on the	The Draft Bike Plan 2019 will be reported to Council on 27 June recommending public exhibition prior to adoption. This document will inform future road changes, upgrades and maintenance activities and works priorities generally. Council staff are currently	E2019/41517	No change.

	IPR Link	Submission Comments	Response	Reference	Recommendation to Council?
		approaches to the bridge.	investigating options to improve the Tallow Creek bike path along with preparing detailed design for the implementation of stage 1 works of the Broken Head Cycleway in 19/20 under a Stronger Country Communities Grant.		
27.		Would be great to see Byron adopt a PBN [principle bicycle network] in all structure plans to also integrate bike useability-safety into every road works planned; short & long term.	The Draft Bike Plan 2019 will be reported to Council on 27 June recommending public exhibition prior to adoption. This document will inform future road changes, upgrades and maintenance activities to ensure consideration of cycling is integrated into projects planning	E2019/39684	No change.
28.	DP 1.3.1 Ensure an integrated and accessible transport network (SP)	The Rifle Range intersection has been on and off the books for nearly a decade and a bus shelter near the same location would provide safe shelter for school children on busy Lismore Road. This is an urgent safety issue.	The Rifle Range Road intersection upgrade including provision for bus shelters is currently in the design phase including consultation with RMS.	E2019/41555 and E2019/41790 (Submission on behalf of Bangalow	No change.
29.		Bus shelters in strategic spots e.g. in newer residential developments. As few as 4-5 new bus shelters would mean that parents would not have to drive their children to school in wet or hot weather.	Council makes grant fund applications for improved high quality infrastructure projects when these opportunities present.	Progress Association in Community Alliance Byron Shire)	No change.
	OP 1.3.1.3 Update Bike Plan and Pedestrian and Access Mobility Plan (PAMP)	Make the footpath on Byron St , between the Bowling Club and the Chinese Restaurant, safe and accessible. Anyone in any kind of electric wheelchair/mobile scooter cannot get into town safely because the footpath is impossible to navigate.	The Draft PAMP 2019 will be reported to Council on 27 June recommending public exhibition prior to adoption. This document will inform future upgrades and maintenance activities to ensure consideration of and prioritisation is integrated into projects planning. This together with Council's regular footpath inspections program will inform future budget considerations.	E2019/41555 and E2019/41790 (Submission on behalf of Bangalow Progress Association in Community	No change.
31.		A footpath in Deacon Street from Station St to Heritage House has been urgent for some time.	The Draft PAMP 2019 will be reported to Council on 27 June recommending public exhibition prior to adoption. This document will inform future upgrades and maintenance	Alliance Byron Shire)	No change.

	IPR Link	Submission Comments	Response	Reference	Recommendation to Council?
			activities to ensure consideration of and prioritisation is integrated into projects planning and future budget considerations.		
32.		Dedicated bicycle/pedestrian lane and/or track between Mullumbimby and Brunswick Heads	The Draft Bike Plan 2019 will be reported to Council on 27 June recommending public exhibition prior to adoption. This document will inform future road changes, upgrades and maintenance activities to ensure consideration of cycling is integrated into projects planning	E2019/41790 (Submission on behalf of Saddle Ridge Local Area Management Planning Association Inc in Community Alliance Byron Shire)	No change.
33.		Repave Redgate Road Bike Path. Upgrade Kolora Way Bridge and link bike path from Old New Brighton road to Redgate Road	The Draft Bike Plan 2019 will be reported to Council on 27 June recommending public exhibition prior to adoption. This document will inform future road changes, upgrades and maintenance activities to ensure consideration of cycling is integrated into projects planning and future budget allocation.	E2019/41790 (Submission on behalf of South Golden Beach Community Association Inc in Community Alliance Byron Shire)	No change.
34.	CSP 1.5 Provide continuous urban water and	Alternate flow path Byron Bay STP treated effluent, allocate funds to complete design with relevant approvals and start construction in 2019 2020	Budget allocation for the design in 19/20. Budget allocation required once environmental approvals have been met.	E2019/39531	Amend the sewer capital works budget to provide additional \$240,000
35.	sewerage services within the Shire	Water and sewer budget - alternate flow path including design completed, approvals completed and construction started during the 2019/2020 financial year.	Design for additional flow path 90% complete. Amend budget to include next stage for 19/20.	E2019/41044	for design and approvals.
36.	DP 1.5.5 Ensure strategic	Were the principles of the Community Solutions Panel incorporated into this	The values of the solutions panel directly inform the works program and allocation of	E2019/38341	No change.

	IPR	Submission Comments	Response	Reference	Recommendation
	Link		•		to Council?
	infrastructure	budget and future budgets?	priorities. This is highlighted in the Delivery		
	planning		Program.		
	documents are in				
	line with				
	Community Solutions Panel				
	values (SP)				
37	OP 1.6.1.1	Support for pay parking across the shire	Noted.	E2019/38342	No change.
37.	Implement	to encourage residents to take up the	Noted.	L2019/30342	No change.
	Parking	option of a residents' permit			
38.		Parking in Mullumbimby CBD has		Further detail	No change.
50.	Strategies for:	become a premium with various		in	No change.
	- Bangalow	suggestions for improvement made		E2019/41521	
	- Belongil	including paid parking and the introduction		and	
	- Mullumbimby	of meters and improved conditions for bike		E2019/41790	
	- Brunswick	riders. Mullumbimby Residents		(Submission	
	Heads	Association supports these options but		on behalf of	
	incorporating	their introduction should be in conjunction		Community	
	accessible	with the provision of long term car parking		Alliance Byron	
	parking	adjacent to Mullumbimby CBD.		Shire)	
39.	•	Mullumbimby Residents Association would			No change.
	based on	like to see available land adjacent to the			
	community need	old Railway Station utilised for long term			
	(which may	car parking. This would provide parking			
	exceed legislative	opportunities for workers in the CBD and			
	requirements)	visitors, shoppers and those wanting to			
		'socialise over a long lunch. A visitors			
		Information Centre, using the old Station			
10		building would be an additional asset.		E0040/44000	
40.		Locality Plan for Broken Head Reserve		E2019/41036	
		Road. To include roadworks, parking,			
		cycleway and signage. In particular a complete repair of Broken Head Reserve			
		Road up to Seven Mile Road. Creation of			
		sealed parking bays where there is			
		currently gravel. Explicit signage and			
		monitoring of illegal and dangerous parking			
		and camping. I would support paid parking			

	IPR Link	Submission Comments	Response	Reference	Recommendation to Council?
		meters or the like to help with ongoing costs.			
41		Implementation of pay parking, user pay toilets and user pay barbecues	Pay Parking and any subsequent project funding allocations subject to investigation, Council consideration and resolution	E2019/41790 Submission on behalf of Brunswick Heads Foreshore Protection Group in the Community Alliance Byron Shire	No change.
42	OP 2.1.1.1 Support inclusive community events	Byron Shire Council currently supports the Arakwal Community Cultural Family Day event during NAIDOC Week. This event has grown and become a significant community event with numbers in excess of 500 people from the wider community joining Arakwal in celebration. In acknowledgement of the increased costs and community attending to support this important community event, Arakwal is seeking an increase to the Council contribution from \$1000 to \$2000 ongoing. The Corporation offers the community a great cultural experience with dancing, singing, artwork, children's activities and a BBQ serving kangaroo sausages etc. Throughout this day we employ some local Aboriginal people to assist with stalls, activities and performances. We have appreciated the kind assistance from Byron Shire Council to date, and would most appreciate Byron Shire Council being able to continually support this Annual Community event with an increase in your contribution.	Council currently provides \$1000 per year to Arakwal for the Arakwal Community Cultural Family Day event. There has been no increase to this contribution over the last five years.	E2019/36321	Budget adjustment to allocate the additional \$1000 from the S356 Community initiatives stream

	IPR Link	Submission Comments	Response	Reference	Recommendation to Council?
43.	OP 2.1.3.1 Implement Public Art Strategy	Remove the artwork at the Arts & Industry Estate in Byron.	This project was initially undertaken with developer contributions specifically collected for the purpose of provision of public art. These contributions could not have been spent for any other purpose. The additional funds being allocated in the draft budget are also developer contributions to be used for the purposes of open space works. These funds cannot be used for road upgrading or for maintenance. They must be used for new capital works.	E2019/41513	No change.
44.	OP 2.1.3.2 Develop an Arts and Cultural Policy	Byron Shire Council does not have an Arts and Cultural Policy and has not engaged with the local art community regarding Council funding for the arts, to develop such a policy. I ask for the budgetary inclusion; previously promised in the 2019-2020 Operational Plan and Budget to the tune of \$60,000 - \$100,000, to develop an Arts and Cultural Policy and Strategic Plan over the upcoming financial year.	Council has resolved to undertake a review of the Arts and Cultural Policy in 2019/2020 in order to define its role in the arts landscape. Council has resolved to undertake a review of the Arts and Cultural Policy in 2019/2020 in order to define its role in the arts landscape.	E2019/41787	No change.
45.	5.	The Arts in various forms and ways chronicles and helps to define a culture. I walk in Byron, a town that I have lived near since the 50's and all I see is a scene of gross consumerism. There is no artistic feel. Council, please in your funding make a significant contribution to the artistic heart.		E2019/41781	No change.
46.	DP 2.2.1 Develop and maintain collaborative relationships with government, sector and community	7 submissions: We request to include \$115k for 2 x 0.6 FTE Public Space Liaison Officers. This issue is not only something that those experiencing homelessness in Byron Bay want and would benefit greatly from, by having a safe, dry and secure location to store personal belongings, but it also will assist the community to help keep our	Australian evidence indicates that Public Space Liaison Officers (PSLOs) are an effective strategy to significantly decrease the public space amenity impacts of rough sleeping. PSLOs: • engage with people occupying public space who are homeless, begging or street drinking • manage and respond to issues early	E2019/34913 E2019/34522 E2019/34520 E2019/34517 E2019/35234 E2019/35527 E2019/36319 E2019/38217 E2019/39522	That Council support in principle the inclusion of the positions in the structure subject to identification of a funding source for the positions for a 2 year period.

	IPR Link	Submission Comments	Response	Reference	Recommendation to Council?
		footpaths clear.	 before they become entrenched provide advice and information to community, service providers and Council that supports effective responses for public space issues identify and action risks to health, safety and welfare arising from activity in public spaces build collaboration across Council and in the community (including the business community) to better respond to homelessness build relationships with people sleeping rough to involve them in negotiating solutions to problems or issues that impact upon them. The PSLO strategy for Byron Shire was a collaborative recommendation by local service providers informed by an evidence based presentation by City of Sydney. A leaner Byron model was determined to suit the current local context. Early actions would include implementing a project for storing personal belongings and a local protocol for shared use of public space. 		
47.	DP 2.3.2 Support effective management of community buildings (SP)	Remove the constraints on the use of the Heritage House in Bangalow to allow the Bangalow Historical Society to generate increased income through hiring of the facility.	Bangalow Heritage House is located on community land and as such has legislative parameters in relation to its use as a community facility. Income may be generated from activities and events that are community based in nature.	Further detail provided in E2019/35167	No change.
		Seek additional grant funding for works at Heritage House in Bangalow, including solar, a concrete slab, and a new storage facility.	Grant funding for all community facilities is considered wherever possible to enhance and improve community assets.		
48.		Request from the Lone Goat Gallery Section 355 Board of Management about	Council is providing \$57,100 in the Draft 19/20 budget for the Lone Goat Gallery	E2019/40095	The fee waiver be supported and

	IPR Link	Submission Comments	Response	Reference	Recommendation to Council?
		waiving the weekly fee for foyer wall rental	Coordinator. Under the 19/20 fees and charges, Hire of the Byron Bay Library wall is \$50 per week.		monies reinvested by the Lone Goat Gallery Board to offset (through covering the exhibition hire fee) a minimum of one regional emerging artist show per financial year. If Council supports this the revenue in the budget will need to be reduced by \$2,400 and the expenditure budget for the Lone Goat Gallery reduced by
49.		Fees and Charges for Ocean Shores Community Centre : We would like to change the charge for the Kitchen from \$20 p/ hr to \$15 for regular hirers and \$18 for casual hirers per hour.	Council S355 Committees are invited to make changes to the Fees and Charges each year. No changes were provided at the time by Ocean Shores Community Centre S355 Committee. No information has been provided by the committee in relation to the decrease in fees for Kitchen Hire.	E2019/41292	the same amount. No change.
50.	OP 2.3.5.2 Enhance beach safety at Tyagarah Reserve through a number of initiatives including monitoring and maintenance of cameras and	Funds that are currently being used to support the Clothing Optional Beach area to be better invested in the area. Ranger presence would be of assistance.	Resolution of Council allocates funding for specific safety initiatives.	E2019/41790 Submission on behalf of Tyagarah Community Association in the Community Alliance Byron Shire	No change.

<u>13.9 - ATTACHMENT 4</u>

STAFF REPORTS - CORPORATE AND COMMUNITY SERVICES

	IPR Link	Submission Comments	Response	Reference	Recommendation to Council?
	signage				
51.	OP 2.4.3.1 Monitor, investigate and resolve complaints in relation to community safety, land use and the environment	Conservation of North Ocean Shores. Funds to be made available for monitoring North Byron Parklands consent conditions		E2019/41790 Submission on behalf of Community Alliance Byron Shire	No change.
52.	OP 3.1.1.1 Continue to undertake the Biodiversity Conservation Strategy review	An annual budget and management plan for key biodiversity values in the Broken Head area.	Council is presently developing a Biodiversity Conservation Strategy for the entire Shire, which will aim to protect biodiversity values, however will not be specific for Broken Head. Noting that a large portion of Broken Head lies within the Broken Head Nature Reserve and is managed by National Parks and Wildlife Service.	E2019/41036	No change. Already identified in OP on a Shire wide basis.
53.	OP 3.1.1.5 Finalise the Shire wide Integrated Pest Management Strategy OP 3.1.1.6 Implement the Flying Fox Camp Management Plan	Support for the Flying Fox Management Plan and projects	Noted. Council's FF Management Plan assesses many management options for FF's on a priority basis depending on the FF camp and location. Council will continue to implement actions in the plan in consultation with the designated Community Project Reference Group (PRG).	E2019/38340	No change.

	IPR	Submission Comments	Response	Reference	Recommendation
	Link	Submission Comments	Response	Reference	to Council?
54.		Shire Wide Budget Priorities: 1. Plan for Climate Change Mitigation 2. Plan for Climate Change Adaptation 3. Increased protection of Wildlife Corridors 4. Completion of Koala Plan of Management 5. Funding to continue the assessment and planning to: a) cease building public infrastructure in low-lying or vulnerable locations b) cease building public infrastructure in low-lying or vulnerable locations c) cease building public infrastructure in low-lying or vulnerable locations c) cease building public infrastructure in low-lying or vulnerable locations 6. Upgrade Sewage and drainage infrastructure. 7. Funds to be made available for extra compliance staff to enable increased enforced compliance regarding: a) Illegal holiday letting b) Illegal development c) Companion animal regulation	1. Council's Net Zero Emissions Reduction Strategy was recently publicly exhibited and is going to Council (20 June meeting) for endorsement. 2. Refer separate report 3. Council is presently developing a Biodiversity Conservation Strategy which will consider Wildlife Corridors. 4. The CKPOM has been adopted by Council with actions presently being implement, however is pending State Government endorsement due to review of the the Koala SEPP. 5. Noted.	E2019/41790 Submission on behalf of Community Alliance Byron Shire	No change. Other than: 2. 2019/20 draft budget amended to provide \$20,000 towards climate change mitigation and adaptation as per separate report to 27 June 2019 meeting.

	IPR Link	Submission Comments	Response	Reference	Recommendation to Council?
55.	OP 4.1.1.2 Continue to develop Our Mullumbimby Masterplan OP 4.1.1.3 Early delivery of Our Mullumbimby Masterplan through seed funding activation project	Request for six projects that emerged from the Mullumbimby Masterplan process to be considered within the 2019-20 Operational Plan: Place Making Activation Project Stuart Street Tree & Artscape Project Changing traffic priorities on Tincogan Street. Argyle Street Gateway Rezoning, Park and Car Parking Mullumbimby Story Trail Dalley Street Civic and Ceremonial Precinct These priority projects could commence immediately using the existing \$200,000 S94 funding allocated to the Mullumbimby Town Masterplan project.	Staff are currently reviewing the suggested six projects. Furthermore, these projects can be used to inform the implementation Plan for Mullumbimby Master Plan based on budget and ease of roll out. Several of the projects have been identified in the Draft Mullumbimby Masterplan as being priority actions and this, if upheld during public exhibition of the draft masterplan, will be used to inform the forthcoming implementation plan.	Further detail provided in E2019/34293 E2019/36432 E2019/41509 E2019/41552	No change to Operational Plan activities already identified.
56.	OP 4.1.1.2 Continue to develop Our Mullumbimby Masterplan	The intersection of Burringbar and Stuart Streets. This intersection has come under scrutiny at various times in relation to traffic and pedestrian management but so far no improvements have been made. We are concerned that traffic management and pedestrian safety are improved in the CBD of Mullumbimby while at the same time contributing to and recognising the historical and cultural history of the village.		Further detail in E2019/41521	

IPI Lir	PR nk	Submission Comments	Response	Reference	Recommendation to Council?
57. OF Pre Pla Pro en ba: Re	P 4.1.3.9 repare a anning roposal to nable precinct ased Short Term ental ccommodation.	1. Council deem 90 days maximum for holiday lets in Residential Zones. 2. Council impose a 'voluntary' bed tax. 3. For Holiday Let properties that abide by Council's rules, Council could provide a 'tick' of approval to these properties 4. Council help educate and inform local residents about the economic benefits of tourism to the community	Noted, for consideration as planning proposal progresses.	E2019/41039	No change.
cor acc dig tec wh pa	P 5.1.3 Inhance Inhanc	It would be good to make geospatial information publically available via the council's website so that residents, visitors and businesses can find information that interests them in Byron Shire. For example areas at risk of flooding; location of council's assets such as parks, pools and reserves. It would add another level of detail to councils existing web site services.	Council has a rich set of geospatial information available to staff and much of it available to the public through attendance at Council's office or through GIPA requests. Making parts of it (that do not contain private information) available via the internet would; • Provide a central place for residents to gain geospatial information • Improve the quality of service for community • Reduce public requests for this type information Examples of the type of information that could be displayed graphically include but is not limited to; • Vegetation mapping • Assets mapping such as parks, paths, bins • Property boundaries (currently available via SixMaps https://maps.six.nsw.gov.au/ • Environmental planning such as Zones (this is currently available via NSW Planning Portal https://www.planningportal.nsw.gov_au/ Most councils currently offer this facility to	E2019/41791	Supported in principle, subject to investigation of funding sources

	IPR Link	Submission Comments	Response	Reference	Recommendation to Council?
			their community. Funding required to provide this solution is estimated at; Implement \$51,000 Ongoing annual \$11,000		
59.	DP 5.3.1 Enhance external and internal customer service effectiveness	Customer service is amazing.	Noted.	E2019/38333	No change.
60.	OP 5.4.1.1 Annual review of suitability and utilisation of light and heavy fleet	Request that Council staff and officials investigate opportunities for electric cars for fleet vehicles.	This has been identified as part of the Electric Vehicle strategy.	E2019/38339	No change.

Access Consultative Working Group

	IPR	Submission Comments	Response	Reference	Recommendation
	Link				to Council?
1.	OP 1.1.3.5 Upgrade access ramps and footpaths	What priority areas are being planned for upgrade? Is there a list? Can this list be used as a measure when reporting? Can the ACWG be regularly informed of progress?	The Draft PAMP 2019 will be reported to Council on 27 June recommending public exhibition prior to adoption. This document will inform future upgrades and maintenance activities to ensure consideration of and prioritisation is integrated into projects planning. Identified projects status and activities updates can be provided to the ACWG on a regular basis.	E2019/40329	No change.
2.	OP 1.2.4.1 Deliver adopted projects from the beach accessible program	Torakina and Main Beach are priority areas for ACWG, as is the ability to access dog walking beaches for people in wheelchairs and/or mobility scooters. Could the plan be more detailed? Could the ACWG be consulted on development of beach accessibility projects?	Manager Open Space welcomes input into this program from ACWG. A consultation phase will be included within the development of this program, with particular focus with key stakeholders.	E2019/40329	Amend the measure to include ongoing consultation with the Access Consultative Working Group.
3.	OP 1.2.4.2 Develop Public Open Space accessibility program	This is abstract. Can this please be more specific and include consultation with the ACWG as a measure? Can inclusive play and recreation areas for children be planned for and developed as there are currently none in the shire?	First stage is to develop and have adopted by Council the accessibility program.	E2019/40329	Amend the measure to include ongoing consultation with the Access Consultative Working Group.
4.	OP 1.2.4.3 Deliver Stage 1 of Public Open Spaces Accessibility Program	This is abstract. Can this please be more specific and consultation with the ACWG as a measure?	Stage 1 is referenced as it is anticipated that all elements within an adopted accessible program are unlikely to be able to be delivered within the 19/20FY and example would be accessible access to main beach due to this needing to be integrated into the foreshore protection works pending an approved CZMP and capital works funding. Manager Open Space and Resource Recovery welcomes and encourages input from the ACWG.	E2019/40329	Amend the measure to include ongoing consultation with the Access Consultative Working Group.
5.	OP 1.2.5.1	What are these?	The development of the Open Space Asset	E2019/40329	No change.

	IPR Link	Submission Comments	Response	Reference	Recommendation to Council?
	Complete the Open Space Asset Management Plan incorporating Disability Inclusion Action Planning Objectives	Can the ACWG be provided with a copy?	Management Plan will examine the current level of access and what options exist for increasing inclusion.		to Council?
6.	OP 1.2.5.6 Deliver maintenance works programs for inclusive swimming pools	What are the planned maintenance works? The wording is vague, what does it mean? There is no accessible carpark at Mullumbimby pool, the only accessible pool (with a lift) in the Byron Shire. Can this be prioritised? Will lifts be installed at other public pools to ensure accessibility? 'We' often use Murwillumbah pool which is a great example of an accessible pool.	Pools will be maintained at current accessibility levels. Any upgrades would be part of a capital works program and have not been identified for the 2019/20 financial year.	E2019/40329	Requires further investigation in partnership with the ACWG.
7.	OP 1.2.9.2 Review public toilet level of service including disabled accessibility	Toilets are filthy; can they be cleaned more regularly? Brunswick Heads toilets are particularly dirty and need an upgrade.	State Government owns Brunswick Heads toilet facilities and there are plans to upgrade them. Council is looking into options for ongoing management eg. Transfer of ownership to Council. Report to Council on cleaning levels of service.	E2019/40329	No change.
8.	OP 1.6.1.1 Implement Parking Management Strategies for: - Bangalow - Belongil - Mullumbimby - Brunswick Heads incorporating accessible	Can New Brighton parking management please be added to the list of areas? There is currently no accessible carparks in New Brighton and signage is not clear As above. There is no accessible carpark at Mullumbimby pool, the only accessible pool (with a lift) in the Byron Shire. Can this be prioritised?	New Brighton area and Mullumbimby Pool can be included when considering parking management strategies and project priorities.	E2019/40329	No change.

	IPR	Submission Comments	Response	Reference	Recommendation
	Link				to Council?
	parking				
	requirements				
	based on				
	community need (which may				
	exceed legislative				
	requirements)				
	Toquilottionto)				
9.	OP 2.2.2.2	Is there an opportunity for capacity	Staff actively promote inclusion within	E2019/40329	Amend OP to
	Support children	building (access and inclusion) to occur	Council facilities, however could investigate		include:
	with additional	across the region and/or at other centres?	sector capacity building opportunities.		Delivery of 1 sector
	needs to learn	ie. building stronger networks			capacity building
	and participate				workshop
	alongside their				
	peers.				
10.	OP 2.3.2.1	What are the priorities? How are they	Building maintenance and major works is	E2019/40329	No change.
10.	Develop and	decided?	based on a strategic asset management	E2019/40329	ino change.
	implement	Will there be opportunities for ACWG to	plan. This identified major through to minor		
	building	comment?	works and takes into consideration access		
	maintenance and		and public safety. Planned 2019/20 access		
	major work		upgrades include a new ramp at		
	schedule for		Mullumbimby Neighbourhood Centre and		
	community		upgraded and accessible toilets at Marvell		
	buildings that is		Hall		
	informed by				
	access				
11.	requirements OP 5.1.1.6	This is vague – can this please be more	Council is aware of the need to develop a	E2019/40329	Amend the measure
''.	Develop and	specific? And could consultation with the	detailed database of relevant	E2019/40329	to include ongoing
	implement	ACWG be included as a measure?	networks/stakeholders		consultation with the
	centralised	Notice be included as a medicale:	The transfer of the transfer o		Access Consultative
	stakeholder				Working Group.
	management				
	system that				
	incorporates				
	inclusion				
	strategies.				

	IPR	Submission Comments	Response	Reference	Recommendation
	Link				to Council?
12.	OP 5.1.2.3 Develop Engagement Toolkit	Will this be in Plain English ? Can the ACWG be involved? How will you measure staff reporting use of the toolkit? What will be measured as a success rate?		E2019/40329	Amend OP activity to: Develop Engagement Toolkit to include Council providing information in Plain English.
	OP 5.1.3.1 Make available Council's Ordinary Meeting business papers; enable business papers to be accessed by persons using assistive technology.	Can the measure be 100% of business papers accessible to screen readers and text readers? And the measure needs to refer to the new updated Website Accessibility Guidelines - WCAG 2.1	Noted. Council aims to work towards and progress through the requirements of WCAG 2.1	E2019/40329	Amend measure accordingly.
14.	OP 5.1.3.5 Facilitate and promote online opportunities for community access and make community access opportunities accessible to people using assistive technology. OP 5.2.1.6 Publish GIPA open access information online	Can the measures also include that they will meet the <i>updated</i> Website Accessibility Guidelines - WCAG 2.1? Entire website needs to be accessible.	Noted. Council aims to work towards and progress through the requirements of WCAG 2.1		Amend measure accordingly.

	IPR	Submission Comments	Response	Reference	Recommendation
	Link				to Council?
	OP 5.2.1.8 Ensure published information meets Disability Inclusion Accessibility requirements. OP 5.2.3.4				
	Update and publish Council's policies online.				
	OP 5.2.1.9 Develop online information that promotes inclusive recreation opportunities in the Shire consistent with the Open Spaces and Recreation Plan including open space accessibility.	There is hardly anything to promote. There are no inclusive play areas. Can this activity also be extended to include accessible tourism information? This information doesn't exist anywhere.	Waterlily Park is designed as an inclusive play scape – For example the RFT required proposal to consider Everyone Can Play guidelines and accessibility as a specification to the RFT. Open space in the last FY have upgraded Clarks Beach to accessible standards, Bangalow Parklands, Waterlily, Accessible table upgrades etc. Wrt accessibility, all play scape renewals are considered in the with CPTED, Everyone can Play guidelines together with AS1428.1 It is acknowledged that there is significantly more opportunity in Open space accessibility which is being considered within all Open Space capital and renewal programs – This is to be formalised within the Open Space Accessibility Program (a Operational deliverable in 19/20 FY).	E2019/40329	No change.
16.	OP 5.2.1.10 Develop information package to support understanding	Can consultation with the ACWG be included as a measure? Can the access related items be reported to ACWG?	Yes. Engagement with Key stakeholders, such as the ACWG will occur during development.	E2019/40329	Amend the measures to include ongoing consultation with the Access Consultative Working Group.

	IPR	Submission Comments	Response	Reference	Recommendation
	Link				to Council?
	and use of the Open Spaces framework and hierarchy consistent with the Open Space and Recreation Plan.				
	OP 5.3.1.3 Implement inclusive and accessible Customer Service Strategy with Charter.				
	OP 5.3.1.4 Implement customer service training program focused on quality and service excellence.				
17.	OP 5.3.2.2 Provide customer enquiry statistics/business intelligence data to inform strategic decision-making.	Can the measures for these activities also include consultation with ACWG ? Can an overview of access and inclusion enquiries be reported to ACWG regularly? If possible, could it detail the appropriate responses taken to address the enquiries?	It is proposed that managers will attend the ACWG on an annual basis to provide an update on activities and measures.	E2019/40329	Amend the measure to include ongoing consultation with the Access Consultative Working Group.
18.	OP 5.5.2.3 Ensure Council revenue billing and payments are available in an	Can a large print version be offered for those that require it? If so, this information will need to be communicated appropriately. Could this be an option for all written	There is certain information that must be included on rate notices, including payment options that must be printed in a particular manner.	E2019/40329	No change.

	IPR	Submission Comments	Response	Reference	Recommendation
	Link				to Council?
	accessible format.	documents provided by council?	We are encouraging more people to subscribe to receiving electronic rate		
	OP 5.5.2.8	The website accessibility guidelines have	notices to allow them to use assistive		
	Implementation of	been updated and should state – WCAG 2.1	technology.		
	sundry debtor				
	invoices via email				
19.	OP 5.5.3.5	Include in measure that the Information	Noted.	E2019/40329	No change.
	Review tender	Communication Technology (ICT) standard			
	documentation to	is met. Ensure ICT accessibility is			
	give greater	embedded into procurement processes.			
	weighting to				
	social enterprise				
	companies/				
	service providers				
	that support and				
	encourage				
	inclusive				
	practices				

Community Conversations

Council hosted 2 community conversation sessions on 15 April 2019, 12pm-2pm and 5pm-7pm. The community conversations outlined the context and how Council develops its Operational Plan and Budget and focused on the community objectives of the Community Strategic Plan to identify and discuss the community's main priorities and expectations for the next 12 months.

Goal of the sessions

Engage with the community to review and discuss Council's proposed Operational Plan activities to be delivered in 2019/20.

Objectives

- Maximise community understanding of the challenges faced by Council in delivering a robust, transparent, and effective Operational Plan
- Enable community members to easily provide feedback on the proposed activities in the Operational Plan
- Maximise community input to the Operational Plan and Budget

Feedback

The feedback received at the community conversations is structured according to the 5 Community Strategic Plan objectives.



Infrastructure

The participants identified a high level of dissatisfaction with the current road maintenance practices. Council discussed its current priorities and outlined the challenges it faces.

Theme	Consideration	Ideas
Public Toilets	The community want improved public toilet facilities across the Shire	Involve the community in competition for designs
	1 31 11 0 11 0 1	Charge to use public toilets
	Issues with the South Golden Beach shower not draining away	Move shower facility into the dunes
Service Standards	The community are not aware of the service standards they can expect from Council	Communicate service standards with explanation
Traffic	Congestion and high traffic levels into Byron Bay	Bypass from Industrial Estate to Suffolk Park Park and Ride suggestions including providing a large carpark outside of Byron Bay and a shuttle service into the town centre One way streets in Byron Bay
	Issues with pedestrian activity on roads	Road safety education programs
	Road safety	Reduce speed limits on roads; particularly on Main Arm Road
		Road widening
Regional Roads	These roads are a burden to Council and community because of their high maintenance costs	Ask State Government to maintain Brunswick Valley Way
Shared Paths and Cycleways	There is community desire for improved linkages within and between villages in Byron Shire	Requests for delivery of specific projects Shared path / cycleway along Balemo Drive, Ocean Shores Shared path / cycleway along Redgate Road, South Golden Beach Suffolk to Byron path
Footpaths	Footpaths in Bangalow are unsafe and unsuitable for people with disability	Request for more works to be undertaken in this area
Road Maintenance	Byron Shire roads are subject to high levels of degradation and potholes	Employment of another road work crew Focus on key points, such as: • Mullumbimby industrial estate • Riffle Range Road
Vegetation	Overgrown vegetation on road side	Increase vegetation removed to gain efficiencies and not have to do it as often
Drainage	Request for more drainage works in South Golden Beach	There was a request for more drainage works, however this will not be undertaken
Rail Corridor	Interest in the opportunities associated with the disused rail corridor	Rail services connecting towns and villages



Community

There was a desire from some participants for Council to look to alternative service delivery opportunities in areas that are not necessarily Council's core responsibility. Council is interested in having further discussions in this area.

Theme	Consideration	Ideas
Public Art	Forward planning of public art works to provide a consistent approach to art in the Byron Shire	
Festival	Increased attendance at festivals has a significant impact on the community	
Community Facilities	Use of community facilities	Audit use of facilities including sportsfields and other public spaces to ensure they are being used regularly and warrant the level of maintenance expenditure Investigate opportunities for increasing revenue from Council facilities such as swimming pools and the Cavanbah Centre
Vulnerable Groups	Recognition that Council does not have resources for service delivery in many areas of the need for the community, what can Council do?	Advocate on behalf of the community for increased service provision for vulnerable members of the community



Environment

The

Theme	Consideration	Ideas
Waterways	Health of creeks and waterways	Unblock the opening for Marshalls Creek Erosion management along Brunswick River that has been caused through people creating more access paths to the creek Improved management of weeds and obstacles in Bangalow Creek Opening strategies for Belongil and Tallow Creeks
Waste	Community education around recycling is still not adequate and many people don't recycle as much as they can	Run a recycling campaign to let people know what and how to recycle Disposal of batteries
Pest Management	,	Management of the increasing mosquito issues in Byron and Suffolk Park
Threatened and Endangered Species	What is Council doing to help protect threatened and endangered species?	
Renewable Energy	Council should be investing in more renewable energy opportunities	Electric cars for all Council fleet Bioenergy from sewerage treatment plants More solar facilities



Growth

It was expressed that one of the biggest issues facing the community in relation to growth is the impact of tourism on community and our infrastructure.

Theme	Consideration	Ideas
Arts and Industrial Estate	The Enquiry by Design process has identified a number of projects that could enhance this space	Implement some of the 'quick win' projects identified through the EbD process
Growth Planning	Look for alternative mechanisms to ensure future growth planning and consideration	Voluntary Planning Agreements with developers to deliver community infrastructure requirements
Visitor economy	Pay parking is a revenue source that allows Council to gain revenue from tourism rather than locals	Implement pay parking in other towns and areas in the Shire Employ more rangers to monitor and enforce pay parking
Transport	More alternative transport options are needed, in Byron Bay and between villages	Public transport Rail services
Car parking	Car parking across the Shire is unsustainable	Pay parking Provide a large carpark in Mullumbimby
Village Plans	Update on progress of village plans	Request for the development of an Ocean Shores Village Plan Deliver some of the Bangalow Village Plan projects
Land Use Planning	Land degeneration occurring as lot sizes are too big to maintain but too small for primary production, in some areas	Reconsider land use planning to enable subdivision



Governance

The focus during the sessions was on how Council can obtain and leverage alternative revenue sources to provide better outcomes for the community. With a relatively small rate base, it is crucial that Council investigate other opportunities.

Theme	Consideration	Ideas	
Revenue Sources	Council should look for alternative sources of revenue	Privatisation of Council facilities Increase borrowing where viable Seek more grant funding Local road toll	
Communication	Improve community understanding of Council operations	Ask the community what they want money spent on Change the culture and attitude of the community to remind them that it is community money and to take more responsibility	
Rates	Equity of rates	Garbage charges based on weight	
Performance	Is Council providing the most efficient services that provide value for money to the community	Council should benchmark against other councils to determine performance Reduce financial waste	
Lobbying	The community recognises that the Council requires additional support from other levels of Government	Lobby State and Federal Government on infrastructure costs Ask for increased percent of taxes Request more lead time on grant applications, as it is often difficult to meet the deadlines to apply and have sufficient information	
Community Engagement	Engage with all members of the community	Panel for young people	
Community led projects	The community could take ownership of and lead more projects themselves	Council could provide more information and assistance to community groups on how to apply for and manage grants	

Responses to Questions

Community members were invited to submit questions to Council prior to the Community Conversation sessions. The questions received and Council's responses are provided below.

Question	Response
Public Toilets The public toilets in our Shire are an embarrassment. Particularly the filthy and unhealthy block at Torakina, and the similarly dirty ones at the Brunswick Park. Everyone hates using the automatic ones at the Rails and the Main Beach, and they are totally inappropriate for the Byron Shire. Surely Council can upgrade all the toilets along the beaches with a nicely uniform design in a weatherboard cottage style that everyone can easily identify. Better value than \$50K (soon to be 100K) for a completely inappropriate sculpture. Simple things like this would mean a lot to the Shire residents and visitors alike, come on it can't be that hard.	 We recognise challenges with our public toilets and we have just recently sought community feedback on these Council is developing its Asset Management Plans for its buildings and recently undertook a survey (closed on 12 April) seeking community feedback on how our buildings perform. Following the public comment period, staff will review the community feedback and prepare a report to Council on the outcomes of the consultation. The results of all the feedback will also be used to guide the relevant asset management plans. It's also important to remember that Council doesn't own all of the toilets – so we need to negotiate with the State Government
TOILET AMENITES: Brunswick Heads. Dear Council, These need to be put at the top of your "to do" list. They are in an appalling state AS YOU KNOW. The toilet blocks need to be REPLACED urgently. They are an embarrassment to the residents and surely to Council. Also a health risk. Don't do any more statues or adornments in the Shire until you attend to this problem. Visitors and locals will be more impressed with clean modern facilities than statues etc. around the area.	 We recognise challenges with our public toilets and we have just recently sought community feedback on these Council is developing its Asset Management Plans for its buildings and recently undertook a survey (closed on 12 April) seeking community feedback on how our buildings perform. Following the public comment period, staff will review the community feedback and prepare a report to Council on the outcomes of the consultation. The results of all the feedback will also be used to guide the relevant asset management plans. It's also important to remember that Council doesn't own all of the toilets – so we need to negotiate with the State Government
Roads Why can't our rates money be spent on PROPERLY repairing our roads in Ocean Shores? The "patching" is just useless - one substantial downfall of rain & the potholes re-appear. Our roads are a disgrace to Byron Shire Council. My street was repaired not 6 months ago & it is now back to just potholes again. We only have 10 houses in our street. Obviously the repair jobs are "shonky". Most streets in Ocean Shores need some TLC. Some of the potholes you could "bury your dog in"!	 Upgrading our roads is a priority and we continue to invest Special Rate Variation funds and pay parking revenue into fixing our roads Unfortunately after years of minimal investment, challenges with how roads were first built and impacts of 2 million plus visitors, we have a lot to catch up on Filling pot holes is short term action to make the roads safe, but it is not enough by itself, so we are also investing heavily in re-sealing, heavy patching, and renewals

When are you going to fix the dangerous POT HOLED roads all over the shire; it is a disgrace & an embarrassment to a premier holiday destination in Australia. Make it a priority. Why don't you use the extra rates you collect & the parking meter money to FIX THE ROADS??	 Upgrading our roads is a priority and we continue to invest Special Rate Variation funds and pay parking revenue into fixing our roads Unfortunately after years of minimal investment, challenges with how roads were first built and impacts of 2 million plus visitors, we have a lot to catch up on Filling pot holes is short term action to make the roads safe, but it is not enough by itself, so we are also investing heavily in re-sealing, heavy patching, and renewals
Why does Ocean Shores and New Brighton have worse roads than an Afghan airfield after a cluster bomb attack?	 Upgrading our roads is a priority and we continue to invest Special Rate Variation funds and pay parking revenue into fixing our roads Unfortunately after years of minimal investment, challenges with how roads were first built and impacts of 2 million plus visitors, we have a lot to catch up on Filling pot holes is short term action to make the roads safe, but it is not enough by itself, so we are also investing heavily in re-sealing, heavy patching, and renewals
I ask the question to why do we have to constantly cope with the neglect to road verges not slashed, except for maybe a once a year tractor slash, hence danger driving on our country roads in Byron Shire. Tweed Council slash, spray and actually scrape weeds/grass from sections of road verges (eg at Tweed Shire Council just north of Byron Shire Council boundary), so vision when driving is made safe. Another tractor slashing job is at desperation point - traffic on our country roads have increased so much, hence more dangerous situations - Why are these continually ignored? The tree growth (especially on the bridges (growing between the concrete) & the hill both sides) north of the main traffic bridge on Tweed Valley Way to Brunswick Heads is out of control! This damages the concrete so do we have major repairs 'down the track' because of deliberate ignoring and neglect of this? The massive growth of the shrub privet is just everywhere. This is contaminating our local honey production. I have bought local honey at numerous places and the smell/taste of privet is so strong; some - vile, others - milder but privet taste & smell is there. Our local honey production is 'under attack'! My parents were apiarists so I know honey. Back to our roads. The junction of Billinudgel, Pocket, a private driveway and Brunswick Street (from Billinudgel village) is a constant nagging problem. After almost 4 years, the vision was dealt with by the huge overgrowth of lantana, weeds, camphor tree & 'others', massively high setaria grass, vines cleared which made that junction so different - easy - safe. Then of course, the setaria has grown very high again so vision and safety is in jeopardy. Walking and bike riding over the bridge and roads is a health hazard of course. I informed by email this	Council's inspections officer David Whitehead is liaising directly with the resident about this

junction section was this was said to be whipper snipped recently 2 weeks ago but it was not. Also after rain, gravel is washed across the roads, with vehicles skidding in the loose gravel. A drain under the road is needed, Billinudgel Road tarred so gravel does not wash down - problem fixed - no more loose gravel all over the road & corner to Marshalls Creek bridge. Oh, tarring would stop the massive continual voluminous clouds of dust that envelope our properties and homes when no rain, causing health problems and having to keep all windows shut. The need to remove the wrong type of bridge safety fence is vital as the thick wire cables stop the tractor (when it does get there) or whipper snipping between the cables is labour intensive to cut so costing more! The original railings had no such problems. Sally Wattles, vines, lantana, fallen trees/vines all block vision when driving on Billinudgel Road to Billinudgel so to drive onto the bridge is another obstacle. This is ignored also but a practical examination (but ignored and accepted to be ok) and acceptance that this is a problem needs to be acknowledged and attended to - as this was in the works years ago - it was put in as a flood request (flood before cyclone/flood Debbie) and I said at the time; This is not flood damage but Council neglect but was informed it was noted to be attended to as per what I have explained above. Result? Nothing, as far as that request but Council were trying to have funding via flood damage apparently.

I apologise that I will not be able to be at the Community Conversation. I would like to ask: 1) how much Council is spending on urban pothole filling each year, 2) whether it is true that potholes are generally only filled in each town for two days each 7 weeks, and 3) why it is not possible to double the frequency of pothole filling given that the roads are still full of potholes.

I noticed from your 1 May 2019 letter that the construction of a new shared path for Balemo Drive, Ocean Shores, will commence on middle May for the proposed stage 1. I recall that the sum of 750K was allocated for this path. In which Budget and for what year was this allocation made? and was the sum of 750K for Stage one only? Your letter says that for stage 2 you are hoping to attract additional grant funding in the future. When in the future? How much more? Otherwise Stage one will remain a 'white elephant'. Think again, please. You could only convince the constituency to grant an increase of rates for a DETERIORATE level, which indicates not having enough funding

- We fill potholes on a nearly daily basis (our jet patcher operates 10days/fortnight and our contractor operates 3days/fortnight)
- Filling pot holes is short term action to make the roads safe, but it is not enough by itself, so we are also investing heavily in re-sealing, heavy patching, and renewals
- Upgrading our roads is a priority and we continue to invest Special Rate Variation funds and pay parking revenue into fixing our roads
- Unfortunately after years of minimal investment, challenges with how roads were first built and impacts of 2 million plus visitors, we have a lot to catch up on

\$607,600 is the approved budget for this cycleway project for 18/19 Funded 50% RMS, 50% Council.

We are building stage 1a at the southern end and Stage 1b at the northern end.

Details are on our website and can be found at the following link. https://www.byron.nsw.gov.au/Services/Copy-of-Footpaths-and-cycleways-

1/Balemo-Drive-Ocean-Shores-new-shared-path

Construction is underway and expected to be completed before end of FY, 30 June 2019.

for the basic stuff, unless your money management is weak and therefore unable to obtain the robust outcome necessary.

Financial Management / Budget

Environmental Levy

- 1) Please advise on the amount of income the Rates Environmental Levy is providing yearly for this and for further future years under your Adopted annual Rate increases.
- 2) Please provide this years expenditure, and identify the projects, that you have spent our Environmental levy payments on.
- 3) And will you confirm that in your community sessions that you will be telling the public that there can be no change in the existing percentages of Cls overall Budget spent on individual areas, due to the Adopted percentages being already allocated?

We have applied for a grant for 19/20 to completed Stage 2 in the middle but have not received any advise from RMS of our application.

Question 1

- The Environmental Levy formed part of the special rate variation application approval for the 2008/09 financial year up to 2012/13 financial year. 2.00% of the 9.43% special rate variation increase was applied to the Environmental Levy.
- Council is no longer required to maintain the Environmental Levy since the end of the 2012/2013 financial year but has continued to do so by specifying a specific portion of its general rate income to this purpose.
- The 2018/2019 Budget provides an allocation of \$372,700 and the
 current draft 2019/2020 Budget provides \$382,800 but this is yet to be
 approved by Council. Assuming Council will maintain the
 Environmental Levy into future years, the amount of funding
 applicable would be the previous year's amount indexed by the
 applicable rate peg limit set.

Question 2

The total expenditure of the Environmental Levy for 2018/2019 is \$451,400 using funds held in reserve and the allocation of \$372,700 for 2018/2019. The breakdown of the expenditure is outlined in the following table:

The area and are are are personnel to a committee and the committe	
Purpose	Amount \$
Bush Regeneration	205,500
Staff Costs – Admin Officer, Coastal Officer,	136,100
Sustainability Officer	
Coastal Management Plan (Council Share)	16,900
Biodiversity Conservation Strategy	35,500
Wild Dog, Fox and Feral Control Program	20,000
Emissions Reduction Strategy	33,200
Integrated Weed Management Strategy	4,200
Total Environmental Levy Expenditure 2018/2019	451,400

Question 3

The final adoption of any budget is subject to a decision of Council to determine budget allocations to individual areas. Council has not adopted allocated percentages already for budget areas. If the question is referring to the work undertaken in 2018 by the Community Solutions Panel, the percentages were priority rankings and not percentages to determine budget allocations – and for Infrastructure not for the entire Council budget.

How is the council's money invested and if not why not with the local credit union. Please give a update on the final cost, councils contribution for the round about sculpture.	 Council has a total of \$13million out of a total of \$75.3million with credit unions. This also includes \$4million invested with a local credit union (Summerland Credit Union) that has a branch in Byron Shire. It is important that Council maintains a diversified investment portfolio to minimise financial risk or potential loss of funds which is why Council would never invest all its funds with one financial institution. Financial institutions also have credit ratings that indicate their credit worthiness and suggest their financial strength. Council has set benchmarks in its investment policy that determine how much of the investment portfolio can be invested with financial institutions within a band of credit ratings. A report is provided to Council every month published in the publicly available Ordinary Council Meeting agenda that lists every investment Council has and with which financial institution or approved organisation it is held with. The latest investment report to Council can be found at report 13.8 on page 68 of the Ordinary Council Meeting to be held on 23 May 2019 Council is bound by Section 625 of the Local Government Act 1993 that it is able to invest funds only in accordance with the Ministerial Investment Order issued by the NSW Minister for Local Government. The total cost for the Bayshore Drive Roundabout public art is \$92,000.
What plan is there to fix the basic infrastructure of Byron Shire and does this plan take precedent over unnecessary spending on things like rail, art sculptures, festivals etc. I am a resident of Suffolk Park and rate payer on multiple properties. However, I am now considering vacating to a neighbouring Shire and moving my capital elsewhere. I am deeply unsatisfied with what I am receiving for my rates. The roads are in an appalling state. Suffolk Park does not have basic footpaths. The beach entrances have poor facilities. Gaggin Park is an embarrassment and I would not be comfortable for my children playing there. They must cross busy Broken Head Road to have access to suitable facilities. There is very little for the local children to do in beach side Suffolk. The bus stop opposite the Suffolk Bakery was relocated. In doing so a bus shelter was removed and never replaced. I have seen groups of people, many children, sweltering in the hot sun waiting for a bus. Indeed there isn't even a bench to sit on anymore. (I have photos if you'd like to see them). I travel frequently to Melbourne and Sydney. Byron's reputation is becoming tarnished and often tongue in cheek referred to as "well loved". Private assets and the natural features are what are still pulling	 Council has introduced a special rate variation which will see \$11.7million generated over 4 years to invest in our infrastructure This includes roads, bridges, footpaths, drainage and open space Pay parking revenue is also being invested into our infrastructure We undertook a community solutions panel (citizens jury) to determine our infrastructure priorities and the outcome from this process drives our infrastructure program with safety being the number one priority.

people to Byron despite the almost 3 rd world state of it's infrastructure, but for how long? The roads and lack of public facilities like decent play grounds, toilets and other public attractions (particularly for families) risk Byron becoming a poor choice for locals vs neighbouring Shires and visiting families. Before anything else, I feel the Shire should direct all efforts and resources to focus on its fundamental obligation, being to get the basics right for rate payers. Leave the entrepreneurial endeavours to private entities until such time as the basics a brought up to and maintained to an acceptable standard. Public art is great but roads, footpaths, decent play grounds, etc are a must and should take priority. I note millions of dollars being spent in Byron Bay for the Bypass and Railway Park. This begs the question: How many ratepayers live in the north of the Shire and what proportion of ratepayer's money is being spent there? Take a look at Ocean Shores shopping centre, for example, it is little more than a carpark, certainly nothing that could be considered a meeting place or	 Council is committed to investing across the Shire and this is one of key values in our community solutions panel report Our pay parking revenue (as an example) is split into Byron Bay specific projects, plus an allocation across the Shire
somewhere residents can go to enjoy the amenities of Ocean Shores. Yes, Railway Park has all these aspects, yet Ocean Shores remains a suburb with no heart and soul. Why not direct the \$2.1 million dollars earmarked for Railway park into a transformation of Ocean Shores? TO ADD MONEY TO YOUR BUDGET, WHY CAN'T PROPERTIES THAT ARE RENTED OR AIRBNBS BE RATED AS COMMERCIAL PROPERTIES	Property category is based on dominant use – and often they are
ARE ????	 used as residential properties We recognise that short-term holiday let is a challenge in our Shire
Instead of putting us rate payers rates up and up and up each year, just put a \$5 toll to all who drive in Ewingsdale Road (locals excepted), or, all those in Byron renting out their 'granny flat' on AirB&B making \$100k a year actually paying their fair share of holiday letting council rates	 Property category is based on dominant use – and often they are used as residential properties We recognise that short-term holiday let is a challenge in our Shire
Is council more fixated on Byron Bay than the rest of the towns in the shire?	 Council is committed to investing across the Shire and this is one of key values in our community solutions panel report Our pay parking revenue (as an example) is split into Byron Bay specific projects, plus an allocation across the shire
Might there ever be any financial support, i.e. BUDGET to support the ARTS in Byron Shire? I recall forcing a mayor to get an Arts report written some 10+ years agobut BSC has never seemed to understand what a vital sector of our community this is, and support it in any significant way. Bizarre that the Gold Coast has such an arts-centric budget and we don't.	 Arts and culture is one of our priorities and fits within our theme on "cultivate and celebrate our diverse lifestyle, cultures and sense of community" Council is proposing to develop an Arts and Culture strategy next financial year
I think 50% of the budget should be spent on fixing potholes and deteriorated roads	 Council budget allocation is complex and we do a lot more than just 'rates, roads and rubbish' We recognise that roads are a priority
Community Solutions Panel Council held a New Democracy Foundation workshop with selective random	The Infrastructure Community Solutions Panel recommended a ranking of infrastructure categories and their priority (the pie chart is a misleading visual

applicants from the community, to decide on the percentages of the Rates budget to be allocated to the various Council budgets.

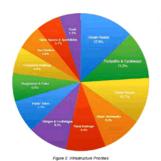
The percentages were Adopted by Council, and Council subsequently

I have previously requested Council provide an update of whether Cl's budgets spend is complying with the Adopted percentages allocated, to see if Council has actually acquitted the Adopted percentages. At a recent Ord Meeting Council included a budget update.

1) Please provide a percentage breakdown of Council's various individual budgets to date, with a copy of the Adopted pie chart, so that the public can see whether Council is complying with the various Adopted funding percentages.

representation)

It did not recommend that Council allocate percentages to various budgets. The pie chart they provided ranked the categories of infrastructure by priority.



The "pie chart" included in the panel report outlines the panel's list of priorities, rather than funding breakdown. A better way to illustrate this is as a ranking and is illustrated below:

- Urban roads
- Footpaths and cycleways
- Rural roads
 Urban stormwater
- 5. Rural drainage
- Bridges and footpaths
- . Public toilets
- Playgrounds and parks
- Community buildings
 Bus shelters
- 11 Open spaces and sportsfields
- 12 Pool

Development

Why has council allowed the local citizens to be pushed out of the rental market due to increasing prices caused by short term holiday rentals?

Why does my neighbour have 3 people living in a converted shed often drunk and naked?

Why is the council so anti-development and driven by the minority protestor population, most of whom aren't even rate payers. Doesn't council understand that we need affordable housing for locals to support local business and infrastructure and this involves developments like Byron West?

Is a Development Application needed for at home car charging stations?

Footpaths

Why are there no decent footpaths in the Arts and Industrial estate? I see women pushing prams to childcare on the road everyday and someone will get killed due to lack of available safe walkways, especially when wet?

Hi there, I know that Council have many competing issues to warrant the spending of funds but considering that Byron Industrial Estate has become the biggest work/business precinct in our shire, why are we still waiting for adequate footpaths and ample parking facilities? Everyday I see people walking on the street, even mothers with prams, navigating narrow streets with trucks and cars zooming past. This is an accident waiting to happen! Council have had the benefit of much increased rates on commercial

- Addressing short-term holiday let is a priority and we have been working with the State Government on special zone for Byron Shire given our unique situation
- Council invites you to provide more information so our compliance team can investigate.
- Addressing short-term holiday let is a priority and we have been working with the State Government on special zone for Byron Shire given our unique situation
- No, provided it is for personal use only, for the owners car.
- A precinct plan for the arts and industrial estate is being worked on and we have just held sessions with estate businesses.
- · Footpaths are being looked in to
- A precinct plan for the arts and industrial estate is being worked on and we have just held sessions with estate businesses.

properties for a few years now with seemingly no investment going back into the commercial zones. Please, Byron Industrial Estate desperately needs footpaths and carparks!	
Environment Immediate and long term priority is STOP KILLING OLD GROWTH TREES. This needs immediate attention. Australia is the flattest, driest continent on this beautiful planet. Here in northern n.s.w. we are custodians of the most verdant area. Most of Australia is already desert. The amount of recent destruction of old growth grand trees is shockingit is irreparable! Let's co-ordinate action now for preservation.	 Protecting our natural environment is one of our priorities. If you have specific details we can investigate
I would like to know if a tree preservation order is still in place, and how you plan on enforcing this important control measure, to keep the investment cowboys from coming in and destroying the few intact habitat areas and old growth trees we still have left. There should be no more land clearing, and developers should not be allowed to completely flatten an area in order to build (as at Tallow Wood), or for cattle. That is an ancient destructive, unnecessary practice, and must end.	The Tree Preservation Order is in place BUT must be considered in concert with state legislation that also applies and can override local controls for vegetation management / clearing. These controls are determined by vegetation type, location and or zone. To further complicate this, enforcement action against 'vegetation removal / clearing incidents' that are alleged to have occurred without the appropriate exemption and or approval can cross over to multiple state agencies, with council not being the responsible appropriate regulatory authority. Each incident must be looked at on it individual circumstances before a decision can be made on enforcement.
Ideas Can we make Byron and car free town? Like the many countries in Europe. Perhaps have a park and ride out of town and or extend the train to run up and back. All tourist or visitors would need to drop the car and catch a bus/ taxi/ train in town. This would help solve the congestion problems in Byron more then he bypass.	Council has trialled park and ride over peak season for a number of years - usage was not high enough to cover costs. Council is working on a range of interventions that can be put in place once the bypass is constructed that will prioritise people over cars in the town centre and act as a disincentive to drive a car in to town. Until there is a bypass and viable alternative transport arrangements (eg public transport), a car free town centre is not likely. Instead Council is focussing on reducing cars in the town centre.

13.9 - ATTACHMENT 4

Final Adoption of Operational Plan and Budget

Local Government Act 1993 s405(5) In deciding on the final operational plan to be adopted, a council must consider any submissions that have been made concerning the draft plan.

The Operational Plan and Budget are provided to Council for adoption at the 27 June 2019 Ordinary Meeting of Council. The final document includes amendments following extensive community engagement and consultation as outlined in this document.

Survey Report 03 October 2011 - 16 June 2019

Make a submission

PROJECT: Our Plan 2019/20

Your Say Byron Shire



Make a submission: Survey Report for 03 October 2011 to 16 June 2019

Q2 Details of your submission

Anonymous

5/10/2019 04:57 PM

May 9 2019 To Byron Shire Council Re: Projects for Consideration within the 2019-20 Operational Plan To whom it may, The following documents describes six projects that we would like to have considered, to be added to Byron Shire Council's operational plan 2019-20. These projects emerged from the Mullumbimby Masterplan process. They were considered as projects that could begin a renewal process in our town because: 1. They can largely be run by the local community with a light hand from council; 2. They can begin within the limited financial resources allocated to the Mullumbimby master plan within the Council's S94 contributions plan; 3. None requires major infrastructure upgrades or significant cost within early phases. 4. They are all projects that would be able to attract grant funds and sponsorship from other sources. These projects received significant support from the Masterplan guidance group process and now a number of people and local community organisations they represent. We are confident they have wider community support and are happy to organise further consultation if council supports them. Regards Jenelle Stanford - Local business owner President of the Mullumbimby Chamber of Commerce President of Brunswick Valley Historical Society Treasurer of Mullumbimby Chamber of Commerce Member of Mullumbimby Masterplan Guidance Group Malcolm Price President of Creative Mullumbimby Executive Member of Mullumbimby Chamber of Commerce Member of Mullumbimby Masterplan Guidance - Architect Member of Mullumbimby Masterplan - Architect Secretary of Creative Mullumbimby Guidance Group - Sculptor, public artist, potter Treasurer Creative Mullumbimby Project Initiator, Mullum Sculpture Walk Member of Mullumbimby Masterplan Guidance Group Mullumbimby Projects: Summary Byron Bay has its endorsed Masterplan. One for Bangalow is nearing completion. While a Masterplan is not a statutory document it is a type of social contract, which actively engages a community with its future. But a Masterplan starts to lose value after two or three years and a complete loss of value within six or seven if nothing has been achieved. This is now the case with a Masterplan for Mullumbimby, the major service centre for Byron Shire. Since establishment of a Reference Group for Mullumbimby's Masterplan in March 2016, substantial amounts of community representative and Council officer time have been invested. Some have been involved far longer, reassured by Council that a planned deliberative process would achieve the best outcome. But over that time Mullumbimby has changed and not necessarily for the better. No civic improvement projects of substance have been undertaken and none are listed in current operational plans, that we are aware of. This has real implications when external grant opportunities are available. The results of Council inaction are disenchantment, frustration and murmurings of random project proposals with no relationship to Masterplan elements considered and endorsed by the Guidance Group. This

Page 3 of 30

13.9 - ATTACHMENT 5

Make a submission: Survey Report for 03 October 2011 to 16 June 2019

could undercut the whole Masterplan process and render it pointless. The Guidance Group, what is left of it, is now seriously disillusioned about the process, the possible outcomes and whether it will clearly engage with broader State and local residential and employment strategies. Sadly. interested members of the wider community may now only be vaguely aware something called a Mullumbimby Masterplan might emerge sometime in the future. The Masterplan is supposed to be in draft form by the end of June. This means any actions may only appear in an operational plan by late 2020. On this basis the Masterplan may have little or no value by the time Council formally endorses its reality. The Mullumbimby Chamber of Commerce, Creative Mullumbimby and other individuals are willing to help. We have been engaged, respectful and patient. But, while we attend meetings, seem to be heard, and thanked for our input, we get no further feedback or no action occurs. Our experience is that squeaky wheels get attention in Byron Shire. This proposal aims to break that cycle by immediately commencing six priority projects. The objective is to restore faith in the Masterplan process and reinvigorate community interest in the town's future. Project funding is based on a dramatically reduced \$200,000 in the current s94 Plan not the \$660,000 listed in mid-2014. The Mullumbimby Chamber of Commerce. Creative Mullumbimby and other individuals have the expertise to write applications, consult with the community, negotiate with key stakeholders, design and project manage each of these projects. The six projects are: • Place Making Activation Project • Stuart Street Tree & Artscape Project • Changing traffic priorities on Tincogan Street. • Argyle Street Gateway Rezoning, Park and Car Parking • Mullumbimby Story Trail • Dalley Street Civic and Ceremonial Precinct These are detailed on the following pages. Mullumbimby Projects: Details Attached are six community projects that have been part of the Mullumbimby Masterplan discussions and development. The first three projects were specifically endorsed in the final Mullumbimby Guidance Group meeting in February this year. These priority projects could commence immediately using the existing \$200,000 S94 funding allocated to the Mullumbimby Town Masterplan project. 1) Place Making Activation Project 2) Stuart Street Tree & Artscape Project 3) Changing traffic priorities on Tincogan Street. The fourth project should be the next high priority as the unplanned surplus railway lands in Mullumbimby's centre are under threat of subdivision and sale by Transport for NSW. The railway lands were the subject of a Council resolution in February 2018. Subsequent conceptual work was undertaken by Malcom Price, Steve Drake and David Brown and presented to senior Council officers in October 2018. No further action appears to have been undertaken and their future remains solely in the hands of TfNSW rather than the Mullumbimby community through Council. 4) Argyle Street Gateway Rezoning, Park and Car Parking The fifth project does not require specific resourcing. It is a project linking many existing elements around Mullumbimby and would lay the ground to stimulate for many new community projects. The final project is potentially the most traditional. 5) Mullumbimby Story Trail 6) Dalley Street Civic Precinct Project Except for Project 6 there are no major funding implications. It is believed the

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allocated \$200,000 within the current Town Centre Masterplan budget could cover the projects as framed in the following sections. 1) PLACE MAKING ACTIVATION PROJECT This is a one off project similar to the Byron Bay Place Making project of several years ago. However, it seeks to form a policy framework for a clear long term, simple and enabling process for community generated projects that would receive timely responses of YES, NO, MORE INFORMATION, or could be forwarded to be part of Council's operational plan for the following year. These small discreet projects are of two types: 1) Community projects: a. Garden beds and landscape features; b. Public art; c. Street furniture and community amenity infrastructure; and d. Combinations of the three 2) Commercial partnership projects: a. Proposals by businesses to use public space for commercial purposes in return for proscribed types of community benefit, a partnered community project and a financial return to council. The most obvious example might be a street blister dining area, around which a community project that might includes a themed food garden, street furniture or public art. Rationale. This project has a number of precedents in Byron Shire: • The Byron Bay place activation and public art projects program that ran in the early stages of the Byron Bay Masterplan process: • The establishment of street dining processes including Brunswick Heads and Patch Café in Mullumbimby; and • Small community amenity and street furniture projects such as the drinking fountain outside of Santos and the current bicycle racks project in Mullumbimby. Additionally, many Council's have created similar committees with small discretionary funding for civic improvements with names such as livability committees and Community Chests. Solution Framework. Core components of the projects process could be: • Community setting clear guidance of the principles to guide projects approvals. This could be accomplished through an existing mechanism such as the Guidance Group, a community meeting or a combination of the two. • A one-off allocation from S94 Town Master Plan project of between \$30,000 & \$50,000. • An annual commitment either from S94 contributions or core funds to support new projects (\$10-20,000). • Projects up to an approved Council allocation (\$10,000) could proceed within the existing Council committee structure such the Masterplan Guidance (or an Implementation) Group, the PAAP or a new Council committee. Anything larger would need to be within the Masterplan or framed as a new project to be approved by the whole council. • Each project should have a Council staff member overseeing, but not managing, as a community proponent's ability to manage a project could be a key selection criteria. (The current Mullumbimby Gateway project is a potential model of a good cooperative management process.) • The proponent's ability to contribute in-kind or direct financial contributions to match or exceed Council funds to enhance a project's value for money. • A Council policy to create a clear simple and enabling process for the community to propose projects that can receive timely responses of YES, NO, MORE INFORMATION, or will be forwarded to be part of council's operational plan for the following year. Actions: 1) Council staff extract this project from the draft Masterplan, prepare a clear brief based on this description and put it up to Council as an individual project. 2) Seek

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endorsement by Council of this project in the near future with an attached budget allocation of \$30,000-\$50,000 from the S94 Masterplan project (currently has \$200,000 within S94 plan). 2) STUART STREET TREE & ARTSCAPE PROJECT This project focuses on the two blocks of Stuart Street either side of Burringbar Street. Rationale. This project was agreed by the Masterplan Guidance Group as a priority for four simple reasons: 1. The change of street tree planting on this barren section of an important street in the middle of town need not be expensive, complex and could be quickly achieved, within the existing S94 budget, with obvious results. Note the sooner trees are planted the sooner they will begin to grow. (An alternative would be Dalley Street but it would be a larger, more complex project.) 2. It is unlikely the street has complex and expensive underground or overhead infrastructure issues to deal with and there is unlikely to be a need to change major infrastructure like drainage. 3. As a street it is highly suitable for the type of incremental and partnership based process this project proposes. 4. Finally, it fits within a larger aspirational project, which is the linking through town of an avenue of trees from Heritage Park to the Museum. Background. Before there was a Masterplan group and before The Mullumbimby Big Picture Show in 2014, the Mullumbimby Chamber of Commerce proposed that Stuart Street should be a precinct for focused attention in a December 2013 letter. It was then proposed as a project during discussions and mapping by the Masterplan Guidance Group and became a priority project in the last Guidance Group meeting in February 2019. The Mullumbimby Chamber of Commerce is broadly supportive of this project as long as there is consultation with businesses on Stuart Street. Creative Mullumbimby Inc. as part of a recent funding application to Create NSW has sought \$15,000 to fund community consultation and design of the precinct. Solution Framework. This project proposes a living street design framework, where the key stakeholders are engaged, from the outset, in a community mapping process that identifies key constraint and opportunities. Living street design is opposite to the typical expensive consultant top down approach. It is more incremental and seeks changes through time and allows for flexibility of use. The obvious first step, and only contradiction to this flexibility, is the establishment of properly located and cared for street trees. Around this would be a planned but changeable access and mobility infrastructure of functional bike paths, a bus stop and taxi ramp. All should look to future changes in transport infrastructure. This might need flexibility in the near future to accommodate ride sharing and driverless vehicles where the line between private and public vehicle use becomes blurred, and permanent car parking is needed less. It would also be an artscape precinct allowing for the exploration of art in the public realm but within a transitory framework integrated into an artistic, inventive, revitalised streetscape. It is envisaged the street revitalisation would use the tactile landscape to frame and reference explicit and transitory spaces, a gathering and utilised format for all community and interest groups to exhibit, explore and corroborate. This is an enabling framework similar to the development application that established the Mullumbimby Sculpture Walk in Palm Park. It also allows ephemeral

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events such the Ingenuity Public Art Festival without having to continually return to Council for permission. The plan would have an events through time strategy with small physical changes allowing the street to be closed for temporary festivals and events within the heart of Mullumbimby, without the need to for ugly road closed infrastructure and complex road closure plans. (The Mullumbimby Chamber of Commerce is already planning for a small food festival event and possibly a reintroduction of its Medieval Banquet.) Associated Place Activation Partnership Projects would be smaller projects such as blister dining areas, community garden beds, street furniture, public art. They might include commercial uses of public spaces and will be included on the basis of expressions of interested by community or commercial partners. All projects will need to fit with a framework of design principles established in the community mapping design process. There are two broad categories of project, community and commercial, both will need community and partners. Commercial projects will have to demonstrate clear community benefits, financial and other. Actions: 1) Council staff extract this project from the draft Masterplan, prepare a clear brief based on this description and put it up to Council as an individual project. 2) Seek endorsement by Council of this project in the near future with an attached budget allocation of \$60,000-\$80,000 from the S94 Masterplan (currently has \$200,000 within S94 plan) 3) Council establishes design project partnership team, with Mullumbimby Chamber of Commerce and Creative Mullumbimby. This could use a similar framework to the existing Mullumbimby Gateway project, where Council manages the finances and some staff skills are available. (CM and MCofC would both contribute in-kind and financial contributions.) 4) This project be put forward in the Our Community projects program. 3) CHANGING TRAFFIC PRIORITIES ON TINCOGAN STREET This project seeks to urgently resolve access and mobility issues at the Dalley/Tincogan and Stuart/Tincogan Street intersections. Rationale. Traffic that flows into Mullumbimby via Tincogan Street, Dalley Street and Station from every direction is recognized as being extremely dangerous to the extent it negatively affects people walking or riding into town, particularly children. Background. In initiating the Access and Mobility study in 2017, the Guidance Group identified the two intersections of Dalley/Tincogan and Stuart/Tincogan as priorities to change car movements that tend to be both dangerous and illogical. It was further identified in February 2019 as a Masterplan priority issue. There appears to haves been no follow up action and nothing has been feed back to the Guidance Group or community. Possible Actions: Starting with the more dangerous Dalley/Tincogan intersection these intersections should be made a priority for the Council's Traffic committee. Short and long-term design solutions must be implemented that: 1. Make it safer for pedestrians and cyclists to move to and from town, 2. Change car priority so that traffic moving from the quieter Northern ends of Dalley and Stuart Streets do not have right of way. A longer term option for the Dalley/Tincogan Street intersection may be a landscaping solution that is part of a precinct plan that: 3. Makes the whole intersection smaller with only a single lane from each direction with short bike and pedestrian crossings

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around the whole intersection, and 4. Links the intersection to a landscape design and tree planting project on Dalley Street in front of the Civic Hall. 4) ARGYLE ST GATEWAY REZONING, PARK AND CAR PARKING This is the approximately 1.2 hectare paddock on the North side of Argyle St. opposite Apex Park and on railway surplus land East of Woolworths. It is owned by the State government and demands urgent negotiations with TfNSW. Consideration of this land must be part of a broader planning and rezoning exercise encompassing all TfNSW land in Mullumbimby. Rationale. This is a key site at the gateway to the Mullumbimby Town Centre that is still in government hands. Significant and beneficial development opportunities were identified by the Masterplan Guidance Group and in the Price/Drake/Brown studies. Furthermore, there is the treat that if sold into private hands a massive opportunity would be missed and inappropriate development outcomes would be forced on the town. Potential uses of the Gateway site, and the remaining TfNSW sites, could create considerable community amenity. Background. There are three parts to the urgency to act on this project. 1. John Holland acting for TfNSW stated its intent to subdivide but not rezone the land to be sold in early 2018. Council approved a Mayoral Minute to begin urgent negotiation with TforNSW about its future in late February 2018. 2. The Gateway site was seen by the Masterplan Guidance Group as a location for overflow town car parking but has yet to be subject to broader long and short-term access and financial feasibility tests. 3. The TfNSW sites are ideal for low-rise medium density affordable housing as well as work-from-home and small commercial uses. 4. The Gateway site also presents opportunities to meet other community priorities raised in various consultations including: • A Gateway Park/Entrance Statement connection to Apex Park, • Safe car parking refuge in times of flooding, • Becoming part of a revitalized Northern Rivers multimodal transport route, • Incorporation into a local trail and regeneration project around the Mullumbimby township - the Mullumbimby Story Trail discussed below, and • Alternative car crossing at the end of Tincogan Street, through Woolworths Car park, Solution Framework. The framing of this project could be simple. Council would seek to be given, or have placed into Crown Reserve, a 2.0 hectare portion of TfNSW land for a combination of park and car parking. In exchange Council would support the rezoning of the paddock, and other TfNSW land, as housing. TfNSW would achieve higher sale values as their land would have zoning. The community would benefit from a statement Gateway Park, car parking, an agreement to run a pedestrian and cycle path within the multimodal transport corridor, and substantial s94 contributions to support community infrastructure. Broader Opportunities. This project could include elements such as a sculptural totem type entrance statement, an organic food mandala, a flood safe car parking area partially covered to create a storm shelter, and even a niche opportunity like a night food market. Actions: 1) Council to present to the local state MP and government ministers the opportunity to provide a mutually beneficial social and economic outcome for the community and the State. 2) Undertake detailed concept planning to identify optimal development, zoning and financial outcomes for all the

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TfNSW lands. 3) Council to begin negotiations with TfNSW to have part of the railway land to be either owned or put into a reserve trust for community use. 4) Council to specifically endorse other TfNSW parcels of land as suitable for low rise medium density within their Residential Strategy. 5) MULLUMBIMBY STORY TRAIL This project creates a series of trail focused on one that circumscribes our town, the main links a range of historical projects beginning at the Enter Here sculpture at the Scout Hall, follows Palm Park and the Sculpture Walk, Heritage Park, the Ross Industrial Estate, the Railway Line. Saltwater Creek. Community Garden, Museum, Drill Hall, Swimming Pool and back to the Scout Hall. Linked to this are a number sub projects including: • An historical buildings interpretative walk • A Significant tree walk; and • An Indigenous Story Trail The project involves slow refurbishment and extension of existing features and new features such as an Indigenous story trail and sand circle. Importantly it frames opportunities for small innovative place making projects such is happening on the Palm Park Sculpture Walk by a variety community groups. It is believed these might offer the community activities or elements it could design, fund and manage without major input from Council. Rationale. This project links many high priority projects identified during Masterplan consultations and provides the opportunity to: • Unite many of Mullumbimby's river and creek features with its centre, • Revitalise old projects like Heritage Park and the Rainforest Arboretum, • Enhance and extend new features such the Sculpture Walk and the Bush Food Trail, • Coherently connect a range of existing civic features such as the Museum, Drill Hall, Swimming Pool, Community Garden, Council Chambers and the Post Office, • Act as a hub in connecting pedestrian, bicycle and other future personal transport from outside the town centre, • Provide opportunities for reimagining existing features such as the railway corridor, . Dream of new features such as an Indigenous Story Trail or Ceremonial Sand Circle, • Identify European heritage features and buildings, and • Tell the whole Mullumbimby story. • Creates a coherent new visitor and locals experience Actions: 1) Council to acknowledge the trail as a project within its operational plan, in which it will support community sub-projects. If it is acknowledged as a project then community groups can seek external grant funding for a council endorsed project. 2) Council allocates a staff member to initiate discussions. 3) Have a community meeting to discuss its future, including specific invitations existing stakeholders. Note the initial financial allocation could be minimal around \$5,000, if framed cleverly it is a could potential receive grant support from a variety of sources including tourism, arts and culture, heritage and sport and recreation. 6) DALLEY STREET CIVIC AND CEREMONIAL PRECINCT PROJECT A precinct plan to activate Dalley Street between the Memorial Hall and Ex-Services Club. Rationale. Dalley Street from Tincogan Street running South is a barren stretch of street, lacking street trees and a civic presence. At present it serves cars and little else. Like Stuart Street, street tree planting and realigning safe bicycle paths should be a priority. However, a higher priority should be to plan and create a Civic and Ceremonial Precinct between the existing Memorial Park, Memorial Hall, and the Neighbourhood Centre on the

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Western side of the street and the Ex-Services club on the other. This precinct is the civic and ceremonial hub of the town. It is the setting for the largest traditional Anzac Day ceremonial services, the centre of the Mullumbimby Music Festival, and plays an important role in events like the Chincogan Charge. The street between the buildings poorly serves these events. Additionally, activation of this space may provide opportunities for permanent stakeholders of the space such as the Neighbourhood Centre and Ex Services Club to be more outward looking. Finally a properly conducted consultation and design process of this space could be a unifying process of the old and new parts of the Mullumbimby community. Background. Recent projects around this precinct include renovation of the Cenotaph, creation of a venue at the Ex-Services Club, renovation of the Civic Hall Courtyard and renovation of the Civic Hall itself. But no action to link these separate element has been taken or even contemplated. Action: 1) Allocate \$20,000 -\$40,000 to consult the community and prepare a landscape precinct plan. 2) Allocate funding for the simple less expensive elements of the plan such as planting street trees. 3) Slowly develop funding through new S94 contributions for more substantial makeover of the precinct. We request to include \$115k for 2 x 0.6 FTE Public Space Liaison Officers.

Anonymous 5/14/2019 07:39 AM

Anonymous 5/14/2019 08:11 AM

Anonymous

Anonymous

Anonymous 5/15/2019 05:09 PM

Anonymous 5/16/2019 09:43 PM

Anonymous 5/20/2019 01:33 PM

Anonymous

We request that is included in the funding for homeless bins 115k for 2×0.6 FTE Public space liaison officers

We request to include \$115k for 2×0.6 FTE Public Space Liaison Officers. This issue is not only something that those experiencing homelessness in Byron Bay want and would benefit greatly from, by having a safe, dry and secure location to store personal belongings, but it also will assist the community to help keep our footpaths clear.

We request to include \$115,000 for 2 x 0.6 FTE Public Space Liaison officers

We request to include \$115k for 2 x 0.6 FTE Public Space Liaison Officers

We request to include \$115K for 2X 0.6 FTE Public Liaison Officers.

Byron Bay is a unique town with unique requirements and issues. We request to include \$115k for 2×0.6 FTE Public Space Liaison Officers.

Byron Shire Council – Budget Exhibition (Detailed Budget 2019 -2020)

Community Service – Community Development Budget Item – Section 356

Donations and Activities (Contribution - NAIDOC week) To Whom It May

Concern, Byron Shire Council currently supports the Arakwal Community

Cultural Family Day event during NAIDOC Week. This event has grown and become a significant community event with numbers in excess of 500 people from the wider community joining Arakwal in celebration. In acknowledgement of the increased costs and community attending to support this important

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community event, Arakwal is seeking an increase to the Council contribution from \$1000 to \$2000 ongoing. The Corporation offers the community a great cultural experience with dancing, singing, artwork, children's activities and a BBQ serving kangaroo sausages ect. Throughout this day we employ some local Aboriginal people to assist with stalls, activities and performances. We have appreciated the kind assistance from Byron Shire Council to date, and would most appreciate Byron Shire Council being able to continually support this Annual Community event with an increase in your contribution.

General Manager Bundjalung of Byron Bay Aboriginal Corporation (Arakwal)

Anonymous

5/24/2019 09:19 PM

Kerb and guttering and drainage at Strand Avenue New Brighton. Have seen in your budget plans that you will be repairing kerb and guttering to prevent flooding of properties at 44 Kingsley lane. We have been requesting the same repair at Strand Avenue but was told there is no plans or budget to repair the awful problem that Council has caused with an incomplete gutter. This problem has been exacerbated by the resealing of the road The Esplanade and gutter improvements which has actually directed all the storm water straight to a few properties on Strand Avenue. There is now a continual cesspit of sand, dirt and water pooling from the road to the incomplete guttering. It stinks and is now a very big pile of mud and sand and the occasional rubbish that runs off from The Esplanade. This needs to be fixed urgently with repairs to the guttering and allowing the water to flow under the footpath into the storm water drain situated in the corner of Strand Ave and North Head Road. At the moment it has been directed to flow onto grass and residents properties. We have asked for this to be fixed several years ago with photo evidence but have had no one come onsite to discuss the problem. We would appreciate if funds and plans could be allocated to fix this problem. Please give us the same consideration as you have done for

Anonymous

5/28/2019 10:50 AM

Anonymous

5/29/2019 01:55 PM

Anonymous

5/30/2019 01:28 PM

Anonymous

5/30/2019 04:05 PM

Anonymous

5/30/2019 08:44 PM

We request to include \$115k for 2 x 0.6 FTE Public Space Liaison Officers.

other towns in the shire.

We request to include \$115k for 2 x 0.6 FTE Public Space Liaison Officers."

Alternate flow path Byron Bay STP treated effluent Allocate funds to complete design with relevant approvals and start construction in 2019 2020

Please include a \$10 urgency fee for Sewer Location Plans (Sewer Diagrams) which has not been included in the exhibited copy. This is the second year that this was requested, but seems to have missed the updates again? In addition, please include the following in brackets next to Sewer Location Plan "(Sewer Service Diagram, Drainage Diagram)" and remove the wording "With 10.7 certificate" because everyone who wants a sewer location plan should be paying for it. Thanks and regards.

Would be great to see Byron adopt a PBN [principle bicycle network] in all structure plans, similar to A.C.T. & Geelong. Any road changes, upgrades maintenance etc.. has an engineer whose specific portfolio is to also integrate

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bike useability-safety into every road works planned; short & long term. This integrated design provides a much better outcome for other regions. Byron shire can benefit so much from cycle tourism; i'm happy to help anytime you need public assistance.

6/05/2019 04:42 PM

I would like to see affirmative action on the following issues in Broken Head 1. An annual budget and management plan for key biodiversity values in the Broken Head area. 2. Locality Plan for Broken Head Reserve Road. To include roadworks, parking, cycleway and signage. In particular a complete repair of Broken Head Reserve Road up to Seven Mile Road. Creation of sealed parking bays where there is currently gravel. Explicit signage and monitoring of illegal and dangerous parking and camping. I would support paid parking meters or the like to help with ongoing costs. 3. Seven Mile Beach Road. Investigate how best to mitigate increased usage, dust and run off.

I suggest the following. 1. Council deem 90 days maximum for holiday lets in Residential Zones. All other zones can operate Holiday Lets - pending Council acceptance. 2. Council impose a 'voluntary' bed tax. 3. For Holiday Let properties that abide by Council's rules, Council could provide a 'tick' of approval to these properties - that they can advertise as such 4. Council held

approval to these properties - that they can advertise as such. 4. Council help educate and inform local residents that a controlled amount of tourism which helps pay for upkeep of local infrastructure, is vital to allow the Shire to flourish, provide work to locals and keep the local economy running.

Why don't you fix the shocking roads first

6/05/2019 04:48 PM

Anonymous 6/05/2019 05:19 PM

Anonymous

Anonymous

Anonymous

Anonymous

Anonymous

Re Water and sewer budget, please action the alternate flow path as per the agreement. That would include design completed, approvals completed and construction started during the 2019/2020 financial year.

Place all nonessential expenditures (libraries, parks & reserves, Cavanbah centre, group donations on care & maintenance ONLY until backlog of dangerous public infrastructure (roads, drainage, & bridges etc) are at a SAFE level!

I would like to remind Council of the dreadful state of our roads in east Suffolk Park. Particularly Clifford and Alcorn streets. Patching will not fix this problem, we are desperate to have our roads attended to. The bus company should take some blame for the destruction, the roads were not built for such heavy constant traffic.

considering the appalling state on most of our local roads, and toll this has on our safety, our mental well-being, not to mention our vehicles, the budget allocated is entirely inadequate. I sometimes wonder why i am paying rates. SUBMISSION ON THE BSC DRAFT 2019/20 OPERATIONAL PLAN 1. Introduction The Mullumbimby Chamber of Commerce, Creative Byron, the Brunswick Valley Historical Society and individual community members have been thinking about the future physical, cultural and social character of Mullumbimby for many years. This began crystallising when the Chamber of Commerce established a place making and public art committee in November

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2013. Around 300 people attended and participated in workshops on key issues at the May 2014 Mullumbimby Big Picture Show. In June 2014 Council allocated funds for a Mullumbimby Masterplan resulting in establishment of a masterplan Reference Group and finally a formal Guidance Group. The Guidance Group worked through to December 2018, their work essentially concluding with a comprehensive 41 page record of a Workshop held in early October 2017. Little happened until an early December 2018 meeting when a 'new' Council master planning team was introduced and the Guidance Group informed that a draft Mullumbimby Masterplan would go to Council in early to mid 2019. This deadline has passed. The 12 October 2017 Workshop Record was a comprehensive and valuable summary of the work undertaken to that date. Its seven Precinct drawings offered a good guide to the Guidance Group's thinking at that time although: 1. The potential of Council's Lot 22 and the privately owned 1B Ann Street, 75 New City Road, 1660 Coolamon Scenic Drive had not been considered; 2. No attention was drawn to the potential and future of Mullumbimby's TfNSW Railway Lands despite the voluntary conceptual work undertaken in response to a March 2018 Mayoral Minute; 3. The old Mullumbimby Hospital site, its future uses and how it will be integrated into the town's fabric had not been addressed: 4. Similarly, the value and potential of vacant undeveloped land west of Tallowood, on Main Arm Road, and on Garden Avenue as change agents in the Mullumbimby housing typology mix had not been considered; 5. The likely impact of the new Low Rise Medium Density Code was nor raised; and 6. Scepticism about the value and recommendations of the MRCagney Movement Strategy continued. Since establishment of a Reference Group, substantial amounts of community representative time has been invested. Some individuals have been involved far longer, reassured by Council that a planned deliberative process would achieve the best outcome. But over that time Mullumbimby has changed and not necessarily for the better. No civic improvement projects of substance have been undertaken. More importantly, no civic improvements anticipated in the Draft 2019-2020 Operational Plan. The results of what appears to be Council disinterest are disenchantment, frustration and murmurings of project proposals with no relationship to Masterplan elements endorsed by the Guidance Group. This could undercut the whole Masterplan process and render it pointless. It also has implications when external grant opportunities are available. And, sadly, interested members of the wider community may now only be vaguely aware something called a Mullumbimby Masterplan might emerge sometime in the future. Underpinning all Council's Plans is a Vision, the first paragraph of which says: Our community is empowered to be creative, innovative and listened to as we shape the future way of living that we want. In this context, the Chamber of Commerce, Creative Byron, the Brunswick Valley Historical Society, individual community members and the Masterplan Guidance Group, what is left of it, are now seriously disillusioned about the Masterplan process, the possible outcomes and whether it will clearly engage with broader State and Council residential and employment strategies. It has taken far too long to reach a point where the only specific mention of the

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Mullumbimby Masterplan is at Items 4.1.1.2 of the Operational Plan. No mention is made of follow-up activities. This submission on the Draft Operational Plan aims to break a cycle of delay by recommending the immediate commencement of four priority projects. The objective is to restore faith in the Masterplan process and reinvigorate community interest in the town's future by requiring Council to embed these projects in the 2019-2020 Plan. It is believed up to \$200,000 should be allocated to these projects in 2019-2020. Some should be from the anticipated \$18.5 million Sustainable Environment and Economy and Corporate and Community Services operating expenditure budgets and some should be from existing s94 funds. 2. The Projects The Mullumbimby Chamber of Commerce, Creative Mullumbimby and other individuals in the community have the expertise to write applications, consult with the community, negotiate with key stakeholders, design and project manage each of these projects. Their involvement, with dedicated Council officer support, can hasten implementation of the projects briefly discussed below. The four projects are: 1. Place making activation; 2. Stuart Street tree and artscape; 3. Mullumbimby story trail; and 4. Dalley Street civic and ceremonial precinct. Each is briefly outlined below. 3. Renewing community interest You can change the future of your community or you can sit back and allow whatever happens to happen. You can create your own destiny. However the cost is high. It means organising a group of people who are willing to give of their time and energy to make things happen. It means believing in yourself and your organisation. It means setting aside differences to work together for the good of the community. It means working together to decide what you were not for the future then working together to make it happen. Jack McCall. Small Town Survival Manual. University of Missouri Columbia, Department of Agricultural Economics. 1988 The Mullumbimby Big Picture Show provides a useful model for engaging the community in our town's future. But, instead of looking at the Big Picture the focus should be on the Priority Actions the Guidance Group considered to be most important. Work on each of these Actions can be started immediately. For want of a better title, let's call an event aimed at renewing community interest in Mullumbimby's future ? As we know the Mullumbimby community has, and will express, a wide and divergent range of opinions. There is, therefore, a danger participants will leave frustrated and disappointed if a clear objectives and actions are not agreed. So, unless this event seeks to find common ground on how just four projects might progress there will be vocal opposition from those who feel favoured issues have not been considered. So, the event needs to be very tightly focussed there is time for introductions, group discussions, concluding summaries and action lists. The basic principle must be KEEP IT SIMPLE if the outcome is to energise the community and assemble a group of people who understand, support and want to get involved in the necessary detailed work. Obviously such an event needs to be funded. The Mullumbimby Chamber of Commerce might be prepared to contribute some money but, at this stage, \$10,000 from Council, free access to the Civic Hall for four days around a weekend and a Council liaison individual would not seem

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unreasonable. 4. Place making activation This is a one off project similar to the Byron Bay Place Making Project. It seeks to form a policy framework for a clear long term, simple and enabling process for community generated projects that would receive timely responses of YES, NO, MORE INFORMATION, or could be forwarded to be part of Council's Operational Plan for the following year. These small discreet projects are of two types: 1. Community projects: a. Garden beds and landscape features; b. Public art; c. Street furniture and community amenity infrastructure; and d. Combinations of the three 2. Commercial partnership projects: e. Proposals by businesses to use public space for commercial purposes in return for proscribed types of community benefit, a partnered community project and a financial return to council. Core components of the project could be: Community setting clear guidance of the principles to guide projects approvals. This could be accomplished through an existing mechanism such as the Guidance Group, a community meeting or a combination of the two. An from s94 Masterplan funds of between \$30,000 and \$50,000. An annual commitment either from s94 contributions or core funds to support new projects. 5. Stuart Street tree planting and artscape This project focuses on the two blocks of Stuart Street either side of Burringbar Street. The Masterplan Guidance Group identified it as a priority for four simple reasons: Street tree planting on this barren section of an important street need not be expensive, complex and could be quickly achieved within the existing S94 budget. It is unlikely the street has complex and expensive underground or overhead infrastructure issues to deal with and there is unlikely to be a need to change major infrastructure like drainage. As a street it is highly suitable for the type of incremental and partnership based process. Finally, it fits within a larger aspirational project: the linking through town of an avenue of trees from Heritage Park and the Brunswick River to the Heritage Museum and Community Gardens. Core components of the project could be: Council prepare a clear brief based on the description above and obtain Council approval as an individual project with a budget allocation of \$60,000 to \$80,000 from the s94 reserve. Council establish a project design partnership team, with the Mullumbimby Chamber of Commerce and Creative Mullumbimby and puts to project in the Our Community projects program. Target a Tree Planting Ceremony to coincide with Bluesfest in Easter 2020. 6. Mullumbimby Story Trail This is a circular link around the town beginning at the Scout Hal's Enter Here sculpture followed by Palm Park and the Sculpture Walk, Heritage Park to Ross Industrial Estate. It would then activate the Railway Line by following its tracks to Saltwater Creek, the Community Garden, Heritage Museum, Drill Hall, Petria Thomas Swimming Pool concluding at the Scout Hall. The project involves both slow refurbishment and new features such as notes about heritage buildings, an Indigenous story trail and sand circle, an extension of the bush food trail along Saltwater Creek and opportunities to frame small innovative place making projects. Parts of the trail should offer the community activities or elements it could design, fund and manage without major input from Council. This project links high priority projects identified during Masterplan consultations and provides the opportunity to: Unite many of

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Mullumbimby's river and creek features with its centre; Revitalise projects like Heritage Park and the Rainforest Arboretum; Enhance and extend new features such the Sculpture Walk and the Bush Food Trail; Coherently connect a range of existing civic features: Act as a hub in connecting pedestrian, bicycle and other future personal transport; Provide opportunities for reimagining existing features such as the railway corridor; and Dream of new features and tell the whole Mullumbimby story. Core components of the project could be: Council to acknowledge the Story Trail as a project within the Operational Plan. Have a community meeting to discuss its future, including specific invitations to existing stakeholders. Obtain Council approval as an individual project with a budget allocation of \$20,000 to \$30,000. Target a June 2020 completion. 7. Dalley Street civic and ceremonial precinct Dalley Street from Tincogan Street south is a barren stretch lacking street trees and a civic presence. At present it serves cars and little else. Like Stuart Street, street tree planting and realigning safe bicycle paths should be a priority. However, a higher priority should be to plan and create a Civic and Ceremonial Precinct between the existing Memorial Park, Memorial Hall, and the Neighbourhood Centre on the Western side of the street and the Ex-Services club on the other. This precinct is the civic and ceremonial hub of the town. It is the setting for the traditional Anzac Day ceremonial services, the centre of the Mullumbimby Music Festival, and plays an important role in events like the Chincogan Charge. The street poorly serves these events. Activation of this space may provide opportunities for permanent stakeholders of the space such as the Neighbourhood Centre and Ex Services Club to be more outward looking. A properly conducted consultation and design process for this space could be a unifying process of the old and new elements of the Mullumbimby community. Core components of the project could be: Allocate \$30,000 to \$40,000 for community consultations and preparation of a landscape precinct plan. Allocate funding for the simple less expensive elements of the plan such as planting street trees. Allocate longer term s94 funding to complete the precinct makeover. 8. Recommendation A more detailed version of the projects proposed in this submission was presented to senior Council officers at a meeting on 7 May 2019. This paper summarises the views of the Mullumbimby Chamber of Commerce, Creative Byron, the Brunswick Valley Historical Society and individual community members of the Guidance Group. There is no reason to wait for a Mullumbimby Masterplan to be formally endorsed by Council when four immediately actionable projects have been identified by Council's Guidance Group. Mullumbimby and its community wish to see a clear demonstration of Council's commitment to the town and its future. The authors of this submission believe funds can, and should, be made available and justification for their expenditure can be found in the October 2017 Workshop Record. Our recommendation is that 2019-2020 Operational Plan funds for an introductory event and the four projects outlined above, namely Introductory community event ... \$10,000 Place making activation ... \$20,000 Stuart Stree tree planting and artscape ... \$50,000 Mullumbimby Story Trail ... \$20,000 Dalley Street civic and

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ceremonial precinct ... \$20,000 will be explicitly included in Section 4.1.1 of Council's final 2019-2020 Operational Plan and that a further \$90,000 to complete the four projects will be committed in the 2020-2021 Operational Plan.

Guidance Group.

Anonymous

As one of that rare species - The BB ratepayer - could we please have some urgent attention to our roads in beachside Suffolk Park. Clifford Street. Armstrong Street. End Kalamajere now deteriorating as well. We appear forgotten here. No weed maintenance, curbing, guttering, bus shelters (Clifford Street!). Not good enough Council.

Anonymous

Please take down that monstrosity at the Arts & Industry Estate in Byron. I feel betrayed by Council & Councillors having installed this without community consultation. Every time I see it, it brings up my anger. Then I go to a toilet eg Captain Cook Lookout and its old and the ceiling leaks so the floor is always wet! Why spend \$50000 on this installation when this money could go towards improving amenities and roads. Plant a tree instead! A submission from Mullumbimby Residents Association (MRA) has been forwarded to Council via 'Submission@byron.nsw.gov.au It contains information on an upgrade of the Mullumbimby pool, long term car parking and traffic manage Mullumbimby CBD.

Anonymous 6/06/2019 04:24 PM

Byron Bypass

Anonymous

Fix the bloody potholes in Suffolk Park. How long do we have to wait! Lower the Tallow Creek!

Anonymous 6/06/2019 09:52 PM

Anonymous

It's good to see the council spending money on our much potholed roads. But what about bikepaths. the bridge over Tallow Creek has become dysfunctional with it now having been surrounded by floodwater for about three months. I understand we can't clear the blockage to the ocean for fear of fish kills. But wasn't this supposed to happen "naturally" anyway. So if its going to be flooded every time it rains how about liftin the level of the bike/walk path on the approaches to the bridge. Riding bikes through this water is guaranteed to ruin the bicycles involved (even if you could ride through). How much longer are school children going to be forced to ride along Broken Head road with virtually no bike path in places? And what's happening to the bike path that was supposed to be built along Broken Head Road anyway? This is poor form for a shire that boasts green credentials. Burn fat not oil!

Anonymous

SUBMISSION ON THE BSC DRAFT 2019/20 OPERATIONAL PLAN 1. Introduction The Mullumbimby Chamber of Commerce, Creative Byron, the Brunswick Valley Historical Society and individual community members have been thinking about the future physical, cultural and social character of Mullumbimby for many years. This began crystallising when the Chamber of Commerce established a place making and public art committee in November 2013. Around 300 people attended and participated in workshops on key issues at the May 2014 Mullumbimby Big Picture Show. In June 2014 Council allocated funds for a Mullumbimby Masterplan resulting in establishment of a

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masterplan Reference Group and finally a formal Guidance Group. The Guidance Group worked through to December 2018, their work essentially concluding with a comprehensive 41 page record of a Workshop held in early October 2017. Little happened until an early December 2018 meeting when a 'new' Council master planning team was introduced and the Guidance Group informed that a draft Mullumbimby Masterplan would go to Council in early to mid 2019. This deadline has passed. Since establishment of a Reference Group, substantial amounts of community representative time has been invested. Some individuals have been involved far longer, reassured by Council that a planned deliberative process would achieve the best outcome. But over that time Mullumbimby has changed and not necessarily for the better. No civic improvement projects of substance have been undertaken. More importantly, no civic improvements anticipated in the Draft 2019-2020 Operational Plan. The results of what appears to be Council disinterest are disenchantment, frustration and murmurings of project proposals with no relationship to Masterplan elements endorsed by the Guidance Group. This could undercut the whole Masterplan process and render it pointless. It also has implications when external grant opportunities are available. And, sadly, interested members of the wider community may now only be vaguely aware something called a Mullumbimby Masterplan might emerge sometime in the future. Underpinning all Council's Plans is a Vision, the first paragraph of which says: Our community is empowered to be creative, innovative and listened to as we shape the future way of living that we want. In this context, the Chamber of Commerce, Creative Byron, the Brunswick Valley Historical Society, individual community members and the Masterplan Guidance Group, what is left of it, are now seriously disillusioned about the Masterplan process, the possible outcomes and whether it will clearly engage with broader State and Council residential and employment strategies. It has taken far too long to reach a point where the only specific mention of the Mullumbimby Masterplan is at Items 4.1.1.2 of the Operational Plan. No mention is made of follow-up activities. This submission on the Draft Operational Plan aims to break a cycle of delay by recommending the immediate commencement of four priority projects. The objective is to restore faith in the Masterplan process and reinvigorate community interest in the town's future by requiring Council to embed these projects in the 2019-2020 Plan. It is believed up to \$200,000 should be allocated to these projects in 2019-2020. Some should be from the anticipated \$18.5 million Sustainable Environment and Economy and Corporate and Community Services operating expenditure budgets and some should be from existing s94 funds. 2. The Projects The Mullumbimby Chamber of Commerce, Creative Mullumbimby, Brunswick valley Historical Society Inc and other individuals in the community have the expertise to write applications, consult with the community, negotiate with key stakeholders, design and project manage each of these projects. Their involvement, with dedicated Council officer support, can hasten implementation of the projects briefly discussed below. The four projects are: 1. Place making activation; 2. Stuart Street tree and artscape; 3. Mullumbimby story trail; and 4. Dalley Street civic and

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ceremonial precinct. Each is briefly outlined below. 3. Renewing community interest You can change the future of your community or you can sit back and allow whatever happens to happen. You can create your own destiny. However the cost is high. It means organising a group of people who are willing to give of their time and energy to make things happen. It means believing in yourself and your organisation. It means setting aside differences to work together for the good of the community. It means working together to decide what you were not for the future then working together to make it happen. Jack McCall. Small Town Survival Manual. University of Missouri Columbia, Department of Agricultural Economics. 1988 The Mullumbimby Big Picture Show provides a useful model for engaging the community in our town's future. But, instead of looking at the Big Picture the focus should be on the Priority Actions the Guidance Group considered to be most important. Work on each of these Actions can be started immediately. For want of a better title, let's call an event aimed at renewing community interest in Mullumbimby's future ? As we know the Mullumbimby community has, and will express, a wide and divergent range of opinions. There is, therefore, a danger participants will leave frustrated and disappointed if a clear objectives and actions are not agreed. So, unless this event seeks to find common ground on how just four projects might progress there will be vocal opposition from those who feel favoured issues have not been considered. So, the event needs to be very tightly focussed there is time for introductions, group discussions, concluding summaries and action lists. The basic principle must be KEEP IT SIMPLE if the outcome is to energise the community and assemble a group of people who understand, support and want to get involved in the necessary detailed work. Obviously such an event needs to be funded. The Mullumbimby Chamber of Commerce might be prepared to contribute some money but, at this stage, \$10,000 from Council, free access to the Civic Hall for four days around a weekend and a Council liaison individual would not seem unreasonable. 4. Place making activation This is a one off project similar to the Byron Bay Place Making Project. It seeks to form a policy framework for a clear long term, simple and enabling process for community generated projects that would receive timely responses of YES, NO, MORE INFORMATION, or could be forwarded to be part of Council's Operational Plan for the following year. These small discreet projects are of two types: 1. Community projects: a. Garden beds and landscape features; b. Public art; c. Street furniture and community amenity infrastructure; and d. Combinations of the three 2. Commercial partnership projects: e. Proposals by businesses to use public space for commercial purposes in return for proscribed types of community benefit, a partnered community project and a financial return to council. Core components of the project could be: Community setting clear guidance of the principles to guide projects approvals. This could be accomplished through an existing mechanism such as the Guidance Group, a community meeting or a combination of the two. An from s94 Masterplan funds of between \$30,000 and \$50,000. An annual commitment either from s94 contributions or core funds to support new projects. 5. Stuart Street tree planting and artscape This project focuses on

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the two blocks of Stuart Street either side of Burringbar Street. The Masterplan Guidance Group identified it as a priority for four simple reasons: Street tree planting on this barren section of an important street need not be expensive, complex and could be quickly achieved within the existing S94 budget. It is unlikely the street has complex and expensive underground or overhead infrastructure issues to deal with and there is unlikely to be a need to change major infrastructure like drainage. As a street it is highly suitable for the type of incremental and partnership based process. Finally, it fits within a larger aspirational project: the linking through town of an avenue of trees from Heritage Park and the Brunswick River to the Heritage Museum and Community Gardens. Core components of the project could be: Council prepare a clear brief based on the description above and obtain Council approval as an individual project with a budget allocation of \$60,000 to \$80,000 from the s94 reserve. Council establish a project design partnership team, with the Mullumbimby Chamber of Commerce and Creative Mullumbimby and puts to project in the Our Community projects program. Target a Tree Planting Ceremony to coincide with Bluesfest in Easter 2020. 6. Mullumbimby Story Trail This is a circular link around the town beginning at the Scout Hal's Enter Here sculpture followed by Palm Park and the Sculpture Walk, Heritage Park to Ross Industrial Estate. It would then activate the Railway Line by following its tracks to Saltwater Creek, the Community Garden, Heritage Museum, Drill Hall, Petria Thomas Swimming Pool concluding at the Scout Hall. The project involves both slow refurbishment and new features such as notes about heritage buildings, an Indigenous story trail and sand circle, an extension of the bush food trail along Saltwater Creek and opportunities to frame small innovative place making projects. Parts of the trail should offer the community activities or elements it could design, fund and manage without major input from Council. This project links high priority projects identified during Masterplan consultations and provides the opportunity to: Unite many of Mullumbimby's river and creek features with its centre; Revitalise projects like Heritage Park and the Rainforest Arboretum; Enhance and extend new features such the Sculpture Walk and the Bush Food Trail; Coherently connect a range of existing civic features; Act as a hub in connecting pedestrian, bicycle and other future personal transport; Provide opportunities for reimagining existing features such as the railway corridor; and Dream of new features and tell the whole Mullumbimby story. Core components of the project could be: Council to acknowledge the Story Trail as a project within the Operational Plan. Have a community meeting to discuss its future, including specific invitations to existing stakeholders. Obtain Council approval as an individual project with a budget allocation of \$20,000 to \$30,000. Target a June 2020 completion. 7. Dalley Street civic and ceremonial precinct Dalley Street from Tincogan Street south is a barren stretch lacking street trees and a civic presence. At present it serves cars and little else. Like Stuart Street, street tree planting and realigning safe bicycle paths should be a priority. However, a higher priority should be to plan and create a Civic and Ceremonial Precinct between the existing Memorial Park, Memorial Hall, and

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the Neighbourhood Centre on the Western side of the street and the Ex-Services club on the other. This precinct is the civic and ceremonial hub of the town. It is the setting for the traditional Anzac Day ceremonial services, the centre of the Mullumbimby Music Festival, and plays an important role in events like the Chincogan Charge. The street poorly serves these events. Activation of this space may provide opportunities for permanent stakeholders of the space such as the Neighbourhood Centre and Ex Services Club to be more outward looking. A properly conducted consultation and design process for this space could be a unifying process of the old and new elements of the Mullumbimby community. Core components of the project could be: Allocate \$30,000 to \$40,000 for community consultations and preparation of a landscape precinct plan. Allocate funding for the simple less expensive elements of the plan such as planting street trees. Allocate longer term s94 funding to complete the precinct makeover. 8. Recommendation A more detailed version of the projects proposed in this submission was presented to senior Council officers at a meeting on 7 May 2019. This paper summarises the views of the Mullumbimby Chamber of Commerce, Creative Byron, the Brunswick Valley Historical Society and individual community members of the Guidance Group. There is no reason to wait for a Mullumbimby Masterplan to be formally endorsed by Council when four immediately actionable projects have been identified by Council's Guidance Group. Mullumbimby and its community wish to see a clear demonstration of Council's commitment to the town and its future. The authors of this submission believe funds can, and should, be made available and justification for their expenditure can be found in the October 2017 Workshop Record. Our recommendation is that 2019-2020 Operational Plan funds for an introductory event and the four projects outlined above, namely Introductory community event ... \$10,000 Place making activation ... \$20,000 Stuart Stree tree planting and artscape ... \$50,000 Mullumbimby Story Trail ... \$20,000 Dalley Street civic and ceremonial precinct ... \$20,000 will be explicitly included in Section 4.1.1 of Council's final 2019-2020 Operational Plan and that a further \$90,000 to complete the four projects will be committed in the 2020-2021 Operational Plan. The following priorities reflect the views of the Bangalow Progress Association and Bangalow Guidance Group: 1. Make the footpath on Byron St, between the Bowling Club and the Chinese Restaurant, safe and accessible. Anyone in any kind of electric wheelchair/mobile scooter (Feros Village residents) cannot get into town safely because the footpath is impossible to navigate. They either don't make the trip or are forced onto the busy Byron Street. This is an urgent safety issue. 2. The Rifle Range intersection has been on and off the books for nearly a decade and a bus shelter near the same location would provide safe shelter for school children on busy Lismore Road. This is an urgent safety issue. 3. A footpath in Deacon Street from Station St to Heritage House has been urgent for some time and is now even more so with the opening of the adventure playground and upgrade to Heritage House plus carpark. All the large buses use Deacon Street and without a footpath people (now increasingly with small children in

Anonymous

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tow) have to walk on the road. It is VERY dangerous. This is an urgent safety issue. 4. Bus shelters in strategic spots eg in newer residential developments. As few as 4-5 new bus shelters would mean that parents would not have to drive their children to school in wet or hot weather. This is a traffic prevention strategy that would contribute to less car movements in the main street at school times. We strongly support the inclusion of projects for Bangalow Road reconstruction and Byron Creek bridge renewal at Bangalow as this road is the preferred connection to Byron Bay. The road section near Talofa is in a very poor state where surface patching has not been effective because potholes quickly reappear after rain. If the \$1.1m project (ref 1.1.1.7) is relevant to this area it would deliver a high quality permanent solution, as was done at Hayters Hill. If not, please place on priority list.

Anonymous

It would be good to make geospatial information publically available via the council's website so that residents, visitors and businesses can find information that interests them in Byron Shire. For example areas at risk of flooding; location of council's assets such as parks, pools and reserves. It would add another level of detail to councils existing web site services. Thanks.

Anonymous

IN SUPPORT FOR CR. JAN HACKETT'S CALL FOR FUNDING FOR AN ARTS AND CULTURAL POLICY I write in response to the fact that Byron Shire Council does not have an Arts and Cultural Policy and has not engaged with the local art community regarding Council funding for the arts, to develop such a policy. At present the development of an Arts and Cultural Policy, and reviewing and implementing of the current Public Art Strategy remain unfunded in the coming year. Council has assessed that an experienced Art Industry Consultant would need to be engaged to complete this work. Along with additional budget considerations for consultation and strategic planning it estimated that financial resourcing be between \$60,000 - \$100,000. I hereby support Cr. Jan Hackett in calling BSC to seriously engage with and fund the arts. I ask for the budgetary inclusion; previously promised in the 2019-2020 Operational Plan and Budget to the tune of \$60,000 - \$100,000, to develop an Arts and Cultural Policy and Strategic Plan over the upcoming financial year.

Anonymous

Please allocate repairs and maintenance funds to fixing POTHOLES. if fixed early, it is cheaper being less materials and less labour time. But they are left until they are getting huge and very deep, damaging vehicles and causing swerving and unsafe avoidance measures. Please respond to our requests to fix potholes quickly. Saves Council funds and stops unnecessary wear and tear on our vehicles. Thanks...we DO support you guys, just this area is becoming impossible

Anonymous

please please fix the potholes. This shire is a disgrace!!!! AND Please do something about the public toilets in Brunswick Heads. THEY are disgusting

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and an embarrassment for all !!!!!!

Anonymous

The Arts in various forms and ways chronicles and helps to define a culture. I walk in Byron, a town that I have lived near since the 50's and all I see is a scene of gross consumerism. There is no artistic feel. Council, please in your funding make a significant contribution to the artistic heart.

(36 responses, 0 skipped)

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COMMUNITY ALLIANCE FOR BYRON SHIRE INC.



General Manager Byron Shire Council council@byron.nsw.gov.au

7th June 2019

Re: Submission to BSC Draft Operational Plan and Budget 2019/20

Dear Mark

Community Alliance for Byron Shire has compiled priority issues from our member groups in various localities throughout the shire to be considered in Council's Operational Plan and Budget for 2019/20.

Operational Plan Priorities

Bangalow Progress Association

- Footpath maintenance on Byron St from Station Lane to the Bowling Club. To be made smooth and accessible to a standard suitable for use by Feros retirement village residents using electric wheelchairs or mobility scooters.
- 2. Intersection improvement at Rifle Range Rd on Lismore Rd. Additional turning lane required.
- 3. Footpath on Deacon St from Station St to Heritage House. The expansion of Heritage House, establishment of associated peripheral parking, a new adventure playground and a BBQ facility have increased pedestrian numbers between these areas and the village without a footpath.
- 4. Repair of the weir bridge.

Brunswick Heads Foreshore Protection Group

- Bollards along Riverside Crescent to be extended to the gate to the Nature Reserve
 and close off the illegal boat ramp opposite No 6 Riverside Crescent. Approach
 Reflections Holiday Park for joint funding on this as it protects the Ferry Crown
 Reserve as well as protecting Council's road reserve which is at risk in the event of
 trees collapsing
- Bollards to be extended along the road reserve adjoining Simpson's Creek to the Bowling Club to stop illegal camping, accessing the foreshore etc. Approach Reflections Holiday Park for joint funding on this as it protects Crown Land Reserve
- 3. Toilet block to be reinstated in Pilgrim Park near the skatepark in Brunswick Heads.

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4. Implementation of pay parking, user pay toilets and user pay barbecues to increase revenue from tourists.

Butler Street Community Network

1. Preservation and remediation of our Butler Street Crown Recreation Reserve.

Mullumbimby Resident's Association

- Petria Thomas Pool Upgrade including improved access in the form of a ramp on the 50 metre pool; a 25 metre hydrotherapy pool; heating existing kids pool and a new small child's fun water play area.
- Car Parking options including establishment of long-term parking and paid parking.
 NB. A detailed submission regarding these two points has been forwarded to Council by MRG under separate cover.

Saddle Ridge Local Area Management Planning Association Inc

- Dedicated bicycle/pedestrian lane and/or track between Mullumbimby and Brunswick Heads.
- 2. Safety improvements to the Saddle Road intersection with Mullumbimby Road (turning lanes, better signage, pedestrian refuge island)
- 3. Installation of bollards halfway along the Saddle Road turning either end into a no through road. (Byron Council, SES, Police, RFS and Ambulance to have keys to remove bollards in emergency or for maintenance)

South Golden Beach Community Association Inc.

- 1. Repave Redgate Road Bike Path which has deteriorated to such an extent that cyclists are choosing to cycle on the road instead.
- 2. Upgrade Kolora Way Bridge and link bike path from Old New Brighton road to Redgate Road.
- 3. Replace Beach Amenity Block which is in a poor state of disrepair
- 4. Acceleration of the scheduled drainage works and renewal of all pavements (excluding Beach Ave) in SGB.

Suffolk Park Progress Association

- 1. Resurface of Clifford St, Suffolk Park
- 2. Intersection upgrade at Broken Head Rd and Clifford St
- 3. Improve beach access points on all Tallows Beach entry points at Suffolk Park.

Tyagarah Community Association

- 1. Upgrade of Grays Lane. Increased traffic from tourists due to the clothing optional beach has exacerbated the deterioration of the road. Maintenance is long overdue.
- 2. Clearer road markings at several intersection hot spots along Grays Lane.

Budget Priorities

Shire-Wide

- 1. Plan for Climate Change Mitigation
- 2. Plan for Climate Change Adaptation
- 3. Increased protection of Wildlife Corridors
- 4. Completion of Koala Plan of Management
- 5. Funding to continue the assessment and planning to:
 - (a) cease building public infrastructure in low-lying or vulnerable locations;
 - (b) produce guidelines on how to build such infrastructure if it cannot avoid lowlying or vulnerable situations;
 - (c) retire low-lying or vulnerable infrastructure that is being upgraded and create a long-term retirement programme.
- 6. Upgrade Sewage and drainage infrastructure.
- 7. Funds to be made available for extra compliance staff to enable increased enforced compliance regarding:
 - a) illegal holiday letting;
 - b) illegal development;
 - c) companion animal regulation.

Increased revenue resulting from penalties issued would more than cover costs associated with employing extra staff.

Conservation of North Ocean Shores

 Funds to be made available for monitoring North Byron Parklands consent conditions.

Tyagarah Community Association

 Funds that are currently being used to support the Clothing Optional Beach area (lifeguards and cameras and Council staff time) to be better invested in the area. Ranger presence would be of assistance.

Thank you for your consideration of CABS' recommended priorities.

Kind regards

Angela Dunlop on behalf of CABS Executive

STAFF REPORTS - CORPORATE AND COMMUNITY SERVICES



Chairperson, Denise Napier Lone Goat Gallery 355 Committee Library building Lawson st BYRON BAY NSW

1 May 2019

General Manager Byron Shire Council PO Box 219 MULLUMBIMBY NSW 2482

To Mark Arnold, Re: Library foyer rental fee charged to LONE GOAT GALLERY

In April 2016 there had been an agreement between the original 355 Committee of the Gallery and Council that the gallery to pay a \$50 weekly fee for the use of the foyer after it proved not viable to rent the space (coffee cart failure).

This payment has been re-instated by council.

Currently the foyer wall is used to display work by the feature artist exhibiting in the gallery and as a spill-out area during opening functions once monthly for 2 hrs.

The foyer display provided by the Lone Goat Gallery performs three functions beneficial to Council.

- A "free" corporate art rental to council, a commercial art rental could require equivalent funds of \$250/mth.
- identification of the Library & Gallery as a cultural centre with benefits to the community and tourism
- Alerting the community to the existence of the gallery and the current exhibition stimulating interest and engagement and demonstrating council support

Further to the practicalities of the foyer use

- The architectural intention of the foyer wall was, of course, the display of artwork.
- The space is not suited to small business operations as it is a thoroughfare for persons entering the library, accessing the gallery, toilets and Arakwal room
- Previous attempts at renting the space have been unsuccessful
- The artist is responsible for insurance and risk management in regard to showing the work in a public space. Risks include theft, damage and vandalism.

Therefore we request that council rescind this rental fee at the earliest convenience.

Kind regards

Denise Napier Chairperson

For the 355 Committee/ Board of the Lone Goat Gallery

Dam hy

28 LAWSON STREET BYRON BAY NSW 2481 MAILING ADDRESS: P.O. BOX 190. BYRON BAY 2481

E: INFO@LONEGOATGALLERY.COM WWW.LONEGOATGALLERY.COM

ABN 14 472 131 473

BYRON SHIRE COMMUNITY GALLERY

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Bangalow Historical Society Inc. Heritage House Deacon Street, Bangalow



PO Box 34, Bangalow 2479 Telephone (02) 6687 2183 Email: bangalowhistorical@bigpond.com

BYRON SHIRE COUNCIL
DOC NO:.....

FILE NO: F2HZE CASSIGNEE: H. S.

20th May 2019

General Manager BYRON SHIRE COUNCIL P.O. BOX 219 MULLUMBIMBY NSW 2482

Re: Submission to Budget

Dear Sir:

The Bangalow Historical Society will be taking a lease on Heritage House in the near future, we have a problems with the restrictions of use.

I have been advised by Paula Telford to have the Plan of Management amended.

The Plan of Management has several restrictions constraining the use of the facility and on the Heritage House section of the Byron Shire Council's website it dosn't have these restrictions.

As the Bangalow Historical Society will be responsible for the maintenance of this building (which is 94 years old) and grounds and the work needed on the house as per the present Development Application and Grant application over the next five years, we want to be able to hire the facility as per the website.

We also need asap to have <u>Solar</u> fitted to the building and a concrete pad put at the bottom on the new stairs to stop mud being walked into the new section.

~ ABN 26184322732 ~

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We also need a storage facility on site (as at present we are using a members garage who is 85years old) in the form of an old fashion garage to stay with the character of the building.

These are achievable with grants and the hiring of the building with restrictions lifted

Yours faithfully,

Vivienne Gorec

Bangalow Historical Society

CC Basil Cameron

From:
Sent: Wednesday, 5 June 2019 1:54 PM
To:

Subject: OS Community Centre

Hi ,

Last night we had our committee meeting and thought we'd let you know about the Fees and Charges change we are making. We would like to change the charge for the Kitchen from \$20 p/ hr to \$15 for regular hirers and \$18 for casual hirers per hour.

We are happy with all other fees and charges at the hall.

I will type up the minutes in the next 7 days and send it to you.

Cheers,

Ocean Shores Community Centre

Attachments 27 June 2019 page 421

1



Submission from Mullumbimby Residents Association for The Byron Shire Council Draft 2019/2020 Operational Plan.

Contact details: Dr. Sonia Laverty

PROPOSED POOL UPGRADE Petria Thomas Olympic pool. Jubilee Avenue. Mullumbimby.

Within Byron Shire, a majority of residents from the northern hinterland and northern coastal areas use Mullumbimby as their sporting and recreational centre.

The terrain and location of Mullumbimby offers a lifestyle that includes walking and swimming as primary and preferred exercise. Obstacles to the take-up of these activities, for some residents, include the rather poorly maintained footpaths and roads and their inability to enter and exit the 50m pool with ease at the Petria Thomas swimming pool.

The opportunity to participate in physical activity often diminishes with age as a consequence of cost, lack of opportunity and or availability. This is an important consideration as population predictions for Byron Shire are that growth over the next 20 years will be of people aged 65 years and over. Improving the health and wellbeing of the community is what all levels of government strive for and the proposed project will make a significant contribution to the improved health and wellbeing of the residents of Mullumbimby and surrounding areas of the shire.

Mullumbimby pool serves as a focal point for socializing and exercise within the wider community, but is currently restricted to seasonal operation of approximately 7 months of the year during the warmer months.

It is recognized there is a need to upgrade the existing facilities to provide year round operation which would encourage the community to pursue a more active and healthy lifestyle. In addition, the proposed improvements will enhance the use of the pool for socialising for people of all ages and extend the possibilities for broad social inclusion in the community.

This can be achieved by the following means;

- Provision of heating to the main pool via the installation of a solar panel heating system. This
 would allow year round access for people wishing to continue their regular exercise by
 swimming laps as well as the wider community engaging in social activities.
 - The heating system would be roof mounted at the southern end of the pool.
 - It should be noted that provision of solar heating and solar power has many cost and environmental benefits. Such provision would reduce operating costs for running of the pool. Currently, maintenance costs continue during the period when the pool is closed, thereby imposing a financial burden on council.
 - Solar power would reduce or almost eliminate operating and maintenance costs, while providing employment opportunities for the local community during the installation phase, as well as the day to day operation of the pool.
- Upgrading the existing 50 metre pool to provide people with a physical disability or temporary injuries, access at the shallow end. It will allow any less mobile person year round access for recreation and exercise.
- 3. Provision of a new covered 'Hydrotherapy pool' which would serve the public by providing exercise, physiotherapy and rehabilitation services to the wider community. This also includes provision of heating to the pool via the installation of a solar panel heating system, which will be mounted on the northern side of the roof. Once again, operating & maintenance costs would be reduced.
- 4. A rigid gable roof structure over "the kids' pool" so that youngsters can learn to swim and play protected from the sun at any time of day at a period of increasing heat and fierce UV levels which on most days in summer are 'extreme'.
- The installation of a zero depth splash pad area with a new shade structure for water play, targeted /focused on younger children.

Upgrading Mullumbimby pool provides advantages;

13.9 - ATTACHMENT 5

PROPOSED POOL UPGRADE Petria Thomas Olympic Pool Jubilee Avenue, Mullumbimby

- 1 'Available open space' is already in existence and unused at the contained [fenced] Mullumbimby pool complex.
- 2. The proposed works take account of the needs of different age clusters in the community and the physical requirements of different cohorts.
- 3. Consideration should be given to distance of travel, limited public transport and limited opportunity for good traffic management on key roads in and around Byron Bay. Mullumbimby already has some [albeit, inadequate and limited] public transport networks that can service the community, There is currently ample parking in and near the pool complex.

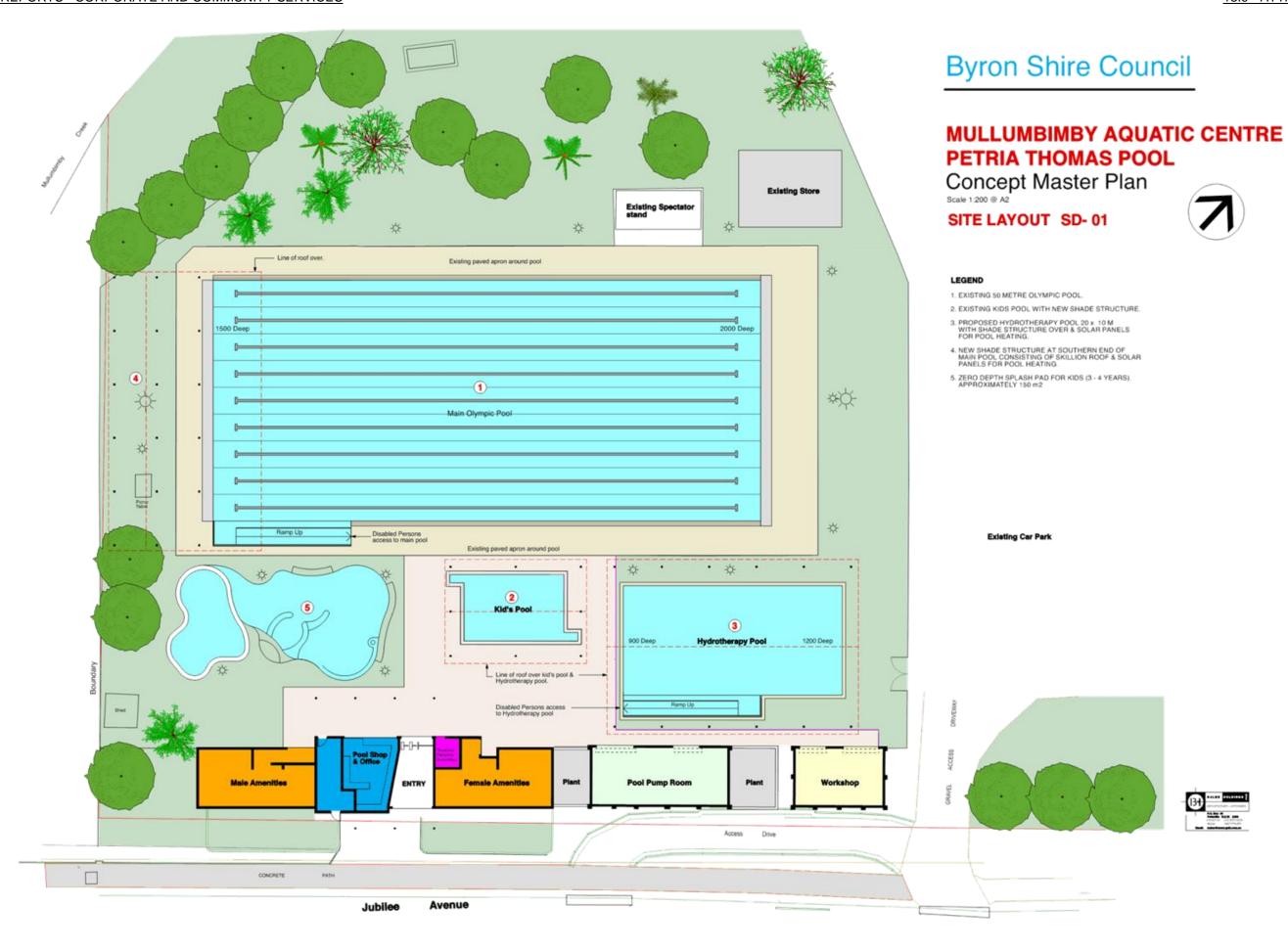
SUMMARY OF BENEFITS OF PROPOSAL

This proposal has many benefits for the community in the immediate and longer term;

- * A staged series of additions could be undertaken in consultation with key stakeholders.
- * the proposal can be funded via council's health, recreation and social inclusion budget.
- * council can apply for funds to achieve installation of all the proposed additions from various government grants.

Yours sincerely

Dr. Sonia Laverty Convenor - Mullumbimby Residents Association Wayne Thompson. Sandra Kessler.



Long Term Car Park for Mullumbimby.

The results of a recent parking survey identified Mullumbimby being at saturation point regarding parking. Residents, and those who visit Mullumbimby for a variety of reasons, have known this for some time. Parking in Mullum CBD has become a premium with various suggestions for improvement made including paid parking and the introduction of meters and improved conditions for bike riders. Mullumbimby Residents Association supports these options but their introduction should be in conjunction with the provision of long term car parking adjacent to Mullumbimby CBD.

Mullumbimby was established as a 'service' centre' and continues to function as such for the north of the Shire. Over time it has also become a focus for socialisation with numerous restaurants, education opportunities, and a proliferation of retail outlets. On any day of the week long queries of cars are in the main street trying to find parking.

MRA would like to see available land adjacent to the old Railway Station utilised for long term car parking. This would provide parking opportunities for workers in the CBD and visitors, shoppers and those wanting to 'socialise over a long lunch. A visitors Information Centre, using the old Station building would be an additional asset.

Currently, the green verges in Stuart and Dalley Streets are used for Long Day parking. The ad hoc parking arrangements that result often pose serious safety risk to through traffic.

Additionally council, in negotiations with State Rail on obtaining unused land for parking, might be able to encourage them to provide an improved environment for those using the interstate Bus Stop which is adjacent to the proposed Long Day Car Park. Currently, there is a Bus Stop sign only which does little to protect travellers in poor weather. Lighting is also very inadequate.

Recognising the Village Core while managing traffic.

It can be argued that the physical 'core' of Mullumbimby Village is the intersection of Burringbar and Stuart Streets. It is understand that this intersection has come under scrutiny at various times in relation to traffic and pedestrian management but so far no improvements have been made. Safety for users of electric wheelchairs is also an issue.

MRA suggests that core principles are adopted by council that will guide 'experts' engaged to identify changes necessary for achieving agreed outcomes. One such principle could be to 'Make the village core an appealing, social, recreational and creative hub for the local community while also attracting visitors to experience the qualities of a rural village lifestyle' (Tharwa Village Plan 2017;p2). An additional objective could be to protect and enhance Mullumbimby's history, including Aboriginal and European history and its unique natural environment (Ditto)

We are concerned that traffic management and pedestrian safety are improved in the CBD of Mullumbimby while at the same time contributing to and recognising the historical and cultural history of the village.

From:
Sent: Friday, 7 June 2019 4:01 PM
To: Subject: FW: Have your say on our budget plans for 19/20

Follow Up Flag: Follow up
Flag Status: Completed

From:

Subject: Re: Have your say on our budget plans for 19/20

To road planner

Sent: Thursday, 6 June 2019 8:11 AM

I invite you to drive on Friday Hut Road from Bangalow to Lismore Road to Mullumbimby to see how dangerous the experience can be. There are clusters of potholes so drivers concentrate so hard on avoiding potholes, not one pot hole but number of pot holes together, that they cross on the wrong side of the already narrow road. It is especially dangerous around the bends when you can not see approaching car until last second and there is nowhere to go to avoid it.

I normally do not take that route but when I drove that way just on one journey I had two near misses, it is accident or death waiting to happen especially when tourists are taking scenic drive and are not familiar with avoiding pot holes and staying alive but it is not just the tourist but also the locals.

You might think that I am exaggerating so I urge you to come and experience and see for yourself just how bad and dangerous is drive on Friday Hut Road.

I did not see in your budget any plans to fix the pot holes on Friday Hut Road and that really concerns me because I have experienced myself just how dangerous that can be. Regards,



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STAFF REPORTS - CORPORATE AND COMMUNITY SERVICES

13.9 - ATTACHMENT 5

Community Conversation

12-2pm

Name:
Email:
If you are referring to a specific item in the Operational Plan, please state
the reference number (#.#.#):
Details of your submission: * Flectvic Cars & fleet vehicles.
Request that Council staff & officials
extensively investigate opportunities
What intrastructure dues council need
to provide & support in the future to
accommodate these technologies.
J
Battery storage technologies (2) a
community avel.

STAFF REPORTS - CORPORATE AND COMMUNITY SERVICES

Community Conversation

12-2pm

Name:
Email:
If you are referring to a specific item in the Operational Plan, please state the reference number (#.#.#.#):
,
Details of your submission: Support for the flying fox management Plan & projects - prevent the spread of disease - Ehola: - Cant we just move them on? - public health issue
Emergency management - mass vaccination @ acean shores - required Public health issue due to lack of Vaccination

STAFF REPORTS - CORPORATE AND COMMUNITY SERVICES

13.9 - ATTACHMENT 5

Community Conversation

12-2pm



Name:
Email: _
If you are referring to a specific item in the Operational Plan, please state the reference number (#.#.#.#):
Details of your submission:
Remove Rail trades and pet in a
bile breide ASAP. Amazing opportunity
you are missing. I originate from UK
where this is common place. National
cycle network.

Name: Monymous
Email:
If you are referring to a specific item in the Operational Plan, please state the reference number (#.#.#.):
Details of your submission:
You Guys are doing a great Job. Customer Service 15 Amazing and Need to be treated!
Customer Service 15 Amazing and
Need to be treated;

Byron Shire Council Meeting Notes

Name of Group: ACWG – Meeting to comment on Disability Inclusion Action Plan (DIAP) for 2019-2020

Doc #2019/0040329

Date: Tuesday 28 th May 2019	Time: 2.00-3.30pm	Venue: Brunswick Valley Community Centre
Chairperson: Emily Fajerman, BS	С	Note Taker: Cynthia McDermott, BSC

Attendees:
Andy Cook (new member); Lyn Kemp (new member); Max Brown; Anna Bisset (Social Futures);
Gunela Astbrink; Bec Brewin; Heather Sills (BSC); Emily Fajerman (BSC); Cynthia McDermott (BSC)

Apologies:
Craig Scanlan; Kelly Banister

Richard Hill

	Item	Speaker	Action
1.	Background to Operational Plan development		
	 Council's Operational Plan sets out in detail what Council aims to achieve over the next 12 months (financial year). The draft 2019/2020 Plan is currently on exhibition on Council's website and is open for submissions and comments from the public. Council will respond and make adjustments to the draft plan, based on comments and submissions. Council also directly engages with a variety of community groups, seeking advice and comments on the plan. Council's Disability Inclusion Action Plan (DIAP) is integrated into the overall Operational Plan and Council welcomes the ACWG comments on this today. Ideally, the ACWG will be contacted earlier in the calendar year in future. Council would also like to touch base during the life of plan, to report back and hear back from the group. 	Heather Sills (BSC)	ACWG are welcome to comment/view further details on Council plans and activities via the website: see the Your Say link on the home page.
2.	Group general comments		
	 Pot holes: a major issue in the Shire; road repair methods to be improved Paid parking: comments and questions re distribution of funds raised through paid parking. 		Heather Sills: To forward Council's report on paid parking for distribution to ACWG.
3.	Group comments on Council draft Operational Plan		
	General Discussion: Council phone number is needed so the public can report access problems. A list was previously provided to Council re access issues; they still have not been addressed. Emily confirmed that issues can be reported to Council's general phone number. Council needs to also provide feedback when repairs are complete. Discussion re footpaths needing attention.		Max has previously provided a list of specific priority access issues to be addressed in this plan eg CBD area. This can be added to specific measures when Council is reporting back on the plan. Emily to distribute the PAM (Pedestrian Access Management plan) so the group can see which pedestrian issues were previously identified. Council's Open Spaces team will be invited to

Page 1 of 4

Item	Speaker	Action
1.1.3.5 Upgrade access ramps and footpaths		ACWG to discuss further.
What priority areas are being planned for upgrade? Is there a list? Can this list be used as a measure when reporting? Can the ACWG be informed of progress? 1.2.4.1 Deliver adopted projects from the beach accessible program Could this be more specific? Torakina and Main Beach are priority areas for ACWG, as is the ability to access dog walking beaches for people in wheelchairs and/or mobility scooters. Could the plan be more detailed? Could the ACWG be consulted on development of beach accessibility projects?		Emily and Heather will add all ACWG comments to the submission process for Council to address in the final Operational Plan for 2019-2020.
1.2.4.2 Develop Public Open Space accessibility program This is abstract. Can this please be more specific and include consultation with the ACWG as a measure? Can inclusive play and recreation areas for children be developed as there are currently none in the shire? 1.2.4.3 Deliver Stage 1 of Public Open Spaces Accessibility		
Program This is abstract. Can this please be more specific and consultation with the ACWG as a measure?		
1.2.5.1 Complete the Open Space Asset Management Plan incorporating Disability Inclusion Action Planning Objectives What are these? Can the ACWG be provided with a copy?		
1.2.5.6 Deliver maintenance works programs for inclusive swimming pools What are the planned maintenance works? The wording is vague, what does it mean? There is no accessible carpark at Mullumbimby pool, the only accessible pool (with a lift) in the Byron Shire. Can this be changed? Will lifts be installed at other public pools to ensure accessibility? We often use Murwillumbah pool which is a great example of an accessible pool.		
1.2.9.2 Review public toilet level of service including disabled accessibility Toilets are filthy; can they be cleaned more regularly? Brunswick Heads toilets are particularly dirty and need an upgrade.		
1.6.1.1 Implement Parking Management Strategies Can New Brighton please be added to the list of areas? There are currently no accessible carparks in New Brighton; no disabled access point; signage is not clear; parking is confusing.		
Discussion: The entire parking area will be re-done as part of this new plan- however, this issue will still be raised.		
2.2.2.2 Support children with additional needs to learn and participate alongside their peers. Is there an opportunity for capacity building (access and inclusion) to occur across the region and/or at other centres? ie. building stronger networks		

Page 2 of 4

Item	Speaker	Action
2.3.2.1 Develop and implement building maintenance and major work schedule for community buildings that is informed by access requirements What are the priorities? How are they decided?		
Will there be opportunities for ACWG to comment?		
5.1.1.6 Develop and implement centralised stakeholder management system that incorporates inclusion strategies. This is vague – can this please be more specific? And could consultation with the ACWG be included as a measure?		
5.1.2.3 Develop Engagement Toolkit Will this be in Plain English? Can the ACWG be involved? How will you measure staff reporting use of the toolkit? What will be measured as a success rate?		
5.1.3.1 Make available Council's Ordinary Meeting business papers; enable business papers to be accessed by persons using assistive technology. Can the measure be 100% of business papers accessible to screen readers and text readers? And the measure needs to refer to the		
WCAG 2.1 (updated guidelines) 5.1.3.5 Facilitate and promote online opportunities for community access and make community access opportunities accessible to people using assistive technology. Can the measure also include that they will meet the updated Website Accessibility Guidelines - WCAG 2.1? Entire website needs to be accessible.		
5.2.1.6 Publish GIPA open access information online Can the measure also include that they meet the updated Website Accessibility Guidelines - WCAG 2.1?		
5.2.1.8 Ensure published information meets Disability Inclusion Accessibility requirements. Measure does not include updated Website Accessibility Guidelines - WCAG 2.1		
5.2.1.9 Develop online information that promotes inclusive recreation opportunities in the Shire consistent with the Open Spaces and Recreation Plan including open space accessibility. There is hardly anything to promote. There are no inclusive play areas. Can this activity also be extended to include accessible tourism information? This information doesn't exist anywhere.		
5.2.1.10 Develop information package to support understanding and use of the Open Spaces framework and hierarchy consistent with the Open Space and Recreation Plan. Can consultation with the ACWG be included as a measure? Can the access related items be reported to ACWG?		
5.2.3.4 Update and publish Council's policies online. The website accessibility guidelines have been updated and should state – WCAG 2.1		
5.3.1.3 Implement inclusive and accessible Customer Service Strategy with Charter. Can this measure also include consultation with ACWG?		

Page 3 of 4

	Item	Speaker	Action
	5.3.1.4 I Implement customer service training program focused on quality and service excellence.		
	Can this measure include consultation with ACWG?		
	5.3.2.2 Provide customer enquiry statistics/business intelligence data to inform strategic decision-making. Can an overview of access and inclusion enquiries be reported to ACWG regularly? If possible, could it detail the appropriate responses taken to address the enquiries?		
	5.4.5.3 Review recruitment practices to ensure they are inclusive and identify partners to promote job opportunities for people with disability across the Byron Shire. Discussion: How many staff at Council identify as having disabilities? Are there practices in place to support them? Are Council's current recruitment practices working for people with disability?		Emily to follow up with Council HR area re recruitment practices and number of staff identifying as having a disability.
	5.5.2.3 Ensure Council revenue billing and payments are available in an accessible format. Can a large print version be offered for those that require it? If so, this information will need to be communicated appropriately. The website accessibility guidelines have been updated and should state – WCAG 2.1		
	5.5.2.8 Implementation of sundry debtor invoices via email Can large print version be made available for those that request so? Could this be an option for all written documents provided by council?		
	5.5.2.8 Implementation of sundry debtor invoices via email Can large print version be made available for those that request so? Could this be an option for all written documents provided by council?		
4.	Assistance Dogs		
	Discussion: Dog behaviour- awareness of Assistance Dogs.		
	The number of Assistance Dogs for people with disability is increasing in the Shire; other dog owners, the general public, business owners etc are not well informed about the role, purpose and compliance requirements for these dogs.		Heather will investigate possibilities of Council raising awareness of Assistance Dogs in the
	Council could take a role in raising awareness of assistance dogs eg talk to cafes/restaurants.		Shire.
5.	Further comments on draft Council plan		
	Any further items can be added after this meeting- by 7 th June 2019		
6.	Information for new ACWG members		
	Max Brown invited Andy Cook and Lyn Kemp to attend this meeting as possible new members. Andy and Lyn are welcome to join the ACWG if they wish.		Emily will forward ACWG Terms of Reference and other information to Andy and Lyn who will then notify Emily if they wish to join the group.

Next Meeting Time and Venue:	2:00-3:30pm Tuesday 18 th June	Brunswick Valley Community Centre

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STAFF REPORTS - CORPORATE AND COMMUNITY SERVICES

13.9 - ATTACHMENT 6

MEMO TO: James Brickley

COPY TO: Fees & Charges

MEMO FROM: Shannon Burt

SUBJECT: Submission to the Draft Operational Plan - Fees and Charges 2019/20

DATE: 4 June 2019

RECORD NO: E2019/36226

This submission is made to the Draft Operational Plan currently on exhibition. Two proposed fees need to be reviewed as follows:

Air Space Usage Charges

The current charges for commercial air space usage were initially adopted by Council in the 2017/18 Operational Plan. They were set at the same rate as Footpath Dining. During 2017/18 and 2018/19 Council has not received any applications for approval of commercial air space usage.

Footpath dining, Airspace usage and display of goods and chattels

Bangalow	\$255.00 per m ² annually	N	R
Brunswick Heads	\$216.00 per m ² annually	N	R
Brunswick Terrace, Fingal, Park and Mullumbimbi Street	's square		
Byron Bay - Precinct 1 and 2	\$580.00 per m ² annually	N	R
Jonson Street from Lawson Street to Bay Street, Bay Str	reet from Jonson Street to Middleton S	treet Eletch	ar Straat
from Bay Lane to Bay Street, Lawson Street from railway Fletcher Street, Jonson Street from Marvell Street to Law Middleton Street from Lawson Street to Bay Street	line to Middleton Street, Byron Street	from Jonson	n Street to
Fletcher Street, Jonson Street from Marvell Street to Law	line to Middleton Street, Byron Street	from Jonson	n Street to
Fletcher Street, Jonson Street from Marvell Street to Law Middleton Street from Lawson Street to Bay Street	v line to Middleton Street, Byron Street vson Street, Fletcher Street from Byron	from Jonson Street to B	n Street to ay Lane,

Figure 1 Proposed 2019/20 Air Space Usage rates

At the Planning meeting on 16 May 2019 Council considered an application to modify a <u>development application</u> at the Mercato Shopping Centre by removing the requirement for payment of air space usage charges. That aspect of the modification was refused. However, during debate it was raised by Council that the current rates were considered too high, and that charges should be reduced by 50% of the rate. It was resolved:

Resolution 19-211 (2)

The current Draft 2019/2020 Fees and Charges for road airspace usage (commercial occupation) be reviewed as part of the annual Fees and Charges process.

It is therefore recommended that the current rate for Air Space usage be amended to the following for 2019/20:

STAFF REPORTS - CORPORATE AND COMMUNITY SERVICES

13.9 - ATTACHMENT 6

Bangalow	\$127.50 per m ² annually
Brunswick Heads	\$108.00 per m ² annually
Brunswick Terrace, Fingal, Park and Mullumbimbi Streets	
Byron Bay – Precinct 1 and 2	\$240 .00 per m ² annually
Byron Bay – Remaining properties	\$181.50 per m ² annually
Mullumbimby	\$87 per m ² annually
Remainder of Shire	\$87 per m ² annually

Review of Temporary Food Business fees

1. Operation approval - Removal of three year approval fee

A fee was introduced that allowed a 3 year approval to be granted (at a reduced rate). It was thought that a 3 year approval would help alleviate the administrative burden associated with the processing of applications that were previously renewed annually.

However, changes are being proposed to integrate template letters and approvals within Authority and have their assembly automated, thereby reducing the manual work normally associated with the administration of yearly applications.

Furthermore there have been unintended consequences with the 3 year approval, namely when a change in contact details has occurred and Council has not been notified, affecting the serving of notices and compliance action. Reverting back to an annual renewal period will facilitate adherence to food safety requirements, assist environmental health officers with their inspections and handling of complaints, and ensure food proprietors are meeting their notification requirements.

2. New fee for low risk temporary food stall applications [\$80.50]

Processing of low risk applications do not require as much time compared with medium or high risk applications. The fee is half the full fee is proposed (full fee for medium/high risk applications is \$161.00).

3. New fee to accelerate temporary food stall applications [\$50.00 within 3 working days]
Officers frequently receive requests to fast track applications for upcoming events or
festivals with only 24 or 48hrs notice.

Urgent requests for processing should take into consideration other priority applications, therefore it is proposed that a "within 3 working day" turnover be established to facilitate urgent requests within a reasonable timeframe. (normal turn around is within 10 working days)

Drainage Diagram Urgency Fee [\$10]

Introduction of an urgency fee to process Drainage Diagram applications. These are us for as a requirement of sale, along with a Planning Certificate.	ually applied
Shannon Burt	

Byron Shire Council										
Current Submissions and Grants at 1 June 2019										
			Total	Requested Amount from	Council Funding	Council Funding	Other Party	Other Party		
			Project	Funding Body	Contribution	Contribution	Contribution	Contribution		
Funding Body	Funding Scheme	Council Project	Value	Cash	Cash	In-Kind	Cash	In-Kind	Status	Comment
NSW Department of Premier and Cabinet	My Community Project	Acoustic curtains for Mullumbimby Civic Hall (Community Project - Council sponsored)	\$32,481	28,481	0	0	4,000	0	Submitted	Submitted 22/05/2019
NSW Department of Premier and Cabinet	My Community Project	Byron Bay Japanese Taiko Drumming Celebration (Community Project - Council sponsored)	\$64,060	64,060	0	0	0	0	Submitted	Submitted 22/05/2019
NSW Department of Industry	Crown Reserves Improvement Fund	Brunswick River Project (weed eradication)	396,360	125,000	19,000	90,000	0	162,360	Submitted	Submitted 22/03/2019
NSW Department of Industry	Crown Reserves Improvement Fund	Butler Street Reserve Concept Plan	112,000	65,000	35,000	12,000	0	0	Submitted	Submitted 22/03/2019
NSW Department of Industry	Crown Reserves Improvement Fund	Byron Bay Foreshore Concept Plan	168,000	100,000	50,000	18,000	0	0	Submitted	Submitted 22/03/2019
Local Government NSW and NSW Office of Environment and Heritage	Flying Fox Grants	Paddys Creek Flying-fox Camp Management	72,430	35,000	19,000	15,035	0	3,395	Submitted	Submitted 13/03/19
NSW - Office of Environment & Heritage	Community Heritage	Heritage Advisory Service	20,000	10,000	10,000				Submitted	Submitted 6/02/2019
		Byron Shire Heritage Conservation Area Review	50,000	30,000	20,000				Submitted	Submitted 6/02/2019
		3. Byron Shire Local Heritage Grants	20,000	10,000	10,000				Submitted	Submitted 6/02/2019
NSW Roads and Maritime Services	Cycling Towns	Byron Bay to Suffolk Park Cycleway	3,000,000	3,000,000					Submitted	Submitted 13/12/2018

E2019/29454

Byron Shire Council Current Submissions and Grants at 1 June 2019										
			Total Project	Requested Amount from Funding Body	Council Funding Contribution	Council Funding Contribution	Other Party Contribution	Other Party Contribution		
Funding Body	Funding Scheme	Council Project	Value	Cash	Cash	In-Kind	Cash	In-Kind	Status	Comment
NSW Roads and Maritime Services	Priority Cycleways	Byron Bay to Suffolk Park Cycleway	1,932,542	966,271	466,271		500,000		Submitted	Submitted 13/12/2018
NSW Roads and Maritime Services	Connecting Centres	Balemo Drive Stage 2 Shared Pathway	148,500	123,500	25,000				Submitted	Submitted 13/12/2018
NSW Roads and Maritime Services	Connecting Centres	Kolora Way Redgate Road Bike Path design	160,000	120,000	40,000				Submitted	Submitted 13/12/2018
NSW Roads and Maritime Services	Priority Cycleways	Lismore-Bangalow Road Shared Path design	150,000	,						Submitted 13/12/2018
		TOTAL (\$)	6,326,373	4,827,312	694,271	135,035	504,000	165,755		

E2019/29454



Draft Policy:

Debt Management and Financial Hardship Assistance

2019

E2019/41313

INFORMATION ABOUT THIS DOCUMENT

Date Adopted by Council		Resolution No.			
Document Owner	Director Corporate and Community Services				
Document Development Officer	Revenue Coordinator				
Review Timeframe	4 Years				
Last Review Date:		Next Scheduled Review Date			

Document History

Doc No.	Date Amended	Details/Comments eg Resolution No.		
Debt Recovery Policy				
W2018/463	24/06/1997	Debt Recovery Policy 2.3 originally adopted by Council on 24/06/1997 (resolution 9143).		
#628690	12/02/02	Res 02-34		
#1022697	11/11/10	Draft reported to Council		
#1074640	11/11/10	Res 10-890 Adopted after exhibition period – 30/12/10		
		Policy to be superseded by combined Debt Management and Financial Hardship Assistance policy 2019.		
Financial Hardship	Policy			
#630123		Existing Policy – Rates and Charges Writing Off		
#861882	02/07/09	Draft reported to Council. Resolution 09-608 – on public exhibition see Advert #870062		
#885063	14/08/09	Policy adopted after exhibition period in accordance with Res 09-608 (no submissions received)		
E2016/102054	15/12/16	Draft reported to Council. Resolution 16-621 – on public exhibition See Advert E2017/876		
E2017/8216	06/02/17	Policy adopted after exhibition period in accordance with Res 16-621 (no submissions received)		
E2019/6982	23/01/19	Reviewed for currency, endorsed by ET. Minor amendment to policy year		
		Policy to be superseded by combined Debt Management and Financial Hardship Assistance policy 2019.		

Combined Debt Recovery and Financial Hardship Policy		
E2019/33651	22/05/19	New draft combined policy presented to ET meeting 22/05/19 (I2019/730 – Report 3.2) for endorsement prior to presenting to Council.
E2019/41313	22/05/19	ET requested minor changes to draft policy in regard to highlighting that interest write off will be made in accordance with General Manager Delegation of Functions prior to draft policy being presented to 27/06/19 Council meeting.

E2019/41313

Further Document Information and Relationships

Related Legislation*	Local Government Act 1993 (LGA) Local Government (General) Regulation 2005 (LGR) Local Court Act 2007
Related Policies	Rates and Charges Pensioner Concessions (E2019/6983)
Related Procedures/ Protocols, Statements, documents	Statement of Revenue Policy Statement (IP&R documentation) - Adopted Annually Office of Local Government – Council Rating and Revenue Raising Manual 2007 (E2018/41378)
	Office of Local Government – Debt Management and Hardship Guidelines 2018 (E2019/33813)
	Management Administrative Guidelines – Rates and Charges (E2019/41299)
	Management Administrative Guidelines – Sundry Debtors (E2019/41257)
	General Manager Delegation of Functions (Section 378 and 335[2] LGA)

Note: Any reference to Legislation will be updated in the Policy as required. See website http://www.legislation.nsw.gov.au/ for current Acts, Regulations and Environmental Planning Instruments.

E2019/41313

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1. OBJECTIVES

- To provide a framework for how Council will efficiently and effectively manage and recover overdue debts.
- To ensure that Council's debt recovery procedures are clear, consistent and fair.
- To provide financial assistance for customers experiencing genuine financial hardship.
- To satisfy legislative debt management and debt recovery requirements.
- To minimise outstanding debt and endeavour to meet the industry benchmark ratio of less than 5% of overdue rates and charges.

2. SCOPE

This policy applies to all Council staff, ratepayer's' community members and contracted service providers.

3. **DEFINITIONS**

Council	Byron Shire Council	
Financial Hardship	When a ratepayer is willing but unable to pay their rates and charges on time because of unexpected events (e.g. injury or medical condition, natural disasters, expenses not budgeted for) or unforeseen changes (e.g. unemployment or income variations, family separation) that impacts cash flow.	
Substantially Honoured Agreement	Means within a 90% variation of the original agreement, unless the ratepayer contacts Council to renegotiate a variation to the agreement if they are unable to meet the original terms and conditions imposed, which is then approved by Council.	
LGA Local Government Act 1993		
LGR	Local Government (General) Regulation 2005	
MAG	Management Administrative Guidelines	

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4. STATEMENT

In regard to rates and charges accounts, Council's annually adopted Statement of Revenue Policy within its Operational Plan outlines how Council will levy rates, charges and fees.

This policy establishes the framework for how Council will manage and recover overdue accounts, supported by the "Management Administrative Guidelines – Rates and Charges" and "Management Administrative Guidelines – Rates and Charges" operational procedural guidelines adopted by Council's Executive Team.

In developing its debt management and recovery policies and procedures, Council has considered best practice processes and principles outlined in the Office of Local Government publication "Debt Management and Hardship Guidelines – November 2018".

Council has implemented systems and processes to provide customers with access to information and flexible payment options in an attempt to reduce legal debt recovery actions.

Council acknowledges that ratepayers may experience genuine financial hardship from time to time and as a result, may need assistance to meet their rates and charges payment responsibilities. This policy outlines the circumstances in which financial hardship assistance will be provided and the various types of voluntary financial assistance Council will provide to ratepayers.

Staff will make decisions subject to the limits on their role delegations that apply at the time by resolution of Council or by General Manager approved Delegation of Functions made under section 378 and 335(2) of the LGA.

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5. DEBT MANAGEMENT AND RECOVERY - RATES AND CHARGES

In accordance with the LGA, Council issues **Rates and Charges Notices** annually in July and subsequent quarterly instalment notices are issued at least 30 days prior to the quarterly instalment payment due dates set under section 562 of the LGA as follows;

31 August, 30 November, 28 February and 31 May.

Water and Sewer Usage Notices are issued following the processing of quarterly water meter readings and at least 30 days prior to the payment due date. Quarterly payment dates vary due to reading and processing time variations. Our current water meter reading contract that expires on 31 January 2022 results in quarterly accounts being due for payment around;

15 July, 15 October, 15 January and 15 April.

Pensioners are not excluded from Council's debt recovery policies. Pensioners may qualify for financial assistance under separate Council policies.

5.1. Payment agreements (Section 564 LGA) - Ratepayers ineligible for financial hardship assistance

Ratepayers experiencing short term financial difficulties that don't meet financial hardship assistance eligibility criteria will be provided with the option of a payment due date extension or a suitable regular periodical payment agreement in accordance with section 564(1) of the LGA and Council's "Management Administration Guidelines – Rates and Charges".

Interest charges (full or part) may be written off under section 567 of the LGA, in accordance with General Manager Delegations of Functions (section 378 and 335[2] LGA) and Council's "Management Administration Guidelines – Rates and Charges" in certain circumstances such as;

- A new owner
- A late payment by a long term ratepayer with excellent payment history
- An owner/occupier experiencing temporary financial hardship that enters into and complies with a suitable periodical payment agreement.
- A ratepayer that experiences a significant water and sewer usage account due to a water leak event and enters into and complies with a suitable periodical payment agreement.

5.2. Overdue Reminder Notices - Issued Quarterly - Rates and Water Accounts

If a rates or water account remains unpaid after the payment due date listed on a quarterly notice, an overdue reminder notice will be issued for the overdue water or rates account balance in accordance with Council's "Management Administrative Guidelines – Rates and Charges".

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5.2. Water Supply Flow Restriction - Processed Half Yearly - Overdue Water Accounts

On a half yearly basis, if a ratepayer has not taken any actions to remedy the overdue water account following the deadline listed in the overdue reminder notice, Council will initiate actions to restrict the flow of water supply to the property pursuant to clause 144 (1) (b) of the LGR and in accordance with the conditions outlined in Council's "Management Administrative Guidelines – Rates and Charges".

The property owner and occupier will be provided with written notification of Council's intention to restrict the property's water supply and Council will make every effort to personally contact the property owner to negotiate a suitable payment plan in order to avoid installing the restriction device.

Once the water supply restrictor is installed, a suitable payment agreement may be entered into with the ratepayer however, the flow restrictor will not be removed until the overdue water account and flow restrictor device disconnection fee is paid in full.

The installation of a water flow restrictor does not affect Council's normal rates and charges debt recovery processes.

5.3. Notice of Intent (Final Demand) – Issued Half Yearly – Combined Rates and Water Accounts

On a half yearly basis, if a ratepayer has not taken any actions to remedy the overdue account following the deadline listed in the latest issued water and/or rates account overdue reminder notice, the combined rates and water account overdue debt will be forwarded to Council's contracted debt collection agency for the commencement of debt recovery action providing the debt meets amount thresholds and any other conditions outlined within Council's "Management Administrative Guidelines – Rates and Charges".

Council's debt recovery agent will immediately issue the ratepayer with a Notice of Intent (Final Demand Notice) that provides the ratepayer/s with seven (7) days to pay in full or to contact our collection agent or Council's rating team to make a suitable payment agreement.

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5.4. Debt Recovery Proceedings - Combined Rates and Water Accounts

If the ratepayer/s fails to comply with the demands stated within the Notice of Intent, the steps outlined below will be undertaken.

Council may initiate debt recovery actions at any time providing proposed action notifications have been provided to the ratepayer/s. For example, if a ratepayer does not honour an agreed periodical payment arrangement.

- Council staff will undertake a review of the account essentially an information gathering exercise to assist staff with future decision making processes in regard to recovering the subject debt.
- Council staff will attempt to make contact with the ratepayer/s via phone in the
 first instance or via email. The purpose of this contact is to gain an understanding
 of the reason for non-payment, discuss relevant financial assistance that may be
 available and to seek a suitable payment agreement to resolve the debt without
 the need for costly and time consuming legal debt recovery actions.
- If contact is unable to be made with the ratepayer/s or if the ratepayer has a
 history of non-payment, Council staff will commence debt recovery proceedings
 in accordance with the criteria and amount thresholds contained within Council's
 "Management Administrative Guidelines Rates and Charges".
- The most efficient and effective method of debt recovery will be determined on a case by case basis. These may consist of but are not limited to;
 - o Lodgement of a Statement of Claim ("summons") through the Local Court
 - Rent to pay rates (Section 569 LGA)
 - Sale of land for unpaid rates (Section 713 LGA)

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6. FINANCIAL HARDSHIP ASSISTANCE - RATES AND CHARGES

6.1. Eligibility criteria

In order for Council to determine eligibility for financial hardship assistance outlined within this policy, applicants are required to complete Council's Financial Hardship Application Form.

Council will assess eligibility based on the financial information provided within the form by the ratepayer. Council may request documented proof or further information from the ratepayer in order to make a determination. Supporting documentation confirming genuine financial hardship from a recognised financial counsellor or financial planner would be considered favourably.

The applicant must be the owner or part owner of the property and it must be their principal place of abode. The property must be categorised as residential or farmland for rating purposes.

6.2. Payment agreement - Financial hardship (Section 564 LGA)

Council will negotiate a formal regular periodical payment agreement with a ratepayer qualifying for financial hardship assistance in accordance with section 564(1) of the LGA and Council's "Management Administrative Guidelines – Rates and Charges"...

The agreement will require that rates and charges are paid as soon as possible whilst considering the applicant's current and estimated future repayment capabilities.

If the applicant does not comply with the agreement, the agreement may be cancelled and the full amount will become due and payable immediately and recoverable in accordance with Council policy.

6.3. Writing off interest charges (Section 567(c) and 564(2) LGA)

Council will write off or reduce interest charges in accordance with Council's "Management Administrative Guidelines – Rates and Charges" and with General Manager Delegations of Functions (section 378 and 335[2] LGA) if the ratepayer substantially honours the payment agreement.

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6.4. Deferral of the rate - New land valuations (Section 601 LGA)

In accordance with Section 601 of the LGA, if a property owner is eligible, Council will defer payment of the whole of the increase of the ordinary rate due, to the following rating year.

This is subject to one quarter of the amount of the increase being added to each instalment due in the following rating year. Interest is not charged on the deferred amount, unless it remains unpaid when the following rate instalment to which it was added, becomes overdue.

The criteria used to determine eligibility is as follows:

- The application must be received no more than 60 days from the issue of the Rates and Charges Notice.
- The property must be categorised residential or farmland for rating purposes.
- The increase in land value must be greater than the residential shire wide average increase.
- The ratepayer must own the property and also occupy the property as their principal place of abode.
- The ratio of ordinary rates payable to gross household income must be greater than 5.0%.
- The ratepayer will suffer substantial financial hardship if required to pay rates and charges when they fall due.
- The ratepayer must provide details of their income and expenses, with supporting evidence as required by Council
- This option is only available in the first year that new land values are used to levy rates.

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6.5. Deferral of rates and charges against the estate (Section 564 and 582 LGA)

This option is only available to aged pensioners and self-funded retirees that satisfy the eligibility criteria to defer payment of part or all of their rates and charges against their estate.

Interest charges for approved applicants will be charged at the maximum interest rate adopted by Council.

The criteria to be used to determine eligibility is as follows:

- The aged pensioner or self-funded retiree would suffer substantial financial hardship
 if required to pay rates and charges when they fall due.
- The applicant must provide details of their income and expenses, with supporting evidence as required by Council.
- The property must be categorised residential or farmland for rating purposes.
- The applicant must have owned the property for at least five years.
- · The applicant must occupy the property as their principal place of abode
- The applicant must apply annually and their circumstances must remain unchanged from the previous year.
- If circumstances change and the applicant no longer qualifies, Council will negotiate
 a repayment plan for accrued arrears if the property remains in the same ownership.
- If the ownership of the property changes or if the property is subdivided, all rates and charges (including interest charges) will become due and payable immediately.
- Given legal debt recovery constraints set out in section 712 of the LGA, Council will
 require the ratepayer to commence making payments in the future so their total debt
 does not exceed nineteen years. Council may consider other legal avenues to
 secure the debt at this time (e.g. court judgement for the debt).
- All applications for this type of assistance must be approved by the elected Council.

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7. SUNDRY DEBTORS

7.2. Payment Arrangements

All sundry debtor accounts are due 30 days from the date of invoice.

Where the debtor is unable to make full payment within the due date payment arrangements may be entered into with Council. The arrangement must be a request from the account holder.

The amounts will be paid under a suitable periodical arrangement so that the debt can be recovered without the need for external debt recovery, aiding in elimination of extra collection fees being added to the debtor account. Sundry Debtors Guidelines will provide further information and guidance on limitations to payment arrangements.

Should the applicant miss a payment without prior notification to Council, the agreement may be cancelled and the full amount will become due and payable immediately and forwarded onto external Debt Recovery for collection.

7.3. Hardship Applications

In order for Council to determine eligibility for financial hardship assistance, applicants are required to complete Council's Sundry Debtors Financial Hardship Application Form. Council will assess eligibility based on the financial information provided within the form by the ratepayer. Council may request documented proof or further information from the ratepayer in order to make a determination. Supporting documentation confirming genuine financial hardship from a recognised financial counsellor or financial planner would be considered favourably.

The applicant must be the person/s who are named on the sundry debtor invoice or owner or part owner of the business or property.

Determination of the hardship application may result in deferral of payment for a specified time, writing off the debt in part or full or declining the application.

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7.4. Writing Off of Sundry Debtors

Section 610E allows Council to waive payment of, or reduce an approved fee other than rates and charges. This can be done if the case falls within the category of hardship or any other category in respect of which the Council has determined a category of cases under this Section until it has given public notice of the proposed category.

Council currently has the following categories in place to refund or waive fees.

The General Manager or delegated authority has the discretion to waive or reduce a fee under Section 610E Local Government Act 1993:

- Demonstrated financial hardship as per Financial Hardship Assistance Policy 2019 for Sundry Debtors, or
- Public benefit (eg: Charitable projects), or
- As recompense for poor customer services or other error on the part of Council,
- The circumstances of a particular case, where full fee payment would be unreasonable or inequitable.
- Where special circumstances exist, the matter is to be referred to the General Manager for consideration.
- Where external debt recovery has been exhausted and debt becomes unrecoverable.

A sundry debt above \$10,000.00 can only be written off in conjunction with Section 610E of the Local Government Act, by resolution of Council.

The General Manager may write off a sundry debt in conjunction with Section 610E if it is less than or equal to \$10,000.00 as per Clause 213 Local Government Regulation 2005.

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13.11 - ATTACHMENT 1

8. SUSTAINABILITY

7.1 Social

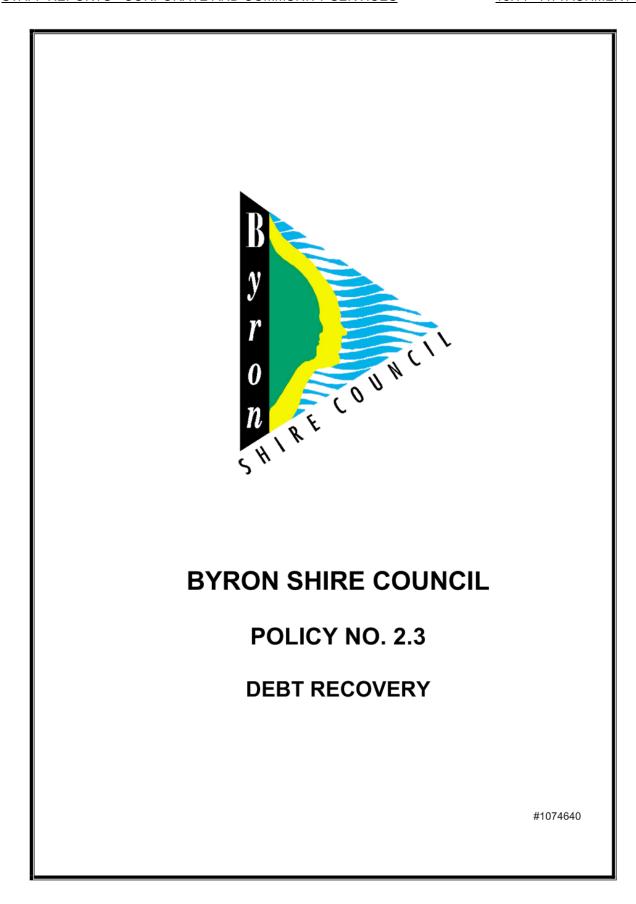
This policy offers assistance to customers that are experiencing financial hardship and outlines debt management principles that Council will follow.

7.2. Economic

This policy outlines Council's overarching debt management operational practises which give consideration to ratepayers in financial hardship whilst ensuring debts owing to Council are recovered in a timely manner to ensure Council's financial sustainability to deliver the services and facilities expected by the community.

The financial assistance provided under this policy is negligible in regard to the impact to Council's budget.

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13.11 - ATTACHMENT 2

Policy - Debt Recovery

INFORMATION ABOUT THIS DOCUMENT

Date Adopted by Council	24 June 1997	Resolution No.	9143
Policy Responsibility	Corporate Management		
Review Timeframe	As required		
Last Review Date:	October 2010	Next Scheduled Review Date	

Document History

Doc No.	Date Amended	Details Comments eg Resolution No.	
#628690	12/2/02	Res 02-34	
#1022697	11/11/10	Draft reported to Council	
#1074640	11/11/10	Res 10-890 Adopted after exhibition period – 30/12/10	

Further Document Information and Relationships

Related Legislation	Local Government Act 1993 Local Courts Act 1970
Related Policies	
Related Procedures/ Protocols, Statements, documents	

<u>13.11 - ATTACHMENT 2</u>

Policy - Debt Recovery

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13.11 - ATTACHMENT 2

Policy - Debt Recovery

Policy No. 2.3

POLICY TITLE DEBT RECOVERY

FILE REFERENCE COR050505

1. OBJECTIVES

- 1.1. To provide guidance to the General Manager and staff on appropriate debt recovery and write-off procedures to be undertaken to ensure effective control over Rates and Charges that become due and payable.
- 1.2. To recover monies owing to Council in a timely, efficient and effective manner in order to ensure effective cash flow management.
- 1.3. To fulfil the statutory requirements of both the Local Government Act, 1993 and Local Courts Act, 1970, with respect to the recovery of rates and other debts.
- 1.4. To ensure the integrity and confidentiality of all proceedings for both the Council and the debtor.

2. DEBT RECOVERY PROCEDURES FOR RATES

2.1. The Rates Reminder Notice

A Rates Final Reminder Notice shall be issued for amounts over \$50.00 within 14 days after the due date of an instalment to those ratepayers who have not made previous satisfactory payment arrangements.

- (a) Mutually suitable arrangements may be entered into with ratepayers requesting extensions to pay outstanding amounts. It is Council's intention to have a maximum period of 24 months for which debts may be paid under suitable arrangement, including current levies during the period of arrangement.
- (b) Interest will continue to accrue on any arrears during the period of arrangement.
- (c) All requests for extensions or payment arrangements are to be made in writing or by completing Council's Application for Payment Arrangement form. Payments can be made either weekly, fortnightly, monthly or by other suitable arrangements.
- (d) If the arrangement is in arrears for a period greater than 14 days, without prior notification, Council will contact the debtor in writing advising that legal action may commence as a result of the default arrangement.

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Policy - Debt Recovery

2.2. Deferral of Recovery Action against Eligible Pensioners

- (a) An eligible pensioner may apply for a delay in recovery action in order to allow outstanding rates and charges to accrue against their estate. The application must be on the approved form available from Council.
- (b) The pensioner must be in receipt of a current pensioner concession card (PCC) marked "Aged" (AGE) or "Disability Support" (DSP) from Centrelink or a TPI or EDA Gold Card from Department of Veteran Affairs.
- (c) Council will continue to provide an annual rates and charges notice each year showing outstanding rates and charges and quarterly instalment notices as per the provisions of the Local Government Act.
- (d) The deferment of rates and charges does not include Water and Sewerage Usage charges.
- (e) If any of the following events occur the Agreement to Defer Rates and Charges will become null and void and legal action may be instigated to recover outstanding Rates and Charges:-
 - · there is a change of ownership of the property,
 - any of the eligible pensioners listed as owners of the property cease to
 occupy the property as their principle place of abode, (except in the situation
 where the pensioner is in a care facility on a temporary basis being a period
 less than 12 months)
 - any of the pensioners listed as owners of the property are no longer eligible for a concession.
 - the rates and charges outstanding on the property exceed nineteen years from the date they became due and payable.
- (f) Due to the constraints of Section 712 of the Local Government Act 1993, Council will require that the ratepayer commences payment of any outstanding rates and charges on the property that exceed nineteen years from the date they became due and payable.
- (g) Should the ratepayer be unable to adhere to any of the above, Council will commence legal action in order to recover all outstanding rates and charges on the property.
- (h) Interest will continue to accrue on all outstanding rates and charges in accordance with the provisions of the Local Government Act 1993.
- All applications to Defer Rates & Charges must be approved by the General Manager.

2.3. Proceeding with Legal Action

(a) If Council receives no response from the debtor after the due date of the Final Reminder Notice or as a result of a defaulted payment arrangement notification Council may commence legal action.

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Policy - Debt Recovery

- (b) Legal Action will commence for amounts greater than \$400.00, only where there is more than one instalment outstanding for rates and charges. A 'Letter of Demand' will be issued to the ratepayer from Council's external debt recovery agent giving the ratepayer 14 days to respond.
- (c) If payment in full or an arrangement for payment has not been received by the due date stated on the 'Letter of Demand' then Council's external debt recovery agent may issue and serve a 'Statement of Claim. The debtor may, within 28 days of the service of the Statement of Claim lodge a defence to the claim made by Council.
- (d) If the debtor does not respond to the Statement of Claim within 28 days, Council's external debt recovery agent may apply for 'Default Judgment'. The Default Judgment will be recorded against the debtors credit file by a credit reporting agency and may affect their capacity to obtain credit or to refinance in the future. The Judgment is valid for 12 months.
- (e) After obtaining Default Judgment Council may recover the debt via a 'Writ of Execution', a garnishee against the debtor's salary or bank account, or issue an Examination Summons.
- (f) Any legal expenses incurred by Council from the recovery of outstanding rates and charges can be charged against the debtor under the Local Courts Act 1970.

2.4. Proceeding with Legal Action (Local Government Act)

- (a) Pursuant to Section 712 of the Local Government Act, proceedings for the recovery of a rate or charge may be commenced at any time within 20 years from the date when the rate or charge became due and payable.
- (b) All rates and charges payable by the same person, whether in respect of the same or of different land, may be recovered in a single action.
- (c) Section 605 of the Local Government Act 1993, allows Council to add to the amount of a rate or charge any reasonable out-of-pocket expenses incurred in tracing the person liable to pay the rate or charge.
- (d) The Local Government Act 1993 allows further options for Council to recover outstanding debts.
- (e) Section 569 allows Council the option to garnishee rent if the rateable property is let by the debtor to a tenant. A Notice must be served on the tenant under this Section before the garnishee can be attempted.
- (f) Where rates have remained unpaid for more than 5 years, Council may under Section 713(1) sell the property for unpaid rates.

2.5. Hardship Considerations

(a) Applications for Hardship Rate Relief must be submitted to the General Manager on the appropriate form under the provisions of Council's Financial Hardship Policy no. 09/003. Each application will be considered on its merits.

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Policy - Debt Recovery

2.6. Debt Recovery Procedures for Water and Sewer Usage Charges

- (a) A reminder notice shall be issued within 14 days after the due date of the water and sewer usage account to those ratepayers who have not made previous satisfactory payment arrangements. Reminder Notices will be issued for amounts over \$50.00 outstanding and will request payment within 14 days from the posting date of the notice.
- (b) Arrangements to pay off water and sewer usage charges will be the same as the procedures for the recovery of rates and charges. All arrangement to pay outstanding water and sewerage usage accounts must be made with the owner of the property. No arrangement for payment is to be entered into with the tenant of the property.

2.7. Proceeding with Recovery Action (Notice of Water Restriction)

- (a) The restriction of water supply due to non payment is pursuant to the Local Government (General) Regulations 2005. Such restriction, when made, will allow restricted water use so as to maintain personal hygiene only.
- (b) Where amounts remain unpaid or an arrangement for payment is not entered into after the due date of the reminder notice, a notice of Intention to Restrict Water Supply will be issued advising that the normal water supply of water will be restricted in 14 days from the date of the notice. The notice will be sent to the owner of the property at the last known address, and a copy of the notice will be issued to "The Occupier" addressed to the property address.
- (c) If Council receives no response from the issue of the Intention to Restrict notice, a further notice, Water Restriction Notice, will be served (hand delivered) on the occupier of the property, addressed to "The Occupier" at the property address advising that the water supply will be restricted on a specified day being 7 days from the date of the notice. The Water Restriction Notice will also be issued to the owner of the property at their last known address.
- (d) If the water and sewerage usage account remains unpaid the normal supply of water will be restricted on the day specified on the notice. The water supply will not be restored until the account is paid in full along with the reconnection fee. No arrangement for payment of the account will be entered into after the water restrictor has been installed.
- (e) If Council is aware that the property is being rented the water restrictor will not be installed on the property and the owner will be issued with a "Letter of Demand" issued by Council's external debt recovery agents advising that legal action will commence in order to recover the outstanding debt.

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Policy - Debt Recovery

2.8. Debt Recovery Procedures for Sundry Debtors

- (a) Council will raise sundry debtor invoices for amounts of \$20.00 or greater.
- (b) All debtor accounts are strictly 30 days from the date of invoice.
- (c) Payment arrangements may be made for the payment of sundry debtor accounts if requested. These debts will be paid under a suitable arrangement for a maximum period of 6 months.
- (d) Monthly statements are to be forwarded to debtors. Outstanding amounts of more than 30 days are to be regarded as overdue.
- (e) Where amounts are outstanding for more than 60 days, credit will cease.
- (f) If Council does not receive payment within 14 days after the issue of the monthly statement and the account is more than \$50.00 Council will send a 'Letter of Demand' to the debtor.
- (g) If Council does not receive payment within the 14 day period as stated on the 'Letter of Demand' legal action will be commenced. Legal action against Sundry Debtors will follow the same procedures as stated in this document under Proceeding with Legal Action for rates.
- (h) This policy will not apply to amounts due from Government Departments and such amounts shall be recovered by prompt action with the Government Department direct.

2.9. The Writing Off of Sundry Debtors

- (a) Section 610E allows Council to waive payment of, or reduce an approved fee other than rates and charges. This can be done if the case falls within the category of hardship or any other category in respect of which the Council has determined a category of cases under this Section until it has given public notice of the proposed category.
- (b) Council currently has the following categories in place to refund or waive fees.
- (c) The General Manager or delegated authority has the discretion to waive or reduce a fee under Section 610E:
 - · Demonstrated financial hardship, or
 - · Public benefit (eg: Charitable projects), or
 - · As recompense for poor customer services or other error on the part of Council,
 - The circumstances of a particular case, where full fee payment would be unreasonable or inequitable.
- (d) A sundry debt above \$5,000.00 can only be written off in conjunction with Section 610E of the Local Government Act, by resolution of Council.
- (e) The General Manager may write off a sundry debt in conjunction with Section 610E if it is equal to or less than \$5,000.00.

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STAFF REPORTS - CORPORATE AND COMMUNITY SERVICES

13.11 - ATTACHMENT 2

Policy - Debt Recovery

- (f) In accordance with Clause 20 of the Financial Management Regulation, a resolution or order writing off a debt must:
 - Specify the debtor's name;
 - Identify the account concerned; and
 - Specify the amount of the debt.
- (g) A written record is to be kept of all bad debts write offs.

2.10. Special Circumstances

(a) Where special circumstances exist, the matter is to be referred to the General Manager for determination.

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Policy:

Rates and Charges
Financial Hardship
Assistance

2019

INFORMATION ABOUT THIS DOCUMENT

Date Adopted by Council	1 February 2017	Resolution No.	16-621
Document Owner	Director Corporate and Community Services		
Document Development Officer	Manager Finance/Revenue Coordinator		
Review Timeframe	4 Years		
Last Review Date:	23 January 2019	Next Scheduled Review Date	January 2023

Document History

boument instory			
Doc No.	Date Amended	Amended Details/Comments eg Resolution No.	
#630123		Existing Policy – Rates and Charges Writing Off	
#861882	02/07/09	Draft reported to Council. Resolution 09-608 – on public exhibition see Advert #870062	
#885063	14/08/09	Policy adopted after exhibition period in accordance with Res 09-608 (no submissions received)	
E2016/102054	15/12/16	Draft reported to Council. Resolution 16-621 – on public exhibition See Advert E2017/876	
E2017/8216	06/02/17	Policy adopted after exhibition period in accordance with Res 16-621 (no submissions received)	
E2019/6982	23/01/19	Reviewed for currency, endorsed by ET. Minor amendment to policy year	

Further Document Information and Relationships

Related Legislation*	Local Government Act 1993 (LGA) - Sections 564, 567 & 601
Related Policies	Debt Recovery - Policy No. 2.3 Rates and Charges Pensioner Concessions – Policy No. 09/005.
Related Procedures/ Protocols, Statements, documents	Rates and Charges Financial Hardship Assistance Application form #DM862141 (review) Rates and Charges Administrative Guidelines Management Procedure Council's annually adopted Revenue Policy Statement (IP&R documentation).

Note: Any reference to Legislation will be updated in the Policy as required. See website http://www.legislation.nsw.gov.au/ for current Acts, Regulations and Environmental Planning Instruments.

E2019/6982



Policy: Rates and Charges Financial Hardship Assistance 2019

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Policy: Rates and Charges Financial Hardship Assistance 2019

1. OBJECTIVES

To provide financial assistance to ratepayers who are experiencing genuine financial hardship with the payment of their rates and charges.

To provide a decision making framework for the consistent and equitable determination of financial hardship applications.

To satisfy the statutory requirements of the Local Government Act 1993 (LGA) and other relevant legislation in relation to the waiving or reduction of rates and charges due to financial hardship.

2. SCOPE

This policy applies to ratepayers that meet the eligibility criteria within this policy document.

3. **DEFINITIONS**

Financial Hardship	When a ratepayer is willing but unable to pay their rates and charges on time because of unexpected events (e.g. injury or medical condition, natural disasters, expenses not budgeted for) or unforseen changes (e.g. unemployment or income variations, family separation) that impacts cash flow.
Substantially Honoured Agreement	Means within a 90% variation of the original agreement, unless the ratepayer contacts Council to renegotiate a variation to the agreement if they are unable to meet the original terms and conditions imposed, which is then approved by Council.

4. STATEMENT

Council acknowledges that ratepayers may experience genuine financial hardship from time to time and as a result, may need assistance to meet their rates and charges payment responsibilities.

This policy establishes the circumstances in which financial assistance will be provided and the various types of voluntary financial assistance Council will provide to ratepayers, pursuant to provisions within the LGA.

5. PAYMENT ARRANGEMENTS – Ratepayers ineligible for hardship assistance

5.1. Payment arrangement (Section 564 LGA)

Prior to a ratepayer formally applying for financial hardship relief as outlined within this policy, Council will offer ratepayers experiencing short term financial difficulties the option of a payment due date extension or a suitable regular periodical payment agreement in accordance with section 564(1) of the LGA and in accordance with Council's Rates and Charges Administrative Guidelines Management Procedure. Interest charges as adopted by Council from time to time will apply on overdue amounts.

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Policy: Rates and Charges Financial Hardship Assistance 2019

6. FINANCIAL HARDSHIP ASSISTANCE

6.1. Eligibility criteria

In order for Council to determine eligibility for financial hardship assistance outlined within this policy, applicants are required to complete Council's Financial Hardship Application Form.

Council will assess eligibility based on the financial information provided within the form by the ratepayer. Council may request documented proof or further information from the ratepayer in order to make a determination. Supporting documentation confirming genuine financial hardship from a recognised financial counsellor or financial planner would be considered favourably.

The applicant must be the owner or part owner of the property and it must be their principal place of abode. The property must be categorised as residential or farmland for rating purposes.

6.2. Payment agreement - Financial hardship (Section 564 LGA)

Council will negotiate a formal regular periodical payment agreement with a ratepayer qualifying for financial hardship assistance in accordance with section 564(1) of the LGA and Council's Rates and Charges Administrative Guidelines Management Procedure.

The agreement will require that rates and charges are paid as soon as possible whilst considering the applicant's current and estimated future repayment capabilities.

If the applicant does not comply with the agreement, the agreement may be cancelled and the full amount will become due and payable immediately and recoverable in accordance with Council's Debt Recovery policy.

6.3. Writing off interest charges (Section 567(c) and 564(2) LGA)

Council will write off or reduce interest charges in accordance with Council's Rates and Charges Administrative Guidelines Management Procedure if the ratepayer substantially honours the payment agreement.

6.4. Deferral of the rate - New land valuations (Section 601 LGA)

In accordance with Section 601 of the LGA, if a property owner is eligible, Council will defer payment of the whole of the increase of the ordinary rate due, to the following rating year.

This is subject to one quarter of the amount of the increase being added to each instalment due in the following rating year. Interest is not charged on the deferred amount, unless it remains unpaid when the following rate instalment to which it was added, becomes overdue.

The criteria used to determine eligibility is as follows:

- The application must be received no more than 60 days from the issue of the Rates and Charges Notice.
- The property must be categorised residential or farmland for rating purposes.

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Policy: Rates and Charges Financial Hardship Assistance 2019

- The increase in land value must be greater than the residential shire wide average increase.
- The ratepayer must own the property and also occupy the property as their principal place of abode.
- The ratio of ordinary rates payable to gross household income must be greater than 5.0%.
- The ratepayer will suffer substantial financial hardship if required to pay rates and charges when they fall due.
- The ratepayer must provide details of their income and expenses, with supporting evidence as required by Council
- This option is only available in the first year that new land values are used to levy rates.

6.5. Deferral of rates and charges against the estate (Section 564 and 582 LGA)

This option is only available to aged pensioners and self-funded retirees that satisfy the eligibility criteria to defer payment of part or all of their rates and charges against their estate.

Interest charges for approved applicants will be charged at the maximum interest rate adopted by Council.

The criteria to be used to determine eligibility is as follows:

- The aged pensioner or self-funded retiree would suffer substantial financial hardship if required to pay rates and charges when they fall due.
- The applicant must provide details of their income and expenses, with supporting evidence as required by Council.
- The property must be categorised residential or farmland for rating purposes.
- The applicant must have owned the property for at least five years.
- The applicant must occupy the property as their principal place of abode
- The applicant must apply annually and their circumstances must remain unchanged from the previous year.
- If circumstances change and the applicant no longer qualifies, Council will negotiate a repayment plan for accrued arrears if the property remains in the same ownership.
- If the ownership of the property changes or if the property is subdivided, all rates and charges (including interest charges) will become due and payable immediately.
- Given legal debt recovery constraints set out in section 712 of the LGA, Council will
 require the ratepayer to commence making payments in the future so their total debt
 does not exceed nineteen years. Council may consider other legal avenues to
 secure the debt at this time (e.g. court judgement for the debt).
- All applications for this type of assistance must be approved by the elected Council.

7. SUSTAINABILITY

7.1 Social

This policy assists ratepayers that are in severe financial hardship.

7.2. Economic

The financial assistance provided under this policy is negligible in regard to the impact to Council's budget.

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Office of Local Government

DEBT MANAGEMENT AND HARDSHIPGUIDELINES

November 2018



STAFF REPORTS - CORPORATE AND COMMUNITY SERVICES

13.11 - ATTACHMENT 4

DEBT MANAGEMENT AND HARDSHIP GUIDELINES

NOVEMBER 2018

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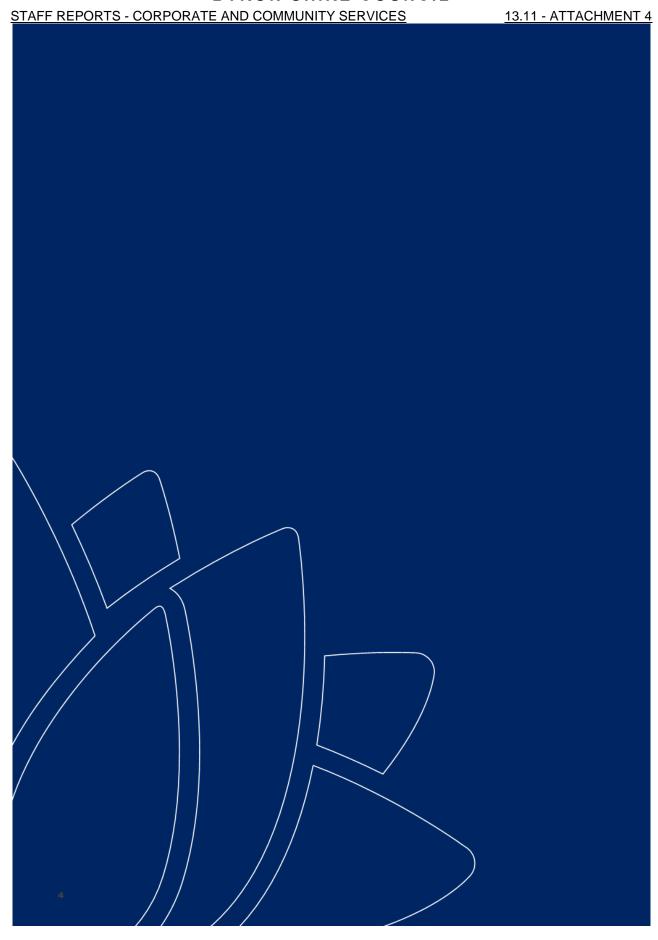
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Foreword

Council rates and charges fund a vast array of services, infrastructure and facilities that local communities rely on. It is therefore vital that councils have good policies and processes in place to ensure rates and charges are collected promptly, fairly and efficiently, while minimising the risk of debt from overdue payments.

Local communities expect governments, including councils, to have modern payment processes in place that best suit current day needs, including electronic payments of rates and charges and options to smooth out payments across the year for more substantial bills.

It is important for councils to recover debt from unpaid rates and charges fairly and equitably. Councils are encouraged to give special consideration for people facing hardship to limit unnecessary fees, interest and legal costs that can cause additional financial stress in difficult times.

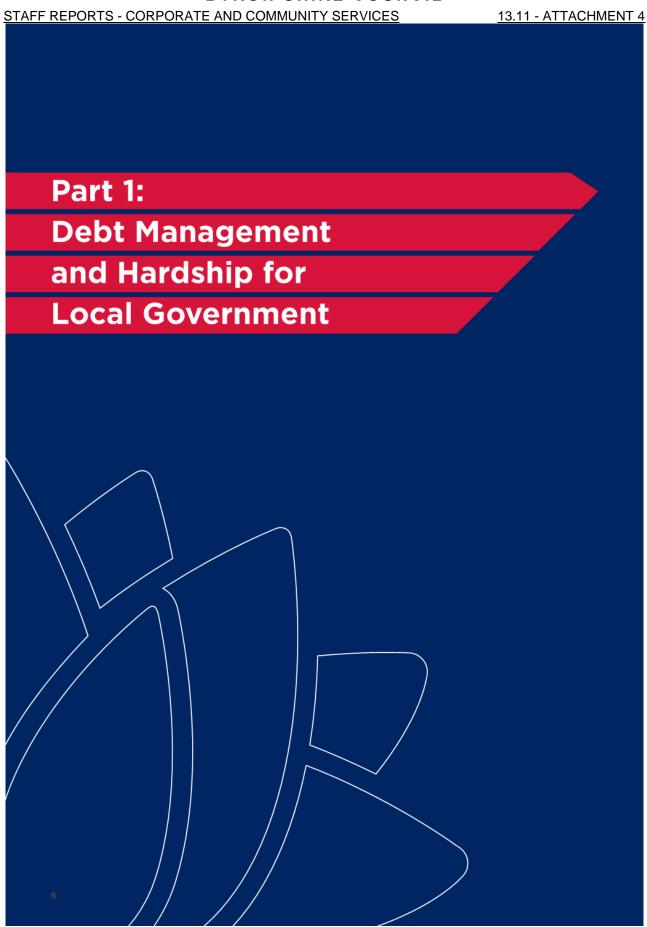
To support NSW councils to develop and apply modern, fair and effective debt recovery and hardship policies and practices in line with the requirements of the *Local Government Act 1993*, the NSW Office of Local Government, in conjunction with the NSW Department of Justice, has published these section 23A Debt Management and Hardship Guidelines.

The Guidelines set out information that councils must take into account when developing and implementing debt management and hardship policies, as well as best practice examples of easy-to-follow communication, hardship assessment, early mediation and dispute resolution.

They should be implemented alongside appropriate financial management practices to enable councils to maintain financial sustainability and achieve financial performance benchmarks.

Tim Hurst

Chief Executive Office of Local Government



1.1 Introduction

NSW councils collect rates and charges each year in line with the *Local Government Act* 1993. Councils receiving funds on time are in a better position to be financially sustainable and continue to deliver the services and facilities local communities need and expect.

Each council should adopt robust, fair and transparent policies and procedures outlining how they will communicate with ratepayers, collect monies owing, assess hardship claims and, where necessary, recover overdue payments to manage debt.

Good debt management by councils generally flows from having good rates and charges collection processes in place.

The Office of Local Government has worked with the NSW Department of Justice to prepare these Debt Management and Hardship Guidelines.

The Guidelines support councils to review and update existing debt management policies and practices to collect rates and waste charges, water and sewerage charges, and align them to best practice across the sector. They provide guidance on proactive measures councils can take to ensure prompt payment and minimise default, as well as how to follow up ratepayers and recover any debts incurred fairly and effectively.

When recovering debt, and at other times, councils must consider whether a ratepayer is facing hardship and the best way to support a person in hardship to pay their bills. Guidance on developing relevant hardship policies and procedures is also included.

Councils must take these section 23A Guidelines into account when exercising debt management and hardship functions or making relevant decisions. Debt Management and Hardship policies may be prepared separately or as a comprehensive article but must be integrated in their application.

Some helpful definitions for key terms in these Guidelines are set out at **Appendix A**.

1.2 Status and scope of Guidelines

The Guidelines are issued under section 23A of the *Local Government Act*. Councils must therefore take the Guidelines into account when implementing local debt management and hardship policies and/or procedures. They apply to all NSW councils, whether or not debt recovery functions are outsourced.

While the Guidelines have been developed with particular reference to collecting debts from individual ratepayers, much of the information will also be relevant to the collection of other debts, such as from businesses or other organisations.

Councils must always seek and be guided by their own independent legal advice on these matters.

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The Guidelines have drawn on best practice material in a number of NSW council policies and the Debt collection guideline: for collectors and creditors (Commonwealth, 2015) and the Debt Recovery Guidelines – Responsible collection of State debts: Guidelines for Revenue NSW to collect State debt (Revenue NSW). Valuable and timely feedback from the Revenue Professionals and a number of its member council practitioners is also acknowledged.

1.3 Objectives

The Guidelines assist councils to develop policies and procedures that provide for:

- efficient and effective collection of council rates, charges and outstanding debt
- contemporary and flexible options to collect money from ratepayers
- fair and equitable treatment of ratepayers, including those facing hardship
- how to identify and work with ratepayers in hardship when collecting money
- reduced use of expensive court processes to recover debts
- improved financial sustainability of councils, including performance in managing outstanding rates and charges, and
- compliance with legislative requirements, including the Local Government Act and privacy laws.

1.4 Legal framework

The Local Government Act provides the legal framework for how councils set and levy rates and charges each year and recover debt from overdue rates and charges, including for waiving or reducing rates in cases of hardship. A best practice debt recovery summary flowchart is set out at **Appendix B**.

Rates and charges are set in a council's Revenue Policy as part of their Integrated Planning and Reporting requirements. Rates and charges are made by 1 August each year. Notices state rates owing, any arrears and interest, any postponed rates, amount due and date to pay. Notices also advise that interest accrues after the due date, at a daily rate set by council up to a cap set yearly under the Local Government Act.

Councils are permitted to agree to periodic payments of rates and charges, write off accrued interest and postpone rates payments. In extreme cases, councils may also sell land to recover unpaid rates and charges. Councils may also provide discount incentives for prompt payment in full, if desired.

Hardship provisions are stipulated to encourage councils to have fair and equitable policies in place to assess hardship claims, particularly for pensioners, and procedures that make it as easy as possible for ratepayers in hardship to pay.

R

The NSW Government encourages councils to incorporate modern and flexible periodic and electronic payment systems and other incentives to make it as easy as possible for ratepayers to pay promptly and to minimise the risk of debt.

Relevant legislative excerpts from the *Local Government Act* and a list of other relevant laws are at **Appendix C**.

1.5 Principles

The advice and options in this Guideline are based on best practice from across the local government sector, with reference to a set of guiding principles.

Councils should consider the following guiding principles in establishing or reviewing their own policies and practices to support effective debt management:

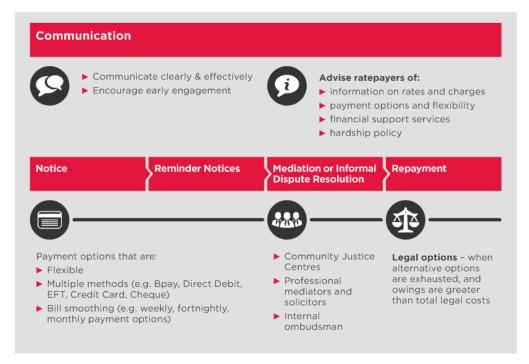
- clear and accessible communication –
 easy-to-understand information about
 rates and charges, how to pay, hardship,
 who to contact and the council's approach
 to overdue rates and dealing with
 hardship claims
- local flexibility providing payment options and processes that meet local needs and the special circumstances of those facing hardship

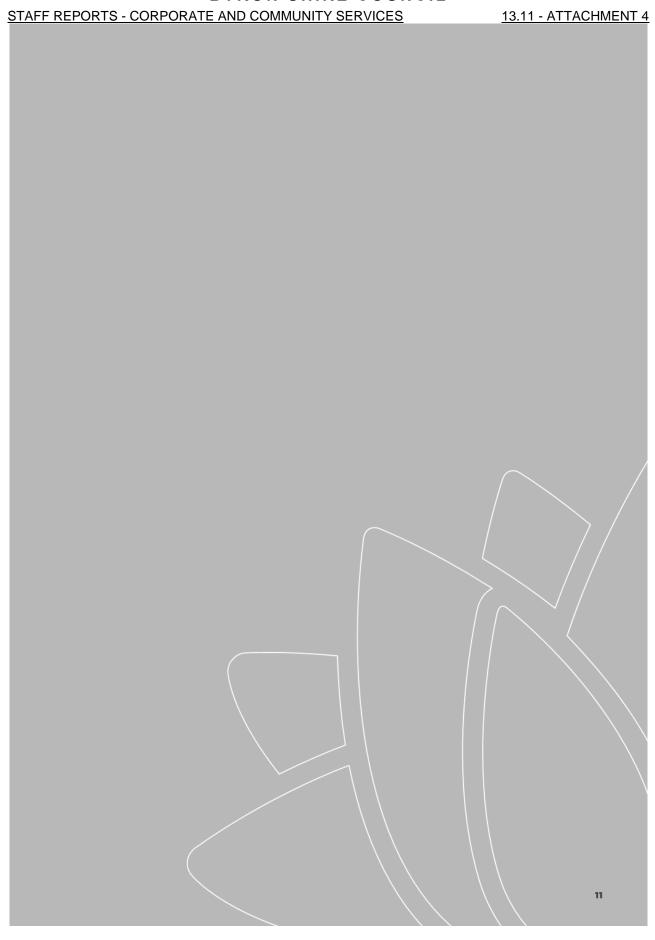
- fair, equitable and respectful treatment
 of all ratepayers, including respectful communication with those facing hardship
- a 'stop the clock' approach to suspend debt recovery, legal action and interest accrual while a ratepayer's hardship application is awaiting determination, or while they are complying with an approved payment arrangement
- informal action first timely action to prompt payments and communicate relevant information when following-up overdue amounts prior to taking formal action
- minimise costs try to achieve payment without increasing ratepayer debts
- maintain confidentiality and privacy –
 information provided by applicants is
 treated confidentially and only used for
 appropriate purposes, such as to assess a
 hardship application
- regular review of policies and procedures
 to identify good practice and areas for improvement, and
- consistent debt management and hardship approaches and policies.

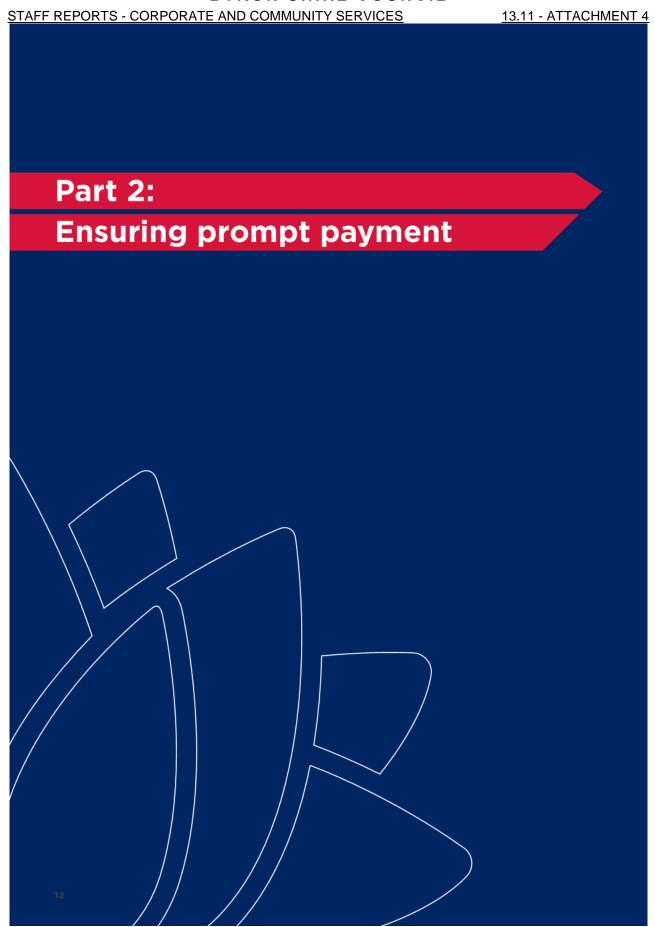
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1.6 Good practice summary flowchart

Figure 1 below summarises the good practice approaches to debt recovery and hardship taken by a number of NSW councils. These are further expanded on and explained in the following sections of the Guidelines.







When ratepayers act and pay promptly, and when councils are fair and realistic, the need for debt management is reduced. Below are some practical ways that councils can assist ratepayers to act promptly to meet their financial commitments.

2.1 Information for ratepayers

Most ratepayers act responsibly if they are given enough information about the rates and charges they owe, as well as reasonable opportunity and flexibility to pay in an easy and timely way that takes their needs into account.

Councils should support this approach by ensuring that their policies and procedures:

- allow for alternative payment options including flexible payment arrangements before rates are due – for example, periodic payments (i.e. weekly, fortnightly, monthly or quarterly), and electronic payment options
- authorise council staff to make suitable payment arrangements with ratepayers that have not paid on time, such as a Time to Pay agreement
- include helpful information on rates notices to encourage ratepayers to contact council early if they may have difficulty paying, and
- encourage staff to refer ratepayers making enquiries to financial counsellors and other low cost support services.

Councils can take proactive steps to reduce overdue payments and support ratepayers experiencing hardship such as:

- · promoting debt recovery and hardship policies
- developing clear, simple information, such as 'fact sheets' about rates and charges and options available to make sure they are paid on time

- translating material into other languages commonly used in their local area or including a list of local language services
- promoting flexible payment options in other communication materials, and
- improving access to policies, e.g. having key search terms to find them online (i.e. "debt recovery", "local government", "rates", "hardship").

Councils may also consider offering a discount on rates for ratepayers that promptly pay their rates in full under section 563 of the *Local Government Act*.

2.2 Rates and charges notices

Councils recover rates and charges owed by issuing a notice under section 546 of the *Local Government Act*. Information that must be included on rates and charges notices is listed in clause 127 of the *Local Government (General) Regulation 2005*.

Some ratepayers have difficulty navigating and understanding the complex and detailed information in rates notices. To support understanding and timely payments, councils should include in their policies and procedures how they will ensure notices have accurate, easy to understand and accessible information.

For example, while formatting is not prescribed, councils should design rates notices to be accessible and easy to understand. Councils with diverse communities should consider translating key information on rates notices into relevant languages.

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Some important information to highlight prominently on, or with, notices includes:

- name of rateable person every effort should be made to identify this
- the rate or charge amount due
- any outstanding rate or charge overdue and any interest charges
- · when each payment is due
- payment options
- how to contact the council with any questions about the notice
- where to go for further information, such as a link to the council website, on:
 - a council's financial hardship policy
 - any English as a Second Language (ESL) services, and
 - local financial counselling services.

Good Practice Case Study

A number of councils are sending out a flyer with their rates notices to provide advice to ratepayers about what to do if they cannot pay on time.

2.3 Modern and flexible payment options

Ongoing advances in technology are making it easier than ever for councils to create easy payment options for ratepayers. Communities expect councils to provide modern and flexible options that support easy payment and take into account different needs and circumstances.

Electronic billing and payments

Electronic billing and payments help to make sure that bills are received and payments are made on time, including for ratepayers living or travelling outside the local government area, and allow ratepayers to schedule payments and avoid going in person to a council during regular work hours.

NSW council policies should enable ratepayers the opportunity to make payments electronically and enable ratepayers to enter into an agreement to receive their rates notices electronically (via email).

Periodic payments and payment smoothing

Most people need to budget in advance for significant annual expenses, such as rates, waste, water and sewerage charges, as well as other utilities and insurances.

Councils should provide flexible options to enable periodic payment as do most modern businesses and governments. This may include 'payment smoothing' to reduce the impact of large bills by spreading payments evenly out across the year.

Allowing ratepayers to make small, consistent payments helps councils obtain rates and charges on time and helps ratepayers manage their budget more easily. Councils should consider combining this with a direct debit option, potentially with a discount incentive, to create seamless, automatic payments.

Council should enable periodic payment options, including payment smoothing, to help ratepayers pay on time. This may be as frequently as monthly, fortnightly or weekly to balance convenience to ratepayers with what is practical for councils.

Section 564 of the *Local Government Act* enables councils to enter into agreements with ratepayers that allow periodic payments to be made, at the council's discretion.

Councils should consider preparing a template agreement to make it easier to provide this option to all ratepayers.

Centrepay

Centrepay is a voluntary way for people to pay bills directly from their Centrelink payments through regular automatic deductions.

Councils should consider using and promoting Centrepay to ratepayers as an easy way to pay rates and charges through regular deductions from Centrelink payments. There is no cost to the ratepayer and councils pay a small transaction fee based on an agreement negotiated with the Commonwealth Department of Human Services.

Benefits to councils include reduced administrative costs, a secure option that helps ratepayers on lower fixed incomes to automatically pay bills on time, and a reduced risk of overdue rates and charges and recovery costs. Further information is at: www.humanservices.gov.au/individuals/services/centrelink/centrepay

2.4 Contacting ratepayers, currency of contact details and privacy laws

Councils should include information in their policies and procedures about their approach to proactively contacting ratepayers to collect rates and charges and recover debt beyond the legal requirements to serve rates and charges notices under section 127 of the Local Government (General) Regulation (see Appendix C).

Policies and procedures should include information about:

- reasonable and appropriate contact for the council to contact a ratepayer about rates and charges payments and any outstanding debt
- ensuring contact details are current for what a council will do in this case, for example, if a rates notice is returned to the council
- reasonable and appropriate follow-up to again contact a ratepayer
- conduct towards a ratepayer in line with the law and the council's Code of Conduct and including respect and courtesy as well as protection from misleading, humiliating, intimidating, demeaning or abusive conduct
- how information will be used and confidentiality and privacy will be maintained, and
- strategies for dealing with inappropriate behaviour from ratepayers – potentially including training, escalation of matters to be handled by senior staff and ceasing contact in extreme situations.

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Councils, or their debt recovery agent if this function is outsourced, should proactively update contact details and contact ratepayers about rates and charges owed, and outstanding debts while maintaining confidentiality and meeting privacy protection laws.

Councils should consider reviewing their Privacy
Management Plans and Privacy
Notification/Consent Forms
to ensure they have resident
and ratepayer permission to
share personal information
between internal business
units of the council for general
administrative purposes,
including the collection of rates
and charges.

Taking a proactive contact approach will help resolve payment issues and outstanding debt quickly and cheaply with little adverse impact on finances and ratepayers.

Appendix D to this Guideline provides further detail about best practice on contacting people to recover debt based on other relevant debt recovery guidelines.

2.5 Payments by pensioners

Under the Local Government Act eligible pensioners are currently entitled to a \$250 discount on their annual rates and domestic waste management service charges, as well as an \$87.50 discount on each of their annual water and sewerage charges in NSW, with the subsidy cost shared between the NSW Government (55%) and councils (45%).

Councils can choose to provide and meet further pensioner discounts on these rates and charges for hardship or in certain circumstances (s575).

The Local Government Act outlines separate requirements and flexibility for pensioners in relation to overdue rates and charges which councils must consider when adopting local debt management and hardship policies. Councils should balance the need to ensure financial sustainability with factors such as local socio-economic conditions and social justice principles.

Debt Management and Hardship Guidelines

Strategies councils should consider for pensioners include:

- working to achieve payment through informal means
- actively promoting flexible payment options, such as time to pay (s564)
- mandatory review before commencing legal action to recover debts
- · deferring rates payments
- writing off debts (s582 and 583), and
- considering individual circumstances of pensioners.

These strategies are also relevant for other ratepayers.

Further information about pensioners is under section 3.4 and section 4 of these Guidelines.

2.6 Measuring council performance

Councils should monitor and report on their financial performance to ensure they are financially sustainable. This reporting provides each council with a means to check how they are going over time and identify areas where further attention is needed.

A key indicator of council financial performance is outstanding rates and charges. For this purpose, these payments are outstanding if they have been overdue for at least 30 days.

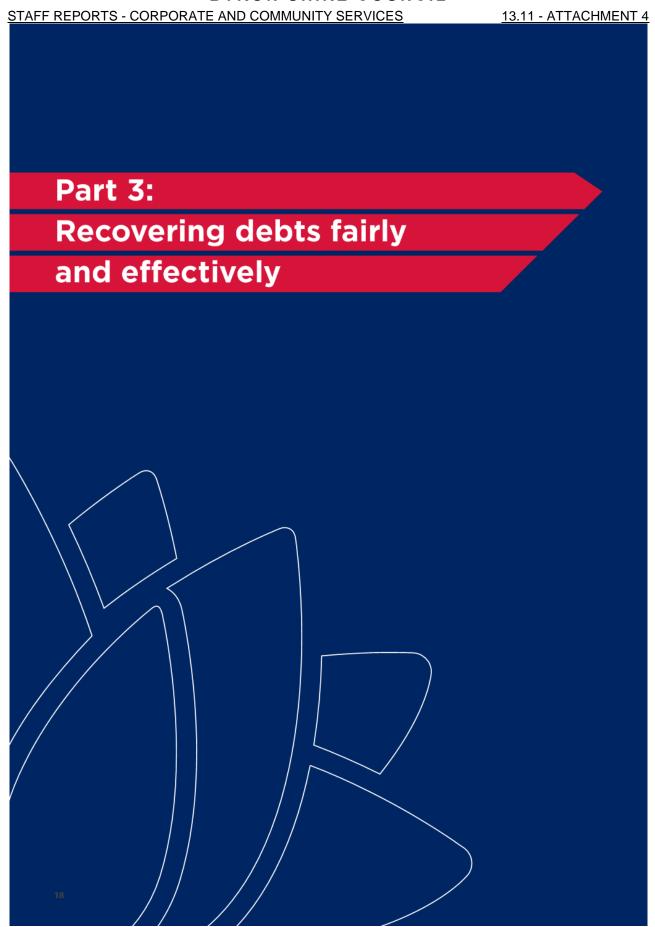
The local government performance indicator for outstanding rates and charges is presented as a ratio. This ratio reflects the impact of uncollected rates and charges on liquidity and the efficiency of council's debt recovery practices by comparing outstanding amounts to the total amount of rates and charges levied by each council.

The Office of Local Government has set councils a performance benchmark of:

- less than 5% for councils in city and coastal areas, and
- less than 10% for other regional and rural areas.

In 2016-17, outstanding rates and charges for NSW councils ranged from 1.1% to 35.7%, with outstanding amounts owed ranging from \$140,000 to \$25.98 million. The figures clearly show that, while some councils are meeting their performance benchmark, others are not.

Councils should regularly check the total value of outstanding rates and charges as well as their performance against the State-wide performance indicator.



Debt Management and Hardship Guidelines

Councils and communities rely on rates and charges to fund vital local services and facilities. Councils need effective debt recovery policies in place to recover rates and charges in a timely way to ensure they remain financially sustainable and able to continue to deliver quality services.

However, from time to time some ratepayers will face difficulties, such as loss of employment or illness, and councils need to take a fair and flexible approach to managing their debts.

To balance these considerations, councils should have policies that first seek to recover outstanding payments using a fair and effective process that promptly determines how each debt will be paid outside a formal court process. This minimises overall costs to the individual ratepayer, who may already be facing difficulties, and cost to the community.

Council Activity in the NSW Local Courts

In 2013 NSW councils filed 34,098 actions in the Local Court. Of these claims, around 95% were for unpaid rates and charges. The average claim was \$1,600 and over 80% were for less than \$2,000. Almost 70% of these matters settled, were paid or written off by councils prior to judgement.

In around 27% of these matters the ratepayer did not file a notice of defence in the court action. This means that these ratepayers were either not aware of the proceedings, did not understand the court process, were not willing to make a response to the claims, or were unable to seek representation.

Office of Local Government

3.1 Debt management options

Each council should determine how best to resource their debt collection and recovery role based on local circumstances and need.

While some councils undertake this role in-house, others engage professional businesses or debt recovery agents.

Agents acting on behalf of councils do so under express or implied authority. The council is ultimately liable for the agent's actions in recovering debt and the debt management process, as for any in-house debt recovery process.

Where councils choose to outsource debt collection and recovery, they should have appropriate contracts and operations in place that take into account **sections 2.4** and **3.2** of these Guidelines and the following principles:

- contacting ratepayers this should require clear, fair and efficient processes to identify, locate and contact ratepayers to recover debt
- this should facilitate prompt and efficient processes for agents relaying requests to the council, and for councils to respond to those requests, and for collection activity to be suspended at times when it is arranged for the council to respond directly about account information or documents

- conflicts of interest this should require any conflicts to be identified, declared and managed, including circumstances where the same business is performing other work for the council and/or is representing council in any subsequent legal action
- personal conduct this should require agents to approach ratepayers with respect, courtesy and discretion
- pensioners and others facing hardship this should set out special requirements for how these ratepayers are to be assessed and managed to meet council's legal obligations and policies
- use of alternative resolution options this should set out the council's requirements around attempting to resolve matters informally before filing in court and/or to follow certain dispute resolution guidelines or procedures, and
- confidentiality and privacy this should set out how personal information must be managed, including limiting provision and use of information.

3.2 Reminder notices and payment arrangements

Even councils that proactively use best practice to support ratepayers to pay rates and charges on time will have some outstanding payments to manage each year.

Councils are required to issue an annual rates and charges notice and reminders of each quarterly instalment one month prior to the relevant due date.

If a rates instalment is overdue, councils should issue ratepayers with a reminder notice, advising that full payment is required by a stipulated due date, unless a payment agreement has been made or a deferred payment has been approved.

Debt Management and Hardship Guidelines

Where contact details are out of date or rates notices are returned to the council, there is little advantage in issuing multiple reminder notices. In this case, councils should make attempts to obtain current ratepayer contact details. See **Appendix D** for information about how some councils achieve this.

Payment arrangements and repayment negotiations

Generally, if a ratepayer fails to meet two payment arrangements, councils issue a reminder notice advising that full payment is required within the date specified, after which debt recovery action will commence.

Councils are encouraged to work with ratepayers by taking a flexible and realistic approach, such as by:

- making reasonable allowances for ongoing living expenses
- considering if the ratepayer is on a fixed low income (for example a disability pension or other welfare payments) and prospects of future income, and
- · any other debts owing to different creditors.

Under no circumstances should councils provide ratepayers with financial advice. Any repayment arrangement reached should be fully and accurately documented and a copy provided to the ratepayer.

Where this prompts a ratepayer to reveal financial or other difficulties preventing payment, councils should follow special policies and procedures to assess and deal with hardship, as discussed in **Section 4**.

Council policies and procedures should include information about how best to deal with non-payment.

Councils should consider checking currency of contact details at the reminder notice stage, if they appear out of date, and how best to bring the notice to the ratepayer's attention (see also **section 2.4** and **Appendix D**).

Some councils offer prominent 'Change of Name' and 'Change of Address' services online for ratepayers and regularly undertake electronic ratepayer contact detail updates.

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Councils should develop a template reminder notice for overdue payments including:

- amount owing and date on which payment was due
- any interest charges that apply, or will apply, under the Act
- advice that the ratepayer should contact council immediately to discuss an alternative payment arrangement if unable to pay in full
- · contact details to discuss the debt
- advice that the council officer will be respectful, courteous and discreet when working with the ratepayer to resolve the matter
- notification that, if payment is not made, council will first seek resolution through internal dispute resolution but may need to resort to legal proceedings
- notification that all legal costs and expenses incurred in recovering rates will be charged against the property under the Act
- advice where to find further information about local support services, including free legal advice or financial counselling
- confirmation that council may agree to a payment arrangement before or after legal action has commenced but may continue legal action if the ratepayer does not comply with their arrangement with council, and
- notification, if relevant, that the ratepayer will be listed on the Credit Reference listing by credit bodies if payment is not made by a certain date.

If a ratepayer does not pay by the date on the reminder notice, council should consider issuing a final notice or letter of demand before taking legal action. Council should again try to find current contact details prior to sending the notice.

The final notice should repeat the reminder notice information, refer to the previous reminder notice and confirm that council will take further action without notice unless payment is made or the ratepayer negotiates an alternative arrangement with council.

3.3 Counselling, mediation and informal dispute resolution (IDR)

Local court data shows that councils file many claims for small debts at a much greater rate than State and Commonwealth governments, electricity and water providers combined. This results in unnecessary time, cost, use of court resources and stress on ratepayers. It can also indicate poor debt management practices.

Council should let ratepayers know about legal and financial counselling options, as well as any mediation or dispute resolution processes in place to help resolve issues.

Importantly, if a ratepayer is actively participating in a dispute resolution process, has made an application for financial hardship that has not yet been determined, or is complying with a payment arrangement made with a council in good faith, any action to sell the debt, retrieve the debt or start legal proceedings should be suspended (and then only be commenced if liability is confirmed).

Any business or agent acting on the council's behalf must also be aware of the council's policy in relation to mediation and dispute resolution. Further detail about different levels of mediation and dispute resolution is below.

Debt Management and Hardship Guidelines

Referring ratepayers to legal and financial advice

Councils can outline options for ratepayers to access support services to help resolve legal or financial issues and/or negotiate arrangements to manage debt. This will be mutually beneficial as it may result in an early agreement about payment arrangements.

Community legal centres and financial counsellors assist people resolve debt issues by • advice about budgets, options for reducing providing free, tailored expert advice. Solicitors from these centres or Legal Aid can provide legal advice and assistance to ratepayers.

Financial counsellors provide a mix of social. financial and paralegal advice and advocacy on debt issues. Assistance can include:

- · assessing whether or not the debt is legally owed
- · advice around protected income and assets (in broad terms, where a ratepayer's sole income is social security and they have only basic household assets, a creditor may be unable to enforce a debt against them), and
- expenses and possible debt repayment strategies, and
- · negotiating with other creditors to free up income that can assist people to pay rates and other essential charges.

Support services councils should refer ratepayers to

www.moneysmart.gov.au/managing-your-money/managing-debts Financial Advice, including financial counsellor search function

www.legalaid.nsw.gov.au/get-legal-help/find-a-service Legal Aid service (Legal Advisers)

Community Legal Centres in different local government areas: www.clcnsw.org.au/find_legal_help

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Mediation, negotiation and informal dispute resolution (IDR)

Mediation or informal dispute resolution is a quick, cheap, flexible and confidential process. It can help preserve business or personal relationships.

Mediation or informal dispute resolution is a key option to support councils to reach a payment arrangement with a ratepayer and many councils report high success rates using this. This should occur before any legal action is commenced. It may also occur during resolution of a legal claim or after a court has made a judgement.

Council policies should include Informal Dispute Resolution options. Timely mediation to resolve debt informally, prior to filing in court, benefits both councils and the ratepayers. It is effective and efficient best practice.

Options for mediation and informal dispute resolution differ across NSW and include:

- Community Justice Centres these centres provide free, community mediation services and can assist with many disputes, including debts
- Professional mediators and solicitors a list
 of people able to assist at cost is available
 through the Law Society of NSW and District
 Court of NSW this is usually only appropriate
 for larger outstanding debts, and
- Internal Ombudsmen.

3.4 Specific considerations for pensioners

Where a ratepayer that owes council a debt for rates and charges is a pensioner, additional options for support and flexibility may exist.

Councils should bring these options to the attention of ratepayers as soon as possible to minimise further costs accruing to those ratepayers and should set out in their policies and procedures how pensioner matters will be handled and relevant factors to consider in assessing applications.

For further information about pensioners refer to **Section 4** of these Guidelines.

3.5 Water and sewerage charges

Like rates and waste charges, councils levy ratepayers for water and sewerage services council provides. To the extent possible, the overall debt collection and recovery process should be consistent with the recovery of rates and charges.

Also like for rates and waste charges, pensioners are eligible for a discount on their water and sewerage charges.

While some special considerations apply to collecting these charges and responding to overdue payments, councils should also ensure they have appropriate policies and procedures in place to manage non-payment for water and sewerage charges.

Notifying ratepayers and occupiers

Particular considerations that should be included as part of these policies will apply where council may consider restricting water supply due to non-payment.

Debt Management and Hardship Guidelines

Councils should be aware that:

- a decision to restrict water supply must be consistent with the Local Government (General) Regulation and allow sufficient water use to maintain personal hygiene
- if payment is not made after a reminder notice is issued, council may choose to issue a notice of Intention to Restrict Water Supply
- notices should advise what action will be taken and a time period set by council, together with other matters usually set out on a reminder notice for rates
- notices should be sent to the legal owner of the property affected at his or her last known address and a copy sent to the 'Occupier' at the property address
- if council receives no response to a Notice
 of Intention to Restrict, a further Water
 Restriction Notice should be served on the
 occupier, and, the property owner at their
 last known address. This further notice
 should state when service will be restricted,
 at least 7 days from the date of the notice
- arrangements for payment should not be entered into directly with tenants
- if payment is not received and a restrictor is installed, a notice should be given to the occupier advising that water supply has been restricted or, if that is not possible, left at the property address, and
- the final notice should state that water supply will not be restored until payment is made, including a reconnection fee.

3.6 Writing off debt

If a debt cannot be recovered, or a council chooses not to take any further action, outstanding debts should be settled, where legally allowable.

One option is to reduce or write-off an outstanding debt. This can happen before, during or after any legal action is commenced, and may include:

- rates and charges in certain circumstances
 clause 131 Local Government (General)
 Regulation
- accrued interest s.567 Local Government Act
- pensioners' rates and charges s.582 and 583 Local Government Act. and
- sundry fees and charges s.610E, Local Government Act (after public notice).

Further information about the procedures for these actions is set out in the <u>Council Revenue</u> and Rating Manual.

Bad debts may be written off by a General Manager with delegated authority. For example, an elected council may resolve that the General Manager can write off debts below a certain amount or in specific circumstances without council resolution in accordance with the *Local Government Act*, such as in cases where it is believed that an attempt to recover the amount would not be cost effective.

3.7 External Dispute Resolution options

Businesses in many industries belong to an external dispute resolution (EDR) scheme. Specialist collection and debt purchasing agencies may also decide to join a scheme. At times, these schemes can help to resolve disputes that are unable to be resolved through the council's internal or informal dispute resolution processes.

Some councils are members of the Energy and Water Ombudsman scheme (EWON). Councils may wish to consider joining such a scheme for water charges. Further information is available at: www.ewon.com.au/.

The benefits of external review are that it provides an independent and transparent process to present a case, explain decisions and often resolve issues before the need for court action. It can also inform continual improvement in council policies and procedures.

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Council policies should specify any circumstances in which outstanding payment issues are to be elevated to more formal dispute resolution processes.

3.8 Legal options

While there are a number of local government court claims for unpaid rates in NSW each year, only 0.1% go to a final hearing. Almost all disputes are resolved through negotiation or other informal dispute resolution processes prior to judgement, and this is often required before a claim can be heard.

Court claims dealing with unpaid rates and charges can waste time, resources and cause unnecessary stress to ratepayers. Excessive court claims by councils can be a sign of poor debt recovery practices.

Councils should take legal action in court as a last resort rather than a matter of practice. This should only occur if an informal payment arrangement with a ratepayer is not successful, a ratepayer breaches an existing payment arrangement or a ratepayer has a long history of not paying rates and charges.

In considering whether to commence legal proceedings, councils should also consider the amount of a debt, how overdue it is and action taken to date. Special considerations may apply if the ratepayer is a pensioner, has a mental illness, is in hardship or otherwise requires assistance to defend a legal claim.

Councils should develop and apply a set of principles or criteria as part of their policies to assist in their decision about whether to proceed with legal action. This could include whether the ratepayer has:

- attempted to contact council or make instalments
- · previously failed to pay their rates
- complied with any alternative arrangements to make payments
- more than one rates instalment outstanding, and
- participated willingly in mediation or other attempts to settle the debt.

Filing in court

Only when other options are exhausted – and a council determines the next best option is to file in court – councils may use the NSW Department of Justice Online Registry to file forms including Statements of Claim and applications for default judgement. This may reduce the need to engage agents to file matters for councils. Further information is at: onlineregistry.lawlink.nsw.gov.au/content/.

NSW Government Civil Justice Strategy

The Department of Justice is developing a new Civil Justice Strategy that places a strong emphasis on dispute resolution prior to filing in court, particularly by State agencies and councils. This strategy recognises that more than 95% of court matters settle before final judgements and that the formal justice system should be involved in civil matters such as outstanding debts only where necessary.

Statements of Claim

Councils can recover debts in the Local Court for up to \$100,000. A flowchart of the debt recovery process is at **Appendix B**. The Small Claims Division handles debts up to \$10,000. This provides a lower cost process with less formality, less technicality in proceedings and fewer rules of evidence. Costs that can be awarded are therefore capped to a fixed amount. Most matters are usually dealt with by court assessors rather than magistrates.

Court orders and recovery action

The court may order that a ratepayer owes a council a debt. If not paid, the council or agent may take recovery action. This should only be authorised by a council officer with appropriate delegation. Council policies that contemplate legal action should provide guidance about how to choose an appropriate course of action such as an examination summons or garnishee order. Councils should only ever choose options that are commensurate with the nature of the debt owed

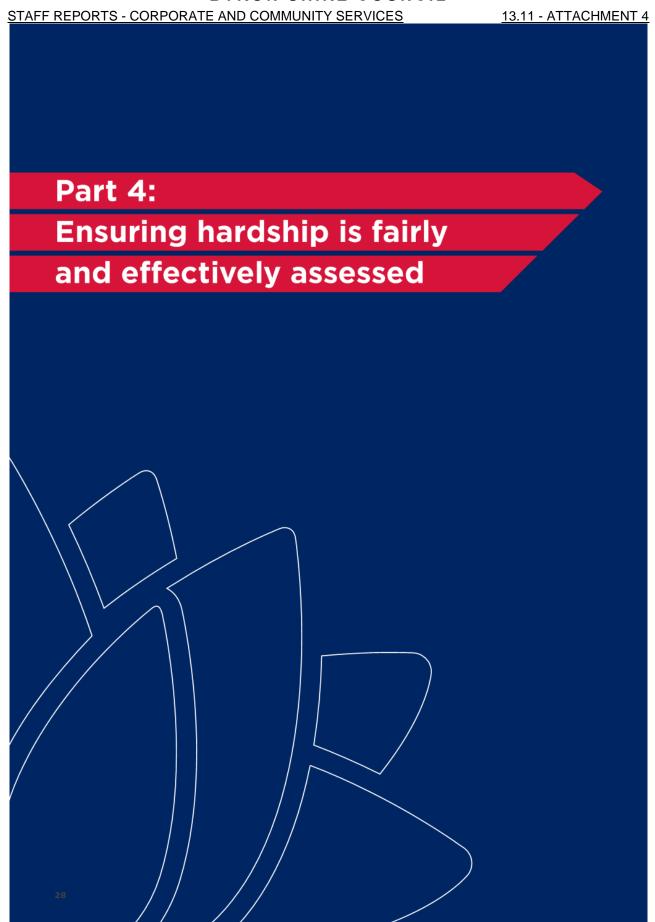
Sale of land for unpaid rates

Under Chapter 17, Division 6 of the *Local Government Act*, councils are able to sell land to recover rates and charges in certain circumstances where the debts have been outstanding for more than five years. Councils should only resort to this option as a last resort, particularly where a ratepayer lives on the property and the debt owing is a small amount. Councils should be guided by sound policies and procedures if taking this action.

If a property is sold and the amount received by council is less than the outstanding rates and charges, the council should consider the debt paid in full as per Section 719 of the Local Government Act.

If the amount received is more than the amount outstanding, the council will hold the money for persons having estates or interests in the land immediately before the sale according to their respective estates and interests.

Section 720 of the *Local Government Act* provides for councils to pay the balance of the purchase money or any part of the balance to or among the persons who are, in its opinion, clearly entitled to it. Receipt by the person of any payment made under this section is an effectual discharge of the council's liability.



Councils should act proactively, fairly, realistically and flexibly when they think a ratepayer may be experiencing hardship. They should also take into account the individual circumstances causing hardship. This will better ensure that the ratepayer is supported to meet their financial commitments.

Councils should ensure hardship information is easily accessible and understandable to ratepayers.

Councils should ensure that their hardship and debt management policies and procedures are integrated well, even if they are written as separate policies.

Many of the principles, policies and processes that apply to debt management, as outlined in the earlier sections of these Guidelines, also apply to hardship. Below is additional information that councils should take into account when preparing and implementing hardship policies and procedures.

4.1 Understanding hardship

Hardship is difficulty in paying debts when repayment is due. Any person who cannot pay their rates or charges due to hardship can apply to council for assistance at any time. Ratepayers should be encouraged to seek assistance from the council as soon as practical. The council should then consider each case on its merits.

Short term hardship can arise from a temporary change in circumstances:

- · Loss or change in income
- Illness
- · Loss arising from an accident
- · Natural disaster or emergency situation
- · Death in the family
- · Separation, divorce or other family crisis
- · Family violence, and/or
- Some other temporary financial difficulty due to loss of income or increase in essential expenditure.

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Long term hardship can arise from any of the reasons listed above, or it can relate to the problem of managing living costs with a low or fixed income such as a pension or superannuation payment.

4.2 Clear and upfront communication with ratepayers about hardship

As for debt management generally, councils should adopt and widely communicate local hardship policies and procedures in an easy to understand and accessible format. This should include having fact sheets, forms and other information on the council's website.

Where possible, councils should include information about language services to support the hardship claim process.

Councils should additionally define and clearly communicate financial support contacts, or information about where contacts can be found, as part of their debt management and hardship communication strategies. Key contacts could include:

- Financial Counsellors Association
- Financial Rights Legal Centre
- Mortgage Hardship Service
- National Debt Helpline, and/or
- · any other relevant services in the local area.

Councils should clearly communicate key sections of their debt management and hardship policy to ratepayers, including alternative payment options available to ratepayers (section 2.3), privacy provisions for ratepayers engaging with council (section 2.4), and arrangements for pensioners (section 2.5 of this Guideline).

4.3 Assessing applications for hardship assistance

Councils should have information in their policies and procedures about how they will consistently assess hardship applications.

Resources, such as hardship factsheets and application forms, should be easily accessible on the council website to allow ratepayers to make an application. Information should include a contact point in the council for any queries a ratepayer has. Applications should be able to be submitted by the ratepayer or by another person on their behalf.

How applications may be assessed

As each local community is different, councils should develop a methodology for assessing hardship based on local circumstances.

Applications may be assessed by the council or a delegate (e.g. a Hardship Committee or council employee). Factors to be considered may include, but are not limited to, whether the ratepayer:

- has provided appropriate evidence of financial and/or other hardship
- · receives Centrelink benefits
- receives other benefits (e.g. emergency relief funding)
- whether the applicant could be considered in acute financial hardship, for example, if an individual earns below 75% of the minimum weekly wage
- is experiencing domestic or family violence involving financial abuse
- has been referred by an accredited financial counsellor, welfare agency or legal assistance service, or
- has a payment history that indicates they have difficulty in meeting payments in the past.
- has appropriately completed a hardship application form (if required).

Debt Management and Hardship Guidelines

Councils may wish to consider best practice hardship processes of peer councils and/or talk to Legal Aid NSW or local financial support agencies when developing their hardship assessment processes.

Capacity to pay

An individual's capacity to pay should be assessed as part of this process. The payment amount and/or payment plan should take into account and reflect a ratepayer's personal circumstances including, but not limited to:

- the ratepayers total disposable income and current financial commitments
- the number of children and/or dependents of the ratepayer, and/or
- advice from an accredited financial counsellor.

Financial hardship and council assistance

There are several ways the council may help a ratepayer who is experiencing financial hardship including, but not limited to:

- a payment plan or agreement (s564 of the Local Government Act) so that rates and charges (whether overdue or not) are paid on a weekly, fortnightly or monthly basis
- interest may be waived or reduced for a set period of time
- a pensioner rebate (additional to the legislated rebate) may be given
- interest, rates or charges may be written off, waived, reduced, or deferred for eligible applicants (s564, s577, s601 Local Government Act).

When a payment plan is being arranged, the delegated council officer should work with the applicant to ensure the plan is realistic in terms of the applicant's capacity to pay.

When a payment plan is agreed the applicant should be given written notice of:

- · how long the plan will last
- the amount of each instalment payable under the plan
- · the due date of each instalment
- what action the council will take if the applicant misses a payment
- who to contact if the applicant's circumstances change, and
- details of any payment deferral options (e.g. s601, Local Government Act).

Penalty interest charges may normally be written off or reduced if:

- if the applicant complies with their payment plan, or
- if the applicant is a 'first time' defaulter with a good payment history and there are mitigating circumstances.

Hardship application decisions and appeals

The council, or delegate deciding hardship applications, should generally make a recommendation to the General Manager about whether or not to grant hardship. The General Manager would then make a decision.

The applicant should be informed of the General Manager's decision in writing within a reasonable timeframe after making the application (say 14 days) and should be given reasons for the decision.

If not satisfied with the outcome, the applicant should be able to appeal the decision, potentially to the elected council. Any hardship request considered by the elected council should be done at a closed meeting.

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Length of payment arrangements

Any form of assistance provided under a local debt management and hardship policy may be for 6 months, 12 months, or a period agreed to between both parties. A further application for hardship consideration may be made after this period.

Cancelling hardship arrangements

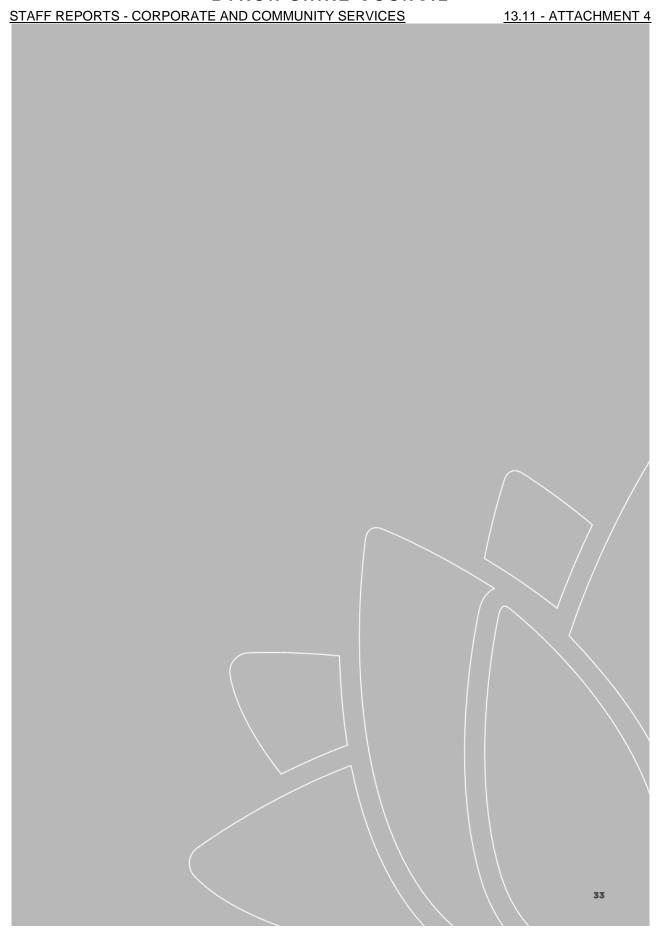
A hardship arrangement may be cancelled if the ratepayer:

- · fails to comply with their payment plan
- · no longer owns the land
- advises the council that financial hardship no longer applies, or
- provides false or misleading evidence of financial hardship to council.

Where a ratepayer fails to comply with their payment plan or contact the council about failing to pay, council should send a reminder to make a payment or contact the council.

If the ratepayer does not respond within an appropriate timeframe, say ten business days, and the council determines the payment plan is unlikely to be met, the payment plan may be cancelled and this decision communicated to the ratepayer in writing. The ratepayer's debt would then become subject to the normal debt recovery processes of the council.

Relevant checklists are in ${\bf Appendices}\; {\bf E}$ and ${\bf F}.$





Debt Management and Hardship Guidelines

Appendix A

Definitions

Term	Definition	
Agent	A person who has the express or implied authority to undertake collection activity on behalf of a council in circumstances where a debt has not been sold or assigned	
Authorised representative	A person such as a financial counsellor, solicitor, financial advisor, carer, trustee or guardian who has been authorised by a ratepayer to act on their behalf	
	A payment amount or plan that takes account a ratepayer's personal circumstances including, but not limited to:	
Capacity to pay	a) total disposable income and current financial commitments	
	b) number of children and/or other dependents of the ratepayer, or	
	c) advice from an accredited financial counsellor	
Costs	Amounts incurred by a council in recovering overdue debts (e.g. Court, interest and professional costs) which can be legally recovered from the ratepayer	
The Council	The elected representatives, or councillors, who form the governing body of local council.	
Council policy	Policy created and approved by the General Manager of a council and/or the elected body	
Credit listing	The listing of an unpaid debt on a person's credit report	
	Any record or information that:	
	 is being or has been prepared by a credit reporting agency 	
	has any bearing on an individual's	
Credit report	- eligibility to be provided with credit	
	- history in relation to credit, or	
	- capacity to repay credit, or	
	 is used or has the capacity to be used as a factor in establishing an individual's eligibility for credit. 	
Debt collector	A person collecting a debt in the course of a business, including councils, agencies collecting a debt on a council's behalf and independent collection agencies	
Debt Recovery Procedure	A council procedure that defines the processes to implement to meet the objectives of a council's debt recovery policy	
Default Judgment	the Court may make a default judgment whereby it will make a decision	
Financial counsellor	A person who provides information, support and advocacy to assist people in financial difficulty	

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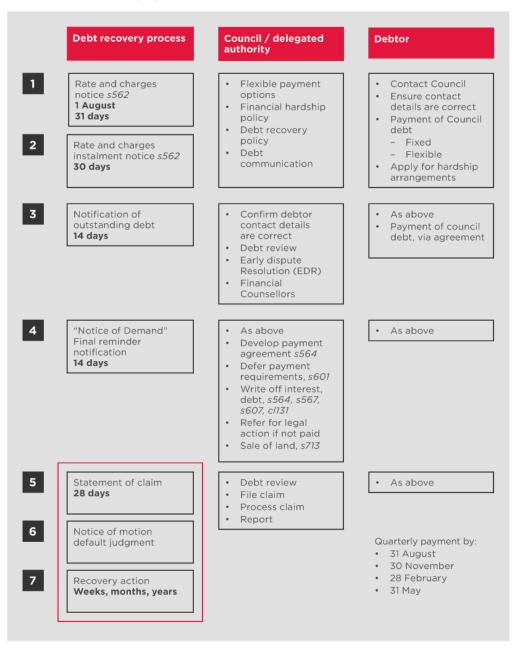
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Term	Definition
Garnishee	Legal document issued by the court ordering third parties who hold funds on behalf of the defendant (eg. an employer) to pay funds to a council. Garnishees can be issued against a defendant's wages, bank accounts or other third party holding funds on behalf of the defendant.
Hardship is any situation where an individual is having difficulty pay owed debt. This can result from life changes (for example, because unemployment or changed financial circumstances) restricting the capacity to pay	
Judgment debt	A debt confirmed by an order or judgment of a court
Notice of Demand	Demand letter from a council or a council's legal recovery representative issued in accordance with the Australian Competition and Consumer Commission and the Australian Securities and Investments Commission guidelines
Penalty interest	Interest raised in accordance with the <i>Local Government Act</i> and as adopted by a council in its Revenue Policy
Pensioner	An eligible pensioner as defined in clause 134 of the Local Government (General) Regulations 2005
Rateable valuation	Land value used for rating purposes i.e. net of allowances allowed by the Valuation of Land Act 1916 and s.585 Local Government Act
Reasonableness	Assessed according to an objective standard, taking into account all relevant circumstances
Rent for rates	Section 569 of the <i>Local Government Act</i> allows a council to order tenants of properties with overdue rates to pay rent to a council in lieu of unpaid rates, under specific circumstances
Sale of Land	In accordance with s713 of the <i>Local Government Act</i> , a council has the authority to sell land which has any unpaid rates or charges for more than 5 years, or 1 year for vacant land, where the owing debt exceeds the land valuation
Write off	The accounting procedure for cancelling a debt that is no longer collectable resulting in its removal from the ratepayer's balance sheet account

Debt Management and Hardship Guidelines

Appendix B

Debt recovery process flowchart



Note: Red indicates action referred to the NSW Local Courts, whereby rates, charges and fees remain unpaid after a final reminder notification.

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Appendix C

Local Government Act and regulations - excerpts

The Local Government Act 1993 (the Act) provides the legal framework for how councils in NSW may set and levy rates and charges and recover debt from overdue rates and charges. This is supported in provisions in the Local Government (General) Regulation 2005. Some relevant excerpts are set out in the tables below.

Councils must take a range of other laws into account when undertaking these activities. This Guideline does not capture all other legislation, in relation to which councils should take their own advice.

Local Government Act 1993

Section 546 How is a rate or charge levied?

- A rate or charge is levied on the land specified in a rates and charges notice by the service of the notice.
- (2) The notice may be served at any time after 1 July in the year for which the rate or charge is made or in a subsequent year.
- (3) A notice that is required to effect an adjustment of rates or charges may be served in the year for which the rate or charge is made or a subsequent year.
- (4) The notice may include more than one rate, more than one charge and more than one parcel of land.
- (5) It is not necessary to specify the name of the rateable person or the person liable to pay the charge in the notice if the council does not know the person's name.

Section 562 Payment of rates and annual charges

- (1) Annual rates and charges may be paid in a single instalment or by quarterly instalments.
- (2) If payment is made by quarterly instalments, each instalment is to be a quarter of the rates or charges, disregarding any remainder, together, in the case of the first instalment, with the remainder. However, if the amount of an instalment, other than the first instalment, is not a multiple of 10 cents, the amount of each instalment in excess of a multiple of 10 cents is to be subtracted from that instalment and added to the first instalment.
- (3) Except as provided by subsection (4):
- (a) if payment is made in a single instalment, the instalment is payable by 31 August, and
- (b) if payment is made by quarterly instalments, the instalments are payable by 31 August, 30 November, 28 February and 31 May.
- (4) If the rates and charges notice is not served by 1 August:
- (a) the single instalment (if payment is made in a single instalment), or
- (b) the first 2 instalments (if payment is made by quarterly instalments), is or are payable by 30 November, or by the day that is 30 days after service of the notice, whichever is the later.
- (5) On or before 31 October, 31 January and 30 April, a council must send reminder notices (to be sent separately from the rates and charges notice) to each person whose rates and charges are being paid by quarterly instalments.

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13.11 - ATTACHMENT 4

Debt Management and Hardship Guidelines

Section 563 Discount for prompt payment in full

A council may discount the amount of a rate or charge to such extent as it determines if the whole of the discounted amount of the rate or charge is paid by a date nominated by the council

Section 564 Agreement as to periodical payment of rates and charges

- (1) A council may accept payment of rates and charges due and payable by a person in accordance with an agreement made with the person.
- (2) The council may write off or reduce interest accrued on rates or charges if the person complies with the agreement.

Section 566 Accrual of interest on overdue rates and charges

- (1) Interest accrues on rates and charges that remain unpaid after they become due and payable.
- (2) Interest accrues on a daily basis.
- (3) The rate of interest is that set by the council but must not exceed the rate specified for the time being by the Minister by notice published in the Gazette.
- (4) Accrued interest is, for the purpose of its recovery, taken to be a rate or charge which is due and payable.
- (5) Interest continues to accrue on unpaid rates or charges even though judgment for payment of the rates or charges may have been obtained in a court. Interest is not payable on the judgment debt, despite any other Act.

Section 567 Writing off of accrued interest

The council may write off accrued interest on rates or charges payable by a person if, in its opinion:

- (a) the person was unable to pay the rates or charges when they became due and payable for reasons beyond the person's control, or
- (b) the person is unable to pay the accrued interest for reasons beyond the person's control, or
- (c) payment of the accrued interest would cause the person hardship.

Section 570 Transfer of land in payment of rates or charges

A council may accept a transfer of the land in respect of which rates or charges are or accrued interest is due and payable in full satisfaction of the rates, charges or accrued interest.

STAFF REPORTS - CORPORATE AND COMMUNITY SERVICES

Office of Local Government

13.11 - ATTACHMENT 4

Section 577 Extension of concession to avoid hardship

- (1) If a council considers it proper to do so to avoid hardship, the council may, by order, direct that:
- (a) a person specified in the order:
- (i) who occupies a dwelling as his or her sole or principal place of living, which dwelling is the sole or principal place of living of an eligible pensioner, and
- (ii) who is jointly liable with that eligible pensioner or with that eligible pensioner and one or more other persons in respect of the land on which that dwelling is situated, and
- (iii) in respect of whom a reduction of rates or charges would not, if that person were solely liable in respect of that land, be required to be made under this Division, or
- (b) any person belonging to a class of persons specified in the order, being persons referred to in paragraph (a),
 - is, on and from the effective date of the order, taken, for the purposes of this Division, to be or to have been an eligible pensioner.
- (2) If a council considers it proper to do so to avoid hardship, the council may, by order, direct that:
- (a) an eligible pensioner specified in the order who, although not liable, or although liable jointly with one or more other persons, to do so, has, for such period as, in the opinion of the council, warrants the making of an order under this section in respect of that person, paid the whole of the rates or charges for the land on which that dwelling is situated or is, in the opinion of the council, likely to pay the whole of the rates or charges in circumstances that in the opinion of the council warrant the making of an order under this subsection, or
- (b) any person belonging to a class of persons specified in the order being persons referred to in paragraph (a),
 - is, on and from the effective date of the order, taken, for the purposes of this Division, to be or to have been the person solely liable in respect of the land on which the dwelling is situated
- (3) An order under this section has effect according to its tenor.

Section 578 When does an order under sec 577 take effect?

- (1) An order under section 577 takes effect (or is taken to take effect) on such date as is specified in the order (the effective date), being a date in the year commencing on 1 July during which the order is made, whether or not that date is before or after the date on which the order is made.
- (2) If a council makes an order under section 577 that is taken to take effect on a date that is before the date of the making of the order, the council may, in that order or in a subsequent order, give such directions as to refunding any rates or charges that have been paid and the charging of interest on overdue rates or charges and as to such other matters as the council thinks fit.
- (3) An order under subsection (2) has effect according to its tenor.

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Section 579 When and how is an application made for the purposes of this Division?

- (1) An application under this Division is to be made within the time and in the manner prescribed by the regulations.
- (2) If no such regulations are in force, the application is to be made within the time and in the manner fixed by resolution of the council and, if an application is made for an order referred to in section 577, as the council may require.
- (3) If, pursuant to an application made under this Division, a reduced rate or charge applies, the council may, if the eligibility of the applicant for a reduction in a subsequent rate or charge is verified by the council as prescribed by the regulations, reduce the subsequent rate or charge without requiring a further application under this Division.

Section 580 Variation by regulation of amounts of reductions

The amount by which a rate or charge is to be reduced in accordance with this Division may be varied from time to time by the regulations.

Section 582 Abandonment of pensioners rates and charges

A council may waive or reduce rates, charges and interest due by any person prescribed by the regulations who is in receipt of a pension, benefit or allowance under the Social Security Act 1991 of the Commonwealth.

Section 583 Writing off of pensioners rates and charges

- (1) A council is to write off amounts of rates, charges and interest which are reduced or waived under this Division.
- (2) A council may not take proceedings to recover an amount so written off unless the amount has been written off because of a wilfully false statement in an application under this Division or except as provided by section 584.

Section 585 Who may apply for postponement of rates?

The rateable person for land described in any of the following paragraphs may apply to the council for a postponement of rates payable for the land in the current or following rating year (or in both years):

- (a) a parcel of land on which there is a single dwelling-house used or occupied as such and which is zoned or otherwise designated for use under an environmental planning instrument for the purposes of industry, commerce or the erection of residential flat buildings, not being land referred to in paragraph (b) or (c),
- (b) a parcel of land (which may comprise one or more lots or portions in a current plan) on which there is a single dwelling-house used or occupied as such and which is zoned or otherwise designated under an environmental planning instrument so as to permit its subdivision for residential purposes, not being land referred to in paragraph (c),
- (c) a parcel of rural land (which may comprise one or more lots or portions in a current plan) which is zoned or otherwise designated under an environmental planning instrument so as to permit its use otherwise than as rural land, or its subdivision into two or more lots or portions, one or more of which has an area of less than 40 hectares.

Section 595 Rates to be written off after 5 years

- (1) If 5 years have elapsed since the commencement of a rating year for which part of the rates levied on land have been postponed under this Division, the part postponed and any interest accrued on that part must be written off by the council.
- (2) Nothing in this section affects the right of the council to recover rates and interest, even though they have been written off under this section, if it subsequently appears to the council that they should not have been written off.

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Section 601 Hardship resulting from certain valuation changes

- (1) A ratepayer who, as a consequence of the making and levying of a rate on a valuation having a later base date than any valuation previously used by a council for the making and levying of a rate, suffers substantial hardship, may apply to the council for relief under this section.
- (2) The council has a discretion to waive, reduce or defer the payment of the whole or any part of the increase in the amount of the rate payable by the ratepayer in such circumstances, for such period and subject to such conditions as it thinks fit.
- (3) An applicant who is dissatisfied with a council's decision under this section may request the council to review its decision and the council, at its discretion, may do so.

Section 710 Service of notices on persons

- (1) A notice required by or under this Act to be served on a person may be served as provided by this section.
- (2) The service may be:
- (a) personal, or
- (b) by delivering the notice at or on the premises at which the person to be served lives or carries on business, and leaving it with any person apparently above the age of 14 years resident or employed at the premises, or
- (c) by posting the notice by prepaid letter addressed to the last known place of residence or business or post office box of the person to be served, or
- (d) by transmitting the notice by facsimile transmission to a number specified by the person (on correspondence or otherwise) as a number to which facsimile transmissions to that person may be sent. or
- (d1) by transmitting the notice by electronic mail to an email address specified by the person (on correspondence or otherwise) as an address to which electronic mail to that person may be transmitted, or
- (e) by fixing the notice on any conspicuous part of the land, building or premises owned or occupied by the person, or
- (f) in the case of an offence involving a vehicle, by attaching the notice to the vehicle, or
- (g) if the person to be served maintains a box at a document exchange established in New South Wales, by depositing the notice in that box or leaving it at another such exchange for transmission to the first mentioned exchange for deposit in that box.
- (2A) Subsection (2) (d1) does not authorise a notice to be transmitted to a person by electronic mail unless the person has requested the council, in writing, that notices of that kind be transmitted to the person by electronic mail, and has not subsequently withdrawn the request.
- (2B) A person's request under subsection (2A) is taken to have been withdrawn in relation to a particular kind of notice only if the person has informed the council, in writing, that notices of that kind are no longer to be transmitted to the person by electronic mail.
- (2C) While a person's request under subsection (2A) has effect in relation to a particular kind of notice, the address to which notices of that kind are to be transmitted is:
- (a) the email address indicated in the request, or
- (b) if the person subsequently directs the council, in writing, to transmit notices of that kind to a different email address, that different address.

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- (3) If a notice is deposited in a box, or left at a document exchange, service of the notice is, until the contrary is proved, taken to be effected 2 days after the day on which the notice is so deposited or left.
- (4) In addition to the means of service prescribed by subsection (2):
- (a) in any case where the person to be served is, or after inquiry appears to be, absent from New South Wales, the service may be on the agent of that person by any of the means prescribed by subsection (2) (a), (b), (c) or (d), and
- (b) in any case where the land, building or premises are unoccupied and the owner or the owner's address or place of residence is not known to the council, service by the council may be by advertisement in the approved form published in:
- (i) a newspaper circulating in the area or part of the area in which the land, building or premises are situated that is published in print form at intervals not exceeding 26 days, or
- (ii) a manner determined by the council having regard to the object of bringing notices to the attention of owners in cases of that kind, and
- (c) in the case of the service of a rates and charges notice, the service may be effected by delivering the notice to the premises at which the person to be served lives or carries on business and depositing it in a box or receptacle at, on or in the proximity of those premises that is provided, used or designed for the reception of letters addressed to that person.
- (5) The notice may be addressed by the description of "rateable person" or "owner" or "occupier" of the land, building or premises (naming or otherwise sufficiently indicating the same) in respect of which the notice is served, and without further name or description.
- (6) The notice may be wholly printed, wholly written or partly printed and partly written.
- (7) If a notice has been served by any of the means prescribed by this section, all inquiries required under this section are taken to have been made, and the service is conclusive evidence of them.
- (8) Proof by affidavit or orally that a notice has been posted, or its transmission by electronic mail has been initiated, in accordance with this section is conclusive evidence of service.
- (9) For the purposes of this section, a justice of the peace is authorised to take and receive an affidavit, whether any matter to which the affidavit relates is or is not pending in any court.

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Section 713 Sale of land for unpaid rates and charges

- (1) For the purposes of this Division, a rate or charge is overdue if:
- (a) in the case of vacant land, it has remained unpaid for more than one year, or
- (b) in the case of any other land, it has remained unpaid for more than 5 years, from the date on which it became payable.
- (2) A council may, in accordance with this Division:
- (a) sell any land (including vacant land) on which any rate or charge has remained unpaid for more than 5 years from the date on which it became payable, and
- (b) sell any vacant land on which any rate or charge has remained unpaid for more than one year but not more than 5 years from the date on which it became payable, but only if:
- (i) the council obtains a valuation of the land from the Valuer-General, and
- (ii) the total amount of unpaid rates or charges on the land exceeds the valuation, and
- (iii) the council sells the land within 6 months after the date when the council received the valuation.
- (3) The council must not sell any such land unless the general manager or the public officer certifies in writing:
- (a) what rates and charges (including overdue rates and charges) are payable on the land, and
- (b) when each of those rates and charges was made and how it was levied, and
- (c) when each of those rates and charges became payable, and
- (d) what amounts are payable by way of overdue rates and charges on the land, and
- (e) what amounts are payable by way of rates and charges (other than overdue rates and charges) on the land.
- (4) The council may, in the case of adjoining parcels of land (whether in the same or different ownerships) each of which may be sold under this Division:
- (a) sell them separately or as a single parcel and under whatever conditions of sale it considers proper, and
- (b) do such things as it considers appropriate for the purpose of selling the land at its full value.

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Local Government (General) Regulation 2005

cl.127 Rates and charges notices

- (1) A rates and charges notice must contain the following information:
- (a) the land to which it relates,
- (b) the land value of the land to which it relates and the base date of the general valuation from which the land value is derived,
- (c) particulars of each rate or charge levied on the land by the notice,
- (d) if the rate consists of a base amount to which an ad valorem amount is added, particulars of the base amount.
- (e) the date the notice is taken to have effect,
- (f) particulars of any outstanding arrears of rates and charges levied on the land and of any interest payable on those amounts,
- (g) the total amount due and the dates for payment of the rates or charges concerned,
- (h) the amounts payable for, and the due dates for payment of, instalments of rates or charges,
- (i) particulars of any waiver of an amount of special rate in consideration of payment of a lump sum,
- (j) a statement that concessions are available to eligible pensioners for any quarter in which they are eligible pensioners,
- (k) particulars of any concession extended in respect of payment of the rates,
- (I) particulars of any discount for prompt payment in full of a rate or charge,
- (m) particulars of any postponement of rates or postponed rates,
- (n) particulars of any option to pay a lump sum towards the capital cost of any works, services or facilities instead of a special rate in the notice,
- (o) a statement that if payment is not made on or before the due date or dates interest accrues on the overdue amount.
- (p) a statement as to how to make inquiries about the notice,
- (q) the text, or a summary, of the following provisions of the Act (if applicable):
- (i) section 524 (Notice of change of category),
- (ii) section 525 (Application for change of category),
- (iii) section 526 (Appeal against declaration of category),
- (iv) section 555 (What land is exempt from all rates?),
- (v) section 556 (What land is exempt from all rates, other than water supply special rates and sewerage special rates?),
- (vi) section 557 (What land is exempt from water supply special rates and sewerage special rates?),
- (vii) section 562 (Payment of rates and annual charges),
- (viii) section 563 (Discount for prompt payment in full),
- (ix) section 564 (Agreement as to periodical payment of rates and charges),
- (x) section 566 (Accrual of interest on overdue rates and charges) (xi) section 567 (Writing off of accrued interest), (xii) section 574 (Appeal on question of whether land is rateable or subject to a charge),

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Appendix D

Best practice procedures for contacting ratepayers

Councils should contact ratepayers if they have not paid their rates after a reminder notice is issued, and potentially in other circumstances in which rates and charges are owed.

Council officers can contact local residents and ratepayers without breaching their obligation to protect their privacy.

The following is an overview of some issues and practical considerations when contacting ratepayers about outstanding debt. If there is any doubt, councils should seek and be guided by their own legal advice.

When can a ratepayer be contacted?

1. When you have a reasonable purpose for contacting a ratepayer

You must only contact a ratepayer for a reasonable purpose and only to the extent necessary. It may be necessary and reasonable if your purpose is to:

- · make a demand for payment
- offer to work with the ratepayer to reach a flexible repayment arrangement
- accurately explain the consequences of non-payment, including any legal remedies available to the collector/creditor, and any service restrictions that may apply in the case of utilities
- make arrangements for repayment of a debt
- put a settlement proposal or alternative payment arrangement to the ratepayer
- review existing arrangements after an agreed period
- ascertain why earlier attempts to contact the ratepayer have not been responded to within a reasonable period, if this is the case
- ascertain why an agreed repayment arrangement has not been complied with, if this is the case

- investigate whether the ratepayer has changed their residential location without informing you, when there are grounds for believing this has occurred, or
- · other similar purposes.

You may also contact a person at their request.

Whether or not a purpose is reasonable may depend on the personal circumstances of each ratepayer – e.g., if you know a person cannot make repayments (for example, because they are in jail) then continuing to contact them to demand payment is not reasonable or appropriate unless you know, or have good reason to think it is likely, that the ratepayer's financial situation has improved.

There may be circumstances where contact is made for a reasonable purpose, or contact is made initially for a reasonable purpose, and yet other relevant considerations mean the contact becomes unreasonable or unacceptable. Relevant considerations may include the ratepayer's mental illness or intellectual disability, or the ratepayer's incarceration.

If you make contact with a ratepayer in order to convey a demand for payment it may be contact for a reasonable purpose. However, if the ratepayer disputes liability and requests proof of a debt, and you continue to pursue that person without properly investigating the claims, then this will not be contact for a reasonable purpose.

2. It is necessary and reasonable to contact the ratepayer (again)

It is not acceptable to harass a ratepayer. Make a written record of all contact with ratepayers and check these records before contacting a ratepayer. For this purpose *contact* is interpreted widely and includes:

- telephone calls and text messages whether or not the person receives the call if you leave a message;
- all written correspondence for example, this includes letters, emails, text messages, faxes, social media, instant chats and other private messages; and
- face to face contact including contact at their work, home or elsewhere.

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Importantly, if you phone a ratepayer and leave a message on their voice mail, and you also send the ratepayer an email, and a text message, then you will have made three separate contacts with that person.

Once you have made contact, leave a reasonable interval before next contacting the ratepayer. Give the ratepayer time to respond to your previous communications, and/or to organise payments if this has been agreed.

If you have spoken to the ratepayer and it is understood that the ratepayer requires a few days to speak to third parties or consider options, then contacting the ratepayer on the following day may be considered unreasonable, even though it is within the recommended limits.

3. It is a reasonable time to contact the ratepayer, given their circumstances and reasonable wishes

The following table sets out general guidance on what may be a reasonable time to contact a ratepayer.

Type of contact	Day	Reasonable contact times	
Contact by telephone	Monday to Friday	7:30am - 9pm	
	Weekends	9am - 9pm	
	National public holidays	No contact recommended	
Face to face contact	Monday to Friday	9am - 9pm	
	Weekends	9am - 9pm	
	National public holidays	No contact recommended	
All contact at the ratepayer's workplace	Ratepayer's normal working hours if known, or 9 am to 5 pm on weekdays		

There may be reasons why contact during the above times is unreasonable, or contact outside these times is reasonable. For example, a ratepayer may ask that contact be made at other or more restricted times for various reasons, such as, because he or she is a shift worker, is responsible for children, or caring for a family member. He or she may also not wish to be contacted when other family members are present. In these and other such cases, the reasonable wishes of the ratepayers should be respected, and contact limited to the times requested.

However, you may alter the time of contact if, after reasonable efforts over a reasonable period of time to contact the ratepayer during normal hours or at the times requested, you have not been able to do so.

Generally, you should not contact a ratepayer more than three times per week, or 10 times per month at most (when contact is actually made, as distinct from attempted contact) and only when it is necessary to do so. This does not apply to face-to-face contact – you should not make more than one face-to-face contact with a ratepayer per month.

Think carefully about where to contact a ratepayer. In general, face to face visits should be an option of last resort after less intrusive means have failed. Particular care should be taken in visiting a person's home or workplace.

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Ensure the person is the correct ratepayer before discussing their debt

Before discussing the reason for making contact or any other confidential information, make sure you are speaking to the correct ratepayer. It is important that you do not reveal directly or indirectly that the ratepayer has a debt to another person. Particular care should be taken when calling a ratepayer's workplace.

If the ratepayer has requested contact by a particular means (such as email) or specifically asked not to be contacted a certain way, adopt that preference and avoid contacting them by other channels as far as possible.

Rate payers have the right to have an authorised representative (such as a financial counsellor, financial advisor, community worker, solicitor, guardian or carer) represent them or advocate on their behalf. Where possible, it is helpful if this advice is provided formally to council, such as in writing, to ensure council does not inadvertently discuss private information with unauthorised individuals.

If you know, or should know, a ratepayer has chosen to have another person represent them, you should not contact the ratepayer directly unless:

- the ratepayer specifically requests direct communication with you
- the representative does not consent to represent the ratepayer or tells you he or she does not have instructions from the ratepayer about their debt
- the representative does not respond to your communications within a reasonable time (normally seven days) and you advise the representative in writing after the reasonable time has passed that if they do not respond within the next seven days, you will make direct contact with the ratepayer; and
- you advised the ratepayer you require a
 written authority which states that you are
 only to communicate through his or her
 representative, and you do not receive this
 in a reasonable time (normally seven days).
 Note: that this does not apply where the
 ratepayer's representative is a solicitor.

Further exceptions may apply where the representative is not a qualified legal practitioner, qualified accountant or a financial counsellor.

Provide the ratepayer with current information about their debt

Make sure the ratepayer is told what they owe, when it was due, any payments they have made and what the payment was for. He or she may then request further information or documents.

It is also important to make sure that the ratepayer has contact details for the person or team managing their debt for council, such as contact phone number, postal address and email address, and that this information is included in all written correspondence to them.

Conduct towards ratepayer must be respectful and appropriate at all times

A ratepayer approached about an outstanding debt is entitled to respect and courtesy at all times by a council, debt collector or any of their agents or representative.

Inappropriate conduct, as outlined below, is likely to breach the law and the council's Code of Conduct. Ratepayers should never be subjected to

- abusive, offensive, obscene, discriminatory language or disrespectful or demeaning remarks – about character, situation in life, financial position, physical appearance, intelligence or other characteristics or circumstances
- embarrassment or humiliation for example, by sending open correspondence to the ratepayer via a shared post-box, posting messages in a public online forum, making employers or co-workers aware that the ratepayer is being pursued for a debt, or creating an impression that the ratepayer is under surveillance
- aggressive, threatening or intimidating behaviour – for example, by shouting at or continually interrupting the ratepayer, or by refusing to listen to what they say
- use, or threat of violence or physical force, or

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 misleading information – about the nature or extent of a debt, consequences of nonpayment, identity (for example, falsely stating you work for a solicitor, court or government agency), or action not legally permitted to take (for example, to seize goods).

Strategies for dealing with inappropriate behaviour by a ratepayer

Inappropriate behaviour by a ratepayer does not justify unprofessional conduct by the collector and council staff and agents should deal with this using strategies such as:

- · ensuring appropriate training of staff
- attempting to defuse inappropriate behaviour and refocus discussion on the outstanding debt and arrangements for its repayment
- escalating the matter to a senior staff member who has authority and training to manage such situations
- attempts to propose a viable and achievable repayment arrangement, and
- in the event of violence or other extreme conduct, cease contact immediately and refer the matter to the police.

Ensuring contact details are up to date

Currency of contact details is a huge issue for collecting rates and charges. Many councils feel that there is little advantage in sending additional correspondence or notices requesting payment when the address is not current.

Council policies and procedures may specify what the council will do to keep contact details current. When rates and charges notices are returned to the council, some councils proactively check other business areas of the council for more recent contact details, send information to both postal and physical addresses (where known), use internet searches and databases to ascertain more recent contact details, contact real estate agencies, keep a return mail register and undertake other searches.

Keep accurate, up to date records and protect the ratepayer's privacy

You should ensure you maintain accurate, complete and up-to-date records of all communication with ratepayers, including the time, date and nature of calls, records of any face to face contact, all correspondence sent and all payments made.

Councils and other organisations acting on their behalf should always treat a ratepayer's personal information with respect and ensure that they meet the requirements of the *Privacy and Personal Information Protection Act 1998* (the PPIPA) and their Privacy Management Plan prepared under the Act. Personal information means information or an opinion, whether it is true or not, about an individual that can reasonably allow the individual to be identified.

Particular care should be taken in collecting information about the ratepayer and their financial circumstances as well as disclosing that information, whether directly or inadvertently, to other people. For example, telling a ratepayer's neighbour the reason for trying to find the ratepayer would inappropriately disclose personal information about the ratepayer, as would leaving messages with inappropriate detail that may be seen or accessed by other people.

Councils use *Privacy Notification/Consent Forms* to enable the collection and use of personal information from ratepayers. The information collected cannot be used or disclosed for a purpose other than that for which it was collected, unless the ratepayer has consented or another exception applies.

Councils may consider reviewing their Privacy Notification/Consent Forms to request consent from residents and ratepayers for their personal information to be shared between internal business units of the council for purposes specified in the consent form, including for general administrative purposes including the collection rates and charges.

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Appendix E

Hardship checklist for local government staff

No	Proposed action by a council	Progress
1	Has the council undertaken a risk assessment of likely defaulting ratepayers to proactively manage financial hardship?	
2	Has the council publically advertised or contacted applicable ratepayer(s) to identify payment options of rates?	
3	Has the council identified if interpretative services are required for the ratepayer?	
4	Has the council referred the rate payer to a financial Counsellor?	
5	Has the council entered into mediation or Informal Dispute Resolution (IDR)?	
6	Has the council deferred payment of additional charges while the hardship application is being assessed?	
7	Has the council developed a payment schedule?	
8	Has the council exhausted all possible options to managed hardship and recover debt prior to referring to the local courts?	
9	Has council reviewed the progress of payment against the signed payment plan?	
10	Are there other options to recover the debt?	

Debt Management and Hardship Guidelines

Appendix F

Hardship assistance application checklist for ratepayers

No	Proposed action by ratepayer	Y/N
1	Have you read your council's debt management and/or hardship policies?	
2	Have you compiled the required information noted in the application form?	
3	Have you contacted the nominated council officer to discuss options for the payment of rates or charges?	
4	Have you contacted a financial advisor?	
5	Have you identified an acceptable payment plan?	
6	Have you discussed your options with your local council?	

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Further information

Relevant agencies

NSW Office of Local Government

Physical Address 5 O'Keefe Avenue NOWRA NSW 2541

 Telephone
 02 4428 4100

 Fax
 02 4428 4199

 TTY
 02 4428 4209

 Email
 olg@olg.nsw.gov.au

Postal Address Locked Bag 3015, NOWRA NSW 2541.

Website <u>www.justice.nsw.gov.au</u>

NSW Department of Justice

Physical Address Parramatta Justice Precinct, 160 Marsden Street

Telephone 02 8688 7777 Fax 02 8688 7980

Postal Address Locked Bag 5111, Parramatta NSW 2124.

Website <u>www.justice.nsw.gov.au</u>

NSW Online Registry

Telephone 1300 679 272 (Call Monday - Friday 8:30am - 4.30pm)

Website <u>www.onlineregistry.lawlink.nsw.gov.au</u>

Energy and Water Ombudsman

Physical Address Level 11, 133 Castlereagh Street, Sydney (please make an appointment)

Telephone 1800 246 545

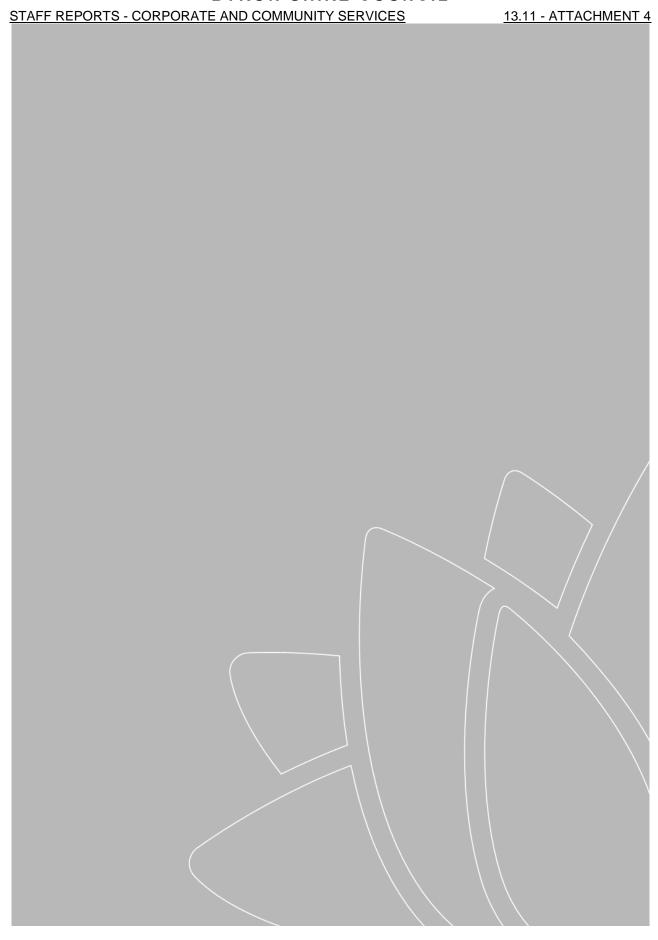
Postal Address Reply Paid 86550, Sydney South NSW 1234.

Website <u>www.ewon.com.au</u>

Further guidance

Commonwealth of Australia (2007), *A guide for business: Debt Collection Guideline for collectors and creditors*, Australian Competition and Consumer Commission and Australian Securities and Investment Commission.

Revenue NSW, Debt Recovery Guidelines - Responsible collection of State debts: Guidelines for Revenue NSW to collect State debt







A Day In The Bay 2018 Fee Relief Request

Summary of Events/ Fee relief request - A Day in the Bay 2018

On Thursday 9th May a council member held meeting with A Day in the Bay (ADITB) management regarding events in the local area, with a suggestion from council to hold an event at Red Devils Park in Byron Bay. The following day (10/4/18), ADITB received an email from Nathan Cross asking for us to hold an event at Red Devils park, due to a recommendation from council. Nathan was the current Events manager at Red Devils Oval.

From this point, conversations began with the ADITB team and Red Devils. A proposal was sent to council on Wednesday 3rd Oct, detailing the event and seeking conformation of approval. The event proposal passed through email correspondence and a link of available grants was provided as an incentive to ensure the event became operational.

From this show of support, the event went live across all social channels, 3 days after the conversation with Council. In the month of October, all marketing distribution was booked and operational planning hit full swing. 4 weeks outside of show day, all artist contracts where confirmed, along with staging and production, cool room, sponsorships, waste, fencing and power, to suit the specifications of the red devil park. This did not come without strict budgeting and planning of the operation aspects to fit the requirements of Red devils Park.

On Friday the 30th Nov, 1 week out from show day, our team received an email from council requesting the event to be shutdown, with legal action to be taken if the event proceeded. This was due to certain development consent not being granted to the site, which had been completely overlooked in the 7 months prior by council. This was followed by a laborious fight from the team to request the approval of the event, due to certain information that was out of our ability to access. Up until this point, our team had done everything that had been requested from council and authorities, in the most resolute and professional manner, to then have everything fall away a week outside of the event.

On Wednesday 4th of December, our team received a conformation of "ability to proceed from council", after a special submission was made by Mayor Simon Richardson to have the event put through. This was then met by an extreme flow on of costs that were not budget for, due to the extra operational requirements of the new venue (Cavanbah centre). These costs are detailed the accounting statement attached.

The event ran as complete operational success, only due to the sever physical, emotional and psychological drain from our team. A post event meeting held at council weeks after the event had praises from not only council members, but the whole of the community, some saying it was "the best event in 30 years". Council was very impressed with the "high level of organisation and professional documentation, that made the approval process possible within the short timeframe". The Council events team and Cavanbah management also thanked us, for our openness, transparency and flexibility and our commitment to working together with Council to obtain the relevant approvals and meet operational requirements was appreciated.

From the outside stakeholders and punters perspective, the results from this event were nothing but positive. However, for us as organisers, the effects where very much the opposite. This change of venue 1 week out has resulted in soul destroying emotional stress and unimaginable financial deficit, something that should never occur at a community event such as this. As promised, we still gave \$2,500 to local charity, however this came out of our own pockets and good will.

Council has approached us to run the event again next year, as there is clear socio-economic benefit and a uniquely positive impact for the community. Council have also proposed that they sponsor the event as a show of support. However, there is no way possible that we will be able to host such event again, if we do not see fee relief and compensation of losses from

STAFF REPORTS - SUSTAINABLE ENVIRONMENT AND ECONOMY

13.13 - ATTACHMENT 1

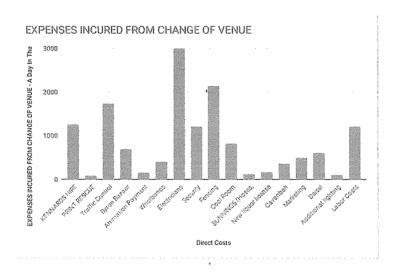
this past project. It goes without saying that we love what we do, but when your livelihood and well-being are jeopardised by things outside of our control, then this event that hold so much potential will need to be terminated.

We request that council provide full fee relief of the cost of the grounds as we feel it is not ethical to be charged for something that we were forced upon by negligence. Our goal has and always will be, to work alongside the council with positive relationship and we feel that this is the right decision to allow this relationship to prosper into the future.

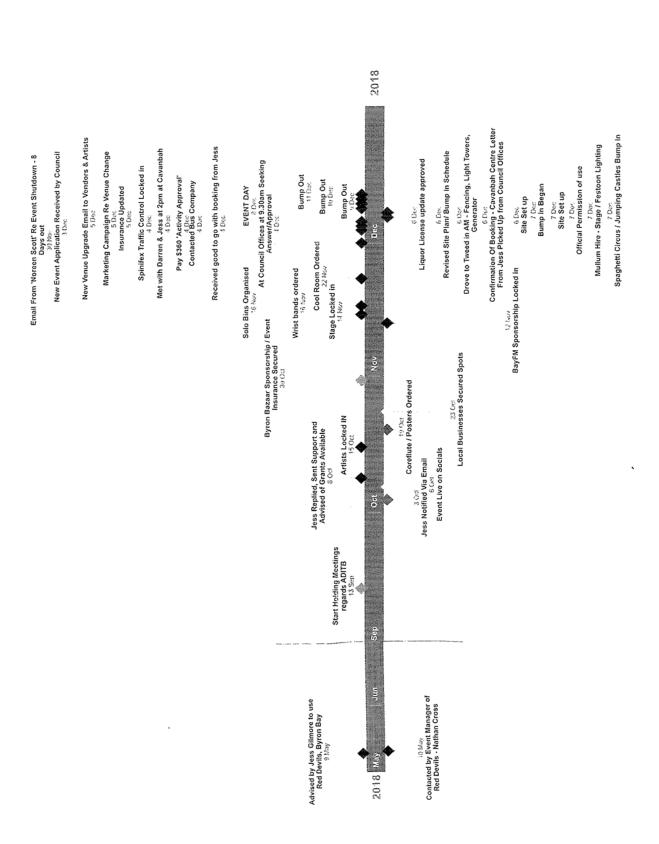
Kind Regards,

A Day in the Bay - Management Team

Direct Costs		Notes
KENNARDS HIRE	1250	Lighting towers, Generators, 3 Phose, Distro Boards
PRINT RESCUE	78.4	Change of Venue printing costs
Traffic Control Services	1728.06	Traffic Managment Plan - Cavanbah
Byron Bazoor	694	(Change of Venue)
Animation Payment	150	(Change of Venue)
Wristbands	392.15	Under 18's
Electricions	3000	Set Up + Test & Tag Generators
Security	1200	Extra 2 x Security
Fencing	2130.75	300 aditional meters
Cool Room	\$810.00	Cool Rooms provided at Red Devils
BUNNINGS (Hoses, Power Cords)	116.98	
New liquor license application fee	\$165.66	
Cavanbah Application fee	\$360.00	i Partini di Maranda Maria di Pala da Maria da M Notas de Maria da Ma
Marketing	\$492	Friday Nov 30th - Saturday Dec 8th
Deisel	600	For Generators
Additional lighting (Solar)	100	
Lobor Costs	1200	3 x Aditional site staff 2 x extra days
TOTAL	14467,74	
Opportunity Costs w/ change of venue		Notes
Loss of attendance	5000	1000 Patrons x \$5 Tickets = \$5,000
Time off work/ Closure of business	10000	Additional Week combined income = \$10,000
GRAND TOTAL	29467.74	



Review and Publish (1) **Discard Drafts** Nov 30, 2018 - Dec 8, 2018 narrow the data you are seeing. Ad Sets Campaigns Ads People Taking Action 6 Reach 0 Amount Spent @ ▼ Link Clicks 6 1.871 - 42.61% 14,429 - 21.14% \$491.74 - 147.97% 195 - 30.87% \$491.74 Amount Spent \$300 \$200 \$100 Dec 2 Dec 3 Dec 4 Nov 30 Dec 1 Objective Results Cost per Result Reach **Amount Spent** Post engagem... 872 - 700.0% \$0.38 - 173.0% 11,440 - 987.5% \$329.99 - 2,083.9% 4 Campaigns Post Engagements Per Post Engagement Event respons... \$3.36 3,306 \$144.36 1 Campaign **Event Responses** Per Event Response 765 \$17.38 Messages 1 Campaign Messaging Conversation Sta... Per Messaging Conversation ... Age and Gender Age Gender Hour Reach -Amount Spent 🔻 Reach w Amount Spent ▼ Women Men 10% 67.89% (9,... 70.24% (\$34... 30.72% (4,... 28.51% (\$14... Age 12 AM 30%



STAFF REPORTS - SUSTAINABLE ENVIRONMENT AND ECONOMY

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Waiting on letter of support from Mayor Simon Richardson.

This may be delayed due to family matters and we respect Simons privacy at this time.

We have been assured that a letter of support is confirmed.

To whom it may concern,

4 March 2019

Letter of Support

I was thrilled to be present at the inaugural A Day in the Bay event held at the Cavanbar Sports centre, Byron Bay where I was invited by the organisers to deliver the Welcome to Country ceremony and present our local dances through Bunyarra Culture Collective.

Simon and his team of young people were friendly and treated the opening ceremony with integrity and respect for the Bundjalung of Byron Bay Arakwal people.

I want to personally share my thoughts of the event and declare my intentions to support future events of A Day in the Bay.

Simon and his team showed leadership and collaboration with key stakeholders, musicians and businesses.

I noticed all the food, beverage, stalls and musicians were local.

The low-key entertainment rides catered for young families with children were popular. The whole event was set up in an attractive family setting with hay bales, tables and seating, umbrellas and picnic rugs scattered about on the lawn.

I felt the event created a welcoming and connected place for residents and visitors.

Having local businesses involved means our money is staying local and keeping our young people connected whilst building skills, confidence, leadership and resilience in the Byron Shire.

I believe this event should be support by Byron Shire Council and key stakeholders as it fits in a gap we have in the social calendar – an affordable low-key music event. A Day in the Bay is catered for young people with families, the venue is safe, and Council owned, there are no traffic issues and low-cost entry.

Most importantly we as a community can allow our young people the support they need in living, learning and working in their "home town".

Please do not hesitate in contacting me for further information.

Yours in Unity,

Delta Kay Arakwal member 0418 384 691

STAFF REPORTS - SUSTAINABLE ENVIRONMENT AND ECONOMY

13.13 - ATTACHMENT 1



PO Box 295 Mullumbimby NSW 2482 Ph / fax: 02 6684 3038 www.spaghetticircus.com ABN: 91 799 501 592

To Whom It May Concern,

Re: A Day in the Bay 2018

Spaghetti Circus were approached to provide performers for the inaugural *A Day in the Bay* in December 2018.

We were excited to be able to provide two groups of performers to support this community-building event: our Youth Performance Troupe and the graduate group, Safety First.

The Performance Troupe of 18 teenagers, were able to present two twenty-minute acrobatic and teeterboard shows for a receptive audience across a broad age range. Safety First performed in front on the main stage between sets and stopped the festival with their spectacular, high flying performance.

At all times in the lead-up and during the event, the event organisers were helpful and supportive of what was required for us to perform and to make our arrival and set-up easy.

Despite the late change of venue, the event was relaxed and joyful. We would be very receptive to being involved in the event again if it was to occur.

Please do not hesitate to contact me if you have any questions about our involvement in A Day in the Bay.

Yours faithfully,

Petrina Hutchinson Head of Circus School Spaghetti Circus

P. Huphisan

STAFF REPORTS - SUSTAINABLE ENVIRONMENT AND ECONOMY

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Online Reviews

Brad King recommends A Day In The Bay.

February 28 at 5:11 PM ·

Such an amazing event.

Rhys Bynon recommends A Day In The Bay.

February 28 at 8:19 PM

Delicious foods, great music and plenty of activities for the kids. Great vibes all around, bring on 2019!

Taya Mills recommends A Day In The Bay.

February 28 at 6:02 PM ·

Fantastic festival for the whole family! They had Great live music and circus performers too! Will definitely come back next year

Samuel Ivers recommends A Day In The Bay.

February 28 at 5:10 PM ·

Great family day out, live music and food was amazing!! Can't wait till this year's event [3]

Brandon Bk Tyler recommends A Day In The Bay.

February 28 at 7:47 PM

A day in the bay was such an awesome day, so good to see everyone from kids to adults with things to accommodate every one there with the live music, food, markets and circus. Absolutely loved it, cant wait for

the next one 💝:)

Phoebe Dlask recommends A Day In The Bay.

February 14 at 4:16 PM ·

Such an awesome day full of sunshine and smiles 🛭

Everything was so well done including security management (not that it was needed).

100% recommend, can't wait for the next one!!!

Great work guys x

Madisson Dent recommends A Day In The Bay.

February 20 at 9:38 AM ·

Best annual doozy to happen in Byron bay, love that it's so family orientated and well set up. Nailed it big time!

Aaron Walker recommends A Day In The Bay.

February 28 at 9:06 PM -

An amazing fun day for the whole family. The organisers have exceeded all expectations for the first event and I can't wait for the next instalment. 🗈

Sand Hammock recommends A Day In The Bay.

February 28 at 5:37 PM -

Great event! No matter who you are, where you're from this thing has something to interest all ages! Kids and oldies alike! 图图图图图

Amanda Musgrave recommends A Day In The Bay.

December 11, 2018 -

Such a great day! Can't wait for the next one.

STAFF REPORTS - SUSTAINABLE ENVIRONMENT AND ECONOMY

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Nicole Wilkinson recommends A Day In The Bay.

March 1 at 7:52 AM

Such a good day and well run festival, very family friendly and all round great festival, had the best time 200

Jeremy Gryst recommends A Day In The Bay.

March 1 at 8:25 AM -

Such an epic day. Great bands and an amazing vibe! Cannot wait for the next instalment of this festival!

Terri Miranda House recommends A Day In The Bay.

March 1 at 8:01 AM -

Such a great community feel! Was a great day and night! Really great music! One of the best events in byron bay!

Sally-Ann Munn recommends A Day In The Bay.

February 14 at 5:00 PM -

Was a great day filled with amazing music and beautiful indigenous performances. Fun for the kids as well. Was lucky to be a part of it face painting, can't wait for the next one. Our town needs more events like this to

bring us all together <a>

Stacy Fiorenza recommends A Day In The Bay

March 1 at 12:21 PM ·

Loved A Day In The Bay! Lots of yummy food & drinks, live entertainment & activities for all ages. Can't wait for the next one!!

Sammy Morgan recommends A Day in The Bay

March 1 at 9:36 AM ·

Great event, with awesome acts, food vendors and entertainment for all ages! Can't wait to to travel to bryon for this event this year!

Robyn Gold recommends A Day In The Bay.

March 1 at 3:37 PM -

Gorgeous day in the sun showcasing byrons exceptional arts and food communities; as much fun for the adults as it was for the kids! We should be proud to show a larger community how to congregate safely and successfully.

Adelaide Friday recommends A Day In The Bay.

March 1 at 10:25 AM

Magic! Such a professionally run event, so nice to see the community come together in such a fun, well curated, safe space.

Claire Stasse recommends A Day In The Bay.

February 14 at 4:37 PM ·

what a great time. it was an absolute pleasure to hang out in the arvo and check out what the byron shire was all about. I travelled from Brisbane for this festival and I was super stoked with what they had going, good tunes, laid back vibe and perfect execution, couldn't fault it, cheers, see you at the next one

Jesse Flanagan, recommends A Day In The Bay

February 14 at 3:35 PM

Great event to have to support local businesses. cant wait for the next one

lan Plant recommends A Day In The Bay.

February 15 at 8:04 AM ·

So refreshing to find a smaller, family friendly, grass roots, affordable festival. More please & thankyou!!!!!

Johnny Zee recommends A Day In The Bay.

STAFF REPORTS - SUSTAINABLE ENVIRONMENT AND ECONOMY

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March 1 at 9:30 AM

day in the bay was a amazing experience. the kids had a blast carnt wait for the next one keep it up

Jason Agnew recommends A Day In The Bay.

November 28, 2018

Looks awesome love the layout of the day also the graphics and posters done are awesome $\ensuremath{\mathbb{Z}}$

Mia Maddison recommends A Day In The Bay.

March 1 at 8:56 AM

Awesome family day, well organised, something for little ones, mums and dads and young hipcats 2. Look forward to seeing this event grow 3

Kayla Denomme recommends A Day In The Bay.

March 1 at 8:37 AM ·

When's the next one!!!?? Bloody can't wait. Xx



Byron Bay Rugby League Club Lot 358 Bangalow Rd, Byron Bay New South Wales, 2481 accounts@reddevils.com.au November 5, 2018

To whom it may concern,

We Byron Bay Rugby League Club give permission and consent for Club Raiders to set up the event on the field. A Day In The Bay.

Kind regards,

Marthew Aherne

Treasure - Byron Bay Rugby League Club

STAFF REPORTS - SUSTAINABLE ENVIRONMENT AND ECONOMY

13.13 - ATTACHMENT 1





CAL/NFSx#E2018/110298

30 November 2018

Byron Bay Leagues Club Inc PO Box 219 Byron Bay NSW 2481

Attention Ben Webber

Email: webke2481@hotmail.com

Email: Dan Musgrave [mailto:junglebird.dan@gmail.com]

Dear Sir/Madam,

Re: "A Day in the Bay" Festival 8 December, 2018

Council has become aware that it is proposed to hold "A Day in the Bay" event on 8 December 2018.

The event is not one which can take place without development consent or the issue of a temporary license. No development consent or temporary license exists for the holding of the event.

Council requests the event not proceed until such time as appropriate approvals are in place.

Should the event proceed it will be without relevant approvals. In the event that the event proceeds without approval Council reserves the right to take whatever proceedings it deems appropriate against the event organisers or any landowner on whose land the event takes place.

Council has, in past discussions, made it very clear that approvals needed to be in place for events to occur. This includes discussions with Nathan Cross who Council believed was activing on behalf of the Leagues Club earlier this year.

The Land and Environment Court has made it plain in recent decisions that it is in the public interest to restrain development which is in breach of the EPA Act.



ALL COMMUNICATIONS TO BE
ADDRESSED TO THE GENERAL MANAGER
PO Box 219 Mullumbimby NSW 2482 (70-90 Station Street)
E: council@byron.nsw.gov.au
P: 02 6626 7000 F: 02 6684 3018
www.byron.nsw.gov.au ABN: 14 472 131 473

STAFF REPORTS - SUSTAINABLE ENVIRONMENT AND ECONOMY

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Page 2 of 2

The Court has also made it very clear that there is a need for the upholding of the integrity of the system of planning and development control. This system depends on persons taking steps to obey the law by ascertaining when development consent is required and then obtaining development consent before carrying out development. Development must be carried out in accordance with the terms of the development consent obtained.

Any further enquires please contact Chris Larkin Manager, Sustainable Development on 02 6626 7136.

Yours sincerely

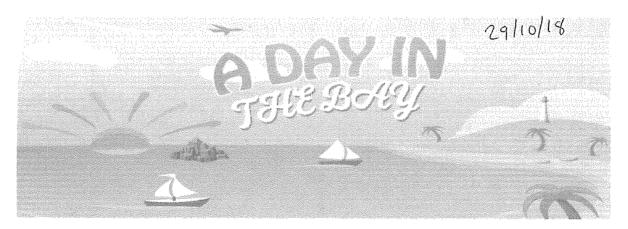
Shannon Burt

Director

Sustainable Environment and Economy

STAFF REPORTS - SUSTAINABLE ENVIRONMENT AND ECONOMY

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A Day In the Bay Festival will be taking place on Saturday 8th December at the Red Devils Oval in Byron Bay.

The main objective is for the whole community to get involved and already, a handful of local business have jumped on board to support this great project.

A Day In The Bay' conceptually is a grassroots event where fun can be had across all ages. Featuring food trucks, beverage stalls, boutique clothing pop-ups, live music, children's entertainment + more. It gives local businesses the chance to showcase their craft to the wider community along with being an eco-friendly, sustainable event.

Tickets will be \$5 entry on the gate, with all proceeds donated to local non-for-profit & charity. Red Devils park are hosting us from 12pm - 10pm.

Our Charity & Non-For Profit

Our charity of choice for the event will be the Ingrained Foundation. This charity supports grassroots environmental and social charities in the local areas where we work and live. Essentially, they partner with aligned charities to create progress in our community and respond to urgent situations of need. You can check out their website here -> www.ingrainedfoundation.com.au

Our Non-for-Profit organization will be the Red Devils Football Club. We feel it is a suitable decision to give back to the people, that are allowing us use their fantastic facilities. This will then foster sustainable management for the football club and grounds, to ensure we can continue provide this great event to the community in years to come.

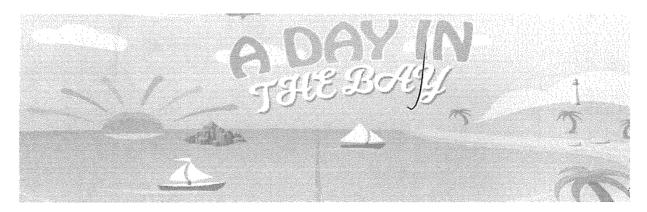
About Us

We are a team of locals who have lived in the area for many years, with half of the group being born and raised right here in the Byron Shire. We have respect and appreciation of this beautiful place we call home, gaining knowledge and insight from our parents, family and friends, telling stories of how this place used to be. We now all work locally, with our business and teams, to serve the community and beyond. Our group has fantastic experience with-in the events, music, markets and food industry, so the combination of knowledge is perfect for running an project such as this one. We consider ourselves as hardworking, active members of the community, looking to give back, and have fun whilst doing it.



STAFF REPORTS - SUSTAINABLE ENVIRONMENT AND ECONOMY

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Socio Economic Impacts

A Day In the Bay Festival will be taking place on Saturday 8th December at the Red Devils Oval in Byron Bay. Conceptually, A day in the Bay is a grassroots event where fun can be had across all ages. Featuring food trucks, beverage stalls, boutique clothing pop-ups, live music, children's entertainment + more. It gives local businesses the chance to showcase their craft to the wider community along with being an eco-friendly, sustainable event.

Tickets will be \$5 entry on the gate, with all proceeds donated to local non-for-profit & charity. Our charity of choice for the event will be the Ingrained Foundation. This charity supports grassroots environmental and social charities in the local areas where we work and live. Essentially, they partner with aligned charities to create progress in our community and respond to urgent situations of need.

There will also be positive socio economic implications on the local economy and social status of communities across the Byron Bay. All of the Food vendors, market stalls, beverage company's, musicians and other related businesses are all 100% local to the region. The psychological and physical contributions towards an event such as this, effectively generates new jobs and increases awareness to the area. We have estimate that this event will employ approximately 200 local workers on the day and leading up to the event. Things like increased availability of jobs, boosts in tourism and increases in community participation will have a significant contribution to a positive quality of life for residents of the Byron shire.

à



A DAY IN THE BAY

Saturday 8 December 2018 The Cavanbah Centre

Post-Event Report

E2019/4878

A Day In The Bay was a community event showcasing local food, clothing, kids entertainment and live local music, undertaken as a fundraiser – the \$5 entry fee payable for adults (kids free) went to local charity Ingrained Foundation.

Organisers: Dan Musgrave & Simon McKenna - Junglebird Events

Sammy Kaveney – Club Raiders Nathan Galatopoulos – Mr Vintage

Venue: The Cavanbah Centre, Ewingsdale Road, Byron Bay Date: Saturday 8 December 2018, from 11.30am to 10pm Numbers: Approximately 2,000 paying patrons.

Event inclusions:

- Temporary fencing of event site
- Marquees
- Food vendors
- Licenced area and bar
- Music stage with live music
- Jumping castle and 'tea cup' amusement rides for children
- Generators
- Security

Documentation provided to Council:

- · Event application
- · S68 Activity Approval Application
- · Public Liability certificate of currency
- Risk assessment
- · Event Management Plan
- · Security and Alcohol Management Plan
- Site man
- · Ingrained Foundation confirmation of charitable status
- · Evidence of jumping castle registration
- · Details of food vendors

Approvals:

• 55.2018.1120.1 - s68 Activity Approval:

Part D Community Land

- 1 Engage in a trade or business
- . 2 Direct or procure a theatrical, musical or other entertainment for the public
- 3 Construct a temporary enclosure for the purpose of entertainment
- 5 Set up, operate or use a loudspeaker or sound amplifying device

Part F Other Activities

- · Install or operate amusement devices
- Carry out an activity prescribed by the regulations or an activity of a class or description prescribed by the regulations
- · User Agreement Cavanbah Centre

No food stall inspections were conducted at this event.

Note

This event was scheduled to take place at Red Devil Park, but organisers were notified in the week prior to their event that this venue did not have the required approvals in place. At this point, organisers proceeded with the use of The Cavanbah Centre general purpose field as an alternative.

E2019/4878

STAFF REPORTS - SUSTAINABLE ENVIRONMENT AND ECONOMY

Feedback from Council staff:

- · Council events and Cavanbah staff were pleased with the site suitability and the event set-up.
- · Traffic control in the carpark worked effectively.
- Some concern around some event infrastructure still being on site the week following the event.
- · Lack of green bins at the event.
- Vendors not maintaining access / driving in no-go zones this was minimal but still of concern.
- Council events team and Cavanbah management thank the organisers for their openness, transparency and flexibility in working with us. Their commitment to working together with Council to obtain the relevant approvals and meet operational requirements was appreciated.
- The high level of organisation and professional documentation that the organisers had to hand was
 evident, and made the approval process possible within the short timeframe.
- The organisers showed respect for the constraints of the site, and diligence in protecting the Cavanbah grounds as a Council and community asset.

Feedback from event organisers:

- Costs ballooned due to venue change: fencing, lighting, lost hours at work, application and hire
 fees. This is of significant concern. Request for information about process for waiving fees and any
 grants that may be appropriate to apply for to help offset additional costs.
- Facilities all really good: toilets, water station, carpark, site. Bins were used to protect the pitch as it
 was soft.
- Bus not a good take up on the bus.
- Power access to more power on site to reduce the need for generators would be good.
- Waste a calculator for how many organic waste bins events need would be a useful inclusion in the
 waste management plan template.
- Incident reporting:
 - Fence jumpers there were a couple of fence jumpers. Some disbelief around this as the entry fee was only \$5. Security / organisers addressed this.
 - Drain there was a broken drain cover behind the stage area; a person almost fell into the pit underneath it, and required first aid attention (bandaid); an incident report was written up.
 Organisers secured the area.
- Feedback excellent feedback from attendees / community, as well as artists and vendors: "best
 event in 30 years". North Coast Events also gave positive feedback. See Facebook feedback also for
 testimonials.

Issues raised	Proposed solutions
Broken drain on site	Council staff addressing this as a matter of priority.
Emergency access – width of available access pathway to be maintained around field	Organisers to take measures to enforce this when stallholders set up, and ensure cars don't park in the area.
'Rogue' vendors – drove across netball court to access their site for pack down	Organisers to consider this with site layout in future to prevent access.
Lack of green bins at event	Council staff to include more info about green bins in waste management plan. Organisers to include in future events.
Pack down time – this blew out due to venue change and available help	Organisers to ensure they remove all brought in event infrastructure within a reasonable time frame postevent.
Costs	Council events team to provide information re grants / fee waiving process.
Power	Cavanbah team will consider this request.

Where to from here

Event organisers are pleased with the event and community feedback, and are keen to continue this event regularly on this site; it will be subject to costings and fees payable as to whether they will be able to proceed with proposed plans for this.

E2019/4878

STAFF REPORTS - SUSTAINABLE ENVIRONMENT AND ECONOMY

Site Map



Event images









E2019/4878

STAFF REPORTS - SUSTAINABLE ENVIRONMENT AND ECONOMY

Local media

← Local News | ③ December 6, 2018 | by Echonetdaily



A Day in The Bay festival kicks off this Saturday



Creating a special Day in The Bay a group of locals have come together to create a grassroots day of fun for all the ages. This Saturday December 8 from 11.30am till 10pm at the Cavanbah Centre in Byron you can enjoy a great variety of local businesses from food trucks to boutique beverage stalls, boutique clothing pop-ups, live music, children's entertainment.

A Day in The Bay festival gives local businesses the chance to showcase their craft to the wider community along with being an eco-friendly, sustainable event.

'A day that showcases grassroots music, creative culture and everything we love about this beautiful region. Created by locals – built for everyone,' said festival organisers.

There will be two stages that will feature great local entertainment including Fat Picnic, Indigenoise, Mt Warning and Jai Piccone as well as performances by Spaghetti Circus and the fun of kids activities including giant slides and junking castles and more.

Organisers are estimating that the event will have a great impact on the local economy as all the participating businesses are 100 per cent local.

We have estimated that this event will employ approximately 200 local workers on the day and leading up to the event. Things like increased availability of jobs, boosts in tourism and increases in community participation will have a significant contribution to a positive quality of life for residents of the Byron shire.

Donating to charity

The \$5 entry fee for adults - kids are free - is being donated to local non-for-profit charities.

'Our charity of choice for the event will be the Ingrained Foundation. This charity

supports grassroots environmental and social charities in the local areas where we work and live. Essentially, they partner with aligned charities to create progress in our community and respond to urgent situations of need,' said the organisers.

'We consider ourselves as hardworking, active members of the community, looking to give back, and have fun whilst doing it.'

E2019/4878

Gmail - Events at Red Devil Park

STAFF REPORTS - SUSTAINABLE ENVIRONMENT AND ECONOMY

13.13 - ATTACHMENT 1



EMAIL CHAINS.

M Gmail

Dan Musgrave <junglebird.dan@gmail.com>

Events at Red Devil Park

5 messages

Nathan Cross

byronbayeventco@gmail.com>
To: junglebird.dan@gmail.com

10 May 2018 at 13:43

Hi Dan,

I hope you are well!

Jess Gilmore passed on your email and suggested I touch base in relation to doing events at Red Devil Park. I am handling all of the events for the venue from this point, so I would certainly be interested in chatting with you guys around what you're looking at doing and trying to work in together.

My number is 0410 585 285 please feel welcome to contact me anytime.

Cheers

Nathan Cross

Dan Musgrave <junglebird.dan@gmail.com>
To: Nathan Cross
byronbayeventco@gmail.com>

14 May 2018 at 12:16

Hey Nathan,

Thanks for getting in touch.

I have recently spoken with Matt Ahern regarding a possible event at the end of the year.

We discussed having a meeting in the next few weeks with all of the major stakeholders that will be involved in the project.

Ill be in contact regarding a date to have a meeting, hopefully in June sometime as the rest of my May schedule is pretty full.

Thanks again.

Dan

[Quoted text hidden]

 14 May 2018 at 15:24

Ok thanks Dan.

I have quite a few things lined up for the end of the year already, Matt wouldn't be aware of these as I co ordinate the events out of the venue.

If you can let me know what you're wanting to do and tentative dates sooner rather than later that'd be great and I'll certainly try and accommodate.

Cheers mate

[Quoted text hidden]

Nathan Cross Founder

0410 585 285

Dan Musgrave <junglebird.dan@gmail.com>
To: shaylah griffith <shaylahgriffith@gmail.com>

30 November 2018 at 12:58

https://mail.google.com/mail/u/3?ik=0c7af296bf&view=pt&search=all&permthid=thread-f%3A1600047071544715463&simpl=msg-f%3A16000470715447154... 1/2

STAFF REPORTS - SUSTAINABLE ENVIRONMENT AND ECONOMY

13.13 - ATTACHMENT 1

| Gmail - Events at Red Devil Park

[Quoted text hidden]

| Dan Musgrave <junglebird.dan@gmail.com>
| To: Simon Mckenna <junglebird.simon@gmail.com>, nathan@mrvintageaustralia.com.au

[Quoted text hidden]

https://mail.google.com/mail/u/3?ik=0c7af296bf&view=pt&search=all&permthid=thread-f%3A1600047071544715463&simpl=msg-f%3A16000470715447154... 2/2

STAFF REPORTS - SUSTAINABLE ENVIRONMENT AND ECONOMY

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06/03/2019

Gmail - Charity Event - Red Devil Park



Dan Musgrave <junglebird.dan@gmail.com>

Charity Event - Red Devil Park

7 messages

Dan Musgrave <junglebird.dan@gmail.com>
To: Jess.Gilmore@byron.nsw.gov.au

3 October 2018 at 14:19

Cc: Simon Mckenna <junglebird.simon@gmail.com>

Hi Jess,

Hope you are well:)

I'm just letting you know about our upcoming community event, The Inaugural "A Day In The Bay" taking place on Saturday 8th December at the Red Devils Park in Byron Bay.

It will be a small, family & community event fitting well within the venue's event licencing restrictions. All ticket sales will be going straight to charity's in need in the local area.

We will have some food truck set up for families to enjoy, along with kids activities and some light entertainment. We hope to give local businesses and creatives the chance to showcase their craft to the wider community along with being an eco-friendly, sustainable event.

We are really looking to get the community involved and a handful of local business have already put their hand up to support the event.

Just running this past you as an update with our plans for the summer.

I remember we discussed using Red Devils for an event when we met up earlier in the year and we are just looking to start off small to test the waters.

Thanks, Jess, let me know if you have any additional questions.

Cheers

Dan

Gilmore, Jess <Jess.Gilmore@byron.nsw.gov.au>

3 October 2018 at 16:00

To: Dan Musgrave <junglebird.dan@gmail.com>

Cc: Simon Mckenna <junglebird.simon@gmail.com>, events <Events.Mailbox@byron.nsw.gov.au>

Hi Dan,

Thanks for letting me know. Great idea to test the waters.

Any event that involves food should notify Council each time, with a list of operators. This is for the food compliance team's consideration for assessment. Food stall operators should have a Council permit to operate (this ensures they've met all the health requirements to keep your attendees safe).

If you can shoot that through to me when they're confirmed that'd be great.

Aside from that, as long as you are operating within the conditions of consent that Red Devils have in place, from what you've told me you shouldn't have any concerns from this end.

STAFF REPORTS - SUSTAINABLE ENVIRONMENT AND ECONOMY

13.13 - ATTACHMENT 1

06/03/2019

Gmail - Charity Event - Red Devil Park

Let me know if you have any questions.

Best of luck with all the planning, and I hope it all comes together beautifully.

Jess

Jess Gilmore | Events & Film Liaison Officer | BYRON SHIRE COUNCIL

I respectfully acknowledge the Arakwal Bundjalung People and the wider Bundjalung Nation as the Traditional Owners and Custodians of the land I work on and acknowledge the ongoing living culture of Aboriginal people.

P: 02 6626 7312 | M: 0408 053 498 | F: 02 6684 3018 | E: jess.gilmore@byron.nsw.gov.au

events@byron.nsw.gov.au film@byron.nsw.gov.au weddings@byron.nsw.gov.au

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jess.gilmore@byron.nsw.gov.au

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Dan Musgrave <junglebird.dan@gmail.com>

3 October 2018 at 16:29

To: Jess.Gilmore@byron.nsw.gov.au

Cc: Simon Mckenna <junglebird.simon@gmail.com>, Events.Mailbox@byron.nsw.gov.au

Hi Jess,

Thanks for your reply,

Yep, no worries, I will send through a list of food stall operators once we have them confirmed.

I know Simon has been across this also when booking in caterers, and we are both aware of the food permit requirements with our previous experience managing the food stalls at Falls Festival.

Our aim is to keep it as simple as possible and operate within the conditions Red Devils have in place.

If I have any additional questions ill make sure to get in touch.

Fingers crossed it doesn't rain!



Thanks,

Dan

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13.13 - ATTACHMENT 1

06/03/2019

Gmail - Charity Event - Red Devil Park

[Quoted text hidden]

Gilmore, Jess < Jess.Gilmore@byron.nsw.gov.au>

3 October 2018 at 18:00

To: Dan Musgrave <junglebird.dan@gmail.com>

Cc: Simon Mckenna <junglebird.simon@gmail.com>, events <Events.Mailbox@byron.nsw.gov.au>

Great, thanks Dan.

Yes, fingers crossed for a sunny day for your event.

If you can shoot me through the link to it when you've got something online too (tickets etc) that'd be great.

I'm about to send out some info about available grants, I'll copy you guys in as well if you like, it might be helpful for future ideas you have.

Jess

Jess Gilmore

Byron Shire Council | P: 02 6626 7312 | M: 0408 053 498

I respectfully acknowledge the Arakwal Bundjalung People and the wider Bundjalung Nation as the Traditional Owners and Custodians of the land I work on and acknowledge the ongoing living culture of Aboriginal people.

From: Dan Musgrave [mailto:junglebird.dan@gmail.com]

Sent: Wednesday, 3 October 2018 4:30 PM

To: Gilmore, Jess

[Quoted text hidden]

[Quoted text hidden] [Quoted text hidden]

Dan Musgrave <junglebird.dan@gmail.com>

8 October 2018 at 15:33

To: Jess.Gilmore@byron.nsw.gov.au

Cc: Simon Mckenna <junglebird.simon@gmail.com>, Events.Mailbox@byron.nsw.gov.au

Great, thanks for that.

Yea any available grants would be amazing. Do you have access to any at the moment that we could have a look at?

Heres our link to the event and poster ---> https://www.facebook.com/events/1096914100470210/

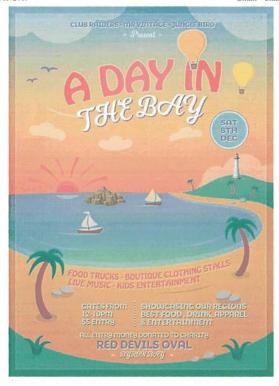
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STAFF REPORTS - SUSTAINABLE ENVIRONMENT AND ECONOMY

13.13 - ATTACHMENT 1

06/03/2019

Gmail - Charity Event - Red Devil Park



[Quoted text hidden]

Gilmore, Jess <Jess.Gilmore@byron.nsw.gov.au>
To: Dan Musgrave <junglebird.dan@gmail.com>

8 October 2018 at 17:19

Cc: Simon Mckenna <junglebird.simon@gmail.com>, events <Events.Mailbox@byron.nsw.gov.au>

Thanks Dan.

I just sent out an email about grants, and copied both you and Simon.

Please let me know if you haven't received it for any reason.

Jess

Jess Gilmore

Byron Shire Council | P: 02 6626 7312 | M: 0408 053 498

I respectfully acknowledge the Arakwal Bundjalung People and the wider Bundjalung Nation as the Traditional Owners and Custodians of the land I work on and acknowledge the ongoing living culture of Aboriginal people.

STAFF REPORTS - SUSTAINABLE ENVIRONMENT AND ECONOMY 13.13 - ATTACHMENT 1

33/2019 [Quoted text hidden] [Quoted text hidden]	Gmail - Charity Event - Red Devil Park	
oan Musgrave <junglebird.dan@gmail.com> o: Simon Mckenna <junglebird.simon@gmail.com></junglebird.simon@gmail.com></junglebird.dan@gmail.com>		30 November 2018 at 13:28
[Quoted text hidden]		

page 553 Attachments 27 June 2019

STAFF REPORTS - SUSTAINABLE ENVIRONMENT AND ECONOMY

13.13 - ATTACHMENT 1



06/03/2019

Gmail - A Day In The Bay - confirmation of application received



Dan Musgrave <junglebird.dan@gmail.com>

A Day In The Bay - confirmation of application received

1 message

Gilmore, Jess <jgilmore@byron.nsw.gov.au>

3 December 2018 at 18:01

To: Sammy Kaveney <sammy@clubraiders.com.au>, Simon Mckenna <junglebird.simon@gmail.com>, "Dan Musgrave (junglebird.dan@gmail.com)" <junglebird.dan@gmail.com>, "nathan@mrvintageaustralia.com.au" <nathan@mrvintageaustralia.com.au>

Cc: events < Events. Mailbox@byron.nsw.gov.au>

Hi Sam, Simon, Dan and Nathan,

As requested, I've attached a letter of confirmation for you that we have received your event application for A Day In The Bay on Saturday 8 December 2018 at The Cavanbah Centre grounds.

Given the timing of this event the application has been dealt with as a matter of priority since we received it, and we hope to have an outcome for you as soon as possible.

As discussed with Sam on the phone this afternoon, it's likely we will need to change the field you had requested to the General Field, as the other fields have very restricted permitted use (ie sporting activities only).

Also discussed on the phone this afternoon, other required actions listed for you to consider:

- · A bond of \$5,000 will be required for use of the grounds (regardless of field).
- You will need to complete, submit and pay for an Activity Approval (this is a requirement under section 68 of the Local Government Act). I will confirm the cost of this asap and then you can proceed. To speed things up, I have prepared this form (attached) for you to review. It will need to be signed, paid for and submitted with relevant details attached about the temporary fencing, the amusement devices (jumping castle, tea cup ride) and the fundraising activities which will be carried out on community land. Please confirm if attached charitable information is correct, and any additional charities/non-profits who will benefit.
- \cdot You will need to make provision for lighting of the General Field (or finish your event early) as there is no field lighting in that area.
- You will need to sign a User Agreement with The Cavanbah Centre, and payment of field use fees for your event will be required. The Cavanbah Centre team have provided me with a quote of \$492 per day. Please note this does not include any provisions for Waste/Bins Power Amenity Cleaning. This also includes no provision for Cavanbah staffing outside of the centres standard hours of operation. We can discuss this further if required.
- You will need to have your Public Liability Certificate of Currency amended to note the interests of Byron Shire Council, to update the venue location, and also to include December 6 and 10 if you want to proceed with those dates as well.

I have already put a memo to the General Manager requesting a relaxation of the existing Alcohol Free Zone (AFZ) for that area, and hope to have this signed off tomorrow, as I'm aware you'll need to update your liquor licencing requirements.

I will send through to you tomorrow:

- Confirmation of ability to proceed
- · Confirmation of costs for Activity Approval

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STAFF REPORTS - SUSTAINABLE ENVIRONMENT AND ECONOMY

13.13 - ATTACHMENT 1

06/03/2019

Gmail - A Day In The Bay - confirmation of application received

- Detailed plan of General Field showing underground services / 'no go' areas
- · Confirmation of relaxation of Alcohol Free Zone
- · User Agreement for the hire of the area for you to review.

Sam, as discussed, I will also phone you to confirm when I have more information.

General Field :



Jess

Jess Gilmore | Events & Film Liaison Officer | BYRON SHIRE COUNCIL

I respectfully acknowledge the Arakwal Bundjalung People and the wider Bundjalung Nation as the Traditional Owners and Custodians of the land I work on and acknowledge the ongoing living culture of Aboriginal people.

P: 02 6626 7312 | M: 0408 053 498 | F: 02 6684 3018 | E: jess.gilmore@byron.nsw.gov.au

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STAFF REPORTS - SUSTAINABLE ENVIRONMENT AND ECONOMY

13.13 - ATTACHMENT 1

7

06/03/2019

Gmail - A Day In The Bay - confirmation of application received

events@byron.nsw.gov.au film@byron.nsw.gov.au weddings@byron.nsw.gov.au

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jess.gilmore@byron.nsw.gov.au

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3 attachments

A Day In The Bay acknowledgement of application.pdf



Ingrained Foundation _ Australian Charities and Not-for-profits Commission.pdf

https://mail.google.com/mail/u/3?ik = 0c7af296bf & view = pt & search = all & permthid = thread-f%3A1618813134662575457 & simpl = msg-f%3A1618813134662575457 & 3/3 +

STAFF REPORTS - SUSTAINABLE ENVIRONMENT AND ECONOMY

13.13 - ATTACHMENT 2



Cavanbah Centre Invoice

Page: 1

Mr Samuel Kaveney INVOICE DATE: 13/12/2018 Club Raiders INVOICE NO:

42 Jacaranda Drive Byron Bay New South Wales 2481

Australia

PROFORMA *

Event Name: [3169] A Day in the Bay

Event Date: Thursday, 06 December 2018 09:00 AM - Monday, 10 December 2018 05:30 PM

DATE	DESCRIPTION	QTY	UNIT PRICE	EX-GST	GST	TOTAL
06/12/2018	Amenity Cleaning per Hour Standard	2	\$63.00	\$114.55	\$11.45	\$126.00
06/12/2018	General Field - Cricket (Turf wicket Standard)	5	\$242.00	\$1,100.00	\$110.00	\$1,210.00
06/12/2018	Eastern Green - Event Use	5	\$100.00	\$454.55	\$45.45	\$500.00
08/12/2018	Out of Hours Saturday	1	\$654.00	\$594.54	\$59.46	\$654.00
08/12/2018	Canteen East Standard	2	\$126.00	\$229.09	\$22.91	\$252.00
08/12/2018	Car Park Hire per day Standard	1	\$1,847.00	\$1,679.09	\$167.91	\$1,847.00
08/12/2018	Field Flood Lights	1	\$15.00	\$13.64	\$1.36	\$15.00
PAYMENT DUE:	Thursday, 20 December 2018 Previously Invoiced Charges: Previously Invoiced Payments:				GST TOTAL: GST: DUNT DUE:	\$4,185.46 \$418.54 \$4,604.00

Cancellation & Refund Policy:

Byron Shire Council requires written advice/request when a fee paying booking is cancelled or adjusted. Any booking cancelled 8 days or more prior to the booking date will not incur a cancellation fee.

This will result in a full refund of hire charges less an administration fee of \$25.00.

Any booking cancelled 7 days or less to the booking date will result in a cancellation fee equal to 50% of the total booking cost.

Any booking cancelled with less than 24 hours notice will result in a forfeit of the entire booking cost.

If Byron Shire Council receives a replacement booking at the time of cancellation, a refund may be arranged less an administration fee of \$25.00.

The Byron Shire Council may cancel, interrupt or terminate an event due to dangerous situations or any other causes beyond its reasonable control. Such cancellation, interruption or termination of event shall not entitle the hirer to make any claim whatsoever against the Byron Shire Council. Byron Shire Council will retain the right to determine the suitability of the playing surface and to declare, without further reference, consultation or compensation to the hirer, that the surface is unfit or unsuitable for use.

Final payment is due by Thursday, 20 December 2018

To forward payment by EFT:

(Please include event number with EFT payment) Account Name: Byron Shire Council - Cavanbah Centre BSB: 062 578 Account Number: 10315534 Send remittance advise to info@cavanbah.byron.nsw.gov.au

Byron Shire Council ABN 14 472 131 473 Cavanbah Centre 249 Ewingsdale Rd Byron Bay NSW 2481 (02) 6685 5911 Customer: Samuel Kaveney

Event Number: 3169

\$4,604.00 Amount Due:

27 June 2019 Attachments page 557



DRAFT REPORT:

Belongil Creek catchment issues study

May 2019



Document history

Revision:

Revision no.

Author/s

James Teague Misko Ivezich Tony Weber

Checked Steve Skull Misko Ivezich Approved

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Issue date March 2019

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Description: Draft for comment

Citation:

Draft for comment - please do not cite.

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Belongil Creek catchment issues study



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Belongil Creek catchment issues study



#### 1 Introduction

Alluvium Consulting Australia Pty. Ltd. (Alluvium) have been engaged by Byron Shire Council (Council) to develop the Belongil Creek catchment issues study. The Belongil Creek catchment is an integral component of the Byron Bay community. The catchment provides significant social, environmental and economic values to the local community. Many of these values are threatened without changes in management responses.

Belongil Creek is a small intermittently closed and open lagoon (ICOLL) system west of Byron Bay. The morphology of the estuary has evolved due to the wave dominated coastline and associated longshore drift processes which have formed the Belongil sand spit. Under natural littoral and runoff processes the beach berm would form a barrier to create a closed lake system which would have inundated much of the lower catchment. The beach berm is periodically eroded due to combination coastal erosion and increased water levels associated with rainfall.

In the last 50 years there has been significant urban and industrial development within the Belongil Creek catchment. This has resulted in increased runoff and pollution into Belongil Creek. To manage flood risk and water quality issues within the catchment the estuary mouth is mechanically opened when the water level at the Ewingsdale Road bridge gauge reaches 1 m AHD (Australian Height Datum). The mechanical opening of the estuary has allowed agriculture and urban development to expand within the catchment.

Agricultural development, drainage works, urbanisation and mechanical opening of the estuary have drastically changed the ecological condition of the estuary and catchment. Ongoing development, climate change and the associated sea level rise will threaten many of the social, environmental and economic values within the catchment.

This study aims to:

- Summarise the current condition of the catchment
- · Identify the major management issues within the catchment
- · Outline a framework for the development of a Belongil Creek catchment plan.

The development of this report has involved an extensive review or previous studies, a stakeholder workshop with state agencies, Council staff, local businesses and landholders and discussions with the Coast, Estuary and Catchment Panel.

## 1.1 Study area

Belongil Creek is situated approximately two kilometres to the west of the township of Byron Bay in northern New South Wales (Figure 1). The Belongil Creek estuary entrance is located on Belongil Beach and drains a catchment area of approximately 34 km². The creek flows from the discontinuous watercourses within the Cumbebin Swamp in a northerly direction for approximately 3 km before entering the South Pacific Ocean. A large portion of the remaining drainage network within the catchment is in the form constructed drains including the Union Drain from the west of the catchment. These drains have significantly increased the tidal influence within the catchment. The Belongil Creek catchment supports a diverse range of land uses and industries including urban and industrial areas, agricultural areas and high value ecological areas including Cumbebin Swamp Nature Reserve and Tyagarah Nature Reserve. Mapping associated with the State Environmental Planning Policy (Coastal Management) highlights significant areas of Coastal Wetlands and remnant pockets of Littoral Rainforest near the estuary entrance.

Belongil Creek catchment issues study

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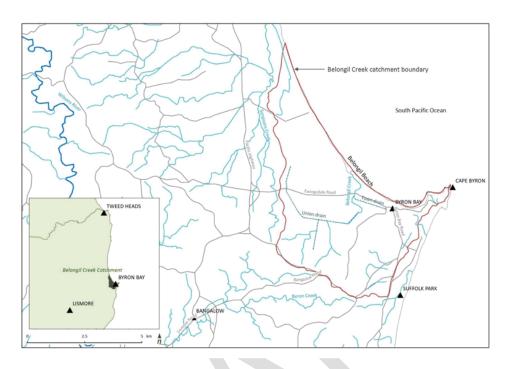


Figure 1 Belongil Creek catchment study area

## 1.2 Existing studies

There have been numerous studies undertaken in the Belongil Creek catchment in the past 20 years. The key studies and a brief overview of the study/outcomes are provided below in Table 1. This study aims to build on these previous studies and outline a framework for the integrated management of the catchment.

Table 1. Some of the key studies in the Belongil Creek catchment

Study	Overview/outcomes
Byron Bay Embayment CMP Scoping Study BMT WBM (in prep 2019)	Outlines the scope for the Coastal Management Program (CMP) for Cape Byron to South Golden beach focusing on the open coast and estuary entrance only.  Recommends a separate/standalone CMP for the Belongil Estuary when resources permit
Byron Shire WSUD policy and strategy BMT WBM (in prep 2019)	Development of financially sustainable Water Sensitive Urban Development (WSUD) policy and strategy to guide staff and key stakeholders in future urban and waterway planning across the Byron Shire.
Belongil Creek entrance opening strategy (Alluvium) (in prep 2019)	Outlines a framework for the future management and artificial opening of the Belongil Creek entrance. No major changes to the current opening regime (i.e. 1m AHD) are proposed.
Capacity assessment of the Belongil Creek Drainage System (2016) (AWC and BMT WBM)	Assessment of sustainable effluent release pathways for current Byron Bay Sewage Treatment Plant (BB STP) and future projected 5ML/day and 8ML/day outflows. Recommended retaining existing release point and developing an additional release point into the Industrial Estate drain.

Belongil Creek catchment issues study

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Belongil Creek floodplain risk management study and plan (BMT WBM, 2015)	Provides an overview of flood risk across the Belongil Creek catchment. Presents management options for existing problems and ensuring new development is compatible with flood hazard and does not create additional flooding problems.
Byron Bay Drainage Strategy (2010) (SMEC)	Outlines recommendations for the improvement of Byron Bay stormwater drainage system. Recommendations included wetlands, pumps, levees and improved drainage networks.
Belongil Creek Entrance Opening Strategy (EOS): Review of Environmental Factors (2005) (IERM)	Aimed to mitigate impacts due to artificial entrance opening of Belongil Creek. Outlines the impacts of estuary opening and provides recommendations to mitigate these.  Reviews the environmental impacts associated with the artificial opening of the Belongil Creek entrance. Provides a number of recommendations to protect environmental, social and economic values.
Belongil Estuary Study and Management Plan (2001) (Peter Parker Environmental Consultants)	Outlines an integrated management plan for the estuary. Identifies major values and threatening processes. Poor water quality from urban areas, agricultural runoff and acid runoff identified as a major threat.

#### 1.3 Report structure

This report has the following structure:

- Section 1 provides an overview of the study, study area and existing studies
- Section 2 provides an overview of the catchment physiology
- Section 3 outlines the sub-catchments within the study area and outlines the values and threats within each area
- Section 4 summaries the major management issues facing the Belongil Creek catchment
- Section 5 recommends a framework for the Belongil Creek catchment plan.

Belongil Creek catchment issues study

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#### 2 Catchment physiology

This section provides an overview of the catchment including geology and soils, historical changes, drainage processes, land uses, coastal areas and ecology. A more comprehensive overview of the catchment can be found in the *Belongil Creek entrance opening strategy – initial findings report* (Alluvium, 2018).

#### 2.1 Overview

The Belongil Creek estuary drains a catchment area of approximately 34 km² which supports a diverse range of land uses and industries including urban and industrial areas, agricultural areas and high value ecological areas including Cumbebin Swamp Nature Reserve and Tyagarah Nature Reserve. The catchment supports a range of vegetation communities of high conservation value, including mangroves, saltmarsh, broad-leaved paperbark swamps and swamp oak forest, with fringing rainforest patches providing habitat for threatened plant species including the white laceflower and stinking Cryptocarya. Mapping associated with the Coastal Management State Environmental Planning Policy (SEPP) highlights significant areas of Coastal Wetlands and remnant pockets of Littoral Rainforest near the estuary entrance. The Byron Bay township and Industrial estate are the two major urban and industrial centres within the catchment. Agricultural areas are primarily used for grazing. An overview of the major features, assets and infrastructure in the Belongil Creek catchment is provided in Figure 2.



Figure 2 Major features, assets and infrastructure within the Belongil Creek catchment

Belongil Creek catchment issues study

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#### 2.2 Landscape setting

The Belongil Creek catchment is bound by steep basaltic hills and slopes falling from the Lismore Plateau in the west and south, beach ridges and back barrier embayment's along the coast to the north and the elevated slopes of Cape Byron in the east. Most of the catchment is flat to undulating, low lying terrain (below 4 m AHD), dominated by estuarine alluvial plains and swamps and wetlands (Willing & Partners Geomarine, 1996). Elevations range from approximately 160 m AHD at the southern catchment boundary near Mcleods Shoot to up to 6 m AHD along the beach ridges and back barrier embayment's in the north and up to 90 m on the eastern hillslopes of Cape Byron.

A significant proportion of the low lying catchment is considered to be a wetland. According to WetlandCare Australia (2005) there is approximately  $10 \, \text{km}^2$  of wetlands within the catchment (approximately  $33 \, \%$  of the catchment area) (Figure 3).

Much of the wetland area located on the landward side of the beach ridges is considered a low-lying back barrier estuarine swamp with elevations generally below 2.5 m AHD, grading to alluvial footslope plains (DIPNR, 2004). The major geomorphic features of the swamp area as described by DIPNR (2004) are shown in Figure 3 and described below:

- Sandy Pleistocene beach ridges, with an elevation of approximately 5-6 m AHD, underlain at 0.75-1.4
  m by indurated 'coffee rock'. The younger ridges are broader, more widely spaced and higher; all are
  approximately parallel to the present coastline and are now largely contained within the Tyagarah
  Nature Reserve. These ridges are interspersed with depressions of various widths, which drain the
  northern extents of the catchment south eastwards towards the estuary.
- Areas of low-lying, Pleistocene sandy plain up to 1 km wide, with an elevation of approximately 1.52.5 m AHD, generally underlain by indurated 'coffee rock'. The Arts and Industrial Estate and Byron
  Bay town centre sit on these features.
- Slopewash fans from adjacent bedrock hills with an elevation of 2.5 m AHD and greater (particularly well-represented to the south of the main part of the swamp).
- Areas of low-lying, often peaty plain up to 1 km wide, with an elevation of approximately 2.0-2.6 m
  AHD, with peat and alluvium up to 2.5 m thick underlain by early Holocene sands and muds (e.g. part
  West Byron STP and re-use sites).
- Low elevation terraces, possibly Pleistocene or early Holocene, with an elevation of approximately 1.2
   2.0 m AHD.
- A back barrier swamp basin, with an elevation of 0.8 1.2 m AHD, located wholly on the southern side
  of Ewingsdale Road. This basin is intersected by the Union Drain. The unit is now largely colonised by
  Melaleuca quinquenervia (Broad leaved paperbark), and there are signs of channel remnants visible.
- Channels within the swamps gradually become more defined and join to form the Belongil Creek estuary.

Belongil Creek catchment issues study

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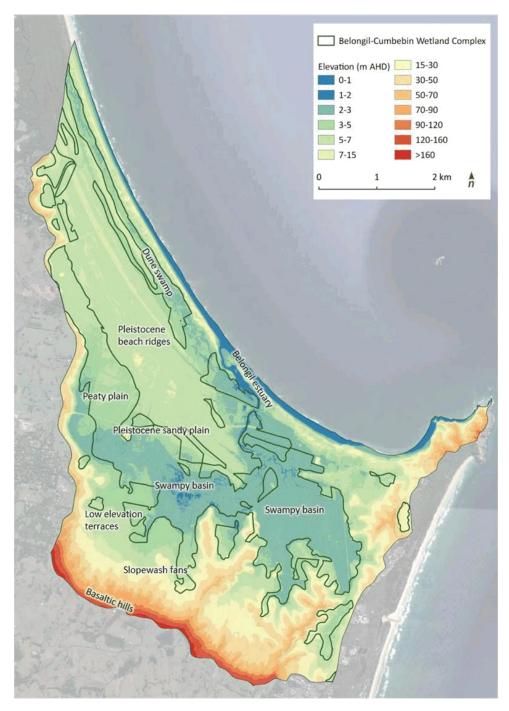


Figure 3 Surface elevation for the Belongil Creek catchment and major geomorphologic units

Belongil Creek catchment issues study

#### 2.3 Geology/soils

The steep hillslopes bounding the south of the catchment are predominately made up of mafic volcanic rocks such as basalt that were erupted through volcanic activity in the Cainozoic period. The lower elevations of these slopes are dominated by Triassic-Jurassic sedimentary rocks including conglomerate and sandstone. The dominant geology of the eastern elevation of the catchment is Carboniferous sedimentary rocks including feldspar-rich sandstone, siltstone, mudstone and conglomerates. Quaternary coastal dune deposits make up the dominant geology of the remainder of the low-lying portions of the catchment (see Figure 4).

As classified under the Australian soil classification, the Pleistocene beach ridges are predominately podosols. Podosols generally contain aluminium and/or iron, are highly sandy and acidic and found in high rainfall areas. The low-lying areas contain soils classified as hydrosols which are seasonally or permanently wet, there is a reasonable amount of diversity of soils types within this group. The footslopes and mid elevations contain kurosols which generally form from highly siliceous parent material and can be highly acidic. The steep basaltic hills have given rise to ferrosols which may suffer from acidification (The Australian Soil Classification).

The soils within the Belongil and Cumbebin swamp areas are complex due to slopewash and alluvial deposition from the surrounding hillslopes. Holocene peats, muds and clays and sandy Pleistocene layers with indurated coffee rock found at shallow depths can be found across the area. The occurrence of Acid Sulfate Soils (ASS) or Potential Acid Sulfate Soils (PASS) have been confirmed in the Holocene clays and peats and Pleistocene sands (DIPNR, 2004). A field study conducted in the upper Belongil Creek catchment (west of the Byron Bay Industrial Estate) by Slavich and Wood (1998) also confirmed the presence of both ASS and PASS. The probability of ASS occurrence within the greater catchment is shown in Figure 4.



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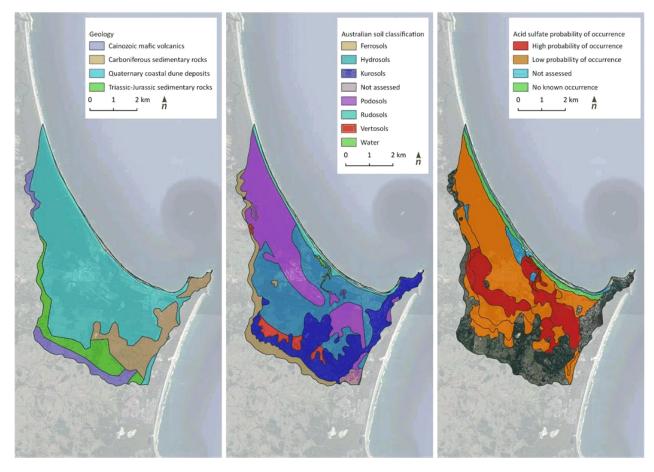


Figure 4 Geology, soils and acid sulfate soils probability of occurrence within the Belongil Creek catchment

Belongil Creek catchment issues study



#### 2.4 Post -European impacts

Prior to European settlement, the north coast of NSW supported one of the largest aboriginal populations in the state (Willings and Partners, 1997). The traditional owners of the Belongil Creek estuary are the Arakwal people who are part of the Bundjalung nation. The Belongil Creek estuary is likely to have been an important resource for its traditional owners providing sources of fish, crabs and shellfish.

European settlement of the catchment began in the 19th century and resulted in the clearing of vegetation and the drainage of wetlands to support agriculture. Some of the major events/changes since settlement are highlighted in Figure 5. The major industry within the catchment between the 1840s and 1880s was timber cutting but other industries such as cropping, dairy farming and fishing grew in importance (Willings and Partners. 1997).

The construction of drains through the swamplands in Ewingsdale opened large areas for pasture. The Drainage Board has actively managed the construction and maintenance of drains in the Belongil Creek catchment since the inception of the *Water Act* in 1912. When the levels in the estuary began to encroach on pasture landholders would dig a channel through the beach berm to drain the wetland. In 1913, the meat processing plant was also constructed which ran until the early 1980s, leading to higher employment and further development within the catchment. The clearing accelerated in the 1960s and 1970s when large areas of the Cumbebin Swamp wetlands were cleared, drained and burnt as a fuel source for the local meatworks. Other major industries during the 1900s included the mining of zircon and rutile up until 1969 as well as whaling station that ran between 1954 and 1962 (Willings and Partners, 1997).

In the last 100 years there has been significant urban and industrial development within the Belongil Creek catchment. Several of these land use developments within the catchment have impacted the Belongil Creek catchment and waterways. These include:

- land clearing which resulting in fragmentation and loss of connectivity between ecological communities
- · swamp drainage which resulted in loss of floodplain/wetland connectivity and water quality impacts
- raising of Ewingsdale Road which impacts drainage pathways
- filling to create railway embankments, blocking original drainage paths
- sandmining, meat works, whaling station, fish processing and dairy products processing which
  impacted water quality
- development of Byron Bay town centre and the Byron Art and Industrial Estate which increased stormwater generation and influenced drainage
- operation of West Byron Sewerage Treatment Plant and related discharge and reuse within the catchment
- Byron Bay landfill site which impacted drainage pathways and water quality
- routing township stormwater into Belongil Creek
- regular openings of Belongil Creek to the ocean which altered the ICOLL ecological community.

An aerial imagery comparison of the catchment between 1965 and 2018 indicating some of the major changes during that period is provided in Figure 6.

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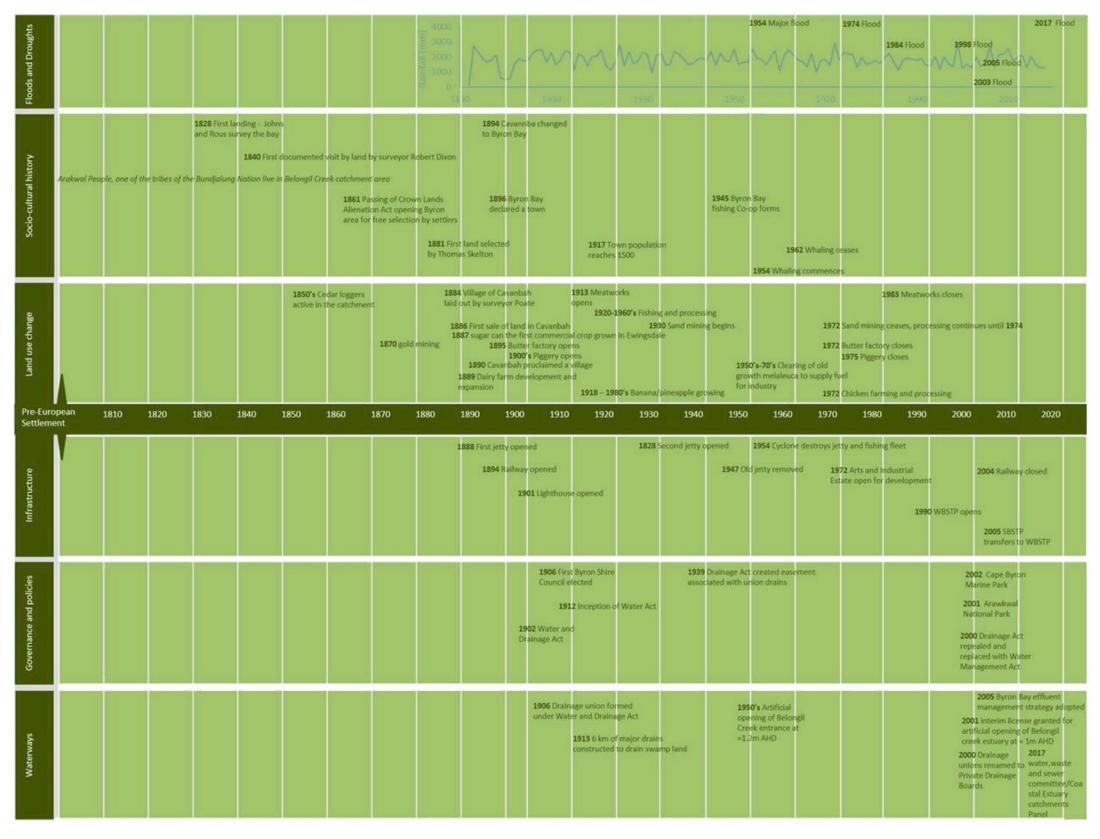


Figure 5. Timeline of major events/changes in the Belongil Creek catchment

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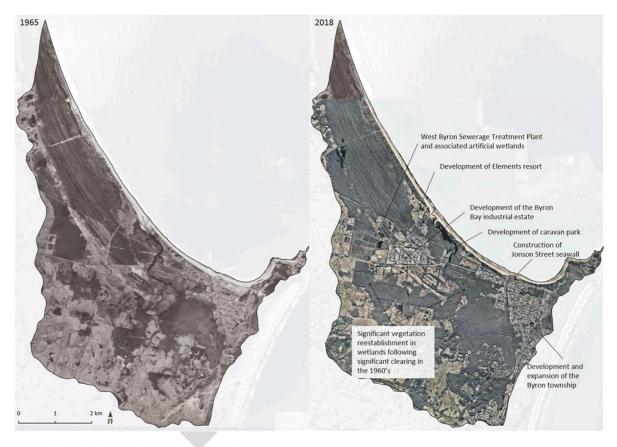


Figure 6 Aerial imagery comparison of the Belongil Creek catchment between 1965 and 2018

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#### 2.5 Drainage

The Belongil Creek estuary discharges between Belongil Beach and Tyagarah Beach (Figure 7). Upstream from the entrance, the lower estuary turns immediately to the south-east wrapping behind Belongil Spit. The estuary widens through this reach to around 200 m before turning southwards, narrowing to around 50 m and extending further upstream, passing below the railway line and then Ewingsdale Road, some 300 m further upstream. Immediately upstream of Ewingsdale Road, a constructed drain, known as the "Town Drain" or "Butler St Drain" conveys catchment runoff from the northern extents of Cumbebin Swamp and large parts of the CBD of Byron Bay. The locations of the main constructed drains across the lower floodplain are shown in Figure 7.

Upstream of Ewingsdale Road, the estuary again bends eastwards extending a further 660 m before dividing into its two main feeder tributaries which presently drain most of the Belongil Creek catchment. One tributary extends upstream towards the south and east, draining the southern extents of Cumbebin Swamp. The second tributary extends to the south, before connecting to the constructed "Union Drain" which collects runoff from the western parts of the floodplain, including areas within a back-barrier depression west of the Pleistocene barrier ridges. The north-western extent of this depression, to the north of Ewingsdale Road is referred to by some sources as Belongil Swamp.

Belongil Creek catchment's drainage system has been significantly altered over time to enable the expansion of urban and agricultural development across the catchment's extensive low-lying areas. Grazing has occurred in the catchment since before 1891, when papsulum was introduced as a fodder (PPK, 2001). Since then drains have been constructed to aid agricultural land use. The Union Drain was constructed in 1913 by the Belongil Creek Drainage Union. It is estimated that there could be up to 40 km of secondary drains constructed within the catchment including council and private works (WetlandCare Australia, 2005). The use of modern excavators in drain maintenance has also resulted in the deepening and widening of many of the original constructed drains.

A series of secondary constructed drains drain the agricultural lands to the south of the Union Drain which includes inflows from the small tributaries on the northern side of the basaltic plateau. Runoff from the basaltic hills at the south eastern extent of the catchment flow through natural drainage lines to the north where they enter Cumbebin Swamp. Another significant drain is the Industrial Estate Drain which drains the Byron Bay Arts and Industrial Estate before entering the Union Drain approximately 300 m upstream of Belongil Creek.

The drainage works and the artificial opening of the estuary have significantly altered the catchment condition and processes. These impacts include loss of floodplain/wetland connectivity, changes to groundwater levels, reduced flood inundation and variability, increased tidal influence and marine influences on the wetland, increased transport of ASS products and increased oxidation of PASS (IERM, 2005).

The Pleistocene beach ridges that dominate the topography in the north of the catchment direct drainage north west to south east along the swales formed between ridges. Much of this area was mined for zircon and rutile during the 1960s which resulted in a number of the ridges being flattened and dredge water supply drains were constructed through to Belongil Creek. These were later intersected by the construction of the Industrial Estate which reduced drainage rates through these flow paths (PPK, 2001).

In 2006 the effluent from South Byron STP (outside the catchment) was transferred to West Byron STP (inside catchment – see Figure 7). The West Byron STP sits within the Byron Bay Integrated Water Management Reserve (BBIWMR). Currently the STP discharges up to 3ML per day of dry weather flow into the upper Union Drain. In addition, approximately 1 ML/day is used to irrigate a large area (24 ha) of regenerating floodplain forest/wetland. These discharges have resulted in community concern due to the localised increase in the extent of surface water depressions, a reduction in artificial estuary opening events, a reduction in peat fires and acid discharge events (AWC & BMT WBM 2017).

The Byron Bay Drainage Study (SMEC, 2010) identified the major constraints on urban drainage of the Byron Bay CBD. The flat topography, low elevation and extent of impervious areas means drainage is likely to be an ongoing issue for the CBD.

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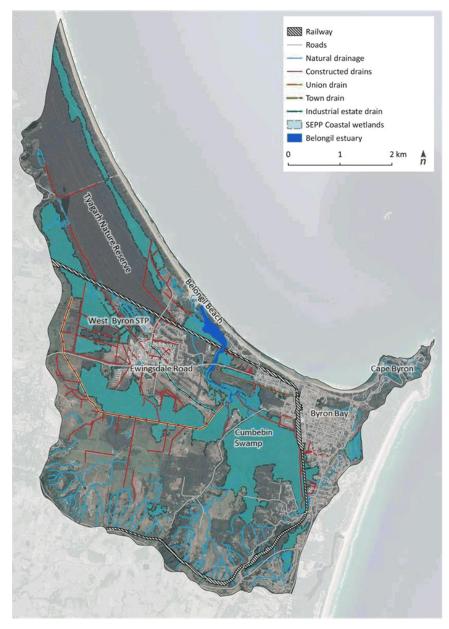


Figure 7 Constructed and natural drainage network within the Belongil Creek catchment

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#### 2.6 Land use

Historically, much of the low lying land within the catchment would have been permanently or semipermanently inundated with water forming swamps or wetlands. These areas would have been heavily vegetated by wet heath and swamp plant communities. Water levels are likely to have been similar to Tallows Creek and be up to 2.0 -2.4 m AHD. Water levels of this magnitude would see minor flooding in many developed areas of Byron Bay.

In 1913 the Union Drain was constructed following wetland clearing to allow for agricultural production, residential and industrial uses. It is estimated that approximately 80 % of land within the Belongil Creek catchment has either been cleared, drained or altered in some way (BMT WBM, 2017). These works along with estuary opening have allowed a variety of land uses to develop within the catchment.

NSW land use mapping from 2013 indicates approximately 20 % of the catchment is used for nature conservation including Tyagarah Nature Reserve in the northwest of the catchment and Cumbebin Swamp Nature Reserve. Approximately 21 % of land area including Cape Byron State Conservation area and Arakwal National Park is classified as "Other minimal use area". Grazing of native vegetation or modified pastures is predominately located in the drained low lying lands and alluvial footslopes and plains in the southwestern quarter of the catchment and accounts for approximately 30 % of the catchment. Residential and farm infrastructure accounts for approximately 18 % of the catchment. The remainder of the catchment is made up of smaller enterprises such as plantation forestry, horticulture and services. Under this land use classification only a small area (< 1 %) has been classified as "Marsh/wetland". As outlined in Section 2.1 the area classified as wetland under the Coastal Management SEPP is much larger than this. Much of the land that sits within the SEPP wetland area is classified as "Other minimal use" or "Grazing native vegetation" under the 2013 land use classes outlined below.

The land uses within the catchment are shown in Table 2 and Figure 8.

Table 2. 2013 land use within the Belongil Creek catchment

Land use (Primary class)	Land use (Secondary class - 2013)	Area (ha)	% of catchment area
	1.1.0 Nature conservation	671	19.6
Conservation and natural environments	1.2.0 Managed resource protection	22	<1
Civilotiments	1.3.0 Other minimal use	729	21.3
Production from relatively natural environments	2.1.0 Grazing native vegetation	497	14.5
	3.1.0 Plantation forestry	18	<1
	3.2.0 Grazing modified pastures	498	14.5
Production from dryland agriculture	3.3.0 Cropping	1	<1
and plantations	3.4.0 Perennial horticulture	3	<1
	3.5.0 Seasonal horticulture	1	<1
	3.6.0 Land in transition	20	<1
	5.1.0 Intensive horticulture	0	<1
	5.2.0 Intensive animal husbandry	8	<1
	5.3.0 Manufacturing and industrial	71	2.1
Intensive uses	5.4.0 Residential and farm infrastructure	622	18.1
	5.5.0 Services	136	4.0
	5.7.0 Transport and communication	87	2.5
	5.9.0 Waste treatment and disposal	23	<1
Water	6.2.0 Reservoir/dam	16	<1

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6.5.0 Marsh/wetland	1	<1	
6.6.0 Estuary/coastal waters	4	<1	



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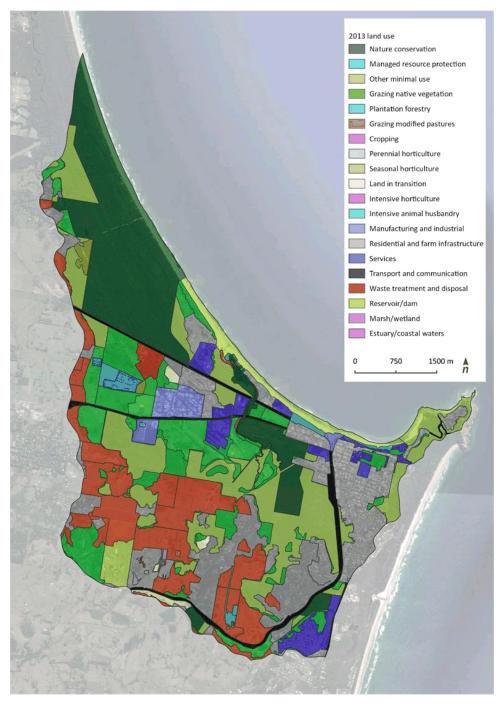


Figure 8 Land use in Belongil Creek catchment based on the 2013 NSW land use mapping



#### 2.7 Coastal areas

The entrance of Belongil Creek marks the boundary between Tyagarah Beach to the north and Belongil Spit to the south. Several processes work in unison to influence the dynamic morphology of the entrance and the surrounds which have been studied extensively (e.g. Geomarine, 1997, Parker and Pont 2000, WBM 2000 & 2004, and Baldock at al., 2008). The morphology of the estuary has evolved due to the wave dominated coastline and associated longshore drift processes which have formed the Belongil sand spit. Under natural littoral and runoff processes the beach berm would form a barrier creating a closed lake system. The beach berm is periodically eroded due to a combination of coastal erosion and increased levels associated with rainfall. Construction of protection works at Main Beach, as well as several ad hoc erosion control structures along Belongil Spit have influenced longshore littoral sand supply and erosional processes within the area.

The revised Coastal Management SEPP came into effect on the 3rd of April 2018. The aim of the SEPP is to promote an integrated and co-ordinated approach to land use planning in the coastal zone in a manner consistent with the objectives of the *Coastal Management Act 2016* (CM Act) (New South Wales Government, 2018). According to the Act the coastal zone is comprised of one or more of the following coastal management zones:

- Coastal Wetlands and Littoral Rainforests Areas defined as areas that display the characteristics of
  coastal wetlands or littoral rainforests that were previously protected by SEPP 14 and SEPP 26
- Coastal Vulnerability Area defined as the area subject to coastal hazards such as coastal erosion and tidal inundation
- Coastal Environment Area defined as the coastal waters of the state, estuaries, coastal lakes and
  foreshores including beaches, dunes, headlands and rock platforms as well as surrounding land
- Coastal Use Area defined as land adjacent to coastal waters, estuaries and coastal lakes and lagoons.

The coastal management zones within the Belongil Creek catchment are shown in Figure 9. Significant areas of the catchment are classified as Coastal Wetlands. There is also a small area of Littoral Rainforest near the estuary opening. The Coastal Vulnerability Area has not yet been mapped and therefore is not displayed in the figure below. Due to the active coastal erosion of the Belongil Spit it is likely that this area will be classified as a Coastal Vulnerability Area.

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Figure 9 Coastal management zones within the Belongil Creek catchment



## 2.8 Ecology

Despite the extensive changes within the catchment, the Belongil Creek ICOLL and drainage system provides a large expanse of high quality habitat for various terrestrial and aquatic species. A brief overview of both the ecological historical and current condition of aquatic and terrestrial vegetation and fauna communities of Belongil Creek is provided below – a more detailed overview is provided in *Belongil Creek Entrance Opening Strategy – Ecology Assessment* (ESP, 2018).

#### Vegetation communities

The Belongil Creek catchment supports a diversity of vegetation community types typical of low-lying and seasonally inundated coastal areas on the NSW north coast. Major vegetation communities present (generally following Keith, 2006) consist of:

- Coastal swamp forest dominated by Broad-leaved paperbark
- Coastal swamp forest dominated by Swamp oak
- Littoral rainforest
- Saltmarsh
- Mangrove swamp
- · Coastal dune mixed scrub
- · Maritime grasslands on coastal dunes
- Coastal freshwater lagoons.

The majority of these vegetation community types are protected as Threatened Ecological Community (TEC) types in the *Biodiversity Conservation Act 2016*. Smaller areas of Coastal heath swamp and Wallum sand heath occur in the northern part of the catchment. Vegetation communities in the catchment have been subject to varying degrees of disturbance as a result of clearance, drainage, weed invasion, fragmentation and other factors.

## Coastal swamp forest dominated by Broad-leaved paperbark

Much of the low lying (Holocene age) Belongil catchment would have been a mosaic of *Melaleuca quinqenervia* forest, freshwater swamps, *Casuarina glauca* forest on slightly higher or more exposed ground, rainforest patches (often with *Melaleuca*) and saltmarsh. Boundaries would have been dynamic over time with shifts due to climate, fire or changes in the hydrology of the stream or other forces (IERM 2005).

Melaleuca quinqenervia forest is the dominant native vegetation community in low-lying areas with minimal saline influence, forming relatively extensive patches in the catchment and grading into freshwater wetland and heathland communities within Tyagarah Nature Reserve. Melaleuca quinqenervia also occurs as individual trees and small patches within grassland in flood-prone areas and localised drainage swales. Swamp mahogany occurs in relatively low numbers within this community with other common secondary species including Pink euodia, Cabbage palm, Rainbow fern and Phragmites.

Artificial drainage of backswamp areas in the Belongil-Cumbebin system since the early 20th century has increased the hydrologic connectivity between the swamp and the estuary, resulting in a net lowering of ground and surface water levels (Talau, 2002 in IERM 2005). Surface drains reduce the time and spatial extent of ponding in the backswamps during the wet season, by increasing the hydraulic potential to transport water to the estuary (IERM 2005). These factors are likely to have led to Swamp sclerophyll forest on the margins being gradually replaced by "drier" community types.

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Figure 10. Example of coastal swamp forest dominated by Broad-leaved paperbark

# Coastal swamp forest dominated by Swamp oak

Swamp oak forest dominated by Casuarina glauca occurs in close association with *Melaleuca quinqenervia* forest and in relatively monospecific stands. It is most common in slightly drier areas and on drain margins. Some larger patches of Swamp oak forest occur west of Ewingsdale Road. *Juncus krausii* and Mangrove fern are common understorey species in this community.



Figure 11. Example of swamp oak forest bordering the estuary

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#### Littoral rainforest

Littoral rainforest is present on the northern side of the creek entrance. Parker (2013) mapped an area of 1.8ha of this community type. Common species within this community include Tuckeroo, Beach acronychia and Coast banksia. The Threatened species Stinking cryptocarya occurs within this community.

Erosion of the small area of littoral rainforest at the entrance is evident now due to bank undercutting and this process has been ongoing for some time (IERM 2005). This erosion is shown in Figure 12.



Figure 12. Littoral rainforest community in the lower estuary, some bank erosion evident

# Saltmarsh

The saltmarsh in the lower reaches of Belongil Creek (downstream of Ewingsdale Rd) is typically fringed on the creek side by mangrove communities (dominated by grey and river mangroves) and casuarina forest (Figure 13). Paperbark swamp occurred on the landward side particularly in the lower reaches. The saltmarsh was in good condition and is dominated by sedges (*Juncus krausii* and *Baumea juncea*) and marine couch (*Sporobolous virginicus*) with occasional small patches of sea purslane (*Sesuvium portulacastrum*) and seablite (*Suaeda australis*) and prickly couch (*Zoysia macrantha*) towards the mouth of the estuary and on the dunes. Common reed (*Phragmites australis*) was present further upstream. Many of the saltmarsh areas (those dominated by marine couch, sedges and mangrove fern) assessed by ESP in September 2018 were inundated by approximately 0.2 m of water when the water level measured 1.0 m at the Ewingsdale Rd Bridge. The saltmarsh was well connected to the main creek channel either directly via continuous mangroves or via a variety of smaller channels. There was no tunnelling for drainage or substantial evidence of human disturbance to these areas of the lower reaches, although all areas have low relief and elevation, so would be easily flooded at times.

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Figure 13. Example of saltmarsh in Belongil Creek estuary, downstream of Ewingsdale Road, with fringing mangroves

#### Mangrove forests

The mangrove forests are dominated by *Avicennia marina* (Grey mangrove) with *Aegiceras corniculatum* (River mangrove) and are mid-high open to closed (mangrove) forest (Parker 1996). This was confirmed during a site visit by ESP in September 2018. The Mangrove fern (*Acrostichum speciosum*) also grows in dense patches landward of the mangrove forest fringing the creek and in patches within the saltmarsh. There were several shallow areas with recent recruitment of saplings, particularly at the lower end of the estuary on the accreting eastern bank, which demonstrates possible regeneration and stabilisation of habitats, but also possible encroachment of habitat types such as saltmarsh further upstream. The mangrove forests are likely to have developed in the catchment due to increased marine influence following artificial entrance opening.

The mangrove forest was assessed as in moderate condition, with some signs of stress in the lower estuary where trees had been inundated for extended periods, including yellowing of leaves, black mould on leaves and extended growth of pneumatophores.

The mangrove forests fringing the estuary are primarily intact patches of habitat that are well connected to the main channel, tidal habitats and surrounding vegetation communities further up the shore (i.e. saltmarsh). There is good access to deeper water channels, which provides good quality habitat for a variety of commercial and recreational fish species, particularly as potential nursery habitat.

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Figure 14. Example of dense mangrove forest fringing the main estuary channel

## Coastal dune mixed scrub

Small linear stands of mixed Coastal dune scrub occur along the frontal dune of Belongil Spit as well as north of the creek entrance. Common species include Coast banksia and Coast wattle as well as the introduced Horsetail she-oak and Bitou bush.

# Maritime grasslands on coastal dunes

Dune grassland is typically sparse and open on sand seaward of the frontal dune, with Spinifex, Goat's foot convolvulus and Pigface typically grading into Coast wattle thickets further up the dune. Bitou bush has an occasional occurrence.

## Coastal freshwater lagoons

More extensive areas of freshwater wetland occur in low lying swales north of Belongil Creek. This community type has also been mapped in the modified wetland system of the West Byron STP.

# Fauna habitats

Closely associated with the distribution of vegetation communities, the Belongil Creek catchment provides the following major habitat types:

- Freshwater, brackish and estuarine aquatic habitats
- Intertidal sandflats and mangrove communities
- Saline influenced saltmarsh and rushland communities
- Swamp sclerophyll forest dominated by Swamp oak
- Swamp sclerophyll forest dominated by Broad-leaved paperbark, including areas with a Cabbage palm and Pink-flowered doughwood midstorey
- A 1.8ha patch of littoral rainforest at the creek mouth
- Freshwater wetlands

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· Periodically inundated grasslands.

Parker (1996) provides a discussion on fauna assemblages in the Belongil estuary, concluding that "the biodiversity of terrestrial fauna within the Belongil-Cumbebin drainage basin is extraordinary". The Belongil system contains a diversity of fauna habitats in relatively close proximity. Drainage in the catchment, changes in land-use and an increase in artificial openings of the creek mouth have favoured some fauna groups whereas the availability of habitat for others has decreased.

The specific habitat resources for key threatened fauna are discussed below.

#### **Amphibians**

The Belongil catchment represents relatively good quality habitat for native frogs. Saline influence and past disturbance may limit the suitability of habitats for several species. Areas of Swamp sclerophyll forest provide habitat for a range of tree frog species such as the Dwarf green tree-frog (*Litoria fallax*), Dainty green tree-frog (*Litoria gracilenta*), Green tree-frog (*Litoria caerulea*) and Peron's tree-frog (*Litoria peronii*). Burrowing frogs such as the Scarlet-sided pobblebonk (*Limnodynastes terraereginae*) and Ornate burrowing frog (*L. ornatus*) may also occur.

Habitats in the Cumbebin Swamp, Tyagarah Nature Reserve and wider Belongil catchment provide habitat for acid frogs including the Threatened Wallum sedge-frog (*Litoria olongburensis*) and the Wallum froglet (*Crinia tinnula*).

Frogs that occur in rainforest habitats at higher elevation, such as the barred frogs, are unlikely to occur. Cane toads are relatively common in the area and are likely to occur throughout.

#### Reptiles

Areas of Swamp sclerophyll forest provide habitat for a range of reptiles and the catchment provides a mosaic of varying habitat types that together provide a diversity of habitat niches for reptiles. Common species include: Green tree snake; Brown tree snake; Carpet python; Red-bellied black snake; Brown snake; Yellow-faced whip snake; Eastern water dragon; Bearded dragon; Lace monitor and several smaller skinks.

Marine turtles are common in coastal waters although nesting events on beaches in the locality are relatively rare.

## Birds

Bird diversity in the Belongil catchment over the course of a year is particularly high due to the close proximity of a variety of habitat types including sand and mudflats, ocean beaches, coastal heathlands, swampland, sclerophyll forest, wetland, open pasture and beachfront.

Nectarivorous birds such as honeyeaters and lorikeets move locally in response to changes in the availability of nectar and or pollen. Extensive areas of *Melaleuca quinquenervia* forest provide a good forage resource for these species when in flower.

Many insectivorous birds from higher latitudes spend winter in the locality and visit the catchment seasonally or periodically. These include species such as the Fantail cuckoo, Rainbow bee-eater, Tree martin, Black-faced cuckoo-shrike, Cicada bird, Golden and Rufous whistler, Rose robin, White-throated gerygone, Silvereye, Olivebacked oriole and Spangled drongo.

Birds associated with permanent watercourses and wetland areas such as bitterns, rails and the Bush hen occur in the riparian and swampland margins of Belongil Creek. The catchment does not support a large number of mature trees with large hollows but may provide forage habitat for hollow-nesting birds that occur in areas of Blackbutt forest in the wider locality.

The Threatened Eastern osprey and White-bellied sea-eagle both forage over the Belongil Creek system.

Belongil Creek and the adjacent section of Belongil Beach provide suitable habitat for migratory and resident shorebird species. Although mudflats and sandflats within the Belongil Creek system are not extensive by the

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standards of most coastal waterways, they are of significance due to the relative lack of similar habitats in the local area and support a relatively high diversity of bird species over the course of a year.

Pied oystercatchers may nest in the dune system close to the Belongil Creek entrance. Little terns have nested in this area in the past and an area of the dunes south of the Belongil Creek entrance is managed as a bird nesting area to encourage future breeding events.

#### Mammals

A range of mammal species occur in the coastal strip between Tyagarah in the north and Broken Head to the south. Rare mammals that occur in heathland habitats in the locality, such as the Eastern chestnut mouse and the Long-nosed potoroo, may persist within Tyagarah Nature Reserve.

The Swamp wallaby, Short-beaked echidna, Northern brown bandicoot, Brown antechinus and Melomys are all widespread within the Study area. The Common brushtail and Ringtail possum are also common.

Koalas are regularly recorded within areas of suitable habitat in the catchment. Koalas have little reliance on habitats subject to inundation although Swamp mahogany trees are a preferred feed tree and often occur in association with Broad-leaved paperbark.

A diversity of microchiropteran bat species occur in the locality, although roosting habitat in the form of caves and hollow-bearing trees is relatively rare. The Grey-headed and Black flying-fox forage in various vegetation community types during peak flowering and fruiting times. The Common blossom bat is a relatively common occurrence.

## Fish assemblages

The estuary supports a wide range of commercially and recreationally important fisheries species (including oysters, mud crabs, prawns, and fish) and is considered to be an important nursery habitat for juvenile fish (Schnierer 1988; Parker 1998).

The Belongil Creek estuary supports a typical fish community that is dominated by mullet (*Mugilidae*), whiting (*Sillagonidae*), bream (*Sparidae*), flathead (*Platycephalidae*), glassfish (*Ambassidae*) and tailor (*Pomatomidae*), with abundances varying strongly between the summer and winter seasons (Schnierer 1988). Many of the species found in the Belongil Creek estuary are commonly found in the region and neighbouring ICOLL systems such as Tallow Creek (WBM 2001) and are either permanent or temporary residents of the estuary.

A total of 58 species of fish, among which are two members of the pipefish family that are listed species under the *Environment Protection and Biodiversity Act (1999)*, have been recorded from the Belongil Creek estuary. In a survey that included the entrance of the estuary, areas around the Ewingsdale Road bridge and the Union Drain, Schnierer (1988) recorded 52 species of fish occurring in the system. These species include commercially and recreationally important fishery species such as mullet (*Mugilidae*), whiting (*Sillaginidae*), bream and tarwhine (*Sparidae*), luderick (*Kyphosidae*), tailor (*Pomatomidae*) and flathead (*Platycephalide*). A large proportion (88 %) of targeted species were juveniles, highlighting the importance of the estuary as a nursery for fish. Approximately a quarter (23 %) of the fish species caught were marine species and are typically associated more with inshore reefs and were also recorded at nearby reefs such as Julian Rocks (Parker 1998). Only one exotic species, the mosquitofish (*Gambusia* sp.) has been recorded.

# **Estuarine invertebrates**

Schnierer (1988) previously studied the composition of benthic organisms (infauna and epifauna) of Belongil Creek at sites between the entrance and the upstream drainage lines. The invertebrate community was typical of estuarine environments in sub-tropical eastern Australia, and was dominated by mollusc, crustacean, polychaete and insect species. The sites closest to the estuary mouth supported the most diverse assemblages. Total abundance of fauna was greatest in summer.

An assessment of the estuary for commercial and recreationally important fisheries is provided in the subsequent section. Commercially and recreationally important invertebrate species recorded in the Belongil Creek estuary (Schnierer 1988) include:

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- Mud crab (Scylla serrata)
- Blue swimmer crab (Portunus armatus),
- · Greentail prawn (Metapenaeus bennettae),
- Sydney rock oyster (Saccostrea glomerata (originally listed as C. commercialis))
- Estuarine yabby (Trypaea australiensis).

#### Fish habitat and fisheries

Fish habitat is defined under the NSW Fisheries Management Act 1994 as any area occupied, or periodically or occasionally occupied, by fish or marine vegetation (or both), and includes any biotic or abiotic component. This includes the water column, the substrate (such as sand, mud, cobbles or reef) and other features submerged by water which are used by fish to shelter, access food (such as aquatic vegetation and algae), to breed and which provide territorial markers for migration (NSW DPI 2013). Fisheries NSW are responsible for ensuring no net loss of key fish habitats.

Key mapped fish habitat in the study area of the Belongil Creek between the entrance and the Ewingsdale Road bridge includes:

- open oceanic water, defined as extending from the intertidal zone to the oceans. This includes a
  range of habitats such as the water column, the continental shelf, beaches, rocky and coral reefs and
  seamounts. In the study area, this includes the beaches north and south of the creek entrance.
- coastal lagoons and wetlands, a large open body of saline or brackish water which has a relatively
  narrow permanent or intermittent connection to the sea. Many coastal lakes and lagoons alternate
  between being open or closed to the ocean. These are known as Intermittently Closed and Open
  Lakes and Lagoons (ICOLLs).
- estuarine wetlands: estuarine fish habitats where fresh water from rivers and streams mixes with the
  salty ocean water. This brackish water environment supports a variety of fish habitats, including
  mangroves, sandflats and deep pools. Estuaries provide important feeding, spawning and nursery
  sites for many aquatic animals. Many invertebrate (crabs and mosquitoes) and vertebrate groups
  (fish) rely on estuarine water to complete their life cycles and others, such as migratory shore birds,
  visit estuaries to feed and rest.

The majority of the fish habitat in the Belongil Creek catchment consists of estuarine and coastal wetlands that encompass the creek and drains themselves, and the surrounding low lying areas. The entrance of the creek and the coastal beaches are zoned as oceanic. Only a very small section of coastal lagoon is mapped to the east of the Belongil Creek entrance.

No commercial fisheries (for species such as rock oysters, mud crab, whiting or mullet, etc) exist in the Belongil Creek estuary. Recreational fishing is not allowed in the Belongil Creek estuary as it is zoned as a Special Purpose Zone within the Cape Byron Marine Park.

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# 3 Sub-catchment assessment

# 3.1 Overview

The Belongil catchment has been delineated into sub-catchments in order to develop a more detailed understanding of the existing condition, processes, values and threats (Figure 15). The sub-catchments were delineated based on several factors including landscape features, land use, wetland features and drainage infrastructure. A summary of each sub-catchment was developed outlining the drainage pathways, preferred drainage strategy features, ecological values, catchment loads, and any key current and/or future threats identified.

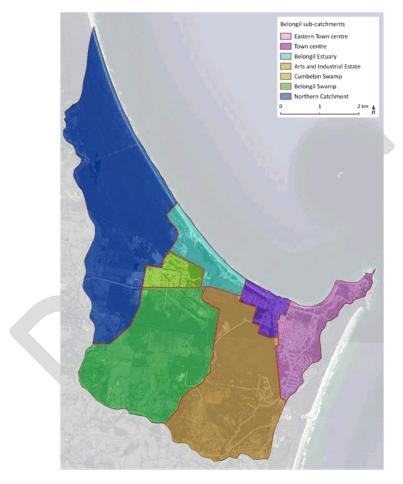


Figure 15. Sub-catchments delineated within the Belongil catchment

## Catchment loads assessment

In order to identify the potential hot spot areas contributing to water quality issues in the Belongil Creek catchment, the Rapid Catchment Assessment Tool (RCAT) was applied. The RCAT was developed to help identify likely risk areas for generation of four common pollutants (TSS, TN, TP and e.Coli) from the different sub-catchments. An overview of each pollutant is provided in Table 3.

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Table 3 An overview of the four pollutants assessed in the RCAT modelling

Pollutant	What is it a measure of?	Catchment source?	Impact on estuary?
Total Suspended Solids (TSS)	TSS measures the amount of particulate matter suspended in the water column and usually associated with fine sediments. These can be both inorganic (sands, silts and clays) and organic (leaf litter, macroalgae, decaying vegetation).	The generation of particulate matter can happen anywhere in a catchment, but often higher levels are correlated with disturbance, such as land clearing and erosion of exposed soils, animal access in streams and also in-stream (bed and banks) erosion.	Higher TSS values (>10mg/L) can reduce light penetration into the water column and therefore limit the solar radiation received by bottom dwelling organisms, especially seagrasses. In addition, other pollutants, such as heavy metals and petroleum hydrocarbons can be adsorbed onto particulates and then become available once they enter estuaries.
Total Nitrogen (TN)	TN is a measure of the amount of nitrogen (a key nutrient for vegetation and other organism growth) available in both dissolved and particulate forms within the water column.	Typically nitrogen can be associated with both diffuse sources such as fertilisers, animal droppings, vegetation, but also point sources such as sewage treatment and overflows and industrial waste streams.	Nitrogen is an essential nutrient in ecosystems, but as for any nutrient, an oversupply can lead to excessive growth of vegetation and/or algae. This can then lead to "boom/bust" cycles where the excessive growth can die off, decay and rerelease nitrogen back into the water column. This can then lead to depletion of oxygen in the water column causing fish death, bad odours and increased nutrient release from bottom sediments, further exacerbating the problem.
Total Phosphorus (TP)	As for TN, TP is a measure of both the dissolved and particulate forms of phosphorus in the water column.	Phosphorus sources can also be very similar to nitrogen, but in addition, it is present in many soils and dissolved phosphorus readily binds to particulate matter if present.	Very much like nitrogen, excess phosphorus can lead to excessive growth of vegetation and algae, but in estuarine systems is usually not the limiting nutrient for growth (usually there is an excess, so growth will be more related to the amount of nitrogen present).
E. coli	Escherichia coli is an indicator organism of faecal contamination, but is non- specific so can indicate human	E. coli are a useful organism to indicate the presence of faecal contamination so	Within estuaries, E. coli is always likely to be present, but in well flushed systems, levels

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or animal waste (it is found in the gut of warm blooded mammals). E. coli refers to a wide range of bacteria species, some of which can be harmful if ingested. sources can be related to sewage, septic tanks, onsite treatment plants, animals, birds and decaying matter. are typically low. Higher levels usually mean that areas are not suitable for recreational purposes due to the risk of illness from ingestion of waters.

For each sub-catchment the land use was determined within each sub-catchment as well as annual rainfall, and the estimated proportion of rainfall that leads to runoff from each land use category. The model utilises runoff water quality data from different land uses based on previous studies to estimate the contaminants contributed to a waterway based on the proportion of land use types within its catchment. The results are shown in total pollutant load per sub-catchment and per hectare load.

The modelling estimates that substantial pollutant generation occurs within the agricultural areas particularly within Belongil Swamp and that higher density urban and industrial areas also contribute considerable per hectare pollutant loads. The RCAT results for Total Nitrogen (TN) are shown in Figure 16, the full results of the RCAT modelling are provided in Attachment A and discussed further in the sub-catchment summaries below.

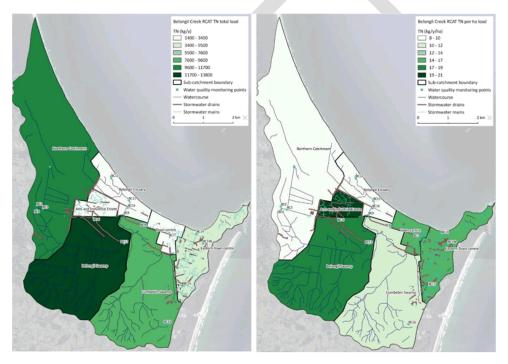


Figure 16. RCAT modelling results for Total Nitrogen

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#### 3.2 Eastern town centre

The Eastern town centre sub-catchment incorporates the Cape Byron State Conservation Park in the northeast, a Byron Bay residential area in the south and the town centre east of Jonson and Middleton Street. While the land east of railway line would naturally drain west toward the Belongil estuary, the railway embankment, ground levels and limited hydraulic gradient generally don't allow this to occur efficiently. A pipeline diverts some of the runoff near the Byron Bay playing fields towards Clarkes Beach.

Some of the key major issues/threats identified in the sub-catchment include:

- Very low hydraulic gradient and capacity of existing town drainage system (estimated capacity <1-vear ARI)</li>
- Movement of poor quality stormwater into the Belongil estuary and beach zone/ocean via Town Drain and out of the Clarkes Beach outlet
- Drainage and drain maintenance issues within coastal wetlands
- Illegal camping and littering.

A summary of the Eastern town centre sub-catchment features, values and conditions are presented in Figure 17 and major issues and threats are presented in Figure 18.

## 3.3 Town centre

The Town centre sub-catchment incorporates the town centre east of the railway line and west of Middleton and Jonson Street as well as the residential areas around Shirley Street and Butler Street Reserve west of the railway line. While the sub-catchment is dominated by urban residential and commercial land uses, there are some important areas of residual native vegetation cover including the Butler Street Reserve and the dune area north of the railway line.

Some of the key major issues/threats identified in the sub-catchment include:

- Very low hydraulic gradient and capacity of existing town drainage system (estimated capacity <1-year ARI)</li>
- Movement of poor-quality stormwater via drains into estuary
- · Illegal camping and littering.

A summary of the Town centre sub-catchment features, values and conditions are presented in Figure 19 and major issues and threats are presented in Figure 20.

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Figure 17. Eastern town centre sub-catchment summary

#### Overview/drainage

The Eastern town centre sub-catchment incorporates the Cape Byron State Conservation Park in the north east, a Byron Bay residential area in the south and the town centre east of Jonston and Middleton Street. While the land east of railway line would naturally drain west toward the Belongil estuary, the railway embankment (Photo 3), ground levels and limited hydraulic gradient generally don't allow this to occur efficiently. A pipeline diverts some of the runoff near the Byron Bay playing fields towards Clarkes Beach. Floodwaters from the catchment generally drain northward via the Clarkes Beach outfall (Photo 4). In major flood events water rises east of Middleton Street and flows into the town centre

#### Ecological values

- . Cape Byron State Conservation Park situated in the north east of the sub-catchment
- · Arakwal National Park borders the east of the sub-catchment
- Includes a coastal wildlife corridor linking the dunes around Clarkes Beach with the Arakwal National Park. The south
  eastern portion of the catchment provides a wildlife corridor that borders an SEPP coastal wetland and eventually
  links into Cumbebin Swamp Nature Reserve
- · Flying fox camp adjacent to Middleton Street
- Pockets of preferred koala habitat throughout the sub-catchment
- · Areas of North Coast Clay Heathlands
- Limited natural watercourses within the sub-catchment, generally limited to within the national parks. Photo 2 shows
  a stream in relatively good condition with a structurally diverse suite of native vegetation that drains an area east of
  Paterson Street toward a small wetland within the Arakwal National park
- · Open drains around Cowper Street tend to be overgrown with vegetation (Photo 1)

#### Water quality

- RCAT model results suggests relatively high TSS loads generated from the sub-catchment. While the total loads were
  fourth highest in the catchment the relative size compared to the other sub-catchments contributes to it yielding the
  second highest per ha load
- Similar trends can be seen in relation to TN,TP and E.coli loads
- High proportion of the catchment is urbanised resulting in efficient runoff generation due to the impervious surfaces, but the receiving environment is inefficient
- Pathways to the two ocean release points (Clarkes Beach outfall and Belongil estuary via Town drain) with limited treatment
- Poor sediment control and unregulated dewatering from construction sites also poses a threat to water quality within the sub-catchment
- · Potential illegal cross-connections between stormwater and sewer, requires further investigation



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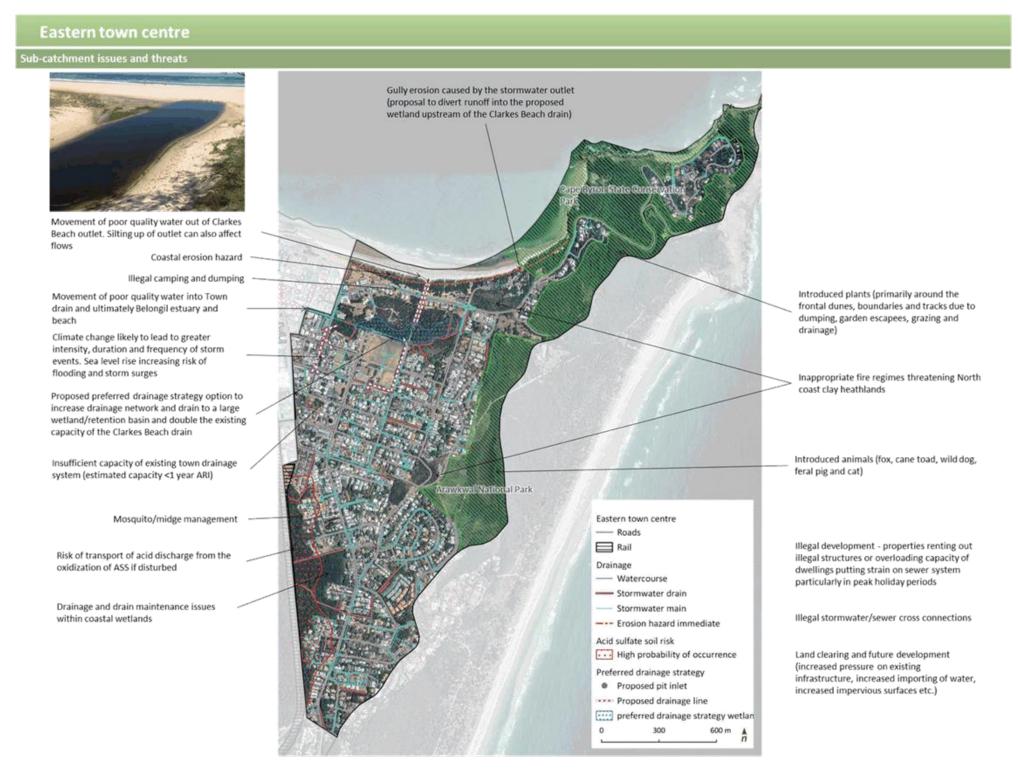


Figure 18. Eastern town centre sub-catchment issues and threats

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Figure 19. Town centre sub-catchment summary

The Town centre and Shirley Street sub-catchment incorporates the town centre east of the railway line and west of Middleton and Jonston Street as well as the residential areas around Shirley Street and Butler Street Reserve west of the railway line. The stormwater from the town centre drains westward under the railway embankment via the Town drain (Butler Street drain) and a set of culverts south of the woolworths complex. The Shirley Street residential area is drained by the Butler Street drain that conveys the water through to the Belnogil estuary. The capacity of the existing stormwater drainage system including the Town drain is limited by the hydraulic gradient and ultimately controlled by the Belongil estuary water level and entrance conditions. Flood levels are determined by catchment runoff and tailwater conditions.

- · Butler Street Reserve sits at the eastern edge of the Cumbebin Swamp Nature Reserve and provides an important coastal wildlife corridor between Belongil estuary, Cumbebin swamp and eventually further west into SEPP coastal
- Butler Street wetland sits between Butler Street and the rail embankment
- Important dune system between the railway line and Belongil Beach
- Preferred koala habitats areas adjacent to the railway and Butler Street Reserve
- Town drain overgrown with weeds in some locations (Photo 1). The right bank generally has a graded planar morphology with open grassland vegetation up to the road embankment while the left bank is densely vegetated and extends into the Cumbebin swamp (Photo 2)
- RCAT model results suggests relatively low total TSS, TN, and TP loads generated from the sub-catchment but due to relatively small catchment size, the per ha loads are estimated second highest in the catchment.
- Urban, commercial and roads are the dominant land uses within the sub-catchment resulting in efficient runoff generation due to the impervious surfaces
- · Efficient pathway to Belongil estuary via Town drain with limited treatment
- · Poor sediment control and unregulated dewatering from construction sites also poses a threat to water quality within
- · Potential illegal cross-connections between stormwater and sewer, requires further investigation
- · Potential poor quality ground water leached from old dump site





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Figure 20. Town centre sub-catchment issues and threats

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# 3.4 Belongil estuary

The Belongil estuary sub-catchment extends from Ewingsdale Road to the estuary entrance at Belongil Beach. It incorporates a residential area extending north of the railway line along the Belongil Spit, the Big 4 Caravan Park between Ewingsdale Road and the railway and Elements Resort in the north west. There are significant areas of Coastal Wetlands and remnant pockets of Littoral Rainforest near the estuary entrance. The sub-catchment includes the major outfall for the greater catchment, the Belongil estuary. The estuary level is a key control of upstream waterway condition and processes and is itself impacted to varying degree by all the other sub-catchments.

Some of the key major issues/threats identified in the sub-catchment include:

- Movement of poor quality water via drains into estuary from both urban and agricultural areas including acid runoff
- Erosion of the northern bank of the estuary threatening littoral rainforest
- · Erosion of the northern bank of the estuary adjacent to Elements Resort

A summary of the Belongil estuary sub-catchment features, values and conditions are presented in Figure 21 and major issues and threats are presented in Figure 22.

## 3.5 Arts and Industrial Estate

The Arts and Industrial Estate sub-catchment supports predominately commercial and industrial land use in the western portion and residential land in the north. There is a significant area of coastal swamp forest east of Sunrise Boulevard which includes primary koala habitat and provides an important coastal wildlife corridor. in the east. Stormwater is generally conveyed via the Industrial Estate Drain that flows in a south easterly direction downstream of Ewingsdale Road, eventually entering the Union Drain before it reaches Belongil Creek.

Some of the key major issues/threats identified in the sub-catchment include:

- Poor stormwater quality associated with runoff from industrial areas and roads
- Movement of poor quality water via Industrial Estate Drain into estuary
- Flash flooding of streets within the Arts and Industrial Estate

A summary of the Arts and Industrial Estate sub-catchment features, values and conditions are presented in Figure 23 and key major issues and threats are presented in Figure 24.

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Figure 22. Belongil estuary sub-catchment issues and threats



Figure 23. Arts and Industrial Estate sub-catchment summary

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Arts and Industrial Estate sub-catchment supports predominately commercial and industrial land use in the western portion and residential land in the north and an area of coastal swamp forest in the east. Stormwater is generally conveyed via the Industrial estate drain that flows in a south easterly direction downstream of Ewingsdale Road, eventually entering the Union drain before it reaches Belongil Creek. During flood events water can back up from Ewingsdale Road and inundate roads and private properties particularly around Grevilla Street and Brigatine Street.

- · Coastal swamp forest acts as refuge and Wildlife corridor in the eastern side of the catchment. Includes significant
- · Predominately constructed drains throughout the catchment
- RCAT model results suggests relatively low total loads of all modelled constituents generated from the sub-catchment but due to relatively small catchment size and dominant land use, the per ha loads are estimated to be the highest in the catchment for all constituents except E.coli
- Industrial, urban, commercial and roads are the dominant land uses within the sub-catchment resulting in efficient runoff generation due to the impervious surfaces
- · Efficient pathway to Belongil estuary and beach via Industrial estate drain with limited treatment
- · Many potential point sources of pollutants within the sub-catchment due to the dominant land uses
- · Potential illegal cross-connections between stormwater and sewer

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Figure 24. Arts and Industrial Estate sub-catchment issues and threats

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#### 3.6 Cumbebin Swamp

The northern portion of the Cumbebin Swamp sub-catchment incorporates the Cumbebin Swamp Nature Reserve and surrounding SEPP Coastal Wetlands. South of the coastal wetlands is predominately agricultural land including livestock grazing and rural residential zones extending to the Hayters Hill escarpment. The Byron Bay golf course also sits in the south-eastern corner of the sub-catchment.

Some of the key major issues/threats identified in the sub-catchment include:

- Land clearing and future development (increased pressure on existing infrastructure, increased importing of water, increased impervious surfaces etc.)
- Agricultural land use such as livestock and horticulture increasing nutrient loads to downstream receiving waters
- Introduced animals (fox, cane toad, wild dog, feral pig and cat) and Introduced plants (primarily around the boundaries and tracks due to dumping, garden escapees, grazing and drainage)
- Low lying land susceptible to inundation, likely to worsen with sea level rise

A summary of the Cumbebin Swamp sub-catchment features, values and conditions are presented in Figure 25 and key major issues and threats are presented in Figure 26.

## 3.7 Belongil Swamp

The Belongil Swamp sub-catchment is predominately agricultural land used for grazing livestock and for rural residential living. Flows drain from the south western escarpment toward the Union Drain that then conveys flows to the east adjacent to a SEPP Coastal Wetland. Land in the north of the sub-catchment between the coastal wetland and Ewingsdale Road is currently predominately used for grazing and also supports a recreational ground and caravan park.

Some of the key major issues/threats identified in the sub-catchment include:

- Poor drainage of low lying land, particularly between Ewingsdale Road and the Coastal Wetland
- Potential impacts of proposed West Byron development including disturbing ASS, increased stormwater discharge, increased sewer discharge, construction in flood hazard zone, impacts on flora
- Agricultural land use such as livestock and horticulture increasing nutrient loads to downstream receiving waters
- High risk of transport of acid discharge from the oxidization of ASS
- Land clearing and future development (increased pressure on existing infrastructure, increased importing of water, increased impervious surfaces etc.)
- Low lying land susceptible to inundation, likely to worsen with sea level rise

A summary of the Belongil Swamp sub-catchment features, values and conditions are presented in Figure 27 and key major issues and threats are presented in Figure 28.

## 3.8 Northern catchment

The Northern catchment is dominated by the Pleistocene barrier ridges that lie within the Tyagarah Nature Reserve north of the railway line. South of the railway is predominately used for grazing livestock and also supports the West Byron STP and BBIWMR which is situated between the railway and Ewingsdale Road. A network of constructed drains including the main arm of the Union Drain coveys flows in a southerly direction before flowing to the east into the Belongil Swamp sub-catchment.

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Some of the key major issues/threats identified in the sub-catchment include:

- Movement of poor quality water via drains into estuary
- Agricultural land use such as livestock and horticulture increasing nutrient loads to downstream receiving waters
- Potential increase in water table in land surrounding the BBIWMR resulting in increased frequency, extent and depth of surface water inundation and associated impacts on landholders
- High risk of transport of acid discharge from the oxidization of ASS
- Land clearing and future development (increased pressure on existing infrastructure, increased importing of water, increased impervious surfaces etc.)
- · Low lying land susceptible to inundation, likely to worsen with sea level rise.

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A summary of the Northern sub-catchment features, values and conditions are presented in Figure 29 and key major issues and threats are presented in Figure 30.

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Figure 25. Cumbebin swamp sub-catchment summary



Figure 26. Cumbebin swamp sub-catchment issues and threats

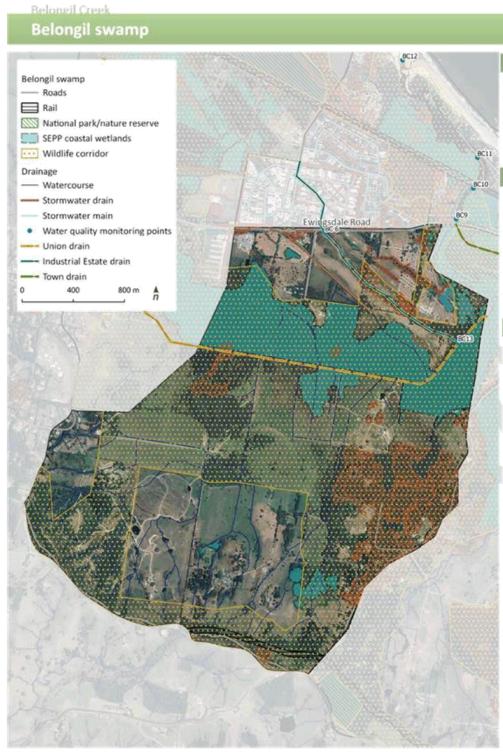


Figure 27. Belongil swamp sub-catchment summary

# Overview/drainage

The Belongil swamp sub-catchment is predominately agricultural land of Ewingsdale, Mcleods Shoot and Skinners Shoot that drain the south western escarpment toward the Union drain that conveys flows to the east along side an SEPP 14 coastal wetland. Agricultural land south of Ewingsdale Road is drained toward the coastal wetland area and the main drain from the Arts and Industrial estate dissects the catchment in the north eastern corner before entering the union drain and ultimately Belongil Creek.

#### **Ecological values**

- · Significant portion of the lower sub-catchment zoned as SEPP 14 coastal wetlands
- Significant wildlife corridor extending between the swamps and wetlands and ultimately the coast
- Area of primary koala habitat along the lower portion of the Industrial Estate drain and significant areas of tertiary habitat particularly around the SEPP 14 coastal wetlands
- Waterways draining the agricultural land in the south are relatively small streams with relatively poor native riparian vegetation width and longitudinal connectivity
- Minor drain draining the Ewingsdale Road reserve and crossing Melaleuca Drive. The drain is overgrown with vegetation and filled with sediment

#### Water quality

- RCAT model results suggest that the sub-catchment is the highest contributor to total loads for all modelled
  constituents but only the highest per ha load for E.coli
- This is likely attributable to the large size of the sub-catchment and relatively high proportion of land used for livestock production and rural residential living. Conservation also makes up a notable portion of land use which has a lower relative pollutant concentration of the modelled constituents than the other dominant land uses
- Potential for flushing of acidic water and other associated products (e.g. MBO's, Fe etc.) from the oxidization of ASS
- Potential for significant blackwater events associated with the decay of organic material in standing water bodies
- Potential impacts from fertilizers, pesticides and herbicides applied to agricultural enterprises
- Proposed West Byron development would significantly increase proportions of urban, commercial and road land use
  within the sub-catchment which would likely increase the relative loads of each of the constituents and change the
  dynamics of the Belongil ICOLL.
- Potential illegal cross-connections between stormwater and sewer
- · Pathway to Belongil estuary via Union drain with limited treatment

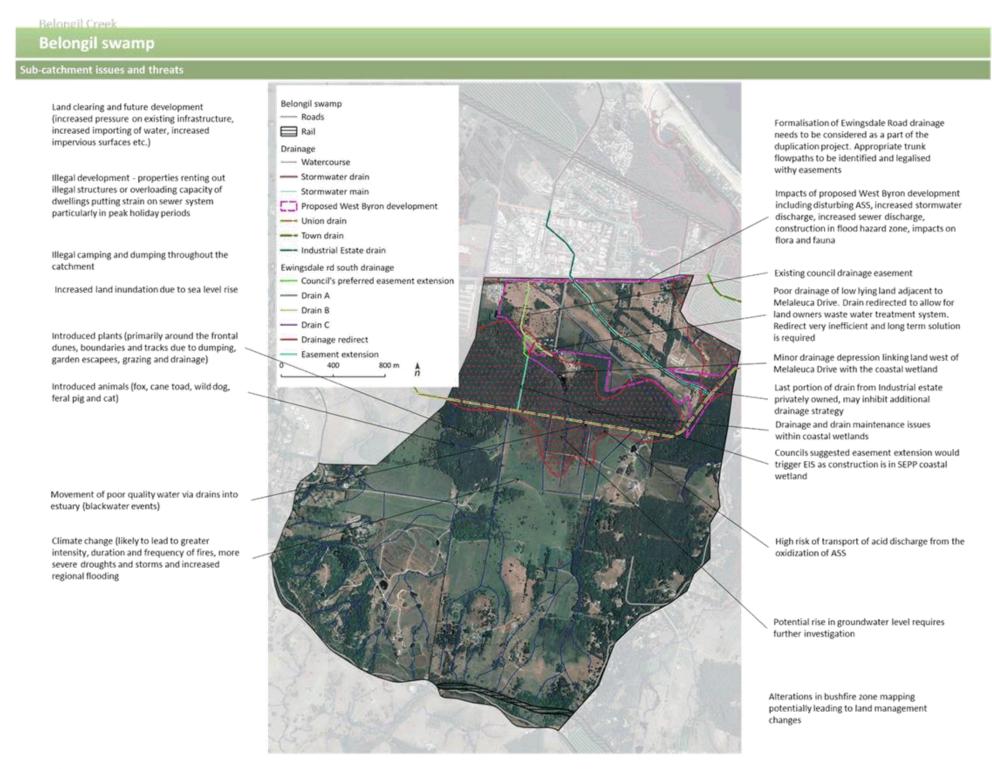


Figure 28. Belongil swamp sub-catchment issues and threats

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Figure 29. Northern sub-catchment summary

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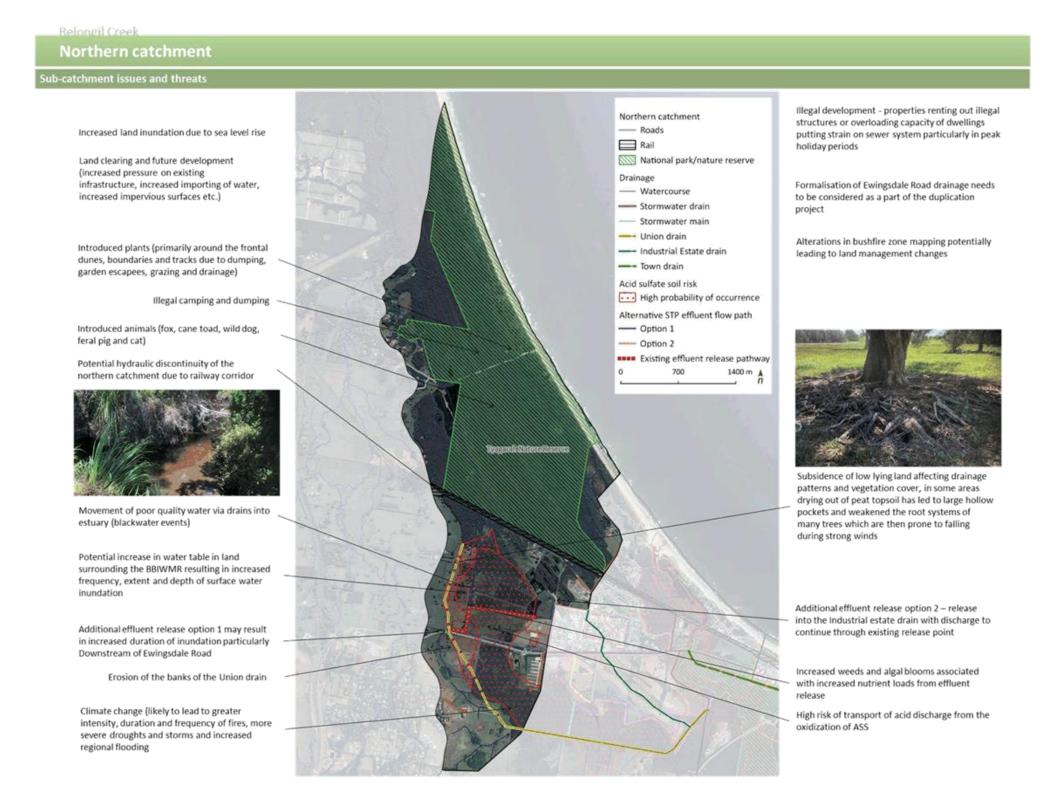


Figure 30. Northern sub-catchment issues and threats

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# 4 Management issues

## 4.1 Overview

The Belongil Creek catchment supports a range of environmental, economic and social values. A higher-level summary of some of these values include:

- The ecological values of the estuarine, terrestrial and wetland communities that still exist within the catchment including the ecosystem services they provide (i.e. urban cooling, water treatment, flood detention, fish nursery, erosion protection etc.).
- The significant economic values from the businesses and industries that exist within the Byron Bay township and Arts and Industrial Estate areas
- · The economic benefits provided by the tourism and agricultural industries
- The cultural values of the catchment to the Arakwal people
- The social and recreational values provided due to scenic values, bird watching, swimming and canoeing/kayaking.

Management decisions which aim to protect one of the above-mentioned values may have the unintended consequence of impacting on other values. Currently there are several management issues which threaten the environmental, economic and social values within the Belongil Creek catchment. With ongoing population growth, increasing tourism and the threat of climate change and associated sea level rise these management issues are likely to be exacerbated in the future. Some of the major management issues which threaten the catchment values are outlined below.

# 4.2 Water quality

Water quality in the Belongil Creek has previously been described as moderately impacted (WBM, 2001), indicating that catchment conditions are likely affecting the health of the waterway. The water quality within the downstream ICOLL systems such as the Belongil Creek estuary are naturally highly variable and dependent on many conditions and processes. When the entrance is open, the system is influenced by regular tidal inundation and when the entrance is closed, the ICOLL acts more like a lake. The long-term variability in entrance opening frequency gives rise to large variation in the physio-chemical properties of the waterway. The water quality is therefore heavily influenced by both freshwater and saline inflows as well factors such as catchment runoff, groundwater inflows, wetland drainage and direct rainfall.

Regardless of whether the entrance is open or closed, one of the major drivers of estuary water quality in this system is the inputs from the catchment. Major changes in the catchment over the last 100 years have had significant impacts on the water quality in the estuary. These include:

- Drainage and artificial estuary opening resulting in acidic groundwater entering the drains and estuary and reducing the storage and treatment of runoff in wetlands
- Significant development of the Byron Bay township and Arts and Industrial Estate leading to poor
  quality stormwater entering the estuary via the Town and Union Drains. Typically, this water is
  characterised by high BOD, low dissolved oxygen and high inorganic nitrogen.
- Agricultural runoff significantly increasing nutrient and sediment loads into the estuary
- Discharge of treated STP into Union Drain increasing nutrient loads.

To date the major constructed water quality treatment systems include the wetland in the BBIWMR and a private landholder in the upper Belongil Swamp sub-catchment constructing wetland style systems. Some treatment systems have been proposed in the Byron Bay township as part of the Byron Bay Drainage Strategy, but options were limited due to low relief, land availability and drainage capacity.

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There is currently no catchment specific water quality or loads targets for the estuary. The development of targets should be based on the ecological outcomes desired in the estuary and the ecosystem services that the waterway is intended to provide. Catchment specific water quality or loads targets would assist in identifying appropriate treatment location and sizes and help in future land use planning. Any targets should be based on a sound management framework that seeks to identify the values of the waterway that are important to protect and enhance, the difference between the current situation and the future conditions necessary to preserve the identified values, and the management actions needed to move from the current to the desired future situation.

# 4.3 Biodiversity

The biodiversity values of the Belongil Creek catchment have been significantly modified since European settlement. Land clearing, drainage works, urbanisation and changes to estuary management have resulted in loss of significant ecosystems, fragmentation of residual ecosystems and increased marine influences and pollutant loads within the estuary.

Despite the modifications the catchment still maintains a diversity of healthy ecological communities and fauna habitats in close proximity. These areas are likely to provide substantial ecosystem services. However, while there is broad understanding of the existing values, a detailed understanding of the existing ecosystem condition is not available. There is currently insufficient information to gauge the current status or condition of the estuary. The last detailed ecological assessments within the estuary were undertaken over 20 years ago.

An assessment of the existing benthic and fish fauna would help understand the ecological values provided by the estuary. In other estuarine systems across the east coast of Australia, rapid declines over 20 year time frames have been recorded. Benthic and fish fauna are potential sentinel species, are the food of larger fish and shorebirds and tend to respond on more rapid timescales than larger fauna at the top end of the food chain. They can therefore help indicate changes that can hopefully be rectified before they impact on other species. Understanding the ecological condition of the estuary can help inform the development of water quality targets and approaches to mitigate threats.

Many of the coastal wetland communities and terrestrial ecosystems are degraded and/or fragmented. The existing values and services provided by these systems are poorly understood. Furthermore, the outcomes sort from these areas are not clearly defined. This limits the ability to determine appropriate management actions for these areas. There are opportunities to restore, protect and connect these ecosystems which has the potential to significantly improve biodiversity and ecosystem services.

# 4.4 Climate change

The impacts of climatic change are far reaching. Key indicators of change include rainfall patterns, increased frequency of extreme weather events, increased temperature and sea-level rise. The NSW government 2009 sea level rise policy statement provided state wide benchmarks of projected sea level rise to ensure consistent adaptation by coastal councils, namely a 0.4 and 0.9 m increase by 2050 and 2100 respectively. Likely global mean sea-level rise by 2100 has been projected to exceed the 0.9 m benchmark (by 0.08) in the highest emissions scenario. The IPCC also suggest the possibility of greater rises should unfavourable conditions prevail, such as ice sheet collapse (OEH 2018).

The CoastAdapt risk management framework provided by the National Climate change Adaptation Research Facility (NCCARF) has been recently developed as a support tool for local government to assess the risk posed by predicted sea level rise. The predicted inundation levels within the Belongil Creek catchment for the highest modelled emissions pathway (RCP 8.5 i.e. current trajectory) in 2050 and 2100 is illustrated in Figure 31. It is noted that these levels do not take into consideration storm surges and wave overtopping which could be significant.

The predicted inundation extents indicate large areas of the catchment will be subjected to tidal inundation within the next 30 years. This would have significant implications for ecosystems, agricultural and urban areas. Stormwater infrastructure and sewage systems are also likely to be compromised given significantly the

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reduced capacity for drainage. An improved understanding of the impacts of sea level rise and tidal inundation will assist in future land use planning within the catchment.



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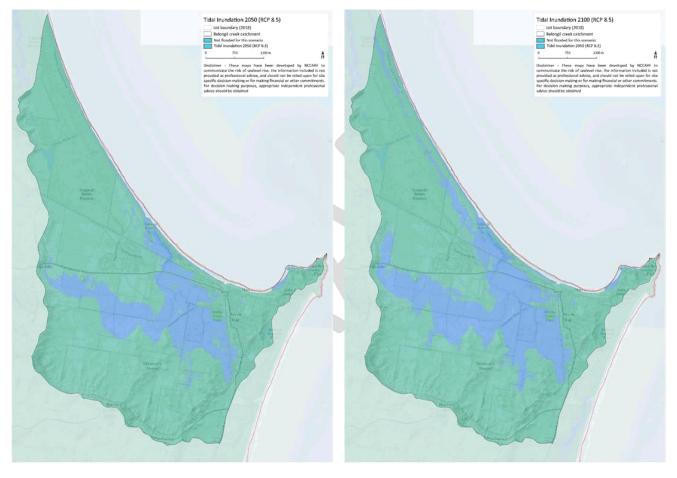


Figure 31. The estimated extent of tidal inundation under the existing high emissions trajectory in the Belongil Creek catchment in 2050 (left) and 2100 (right) ( NCCARF, 2019)

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#### 4.5 Entrance management

The Belongil Creek estuary entrance has been artificially opened for over 100 years. Without this artificial opening the estuary level would have inundated large areas of the catchment (Figure 32). The artificial opening has had significant impacts on the ecology of the ICOLL system. It has, however, allowed the development of many of the economic and social values of the Byron Bay community (i.e. urbanisation, agriculture etc.).

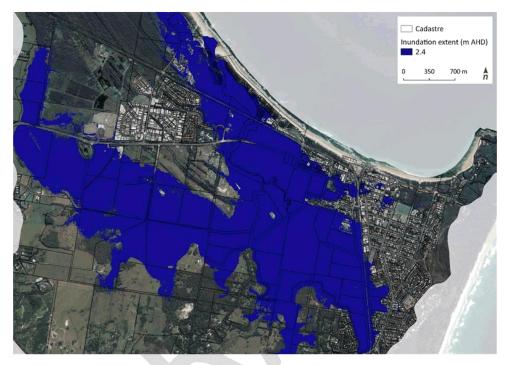


Figure 32. The inundation extent within the Belongil Creek catchment without artificial entrance opening

For the last two decades the entrance has been opening at a trigger level of 1 m AHD. As the sea level rises, opening at a 1 m AHD level will become less practical, requiring increasingly frequent intervention. The trigger level for estuary opening will need to be raised as the sea level rises. This will have incremental impacts on ecosystems, agricultural and urban areas as discussed in Section 4.4.

The Belongil Spit and estuary entrance area is a dynamic landscape (Figure 33). Since the 1960s the entrance has migrated over 150 m to the north and the spit has reduced in width from 100 m to 40 m. In the near future there is the potential for the entrance to either migrate further to the north and break through the spit further to the south. This area contains a number of important values including Littoral Rainforest, bird nesting habitat, Elements Resort and residential properties along Belongil Beach. The ongoing artificial opening of the estuary which is critical for many of the existing catchment values will require adaptive management of the entrance zone and opening arrangements.

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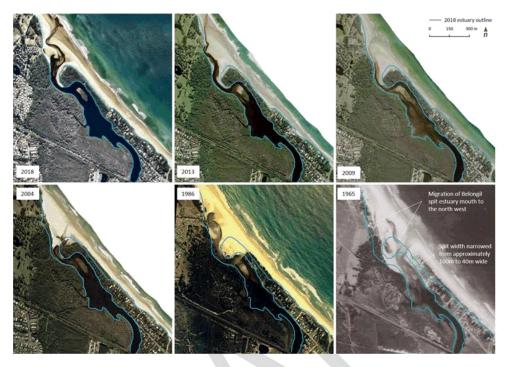


Figure 33. Historical aerial imagery comparison of the Belongil Spit and estuary entrance

# 4.6 Flooding and drainage

#### Overview

There have been significant studies looking at the flooding and drainage issues within the Belongil Creek catchment. The catchment has been heavily modified to allow for the agricultural and urban development of the catchment. These modifications include:

- Extensive drain networks to reduce floodplain inundation and improve drainage from agricultural and urban areas
- A railway corridor which presents a major constraint to stormwater and flood flows with much of the discharge from the part of the CBD east of the railway conveyed by a single undersized culvert.
- Increased impervious areas with limited local treatment or detention.

The flat topography and limited hydraulic gradient through the catchment presents a number of challenges from a drainage perspective. The low gradient means water levels in the upstream reaches need to be elevated to drive flow through the drains into the estuary. This results in slow drainage rates and prolonged periods of inundation and nuisance flooding of urban and agricultural areas.

# Byron Bay Drainage Study

In 2010 SMEC developed the *Byron Bay Drainage Study* which aimed to reduce the extent and frequency of flooding compared to the existing situation. The study found that drainage within the CBD is highly constrained and there is limited opportunity to provide stormwater treatment of urban areas.

The key recommendations from the investigation included:

 $\bullet \hspace{0.4cm}$  Pump stations and improvements in street drainage required for the Town Drain area

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- · A levee along Byron Street adjacent to Town Drain
- A new wetland and basin near Cowper Street to convey runoff to Clarke Beach.

#### Flood studies

Several recent flood studies have been developed for the Belongil Creek catchment. These studies have helped two Flood Planning Levels to be derived for use by Council. These Flood Planning Levels are based on a 1 % Annual Exceedance Probability (AEP) catchment flood occurring with either 0.4 m or 0.9 m of sea level rise. The previous modelling has indicated that there is minimal variation in flood extent between the 1 % AEP event and the 10 % AEP event. However, inundation across the floodplain is typically 0.1 m deeper for the 1 % AEP event when compared to the 10 % AEP event. Drainage in most flow events will be impacted by both local catchment rainfall patterns and the tailwater conditions in the primary drains and in the broader Cumbebin Swamp area. The tailwater level will be a major issue during very intense rainfall events.

The initial state of the entrance at the onset of a flood and the way in which the modelled entrance of a closed or constrained entrance evolves as the flood event progresses has been acknowledged for some time (Cooke et al., 2013; Lyons and Williams, 2012; Wainwright et al., 2004, 2011). Modelling the entrance as closed (high barrier) and not evolving over time will result in conservative estimates of catchment flood elevations whereas applying an open entrance will result in a non-conservative estimate. To some extent, the reverse applies for ocean inundation dominated events.

The recent flood investigations have not adequately assessed the impacts of entrance morphology dynamics on flood levels. The SMEC study regarded a "closed" entrance as having the entrance bed elevations set at 0.0 m AHD which is significantly lower than a typical closed entrance with a trigger level of 1 m AHD. The BMT WBM study adopted a uniform depth of -2.0 m AHD which extended well behind Belongil Spit for nearly 1300 m upstream of the entrance. This level of scouring is excessive. It is likely the model configuration has resulted in somewhat non-conservative flood elevations in areas upstream of the estuary which may impact on developments and flood planning levels.

#### Drainage board

The Belongil Catchment Drainage Board (BCDB) manage an area to the north of Belongil Creek estuary which drains into the Union Drain. The BCDB is not a consent authority but has functions as outlined under Section 202 of the *Water Management Act 2000*. The primary purpose of the BCDB is to maintain the Union Drain's efficiency to reduce the impact on agricultural land. Under the act the BCDB must limit environmental impacts and follow Ecological Sustainable Development (ESD) principles. Given BCDB only manage a small area of the drainage network and do not manage some of upstream contributing catchment and downstream receiving waters, their ability to impact drainage or adhere to ESD principles is limited.

#### Maintenance issues

The low relief and limited capacity drains within the urban areas of the Belongil Creek catchment require significant maintenance to help reduce conveyance issues. Without maintenance the drains would become choked with instream vegetation and sediments which reduce drainage capacity. Byron Shire Council undertake regular maintenance of many of their urban drains to reduce drainage impacts within the catchment.

Historically many of the drains and stormwater system have drained directly into low lying wetland areas. Many of these areas are now contained within Coastal Wetland areas within the Coastal Management SEPP (Figure 34). After decades of untreated stormwater discharges these areas are likely to be experiencing sedimentation. Ongoing sedimentation will impact the drainage capacity from the upstream catchment and exacerbate nuisance flooding. There are significant regulatory constraints in improving drainage in these areas due to the Coastal Wetland classification under the SEPP and limited existing drainage infrastructure (which would be more easily maintained under the SEPP).

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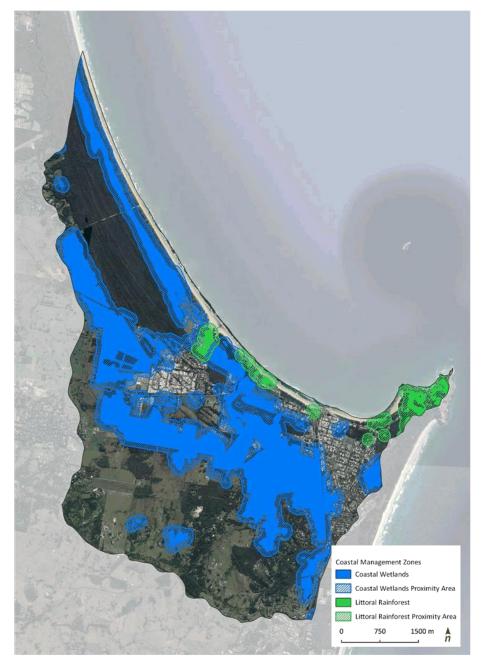


Figure 34. The Coastal Wetland areas with the Belongil Creek catchment

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#### 4.7 Water supply and sewage

Water supply for potable and non-potable use within the catchment is predominately imported from outside the catchment from Rocky Creek Dam which is managed by Rous Water. The wastewater is treated at West Byron STP which sits within the BBIWMR. Currently the STP discharges up to 3 ML/day of dry weather flow into the upper Union Drain. In addition, approximately 1 ML/day is used to for urban reuse and irrigation of a large area (24 ha) of regenerating floodplain forest/wetland.

The 3 ML/day which is currently discharged to the Union Drain has caused substantial angst amongst landholders due to the perception of increased inundation. However since discharges began in 2006 there has been a reduction in artificial estuary opening events, a reduction in peat fires and acid discharge events (AWC & BMT WBM 2017).

Due to increased development within Byron Bay, effluent inflow rates to West Byron STP are projected to increase over the next 5-10 years. AWC & BMT WBM (2017) undertook an investigation into potential release pathways projected 5 ML/day and 8 ML/day flows. The main recommendation was the development of an additional discharge location through the Industrial Drain while maintaining the current discharge locations.

The 2017-2027 Effluent Reuse Strategy (BSC, 2017) recommended the expansion of the Byron Bay urban reuse scheme and further constructed wetlands within Belongil Creek catchment. These recommendations would significantly reduce the perceived impacts of discharge directly into the drainage network and provide environmental and social outcomes. The expansion of the use of recycled water within the catchment has the potential to provide beneficial outcomes for certain land uses, help restore wetland environments within the catchment and minimise the impact of ASS.

However prior to significant increases in effluent rates and recycled water reuse within the catchment, a detailed understanding of the hydrological impacts on specific land uses is required. These need to include both beneficial and detrimental impacts. This process can help determine the optimal reuse volume and locations and catchment land uses. Without defining the target condition of specific land use areas, it is difficult to determine the optimal effluent management arrangements (i.e. volume of water to be released/reused within the catchment).

#### 4.8 Groundwater

An understanding of the groundwater dynamics in the Belongil Creek catchment is important due to its role in supporting agriculture and groundwater dependent eco-systems (GDEs), regulating acid water discharge from ASS and influencing water quantity and quality as it flows downstream.

Ground water levels within the Belongil Creek catchment would have varied under natural conditions as a result of rainfall variability and beach berm levels. However, the construction of drains and the artificial opening of the estuary have significantly lowered groundwater levels. The lowering of groundwater levels results in oxidisation of soils containing iron sulfides (commonly pyrite) which results in acid production (i.e. Acid Sulfate Soils). When water in drains (from tidal surges or surface flow) or groundwater interacts with these soils it can result in chronic discharge of acidic water entering the waterways. When this process occurs it can result in rapid oxygen depletion and potential fish kills within the estuary.

There is currently limited monitoring of groundwater levels within the Belongil Creek catchment apart from in the BBIWMR. An improved understanding of groundwater levels and rainfall-aquifer dynamics may assist in developing management responses which limit acid runoff entering the estuary. This may involve modifying effluent discharges, adapting estuary opening times and drain management approaches.

# 4.9 Future land use planning

The current land use within the Belongil Creek catchment has developed in part due to historical drainage works and artificial estuary openings. There are currently extensive pressures on all land use areas within the catchment which is likely to result in land use changes. While there are multiple drivers and limitations to the rate and extent of this transition, the tidal inundation extents and projected variations in climate need to be

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taken into consideration as land use change continues. It is likely that increases in sea level will threaten the viability of agriculture in low-lying areas through changes in drainage, soil condition and groundwater dynamics. Infill urban development and intensification will also impact the catchment through reduction in imperviousness and increases in pollutant generation. Understanding these impacts on different land use types will be necessary to understand how investments in land use change (e.g. dryland grazing to wetland grazing, or urbanisation) should be made in the future. While it is known that land use changes will be inevitable, how that change will interact with projected climate change and sea level rise is unknown. A lack of information exists around the following areas:

- The constraints and vulnerabilities of land use due to the floodplain landscape, coastal processes, projected sea level rise and temperature increases
- How tidal inundation will impact flow regimes within the catchment and the ability of the existing
  drainage infrastructure to meet the demands of future climate scenarios
- How low-lying areas (urban, agricultural, industrial) will be impacted and/or protected from tidal inundation
- How infill development will impact drainage, water quality and catchment health.

Informed land use planning decisions cannot be made without a clear understanding of these issues.



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#### 5 Recommended framework and actions

#### 5.1 Catchment management framework

The future management of the Belongil Creek catchment should be implemented within a catchment management framework. The framework should identify key values/assets in the study area, articulate clear objectives for these value/assets, guide assessment of condition and future trajectory and allows for effective restoration prioritisation. The planning framework provides for comparison of different management options and the design, implementation and monitoring of restoration works. A conceptual diagram of the catchment management framework is shown in Figure 35.

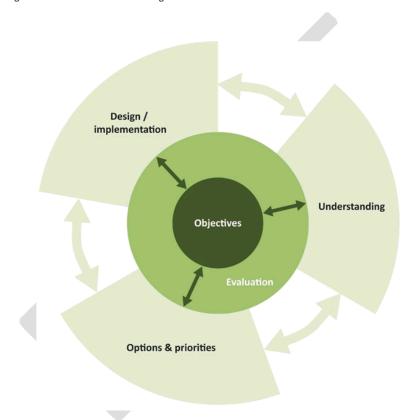


Figure 35 The key components of a catchment management framework

It is recommended a Belongil Creek catchment plan focus on identifying the Understanding, Objectives and Options and priority components of the framework outlined in Figure 35. The recommended stages for a Belongil Creek catchment plan are outlined in Figure 36. Each of these stages is discussed below.

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Figure 36. The proposed components of the Belongil Creek catchment plan

# 5.2 Stage 1 - Stakeholder and community engagement plan

The development of a stakeholder and community engagement plan is an essential component of the catchment plan. The support of key stakeholders and the community will be essential for effective catchment management. It is recommended that the plan identifies a Working Group which provides guidance to make the final decisions/recommendations relating to the management of the Belongil Creek catchment. The Working Group should include councillors, council staff, Arakwal Corporation, state agencies (i.e. OEH, DPI – Fisheries, DPI – Marine Parks and National Parks and Wildlife) and other key stakeholders (i.e. landholders, Drainage Union, business groups).

Four broad outcomes should be sought from the engagement process through the catchment plan (Figure 37). These outcomes form a hierarchy recognising that a shared understanding of the catchment values and processes, and the constraints which catchment management must operate within is required by all

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stakeholders. Without this understanding it will be difficult to get broad agreement from all stakeholders on the actions required. The catchment plan needs to be informed by evidence-based decision making through a collaborative process. If the decisions are made through active dialogue with stakeholders, there will be responsibility and accountability for their implementation.

The stakeholder and community engagement plan should build on recent Council engagement activities including the Byron Bay Town Centre Masterplan, the Coastal Management Program and Belongil Creek estuary opening strategy.

#### AGREED RESPONSIBILITY AND ACCOUNTABILITY

There is responsibility and accountability for the implementation of the agreed decisions

#### EVIDENCE-BASED, DIALOGUE-BASED DECISIONS

Decisions are made collaboratively and are based on evidence of catchment processes and values within the identified constraints

#### SHARED UNDERSTANDING OF CONSTRAINTS

Shared understanding of the environmental, economic, social and legislative constraints which impact values

#### SHARED UNDERSTANDING OF CATCHMENT VALUES AND PROCESSES

Shared understanding of the processes and environmental, social and economic values of the catchment

Figure 37. Four outcomes of successful communication and engagement for the Belongil Creek catchment plan

# 5.3 Stage 2- Identify catchment values

The catchment plan needs to be developed around the management of values within the catchment. Far too often catchment management processes focus on the management of threats without the broader understanding of what will be the response of the system to those management actions.

The Belongil Creek catchment supports a range of environmental, economic and social values as outlined in Section 4.1. An important part of the stakeholder and community engagement process is to ensure all catchment values are documented. The values should be identified at both the catchment and sub-catchment scale.

The Working Group then needs to identify those values which may be required now and into the future and decide on the outcomes sought for those values. The criteria used to assess these outcomes also needs to be specified. An example using wetland communities as a value is shown in Figure 38.

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Identified values need to be either addressed at the sub-catchment or catchment scale. By choosing to address certain values at the sub-catchment scale more targeted assessments of outcomes and responses can be developed.



Figure 38 Example of value, outcome and criteria

#### 5.4 Stage 3 - Assessment of existing condition

#### Existing scenario

In this stage existing information should be examined to determine if each criterion is achieved. The suitability of existing information needs to be assessed as part of this stage. In some cases, knowledge gaps will need to be filled. These knowledge gaps may include:

- Catchment modelling of surface and groundwater processes to understand hydrologic impacts and loads
- · Hydrodynamic modelling and drainage impacts
- Ecological monitoring to understand estuarine values (i.e. fish assemblages etc.).

#### Identify management responses

Where the criterion is not achieved the likely management response required to achieve the criterion should be outlined. Where the criterion is achieved the existing management arrangements need to be outlined. This should be a higher-level assessment as opposed to a detailed action plan.

#### Document costs and benefits

The cost of management responses need be clearly outlined. This should include the costs to design, implement and maintain the response and should consider secondary costs (i.e. landholder or community impacts). The benefits should also be clearly outlined. Where possible an economic evaluation process should be adopted that incorporates the ecological services provided by each value.

#### 5.5 Stage 4 - Assessment of future condition

# Development of future scenarios

A range of likely future scenarios will be required for 10, 25 and 50 year timeframes. These should include the predicted sea level rise and tidal inundation impacts. A tidal inundation study may be required to inform this task. The future scenarios should include population changes, WTP discharge increases and potential land use changes. Each criterion should be assessed under each future scenario.

# Identify management responses

Where the criterion is not achieved the likely future management response required to achieve the criteria should be outlined. This should be a higher-level assessment as opposed to a detailed action plan.

# **Document costs and benefits**

The cost of management responses to achieve the criterion under each future scenario needs to be clearly outlined. This should include the costs to design, implement and maintain the response and should consider

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secondary costs (i.e. land use change, landholder or community impacts). If required the benefits and economic evaluation process undertaken in Stage 3 should be updated.

#### 5.6 Stage 5 - Declare strategic intent for waterway

#### Evaluation of costs and benefits

Each value needs to be examined in terms of the costs and benefits determined in Stage 3 and Stage 4. The Working Group needs to be heavily involved in this stage to determine:

- Where the benefits are so high that the costs are warranted
- · Where the costs are so high the benefits are not warranted
- · Where the benefits are so low the costs are not warranted
- Where trade-offs need to be made between the management of certain values.

The strategic intent for catchment values need to be clearly outlined and have broad agreement amongst the stakeholders. This will involve identifying which outcomes are achievable, and are of sufficient value to the community, under existing and future scenarios. It will also need to identify the outcomes that are not feasible due to budgetary, environmental and social constraints. Where values cannot be maintained under future threats (i.e. sea level rise) these need to be specified.

#### Outline objectives

Based on the strategic intent identified by the Working Group, objectives for each value needs to be determined. This will be a revision of the outcomes identified in Stage 2. Depending on the costs and benefits analysis the objectives may relate to:

- · Reducing the rate of decline in values
- · Maintaining or protecting the current values
- Enhancing the values where the outcomes may not be being achieved currently.

For each objective, new criteria may be needed to determine if the desired outcome is achieved and these should be outlined consistent with the outcomes of Stage 2.

# 5.7 Stage 6 - Determine actions to achieve to objectives

# Options assessment

Management options to achieve the new criteria identified in Stage 5 should be developed and assessed. The options assessment will expand on the higher-level management responses identified in Stage 3 and Stage 4. The options will need to consider all environmental, economic, social and legislative constraints. Modelling is likely to be required to assess the impact of options on water quality/catchment loads and flooding and drainage. Where possible the models and outcomes from existing studies should be utilised/modified for this task.

The options should be evaluated based on the degree to which they achieve the criteria, their costs and impacts on the surrounding community and environment. The final selection of management options should be endorsed by the Working Group.

#### Outline actions and responsibilities

Management actions need to be outlined to assist in the design and implementation of management options. Actions should be identified for the design, implementation and monitoring of each management option. For each action key organisational responsibilities and potential timelines should also be outlined.

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#### 5.8 Stage 7 - Business case

#### Determine costs and benefits of actions

The costs of management actions should be estimated. To determine the benefits of actions a likelihood-consequence-risk framework that draws on available information to understand the potential physical, economic and social risks of a do nothing scenario (base case) should be used. Any reduction in those risks associated with the management actions creates an economic benefit. These benefits can then be compared to the indicative costs associated with proposed action to form a business case. Ultimately the business case uses a cost-benefit analysis framework consistent with international best practice and NSW state guidelines including *Guidelines for using cost-benefit analysis to assess coastal management options* (OEH. 2018).

#### Identifying and managing funding sources

Given that there are likely to be a wide variety of projects and actions required to achieve the objectives of the catchment plan, it is vital to ensure that the plan is ultimately supported by efficient investment and funding. It is equally important that investment is prioritised to ensure the greatest possible return on investment is achieved with a clear structure to identifying key projects. As it is also highly likely that actions and projects will need to be managed within the constraint of the available funds, the investment process must be managed to ensure the most cost-effective options are identified and prioritised. Investment within a constrained budget must facilitate the improved allocation of investment funds. The principle of cost-effectiveness will ensure that maximum benefits are derived from a given pool of investment.

A list of the possible funding sources is shown in Table 4. This list is not exhaustive and should be expanded upon as part of the Belongil Creek catchment plan. Some key elements of the different funding sources are:

- Requirement to be repaid. While most finding sources are typically by way of budget allocations or
  grants, where projects have a capital component and partial/full long-term commercial returns,
  funding that is repaid over the long-term may be appropriate.
- Public or private capital investments. There will be opportunities for private sector capital investments in addition to a typically predominantly public capital investment approach.
- Regulated/government decision or voluntary. Some funding sources require regulation to underpin their use, while some are purely voluntary.
- Commonly used in catchment management. Some funding sources are common for catchment management, while some are still emerging as options.

The effective management of funding can lead to new funding sources underpinned by greater efficiencies and economies of scale from consolidated funding and greater levels of funding that are currently unavailable for worthy projects. It is worth noting that some funding sources may require alterations to existing governance arrangements to be the most effective. Equally, some funding sources may require the formation of new funding pathways. It should also be noted that a lack of fund management and efficiency can be a major impediment to broadening the suite of potential funding sources to support catchment management initiatives.

One option for the development of the Belongil Creek catchment plan is through the development of a Coastal Management Program (CMP) as part of the NSW Coastal and Estuaries Program which is guided by the Coastal Management Act 2016. A CMP for the Belongil Creek estuary would work with state agencies to set the long-term strategy for the coordinated management of the catchment. A CMP may also help access funding for the additional investigation which will be required to fill the knowledge gaps identified in this report.

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Table 4. A broad suite of possible funding sources

Funding source	Repaid to investors (Y/N)?	Public or private capital?	Regulated/ government decision or voluntary?	Commonly used in catchment management (Y/N)?
Government budget				
Budget appropriations	N	Public	Government decision	Υ
New investment				
Bonds	Υ	Private	Voluntary	N
Philanthropic	N	Private	Voluntary	Υ
Fees and charges				
Water quality offsets	N	Private	Regulated	N
Developer charges	N	Private	Regulated	Υ
Licence fees	N	Private	Regulated	Υ
Load-based charges/taxes	N	Private	Regulated	N
Catchment management levies	N	Private	Government decision	N
Nature-based tourism levy	N	Private	Regulated	Υ

#### 5.9 Monitoring and evaluation

The Belongil Creek catchment plan needs to clearly outline a framework for the monitoring and evaluation of the recommended actions. The use of a program logic model should be considered as part of this task. The program logic approach would clearly outline the intended outcome in the catchment values as a result of each action. This will help to identify areas where evaluation will be most important, and informing the development of meaningful evaluation questions which can assist in the adaptive management of the catchment into the future.

# 5.10 Project timing and key issues to be addressed

It is expected that Stage 1 to Stage 7 of the Belongil Creek catchment plan be developed over 12 months to allow time for adequate stakeholder and community engagement and filling of knowledge gaps. The framework presented within this report provides flexibility for stakeholders to help identify the major values and management issues within the catchment. However, it is envisaged the following issues/knowledge gaps will need to be addressed as part of the Belongil Creek catchment plan:

- Identify trunk drainage routes and management issues. Development of options for the future management of drainage. Survey and investigate preferred drainage paths from Ewingsdale Road.
- Coastal inundation risk mapping under climate change.
- Vegetation communities at risk from climate change and sea level rise.
- Assessment of estuary ecological communities.
- Identify potential areas for land use change that would improve water quality and habitat values.
- Identify sewer/stormwater cross-connection.
- Identify suitable locations for water quality treatment infrastructure.

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- Development of catchment specific water quality and loads targets based on the ecological values, based on these targets identify the capacity of the system for future development and wastewater discharge.
- Recommend updates to Belongil Creek estuary opening strategy following completion of catchment plan.



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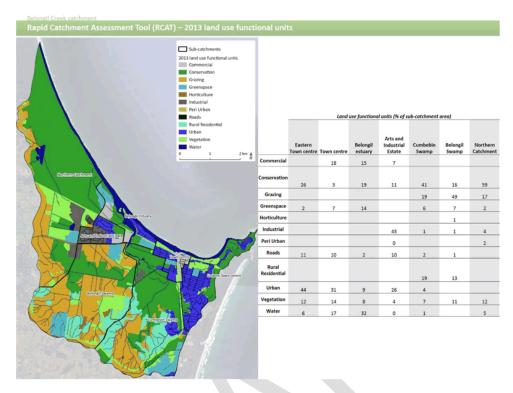


Figure 39. The land use functional units used to inform the RCAT modelling

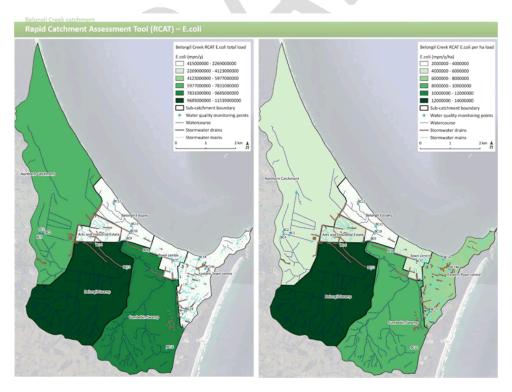


Figure 40. RCAT modelling results for E.coli, total load (left). Per hectare load (right)

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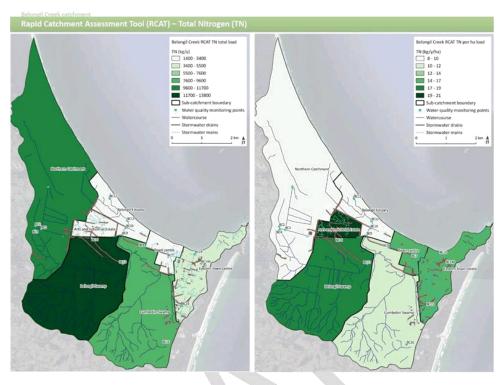


Figure 41. RCAT modelling results for Total Nitrogen, total load (left). Per hectare load (right)

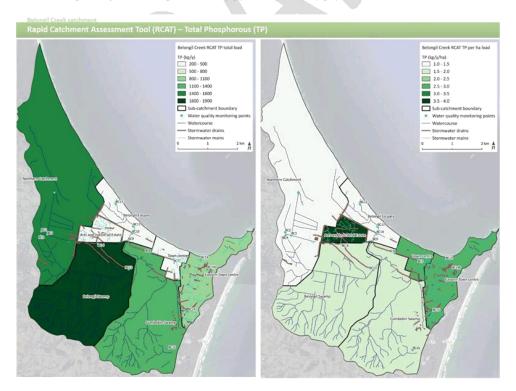


Figure 42. RCAT modelling results for Total Phosphorous, total load (left). Per hectare load (right)

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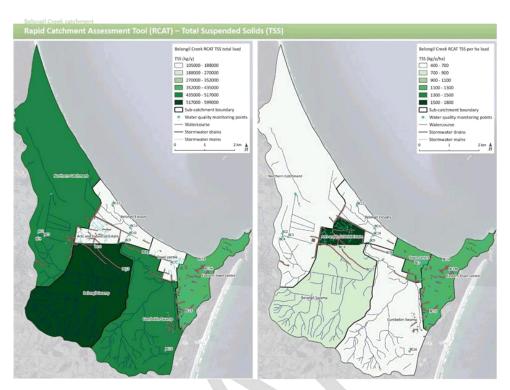
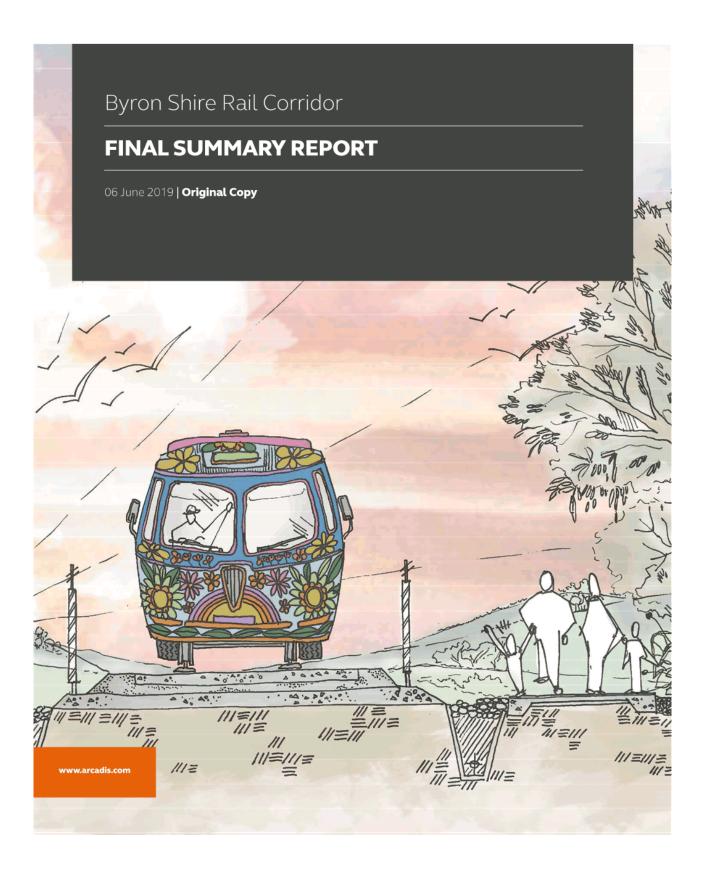


Figure 43 RCAT modelling results for Total Suspended Sediment, total load (left). Per hectare load (right)







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A joint report by







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# **BYRON SHIRE RAIL CORRIDOR**

FINAL SUMMARY REPORT

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# **REVISIONS**

Revision	Date	Description	Prepared By	Reviewed By
1.0	06/06/2019	Final Summary Report	Amanda McGuane/ Andrew Kim	Clara Tetther

STAFF REPORTS - INFRASTRUCTURE SERVICES

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**EXECUTIVE SUMMARY** 

# **EXECUTIVE SUMMARY**

Let's reimagine a space and take it from unloved and neglected and unlock it to become a beautiful environment.....a meaningful space for environment, visitors and community alike....a space that connects and activates....a space for all of us.



Figure 1 (Source: Arcadis/Archr Design)

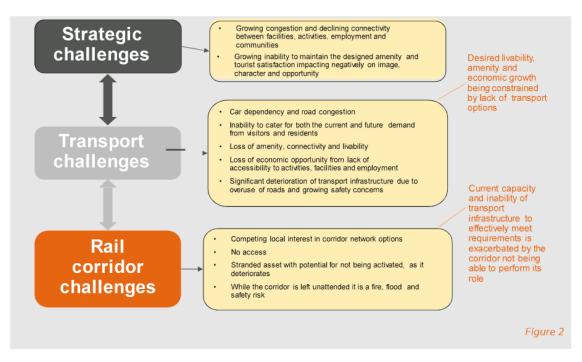
This report presents a summary of the engineering, economic and social assessment undertaken to investigate the feasibility of reactivation of the Bryon Shire rail corridor from Bangalow to Yelgun for multi use transport applications.

"Would create a dispersed economy that would share the tourism load throughout the region and lessen the impact on roads and parking."

The Byron Shire rail corridor is a vital piece of infrastructure which connects the main townships of Yelgun, Ocean Shores, Mullumbimby, Myocum, Tyagarah, Byron Bay and Bangalow. If reactivated effectively the corridor can provide a sustainable transport artery that connects the community and provides visitors with a seamless and efficient transport experience.

**EXECUTIVE SUMMARY** 

Both economic analysis and social consultation confirmed three levels of challenges as shown in Figure 2.



"It seems crazy that we have rail infrastructure there that is not being used"

Both the social and economic assessment clearly highlighted that there was a need to reactivate the Bryon Shire rail corridor to alleviate some of the challenges identified above.

Engineering inspections highlighted that the corridor is in reasonable condition and although the existing trackform, alignment and structures will not support high speed heavy rail without significant reparation, the engineering condition assessment concluded that it has the capacity to support very light rail vehicles at moderate speeds. A number of transport options were therefore considered with six options further developed to inform the economic analysis.

All of the public transport options (Figure 3) put forward in this report include active transport elements to increase health and wellbeing for visitors and residents alike, maximise energy efficient technologies and meet the equity and access needs of individuals, businesses and community. Two solutions utilise the current rail track thereby providing the Shire with considerable savings in capital investments in infrastructure and retaining the track for future generations.

"Rail with an adjacent walking/cycle track is of benefit to reducing carbon in the atmosphere and improving environmental health of the area. Failure to act will only result in seeing similar congestion on our roads as other major cities in the country"

**EXECUTIVE SUMMARY** 



Very Light Rail

Axle load below 10 tonnes combined with active transport modes (cycling, walking and motorized mobility aids).

Retains existing rail infrastructure.



Multi use active transport

Pavement width and design catering for cycling, walking, scooters and motorized mobility aids.

Requires removal of rail infrastructure.



Hi-Rail/Dual Mode Vehicles (DMV)
Hi-Rail or other light axle load dual mode
vehicles, possibility to share with pedal cars
and other novelty rolling stock (dining cars and
the like) combined with active transport modes.
Retains existing rail infrastructure.



AV Vehicles/Self driving pods
Self driving autonomous vehicles with shared
pathway for cycling, walking, scooters and
motorized mobility aids.

Requires removal of rail infrastructure.



Cycling and walking
Basic concept, retains infrastructure for future
use whilst providing a basic cycle way and
walking pathway adjacent to the existing track.
Retains existing rail infrastructure.



Busway (guided)
Intrinsic busway (either guided or driver)
combined with segregated pathway cycling,
pedestrian and motorized mobility aids
Requires removal of rail infrastructure.

Figure 3

"Connecting the towns with this corridor would be incredible - especially during peak tourist times, getting cars off the road and providing an alternative - and actually usable - form of transport"

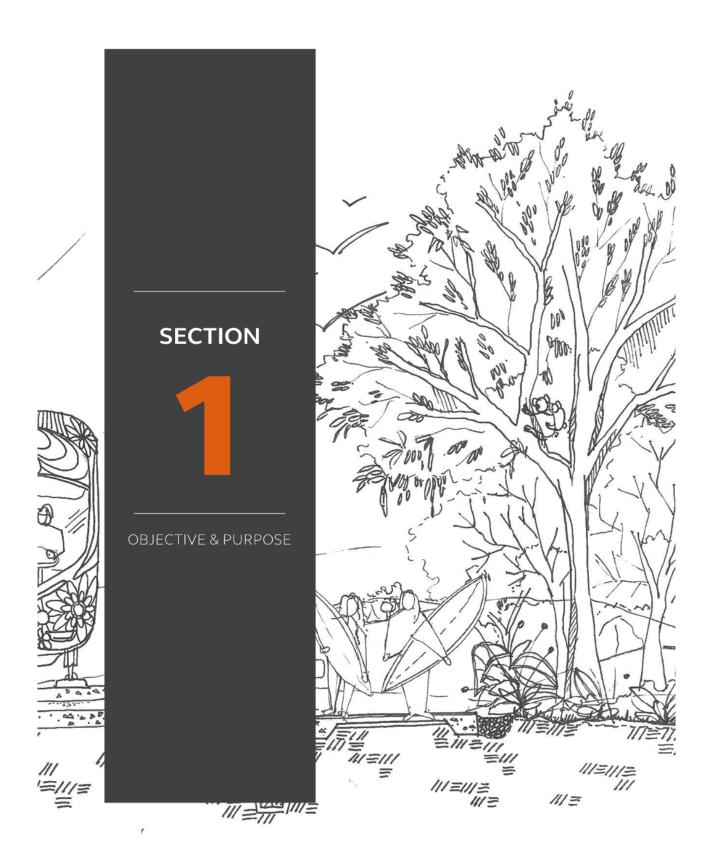
Multi-criteria analysis (MCA) undertaken highlighted that the following public transport options combined with active transport facilities (cycling and pedestrian path) provide flexibility and present cost effective and fit for purpose solutions for the corridor:

- Hi-Rail/Dual Mode Vehicles (Rail with Trail) retains the current rail infrastructure
- AV Vehicles (e.g. driverless pods and shuttles) removes the current rail infrastructure.

However, the later requires costly and invasive removal of existing infrastructure, which may have significant impacts on future capacity and sustainability of the corridor. The economic assessment indicated that for the multi use Hi-Rail/Dual Mode Vehicle (DMV) option, there is a potential benefit-cost ratio (BRC) ranging from 1 (breakeven) to 1.5 depending on demand assumptions and implementation of travel change behaviour incentives such as increases in car parking fees in Bryon Bay township. That is, for every \$1 spent, the investment provides near to or up to \$1.50 in return showing that usage of the existing rail infrastructure combined with active transport is not only socially beneficial, environmentally recycling and a healthy option but also, is economically viable.

Options that only include active transport (rail trail) and rubber tyred vehicle solutions which involved removing and replacing existing infrastructure and replacing with alternative road pavement were estimated to have a potential benefit-cost ratio of less than 1, that is, for every \$1 spent there is less than \$1.00 return of investment.

"Multi use train, track, and biking/walking tracks is my hope"



**OBJECTIVE & PURPOSE** 

# 1. OBJECTIVE & PURPOSE

#### 1.1 Introduction

As a part of the broader Casino to Murwillumbah rail corridor, the Byron Shire Rail Corridor has been identified within the Byron Bay Town Centre Masterplan as a key space, crucial to the master plan, and a potential catalyst site for supporting sustainable future growth and maintaining connectivity and inclusion within Byron Shire to its key population centers, regional areas and heritage sites, scenic hinterland and coastal beauty.

Cities around the world have, in addition to traditional forms of passive and active transport options, a plethora of new technologies related to transport to choose from. Considering the innovation and rapid growth of these technologies, the way these new or traditional transit technologies are introduced and implemented in the future, will have a direct functioning impact on a city, affecting quality of life, accessibility, commuting time, and the level of urban regeneration that can be unlocked by effective, clean and efficient transport networks.

Unhindered by legacy transit systems, Byron Shire Council and the community have a choice and opportunity to either reactivate the corridor through traditional transit multi use options or 'leap frog' the currently adopted transport technologies in an optimum way that will strengthen their economic development whilst providing an inclusive, safe, resilient and sustainable solution to the reactivation of the unused rail corridor.

"Thanks for involving the public. I hope you will hear our voice."

This project seeks to understand the many social and economic transport issues faced by Byron Shire and determine the optimum feasible multi use transport solutions to overcome these issues as well maintaining Byron's uniqueness and commitment to make Byron Shire an even better place to live, aligning with the social and economic goals outlined in the Community Strategy Plan 2028.

# Background to this study

The Casino to Murwillumbah Byron Shire Rail Corridor is a 130 kilometre rail corridor that was opened in 1894. The train was a main transport option for travel from Murwillumbah, through Byron Bay, Bangalow and Lismore, and continued to Sydney from 1990 as an express passenger train (XPT) service. The last train service was in April 2004, and despite community voicing disappointment, no rail services have since used this rail corridor.

"It's such an amazing asset – the rail corridor – and should be utilised for multiple uses ASAP.... what a difference it would make and what a great thing for our tourist visitors.....fewer cars."

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**OBJECTIVE & PURPOSE** 



Figure 4 The last train to use Lismore Railway station in 2004. (Source The Northern Star Archives - https://www.northernstar.com.au/news/watch-special-report-by-hamish-broome-on-the-last-/3178149/)

In September 2004, PriceWaterhouseCoopers (PwC) completed a feasibility study for passenger and/or commuter services on the Murwillumbah to Casino branch line. The study investigated five options for developing and operating the railway, however, all of the options had an estimated net present value (NPV) cash deficit of between \$43.7 million and \$55.3 million over a 20-year period.

In 2008, Byron Shire Council made a submission to Infrastructure Australia (IA) proposing the refurbishment of the Casino to Murwillumbah rail corridor and an extension to the Gold Coast Airport . A 2012 'Condition Assessment' was completed for Transport for New South Wales (TfNSW) by ARUP and in the following year TfNSW (April 2013) published the Casino to Murwillumbah Transport Study in favour of improving bus services between Casino and Murwillumbah in place of the railway option that was estimated to cost some \$900 million. In addition, the TfNSW report recommended a safety review of three bridges on the line that, in 2014-15 resulted in the removal of two rail bridges west of Bangalow in Byron Shire.

The TfNSW study assessed operations for a 120 kph class two standard track, thereby raising concerns that the scope and standard of the railway used for the cost-benefit analysis in the report was excessive, leading to a higher than needed cost. However, the study did indicate that with some additional works to improve the railway and adding additional passing loops, the corridor gradient and alignment could support rail shuttle services.

# "If ripped up/sold off, rail will cost a fortune to reinstate when highways are clogged, think Sydney trams?"

Importantly, the study also indicated the corridor had many of the attributes that support a successful rail trail project including being close to large population centres, having heritage infrastructure, enabling a unique experience and accomodating a variety of trail lengths. In May 2013, a Northern Rivers group, The Sourdough Group, provided a report proposing a Northern Rivers Rail Trail be built on the line and specifically recommending the NSW Government do a feasibility study of the walking/cycle trail. In May 2014, the completed NSW Department of Premier and Cabinet (DPC) study indicated a potential BCR of between 1 (breakeven) and 2.54 depending on the demand assumptions for a proposed rail trail. The financial capital cost of the project was estimated as \$75.5

^{1.} Byron Shire Council, 14 Oct 2008, Refurbishment of the Casino to Murwillumbah Rail Corridor and its Extension to the Gold Coast Airport, Submission to Infrastructure Australia, Viewed 19 Sept 2017, http://infrastructureaustralia.gov.au/policypublications/submissions/published/files/188_byronshirecouncil_SUB2.pdf

#### STAFF REPORTS - INFRASTRUCTURE SERVICES

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**OBJECTIVE & PURPOSE** 

million, partly driven by the need for more than 160 bridges along the route, with annual operating maintenance costs between \$6800 and \$8900 per kilometre. The assumed base case suggested the project would be financially viable with a payback period of four to five years.

Following the feasibility study, the NSW Government budgeted for \$100 million under the Restart NSW – Regional Tourism Infrastructure Fund: Rail Trails over 2014-15, however, this funding did not materialise. The lack of funding and general community agreement on what to do with the corridor has led to suggestions from Regional Development Australia (RDA) that the land could be sold off section by section if not used for a community purpose.

"We live close by in Grafton and have a beach house at Hastings Point and can't wait to ride the Rail Trail"

Community voiced concerns in relation to losing a vital piece of transport infrastructure has prompted Byron Shire Council and community groups to act. The Mayor of Byron Shire had The Byron Line report produced in June 2016 to bring the community together in developing the agreed vision; communicate the issues and views; and to assist with planning and management. The Byron Line report envisages a central governance body (Trust) establishing and managing a combined railway shuttle service and rail-trail walk/cycleway from Billinudgel and Bangalow within the Byron Shire. The first step recommended is securing a social license by establishing a community group the "Friends of the Byron Line". This community includes stakeholders such as Byron Shire Council, Northern Rivers Regional Organisation of Councils (NOROC), RDA and local, State and Federal Members of Parliament.

The Byron Line report has addressed several of the difficult issues of the previous reports considering the corridor, including reducing the scope of the project to only include Byron Shire and use light rail not high-speed rail; expand the benefits to accessing attractions close to the line, suggesting adjoining land-owners starting new businesses to service the users of the line; and allowing the line to be used for commercial activity. The cost estimate used is approximately \$300,000 per kilometre for 30 kilometres or \$9 million capital cost. The revenue estimated in the report uses the full Country Rail Contracts division of the TfNSW budget of \$750 000 and private funding through usage fees, sponsorship and event payments. The operating model suggested is that ownership stays with TfNSW and a Trust is established by the TfNSW Minister to manage the development and operations.

# Multi use Byron Shire rail corridor overview

"Our rail corridor is such a wasted resource. It is exactly that, a corridor that connects...or at least should"

In view of the history of the project, community concern and a push to optimise existing infrastructure and opportunity for re-use and sustainable future growth in the future, Byron Shire Council resolved to support multiple and integrated commuter, tourism and active transport uses of the rail corridor.

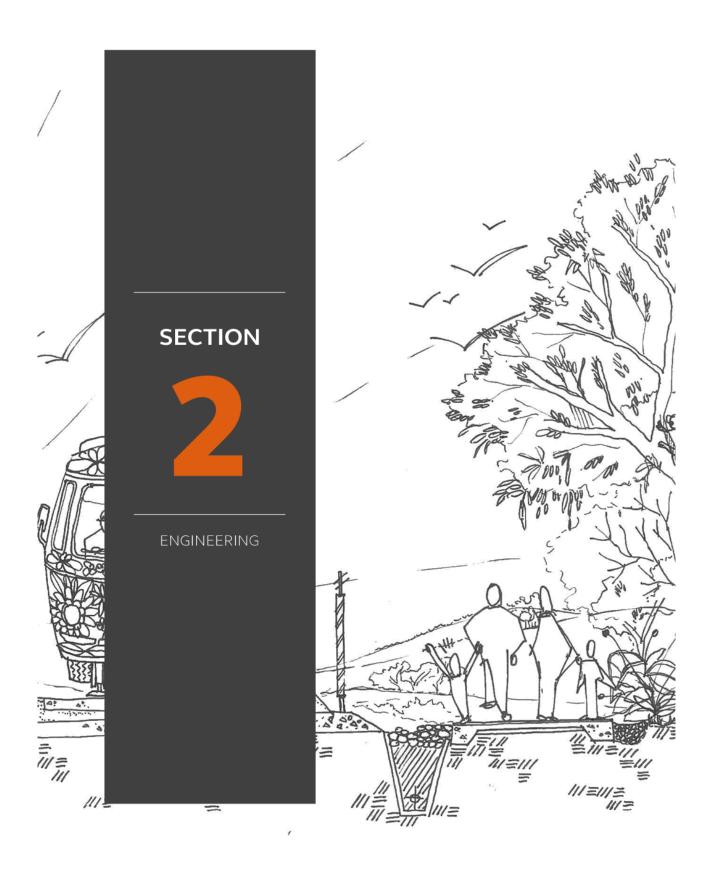
As a part of defining the most sustainable and acceptable long-term solutions for the multi use re-activation of the corridor, the Council have instigated the Multi Use Byron Shire Rail Corridor study which consists of a State of the Use of Corridor Report (Engineering Report, Appendix A) an Economic Feasibility Study (Appendix B) and Social Impact Assessment to assess the potential project impacts related to both environmental and social aspects and standards (Appendix C).

This report forms a summary of all the above reports. Further details on any specific area can be found in the Appendices of this report. The study is developed on the basis that not only is Byron Shire very unique in its advantageous position in the tourism market, but that it also has its own culture, social setting and context.

"This multi use concept would be a major catalyst for the growth of community focused businesses along the route and would provide positive commercial, recreational and sustainable tourism opportunities"

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^{2.} Council Report to Council 14 December 2017 – Bangalow Village Plan and Our Mullimbimby Plan



#### STAFF REPORTS - INFRASTRUCTURE SERVICES

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ENGINEERING

# 2. ENGINEERING

# 2.1 Condition Assessment

# **Approach**

Critical to understanding the capacity of the corridor in terms of multi use transport operations, it was necessary to undertake an engineering assessment of the current condition of the corridor assets. This involved inspection of 38.5 kilometres of the Byron Shire rail corridor, categorised into the following sections for the development of estimates to inform the economic model:

- Yelgun to Billinudgel: 3.05 kilometres with tight curves and mostly downhill corridor
- Billinudgel to Mullumbimby: 6.85 kilometres with tight curves and steep climb and descent at Morrison Hill
  Tunnel

  Tunnel
- Mullumbimby to Byron Bay: 15.6 kilometres with mainly straight and flat terrain
- Byron Bay to Bangalow: 13 kilometres with a very steep ascent to St Helena, tight curves and slight descent from St Helena to Bangalow

31 sites within the areas above were inspected. Inspection sites were selected to provide 100 metres of inspection over every one kilometre of track.

The following diagram shows the corridor and extent of the study and sites inspected.

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**ENGINEERING** 

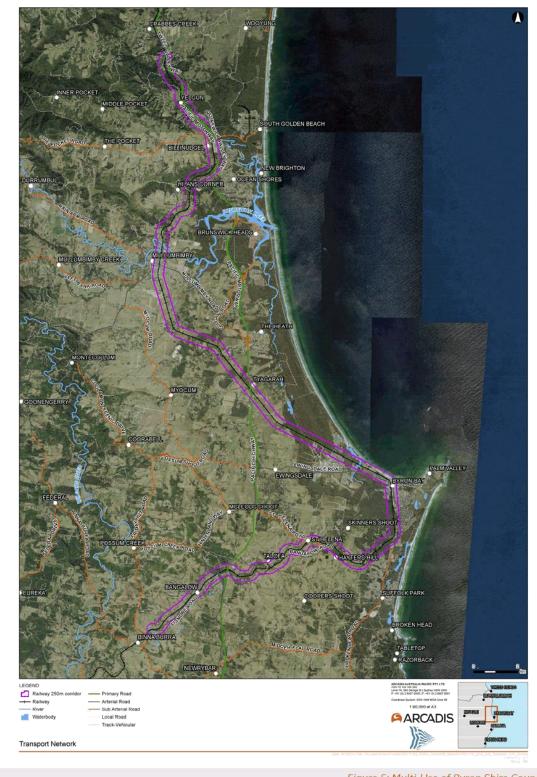


Figure 5: Multi-Use of Byron Shire Council

ENGINEERING

# 2.2 Methodology

Visual walking and drone inspections were carried out every 100 m within each kilometer of track within the study.

Visual walking inspections were undertaken under the guidelines detailed in Railcorp's Engineering Manual Track Inspection Standard TMC, and asset condition assessments were carried out by Arcadis professional railway engineering personnel.

In addition to the visual walking assessment, an inspection drone was used to capture 20 megapixel camera shots during 18 successful flights of between five and 20 minutes. Vertical shots such as the one shown in Figure 6 clearly captured rail and sleeper condition, whilst horizontal shots captured vegetation overgrowth. All digital images captured information such as latitude and longitude to allow for GPS pinpointing. The combined used of the drone allowed successful and efficient capture of locations otherwise unsafe to access or inaccessible on foot.



Figure 6 Vertical shot of rail bridge

An interactive map has been provided as part of this report which shows the inspection sites, key findings and drone footage.

# 2.3 Overview of key findings

This section provides an overview to the engineering assessment, some key findings have been drawn and are summarised in Table 1.

Table 1 Key findings from track condition assessments

#### TRACK ASSET

Track inspections undertaken indicated that the track assets appeared to be reasonably maintained prior to closure in 2004 with new sleepers and ballast works being undertaken prior to closure.

Key findings of inspections were:

- The 47 kg rail appeared in reasonable condition in areas inspected
- Many steel sleepers were dated 2001 and although surface rust was evidenced, structural integrity appeared sound
- Ballast was 20-25 mm in size, which is suitable for modern track maintenance plant
- Turnouts inspected were in reasonable condition with minimal profile wear on nose and points
- Despite vegetation growth, ballast shoulder and crib profile was still evident in majority of the inspected sites
- Majority of the sections inspected appeared to be 1 in 5 steel to timber sleeper, with some sections fully steel and some 1 in 7.



Since rail services were suspended in 2004, there has been little maintenance but also little usage, hence the condition of the track elements remain relatively unchanged, subject only to deterioration from exposure to environmental conditions and vegetation overgrowth.

#### VEGETATION AND FENCING

Vegetation overgrowth was found to be the main issue and significant clearance throughout the corridor will be required to reactivate the corridor.

Broken fencing and unsecured gates were found at most sites where fencing and gates were present.

Access roads were significantly overgrown and often unpassable.



Byron Shire Rail Corridor

#### **STRUCTURES**

Bridges and tunnels are the most valuable/expensive asset on the corridor. The inspection assessed that

- >> Tunnels appeared to be of sound structural condition
- >> Steel bridges inspected were found to be in very good condition
- Timber bridges were in varying condition and will need additional engineering inspection and analysis to ascertain load capacities and reparation requirements.



#### DRAINAGE

Drainage systems that were inspected were observed to be in fair condition and for the most part still working although overgrown.

Cross drains and cess drainage were still functioning as designed although around 90 per cent of that which was inspected was beginning to become fouled and will eventually fail and lead to track structure damage if not rectified.



### LEVEL CROSSINGS

Level crossings where found to be in poor condition overall with signage and signaling systems removed. Safety management equipment will be required to be reinstalled as appropriate if the corridor is reactivated.



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ENGINEERING

#### STATION BUILDINGS

The station buildings appeared to be in mostly fair condition, but graffiti and minor vandalism is starting to impact.



#### CONCLUSION

- » Rail earthworks and formation appear to be in sound condition apart from a slip at Haynes Hill Tunnel
- >> The track geometry appears to be sound with both top and alignment in good condition. The interspersed steel sleepers are well packed and there were no signs of pumping or mud holes in the test audit areas
- >> The rails are in good condition with minimal top and side wear, they appear almost to be near design standard with minimum tonnages on them. The profiles were near design (270 mm) in most places inspected, even though covered by heavy vegetation in some areas
- >> The ballast profiles on the rail structure are to standard for welded rail with all shoulders and cribs being full. Inspection holes in the steel sleepers show they are well packed
- >> The track appears to have been well maintained with some major works being undertaken prior to the track closure. There is evidence of major insertion of steel sleepers at some time between 2001 and the closure.

Although the condition, alignment and grades make the corridor unsuitable for high or medium speed heavy rail solutions, the current condition was assessed as suitable to running low axle loads (maximum 10 tonne) vehicles at lower speeds of 40-50 km/hr.

# 2.4 Development and evaluation of options

On completion of the engineering assessment a list of transport solutions was developed that could be viably constructed on the corridor. The approach taken by the project team was "everything was on the table" from equestrian to a corridor for future Uber Drones.

From this list the following considerations (Figure 7) alongside engineering constructability were applied to define what transport multi use solutions would be practical, sustainable and fit for purpose for the Bryon Shire community and business needs. These were then conceptualised sufficiently to develop high order cost estimates to inform the economic model.



#### 2.4 Multi use feasible solutions

The inspection results concluded that to reach the standards required for an operator such as TfNSW to operate XPT type trains, the project would require a full resleepering program, likely replacement of most, if not all bridges and possible ballast cleaning and replacement of 40 - 60 per cent of the track ballast. In addition to the above the vertical and horizontal gradient of the line does not lend itself to rapid heavy axle trains and would require significant speed restrictions and continual maintenance, therefore, this option was not considered further.

However, inspections highlighted that relatively minimal work will be required to run low axle load vehicles at speeds of 50/60 km/ph. Hence to reactivate the corridor using the existing track, two railway solutions are proposed:

- 1. Very Light Rail (VLR): axle loads equal to or under ten tonnes
- Hi-Rail passenger vehicles and/or pedal cars

As it was considered that staging the works across the sections may be advantageous, a simple cycling solution, which provides for a cycling facility whilst preserving the railway track was the next solution developed (Figure 8). This was further developed to allow for pedestrian and motorised mobility aid access for the following solutions:

- Cycle track (rail trail, simple construction)
- 4. Multi use cycle track which allows for usage for motorised mobility aids. Segway's and the like.

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Finally, two solutions were developed that considered the full removal of the existing track to allow for vehicles. The first (Option 5) of these considers light weight vehicles which minimizes the requirements for structural reparation and the second provides for traditional buses (Option 6).

The following provides further details on the six options proposed.

# Option 1 Very Light Rail (VLR) and Active Transport

# Description

The concept of very light rail is relatively new, having been instigated by a growing need for rail vehicles that are lighter, more energy efficient and cheaper to purchase and operate than traditional urban light rail or regional rail, combined with a growing need from rural and suburban communities for more efficient, better connected public transport services that do not rely solely on conventional road-going solutions. VLR has been specifically developed for short routes where there is existing rail infrastructure in place but operating traditional heavy rail or tram (light rail) solutions is seen as uneconomical.

The option proposed combines a paved pedestrian and cycle path with VLR. A few examples of VLR operations are provided below.

The Very Light Rail Innovation Centre and Rail Line, UK has developed a new prototype vehicle to solve the above issues. The vehicle harnesses innovative and efficient technologies from the automotive and rail sector, resulting in a hybrid or all-electric self-propelled vehicle which is lightweight (less than four tonne axle loads), energy efficient, cheap to manufacture and operate and geared to the needs of rural communities (refer Figure 9)



Figure 9: Very Light Rail current prototypes

(Source: railway-technology.com)

Source: https://www.railway-technology.com/projects/very-light-rail-vlr-innovation-centre-and-rail-line-dudley/

Another example of VLR developed for regional committee rail tracks are the Parry People Movers (Figure 10). These are small lightweight railcars that are fuelled by gas or hydrogen engines and use flywheel energy storage to store energy for traction. These vehicles have been operating successfully on the Stourbridge line in the UK since 2009



Figure 10: Parry People Mover Stourbridge Line (Source: http://www.miac.org.uk/class139.html)

The concept has been sketched below. Segregated paths for pedestrians and cycles are shown, fencing would be required on both sides to deter access onto the trackform. The dual paths for cyclists and motorised mobility aids will be 2.5 to 3 m wide to enable simultaneous use from both groups and the walkway will be 1.2 m to 2 m, dependent on corridor constraints.



Figure 11: Very light rail (VLR) plus active transport

Source: Arcadis/ Archr Design

# Constructability and engineering advantages/disadvantages

Reducing weight and improving energy storage and management will offer a number of engineering and constructability advantages to the Bryon Shire rail corridor solution:

- A vehicle with low axle weight will require less upgrade on track form and structures. Although it will be necessary to assess the load bearing capacity of the existing bridges, lower axle loads may potentially mean that not all bridges will need to be replaced for the rail option
- · Reduced capital cost and construction time for the corridor
- Reduced infrastructure operational and maintenance costs
- Self-powered vehicles will provide energy and resource efficiencies

# **Key Considerations:**

Key operational and economic advantages of this option include:

- Axle loads below ten tonnes
- Electric or hydrogen cell units, thereby providing minimal noise and environmental impact
- Vehicle capacity ranges from 25 to 50 people, therefore providing future proofing for patronage increases
- · Retains track form for future growth
- $\bullet \quad \text{Re-use of existing infrastructure thereby reducing material waste and the environmental footprint}\\$
- Medium construction impact as potentially may require renewal or significant reparation of most if not all timber bridges
- Good option for staging, i.e. commence with Option 2 and then as patronage requirement increases commence with VLR operations.

ENGINEERING

Key operational and economic disadvantages include:

- Limited flexibility as can only stop at designated stations
- · Requires mode change for passengers going to events and facilities not along the corridor
- Many of these vehicles are prototypes hence may be a time lag in ordering and start of operations, although an alternative option could be to use adapted recycled tram vehicles or other light rail rolling stock.

# Option 2 Hi-Rail and active transport

# Description

This option of corridor reactivation combines a pedestrian and cycle path with small Hi-Rail vehicles and/or rail pedal vehicles running off the existing rails, with only minor restorative works. Hi-Rail vehicles have been used for a number of years on existing railways both for the transportation of materials and people. These vehicles travelled traditionally at approximately 25-35 km/hr and were adapted so that they can run on both rail and road infrastructure. They have been used for operational maintenance (Figure 12), and/or to transport railway crews and management for inspection runs (Figure 13)



Figure 12: Maintenance Hi-Rail Road/Rail Vehicle
(Source: ariesrail.com.au)



Figure 13: Hi-Rail Bus (22-seater) Wheelchair Access, (Source: TRAINU)

However, "quirky" adaptions, using classic or other road cars, have been made to run on "novelty" or heritage lines as well for commercial operations in the 1950's to 70's (Figure 14). More recently, Toyota and its truck-making subsidiary Hino Motors signed on with Japan Rail Hokkaido to develop a high efficiency vehicle that could travel on road and rail at the speed of a tram/light rail vehicle to service regional communities in Hokkaido, where patronage is less than 500 people, but Japan Rail did not want to reduce or cut services. The DMV (Figure 15) vehicle can carry 25 people, runs at approximately 60km/hr (or at the same speed as urban light rail) and can switch between modes in less than 15 seconds. In addition, the ability of the vehicles to be linked enables increases in capacity relatively simply.



Figure 14: Schi-Stra-Bus, Deutsche Bundesbahn (Source: Wikipedia)



Revised DMV vehicles developed on a collaborative effort between Nissan and Japan Rail Hokkaido Source (Source: Wikipedia)



Linked vehicles can fit up to 84 passengers (Source: Asahi.com) Figure 15: DMV Vehicles

In addition to the above, other types of vehicles that could be considered include Railway Mokes, Speeders, and Rail Pedal Cars (Figure 16). The later of these are not road/rail compatible and only run on rail, however, these sorts of vehicles could share the line access thereby providing opportunity to use the line for "novelty" and "outdoor activities" as well as transportation. Road/rail vehicles adapted and combined with new technologies such as on board signalling and sensor equipment, which currently being implemented in AV road vehicles, could be considered safe and innovative solutions which could be provided to capture both the local and tourist market in the reactivation of the corridor.



Railway Mokes, used traditionally for transport and maintenance (Source: moke.com.au)



TasRail Moke, Eyre Peninsular (Source: MokeWerx)



Maintenance speeders: (Source railspeeders.com)



Adapted road/rail maintenance: (Source: Pinterest)

Figure 16: Example of Hi-Rail vehicles and railspeeders

# Constructability and engineering advantages/disadvantages

Reducing weight and providing DMV will offer a number of advantages to the Bryon Shire Rail Corridor solution:

- As per the VLR, a vehicle with low axle weight will require less upgrade on trackform and structures with all the advantages of reduced capital and maintenance costs
- Dependant on the on board signalling technologies and safe system of working in place, shared operations could be serviced on the corridor
- Dependent on the safe system of working, signage only may be appropriate for railway crossings
- · Significant reduced capital cost and construction time for the corridor
- Flexible for future proofing in that vehicles can be operated under small headways (dependent on safety system management in place) and/or replaced by VLR units in the future
- · Reduced infrastructure operational and maintenance costs
- Self-powered vehicles will provide energy and resource efficiencies.

# **Key Considerations**

Key operational and economic advantages of this option include:

- A Hi-Rail/DMV vehicle is able to travel rail/road circuits to specific activities and/or facilities. For example, a circuit from Byron Bay directly to The Farm can be implemented
- Vehicles can be flexible, even allowing for demand responsive transport solutions
- Business and local employment opportunities to provide specific operations on a shared corridor (such as rail pedal cars in "quiet" times when Hi-Rail is not operating, or Hi-Rail Mokes or other adapted vehicles for special occasions or excursions, and the like)
- Business and local employment opportunities to develop digital applications for operations if a corridor is provided for shared access
- Dependent on safety management system and on-board sensors vehicles may be able to operate adjacent to the
  active transport path without fencing
- Constant "smaller" vehicles on the rail corridor can provide the "security" surveillance (if cameras are provided on the vehicles) for cyclists and pedestrians using the active transport path.

Key operational and economic disadvantages include:

- · Some usage of the road infrastructure
- · Vehicles restricted to 50 to 60 km/ph maximum speed.

# Option 3 and 4: Active transport rail trail (walking, cycling and mobility aids)

# Description

Two active transport only solutions have been proposed, the first (Option 3) is a simple solution to reactivate the corridor by developing it into a basic cycle and walking path without removing any of the existing rail infrastructure and the second (Option 4) is a more complex solution which provides for the construction of a surfaced pavement to allow for use by cycling, walking and motorised mobility aids.

Option 3 retains the existing rail infrastructure hence allows for reactivation of the rail corridor in the future whilst Option 4 requires removal of the existing rail infrastructure but enables adaption to driverless pods in the future.

# Constructability and engineering advantages/disadvantages

The advantage of Option 3 is that it is relatively cost effective, retains the rail infrastructure for future development and allows for quick reactivation. Disadvantages are that it does not prevent further deterioration of the trackform itself and unless rubber mats (Figure 17) or other alternatives are used to infill the track gauge (space between the steel rails), significant reparation will be required in the future if the corridor is to be reinstated for VLR or other rolling stock.



Figure 17: Rubber matting options

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Option 4 proposes the construction of a surfaced pavement of sufficient width and standard to be comfortably used by pedestrians, cyclists and mobility aid users (Figure 18). The disadvantages of this option are that the existing rail infrastructure will need to be removed and a new pavement constructed. If significant capacity increases are required in the future, this pavement may need to be reconstructed to allow for the passage of trackless trams or heavier road vehicles.



Figure 18: Mary to the Bay Rail Trail (Source: Rail Trails Australia)

# **Key Considerations**

Key operational and economic advantages of these options include:

- Option 3 is relatively quick, minimises construction impact on the corridor and allows for future proofing of the transport rail corridor
- · Relatively low maintenance costs for both options.

Key operational and economic disadvantages of these options include:

- Option 4, the removal of existing infrastructure and replacing with paved surfacing is costly and wasteful of assets with significant asset life and capability
- Without regular rail traffic, or other regular traffic passing through the corridor, sections of the corridor may become security risks
- Option 3, does not provide equitable access for everyone, it only provides active transport for those who are
  physically able to Option 3 also does not provide for mobility scooters or any other form other than cycling and/
  walking, hence is restricted for usage
- Cycling and pedestrians are not physically segregated, hence potentially a safety risk in remote areas along the corridor.

ENGINEERING

# Option 5: AV Vehicles/Driverless pods plus active transport

# Description

This option combines a cycle and pedestrian path with a paved area to facilitate the use of small driverless pods or shuttles (Figure 19 and Figure 20).

# Constructability and engineering advantages/disadvantages

Disadvantage which increases construction cost and time is that it involves removing the existing rail infrastructure and building a road pavement. Similar to Option 4 this is considered a waste of existing asset materials that are currently fit for purpose.

# **Key Considerations**

Key operational and economic advantages of these options include:

- Future driverless pods and AV vehicles may be able to extend their journey beyond the corridor to provide door to door or flexible response transport (FRT) options
- The safety and segregated nature of the corridor would provide an optimum testing track for trailing the technology. As capacity demand increases, the pods could be removed and a trackless tram or other technology could be implemented, hence the solution remains flexible for future capacity increases
- Driverless pods or such similar options are considered energy efficient and due to their potential for responsiveness in the future, it could be an advantage over a rail line, which will be constrained in terms of flexibility and access
- Improved safety through the use of sensor technologies on the vehicles. Reduced need for safety gaps between vehicles could mean that significant capacity could be opened along the corridor
- The pods and/or AV shuttles would be fully electric meaning greater energy efficiencies.

Key operational and economic disadvantages of these options include:

• Technology is relatively new, therefore may take time to implement.



Figure 19: Driverless pod example

These types of technologies are advancing at significant rate with many prototypes and designs being made available. For example, "2getthere" pods being developed for use in Singapore, run totally on electricity, can travel autonomously, are self-charging and are expected to handle a load of 8000 passengers per hour going in a single direction.



Figure 20: Trials of driverless pods - Cambridgeshire Cycle path (Source: https://www.connectingcambridgeshire.co.uk/2017/10/7843/)



Figure 21: Proposed multi-use corridor driverless pods and active transport (Source: Arcadis/Archr Design)

# Option 6: Bus Rapid Transit (BRT) or Segregated Busway

# Description

This option assumes a full hard surface road to be built on the corridor and removal of the existing rail infrastructure to allow for large buses to operate. The solution is similar to the Brisbane BRT in that the corridor would provide a segregated lane for buses, inaccessible to other vehicles, hence avoid the issues of road congestion for its passengers. The busway would be provided alongside a pedestrian/cycle path which, for safety considerations, would need to have physical separation.

# Constructability and engineering advantages/disadvantages

A disadvantage is that it involves removing the existing rail infrastructure and building a road pavement which increases construction cost and time. Similar to Option 4 this is considered a waste of existing asset materials that are currently fit for purpose. In addition, as the pavement required would need to be of sufficient standard to allow for heavier road vehicles, this option would require significant investment in construction of the pavement as well as full replacement or significant reparation to all bridges.

To meet safety requirements, segregation will need to be provided from pedestrian and cycle paths (Figure 21).

# **Key Considerations**

Key operational and economic advantages of these options include:

- It provides the corridor for use by existing bus services who will be able to extend their route via the corridor.
- Buses also can provide door to door transport
- It allows lexibility in that bus can stop anywhere on the corridor route and can provide door to door services to specific events and facilities

Key operational and economic disadvantages include:

• If opened up to existing bus services, some existing vehicles may not be electric, thereby creating environmental impact for adjacent residents in terms of noise and air pollution.



Figure 22: Cambridgeshire guided busway (Source: https://www.youtube.com/watch?v=10UY3WC4nDY)

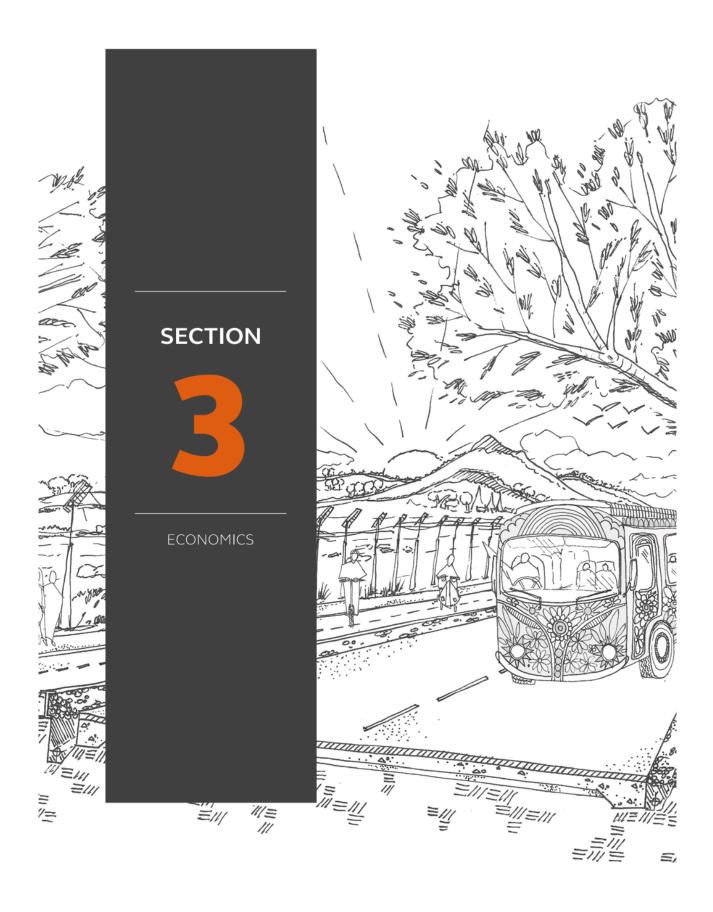
# Capital and maintenance costs

The following table provides a summary of estimated total capital and operational costs per kilometer for each option.

Table 2: Capital and maintenance costs

OPTION	OPTION 1 (\$m)	OPTION 2 (\$m)	OPTION 3 (\$m)	OPTION 4 (\$m)	OPTION 5 (\$m)	OPTION 6 (\$m)
Capital Cost Total	\$67	\$31.4	\$11.5	\$20	\$105	\$209
Yelgun to Billinudgel	\$7.3	\$3.4	\$1	\$1.7	\$10.3	\$25.9
Billinudgel to Mullumbimby	\$14.8	\$7	\$2.2	\$3.7	\$21.5	\$53.9
Mullumbimby to Byron Bay	\$26.9	\$12.6	\$4.5	\$8.1	\$42.7	\$52.3
Byron Bay to Bangalow	\$18	\$8.2	\$3.8	\$6.8	\$30.7	\$76.9
Annual Maintenance costs per km	\$1.1 to \$2.36	\$0.97 to \$2.3	\$0.97 to \$1.3	\$0.6 to \$1.3	\$0.6 to \$1.3	\$1.81 to \$2.3

Table 2 highlights the opportunity to stage the multi use solution. For example, for relatively minimal investment (and only marginally higher than providing solely a rail trail) a rail with trail solution such as a Hi-Rail/DMV solution can be implemented from Byron Bay. Simultaneously a rail trail can be developed from Mullumbimby to Billinudgel whilst still maintaining the rail infrastructure to enable extension of the rail with trail solution at a later date. If the rail with trail multi use solution is popular and capacity increases, the section can be extended, or alternatively if patronage increases significantly VLR services can be implemented on the previous Hi-Rail section.



## 3. ECONOMICS

To inform the economic modelling and multi-criteria analysis, a series of economic reports were developed. These reports form the foundation of the economic analysis and list the basis around the assumptions applied for the cost-benefit analysis (CBA). These reports are provided in Appendix B of this report and include:

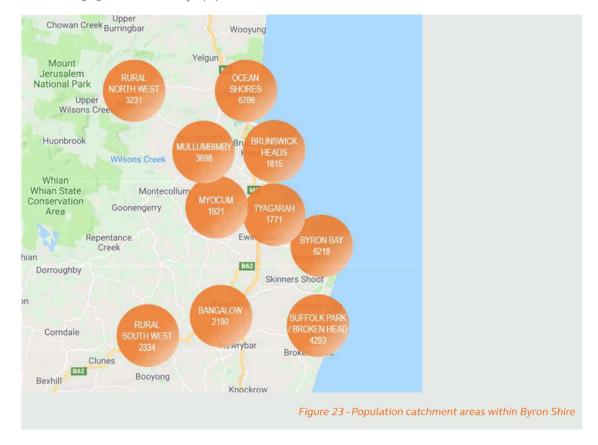
- Case studies
- 2. Park and ride options
- 3. Events and festivals
- 4. Markets
- 5. Patronage
- 6. Community Benefits
- 7. Land Value
- 8. Tourism numbers
- 9. Funding opportunities.

The following sections provide a summary of these reports and the various inputs that have been applied to the economic model.

# 3.1 Demand inputs

Benefits are largely derived from the potential demand for the rail corridor, which is based upon the numbers that may use the new transport facility and anticipated future travel patterns. Demand inputs were derived from the research and analysis undertaken of Byron Shire's tourism numbers, patronage from events and festivals, markets and resident population.

The following figure shows the major population catchment areas.



**ECONOMICS** 

#### Tourism demand

According to Tourism Research Australia (TRA), over two million people visit Byron Shire each year, which range from domestic day visitors to overseas tourists. In 2018, there were:

- 201,000 international overnight visitors (1,315,000 international visitor nights)
- 818,000 domestic overnight visitors (2,733,000 domestic visitor nights)
- 1,024,000 domestic day visitors.

Tourism attractions are centred around Mullumbimby, Byron Bay, Brunswick Heads and Bangalow. These towns are assumed to attract the majority of both domestic and international visitors. Most visitors arrive from the Gold Coast Airport.

Tourism is the largest employer in Byron Shire, accounting for 23 per cent of Byron Shire's jobs (3506 jobs) and 14.1 per cent of output/sales (\$463 million) in 2016/17.

The economic analysis has assumed an annual increase in tourist numbers of around 47,000 people per year based on the average change in tourist numbers from 2002 to 2018. This is a moderate estimate based on a growth rate that tapers down from around three per cent down to one per cent in fifty years' time. The reducing growth rate is due to the highly volatile and uncertain nature of tourism growth.

#### Resident demand

Byron Shire has grown from 29,209 in 2011 to 31,556 in 2016 (Australian Bureau of Statistics) (ABS) to 34,457 as of 30 June 2018 3. To inform the demand analysis, 50-year population growth estimates have been made based on a historical five-year (2012-2016) average population growth rate of 1.72 per cent, compounded annually. The forecast resident population in 2066 is about 74,000.

#### **Events and Festivals**

Byron Shire is home to some of the most popular music festivals, surfing and other cultural events in Australia. Hosting these events has a positive impact on the regional economy, boosting local businesses and providing economic opportunities for the community. However, managing the additional traffic and consequential congestion and wear and tear of infrastructure caused by the number of visitors to these events is a challenge for Byron Shire

The largest three events (Splendour in the Grass, Fall Festival Byron Bay and Bluesfest) represent 74 per cent of all 25 events in Byron Shire per year and are all held at either Yelgun or Tyagarah, which are both close to the railway

Currently a bus network services the festivals, operating to/from the festival locations, providing either frequent shuttle services or timetabled scheduled services. In addition, several taxi services and other rideshares such as Uber, service locals and visitors attending the festivals. These road vehicles are a major cause of traffic congestion during the festival periods.

Based on the number of attendees, location of the event in relation to proximity of the corridor and previous studies⁴, between 20 and 50 per cent (dependent on location) of patrons from Bryon Shire events and festivals may utilise the multi use corridor. This results in approximately 200,000 reduced car trips annually.

There are a variety of both farmers markets and general markets in Byron Shire and local businesses and organic producers seek to maximise the opportunity these markets provide to access the spending power of the visitor economy of Byron Shire.

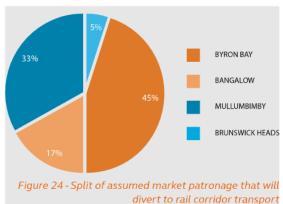
Farmers markets and general markets will have different demand profiles, including origin/destination and timing of each participant. Assumptions for patronage were based on the location of the market and the accessibility of the corridor. Accessibility and convenience are critical for market patrons as they often will be carrying goods purchased and hence will not want to walk too far to transport, 50 per cent potential corridor usage was assumed for the Byron Bay Farmers Market due to its location at Butler Street Reserve and therefore close proximity to Byron Bay Station. Reduced percentages were assumed for farmers markets that are less accessible to the corridor such as the Mullumbimby Farmers Market. Different patronage assumptions were also applied to weekday and weekend markets, with the general assumption that weekend markets are more likely to attract day trippers from South East Queensland or surrounding regions.

- https://profile.id.com.au/byron/population-estimate?WebID=180
   2011 position paper, Accessing Major Events, at the Tourism & Transport Forum

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In summary a total of approximately 500,000 reduced car trips were estimated per year from within Byron Shire, adjacent regions and South East Queensland through the reactivation of the railway corridor, with the later reliant on additional incentives such as park and ride. A geographical split of assumed patronage expectations for markets collated within geographical boundaries is provided in Figure 24.



#### Travel demand

Information on local resident travel patterns is readily available through the ABS Journey to Work data which is derived from the five-yearly Census of Population and Housing. However, tourist travel demand is far more difficult to predict as they have very diverse travel patterns (e.g. destinations, time of travel, distance travelled, etc.).

Travel demand estimates are broadly based on a two-step process. First, by estimating what share of the Byron Shire population is likely to use public transport. Second, how many trips per year these people are likely to make.

Demand estimates for rail and busway options included a low scenario where there are limited incentives to discourage driving and a high scenario where there are incentives, such as transport demand management (TDM) measures, in place to discourage driving in conjunction with the project. As there is a lack of information and understanding on the potential demand for driverless vehicles, the demand estimate has been conservative, and is relatively low.

The key assumptions applied to estimate future travel demand is as follows:

- Public transport The current resident public transport mode share in Byron Shire (0.27 per cent) is significantly lower than Australian major cities (~4 per cent to 10 per cent) and the regional NSW average (0.8 per cent).
   However, as a significant portion of the Byron Shire Multi Use Corridor demand is expected to come from tourists, the potential for increased public transport demand is likely if the infrastructure is provided.
- Rail-The demand for rail-based travel has been estimated using the average proportion of the population that use trains in other Australian cities (3.44 per cent)
- Busway in the rail corridor- Currently, buses are the main form of public transport in Byron Shire and there are a number of private companies that provide daily services. Services are provided between towns, to airports (Brisbane, Gold Coast, and Ballina), school buses, festival and events. Stakeholder consultation and research indicated there are approximately 48,354 bus trips per year that carry an estimated 823,011 passengers, not including school buses. This figure has been inflated by the population growth rate and combined with the average proportion of public transport users across Australia and the capacity of buses to estimate future demand
- **Hi-Rail** Hi-Rail is assumed to be a bus that is adapted to enable it to operate on the light railway system. The demand for Hi-Rail is assumed to be the same incremental increase as busway but only attracts half of the current buses operating in the Byron Shire at this time. The assumption is that some bus operators will not spend the required money to convert their buses to be Hi-Rail capable
- Active transport Similar to public transport demand, active transport demand has been estimated based on population estimates and the typical mode share for active transport in other cities.

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^{5.} Wallis I., Ballantyne J., Lawrence A., Lupton D., & Weir D., 2015 "Economic benefits of park and ride", Australasian Transport Research Forum 2015 Proceedings, 30 September - 2 October 2015, Sydney. See: atrf.info/papers/2015/files/ATRF2015_Resubmission_148.pdf.

Park and ride - The availability of park and ride facilities would positively influence the demand for a new transport corridor. There are various opportunities to provide park and ride facilities within the public transport corridor, thereby providing visitors the opportunity to park at a convenient location and catch a VLR, Hi-Rail, ride or walk into Byron Bay township, thus saving individual travel time and easing congestion. Park and ride could also provide the opportunity to include tourist accommodation, cafes, bike hire, food outlets and other complementary services and amenities. However, it is noted that additional measures may also be needed to incentivise the visitors to use the park and ride facility (such as increasing the cost of parking in Byron Bay or implementing dynamic tolling on Ewingsdale Road for visitors). The range of possible park and ride sites is shown in Figure 25. It is noted however, that the potential park and ride facility locations are subject to further investigation (e.g. land use impacts, traffic impacts, safety, etc.). Due to the lack of publicly available studies that indicate the likely use of the park and ride facilities, the analysis has relied on a 12 per cent diversion rate as cited in one New Zealand study. Therefore, the assumption is that 12 per cent of total tourists (deducted from compounded tourist increase calculation) would use a park and ride facility, and in turn the re-activated rail line.

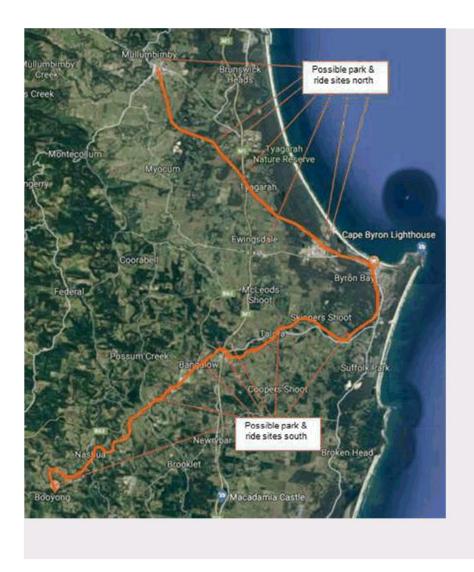
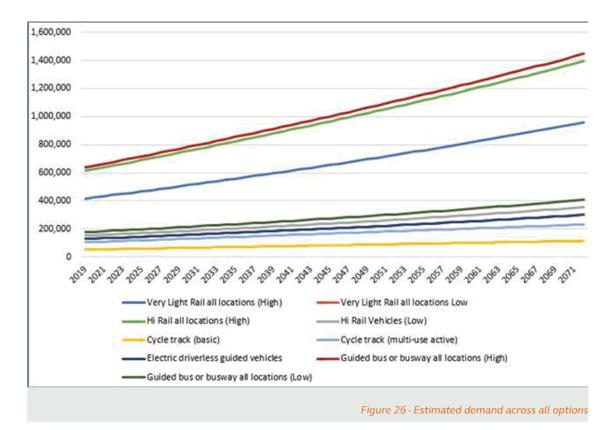


Figure 25 Park and ride proposed site locations

Figure 26 shows the total estimated demand across the six options over 50 years. "High" refers to options with TDM (eg. pay parking in town centre). "Low" refers to options without travel behaviour change measures.



#### 3.2 Benefits

The economic analysis provides an indicative BCR for each option based on readily available information and by applying standard NSW CBA guidelines.

The BCR is a representation of the net present value (NPV) of the quantity of benefits in comparison to the costs over the 50-year assessment period. A BCR of more than one represents an option that is estimated to have a net benefit, a BCR of less than one indicates the estimated costs are more than the estimated benefits.

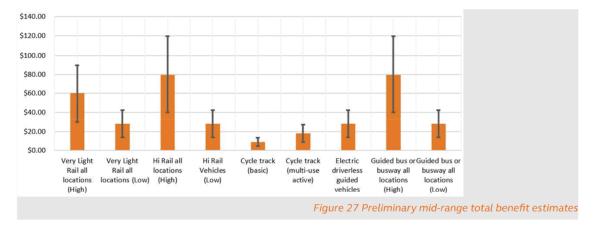
The benefits included in the BCR are largely derived from the number of people that may use the new transport facility (i.e. demand).

A BCR was estimated for each of the options based on the costs of each project option, compared against the sum of the following benefits:

- Reduction in congestion costs based on rate of reduced vehicle use. This used 2010 Ewingsdale Road traffic count data, BITRE 2015 congestion costs and general council statements to forecast the possible congestion costs in Byron Shire over the next 50 years
- 2. Reduced crash costs based on the number of vehicle crashes over the assessment period and applying crash parameters. This is based on the assumed rate of reduced vehicle use
- 3. Health benefits based on an incremental increase in people walking or cycling
- 4. Fare revenue based on the average NSW public transport fare for a similar distance track
- Reduced track maintenance based on the assumption that the new transport facility will reduce the need for this maintenance cost on the relevant section of track

- 6. Reduced road maintenance costs based on the assumed rate of reduced vehicle use, therefore road use
- Reduced emissions costs based on the National Transport Commission light vehicle emissions quantity
  estimates and the Clean Energy Regulator's June 2018 Emissions Reduction Fund's auction for a tonne of
  emission abatement.

The preliminary assessment estimates that the six options have an estimated BCR of 0.11 to 1.51 over a 50-year period depending on assumptions. The positive externality effect, as per the benefits summarised above, of each option is shown comparatively in Figure 27. "Low" options are variants of the original ("high") options which represent scenarios where travel change incentives (e.g. TDM measures like town centre parking pricing) are not provided.



Note: all benefits are 2019 net present value estimates over a 50-year period, values used are real and discount rate is pre-tax seven per cent real. Error bars show 50 per cent variation

### Non-quantifiable benefits

In addition to the quantifiable benefits included in the BCR analysis, a multi-criteria analysis was undertaken. This included the following additional benefits:

- Environmental sustainability
- Accessibility and mobility
- Amenity impacts to residents
- Employment
- Support of existing events, markets and the like
- Land value
- Regulatory
- Equity in access
- Cultural diversity and participation
- Economic growth and development
- Recreation.

Figure 28 provides a comparative assessment of the six options.

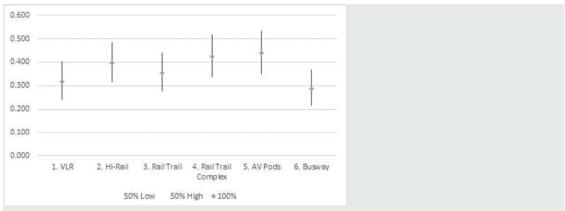


Figure 28 Shows the results of the MCA analysis where at 50% probability Option 2, 4 and 5 compare favourably in terms of the qualitative criteria.

# Potential land value uplift

Due to unpredictability in land value uplifts and significant differences in uplift for each of the multi use options, the analysis did not include the benefit of land value uplift.

The NPV of land value uplift benefits can be substantial and if these benefits were included in the analysis, it is likely that more options would produce a positive net return. The potential range of land value change related to the considered options is shown in Figure 29.

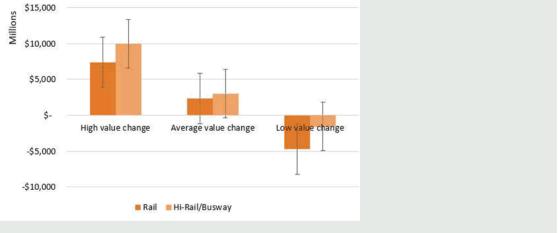


Figure 29 - Possible range of total net present value of land value change related to considered options

Note: value uplift applied to all properties within the sample surrounding transport corridor using the BITRE average per cent value uplift however, in reality this value could be significantly higher or lower.

(Source: DPP calculation, NSW Valuer General, BITRE ⁶ )

# 3.3 Summary and conclusion

A summary of the costs and benefits of the economic analysis are presented in Table 4.

The results presented in the quantitative economic analysis are the outputs from a model used to collect and calculate all the costs and benefit estimates for all options and scenarios considered in this project. All results are to be treated as the current estimates given the limited known information at the time of assessment and will need to be refined in later more detailed assessments once more decisions are made regarding the specifics of the actual project.

⁶ BITRE 2015 Department of Infrastructure, Regional Development and Cities, Bureau of Infrastructure, Transport and Regional Economics (BITRE), Information sheet 69: Transport Infrastructure and Land Value Uplift, viewed 5 April, https://bitre.gov.au/publications/2015/is_069.aspx

Table 3: Summary of Economic Analysis

Parameter	1. VLR*	1.5 VLR	2 Hi-Rail*	2.5 Hi- Rail	3. Active Transport (Basic)	4. Active Transport (multi- use)	5. Electric driverless vehicles	6. Guided busway*	6.5 Guided busway
Net benefit	\$59.93m	\$28.07m	\$79.55m	\$28.07m	\$9.00m	\$17.99m	\$28.07m	\$79.55m	\$28.07m
Capital cost	\$67m	\$67m	\$31m	\$31m	\$11m	\$20m	\$105m	\$209m	\$209m
Annual operating/ maintenance cost	\$2.36m	\$2.36m	\$2.30m	\$2.30m	\$1.30m	\$1.32m	\$0.44m	\$0.65m	\$0.65m
Maintenance cost every 5 years	\$0.97m	\$0.97m	\$0.97m	\$0.97m	\$0.97m	\$0.97m	\$0.06m	\$1.81m	\$1.81m
Maintenance cost every 20 years	\$9.50m	\$9.50m	\$9.50m	\$9.50m	\$9.50m	\$9.50m	-	\$23.25m	\$23.25m
BCR (4% discount rate)									
BCR (7% discount rate)									
BCR (10% discount rate)									

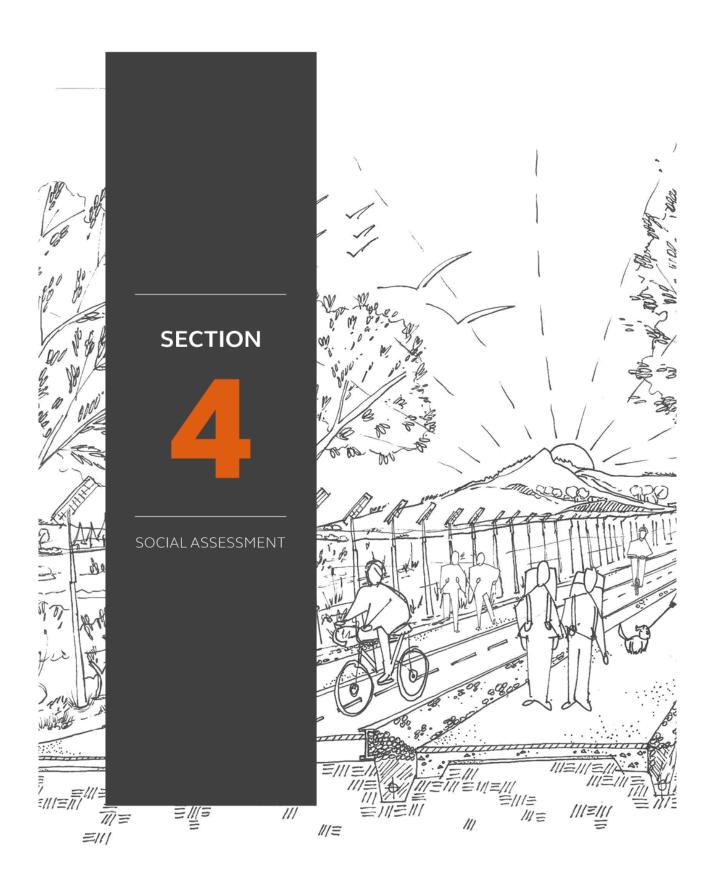
^{*}Scenarios which include travel behaviour change incentives (e.g. town centre parking pricing)



In summary, the quantitative economic analysis demonstrates that for every \$1 invested in Option 2*, Hi-Rail with active transport and travel behaviour change incentives could be associated with a return that is greater than \$1. That is, a positive net benefit is likely with Option 2* and this option is relatively most likely to be 'fit for purpose' in terms of technology, sustainability, community need and economic viability.

However, the change in demand and other assumptions made in this analysis are to some extent arbitrary due to limited information and resources and will need to be improved when the project moves to feasibility stage assessment. At that time, further studies could focus on the elasticity of demand in Byron Shire as well as the many other costs and benefits associated with an individual taking each type of transport option (e.g. comfort, time taken, frequency of transport, and distance from the persons home to the facility). Each of these estimates should be tested with sensitivity analysis to consider the possible range of outcomes given a certain infrastructure scenario.





SOCIAL ASSESSMENT

## 4. SOCIAL ASSESSMENT

#### Social Assessment Overview

The social assessment run concurrently and complementary to the engineering and economic assessment of multi use rail corridor options is critical in ensuring there is a wholistic approach to identification and assessment of potential impacts that considers all community needs.

The social assessment followed a structured approach to capturing the opinions, inputs and potential impacts on the community, as summarised in line with the following headings:

- Need for social assessment
- Methodology
- Policy context
- Stakeholder engagement
- · Community profile
- Engagement outcomes
- · Social implications of multi-use options.

Further detail on all of the above areas can be found in the Multi Use Byron Shire Rail Corridor Social Assessment Report 28th May 2019 in Appendix C.

#### **Need for Social Assessment**

#### "Listen to the locals please the area really needs a....."

Comprehensive and inclusive social assessment incorporated into all phases of a project allows for the capture of insights, challenges risks and opportunities gained through various stakeholders. For the Multi Use Byron Shire Rail Corridor project, it will help to define community needs and aspirations regarding uses of the corridor which in turn provides a deeper understanding of community impacts and opportunities in designing the optimum uses to of the corridor.

In addition to meeting the expectations of the Byron Shire community and ensuring that the multi use of the rail corridor project addresses all potential impacts from a quadruple bottom line perspective (social, environmental, economic and civic leadership), the need for social assessment is also driven through Federal, State and Local planning and policy frameworks (see Policy Context).

"Thanks for involving the public. I hope you will hear our voice."

#### Methodology

The Stakeholder Engagement Approach diagram (Figure 30) summarises the approach that was undertaken for consultation, this approach ensured that a methodical process was incorporated which captured both previous consultation outcomes as well as the outcomes of targeted consultation specific to the multi use rail corridor. The approach was structured, dynamic and adaptive. This was critical to enable alignment with the engineering and economic analysis and development of multi use options.



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# STAFF REPORTS - INFRASTRUCTURE SERVICES

13.16 - ATTACHMENT 1

SOCIAL ASSESSMENT

Key stakeholder identification was essential in ensuring that key potential impacts and opportunities relating to the multi use of the rail corridor were identified. The process of stakeholder identification was guided by the Byron Shire Council Policy for Community Engagement (2018) which in turn has adopted the community engagement International Association of Public Participation (IAP2), which is considered the best practice benchmark in the world. Key stakeholder subgroups identified during the project included:

- Local, State and Federal Government (elected representatives, agencies, Byron Shire Councillors and representative Council committee members)
- Public Transport (advocacy groups, interest groups, private operators)
- Active Transport (advocacy groups, interest groups, Council committees)
- · Infrastructure managers and operators
- · Local businesses and commerce networks (including market, festival and event operator and organisers)
- Tourism agencies, networks and activity providers
- · Community and interest groups (mobility impaired, youth, arts)
- · Education community
- · Environment and Cultural Heritage agencies and groups.

Engagement methods used to consult with the identified stakeholders were influenced by the level of consultation that has been undertaken (by local government and others) relevant to previous phases of this project's development as well as the status of the project as a pre-feasibility study. Consulation within this group was mainly undertaken on a face to face basis, however some email correspondance and phone consultation was also undertaken.

In addition to the above, an online survey was developed to capture other community groups and individuals not identified on the list above. It was considered that an online survey provided the opportunity to maximise community input as efficiently as possible.

The project timeframe necessitated the delivery of the stakeholder engagement concurrently with other project discipline assessments (engineering, economic and environment) and so a staged approach to stakeholder engagement was implemented to benefit from the progress and complementary findings being identified throughout the project. This incorporated an intial and secondary phase engagement as described below:

- Initial phase engagement, where select stakeholder interviews with community representatives were
  conducted to initially test the community understanding of the project and gauge likely key issues. A target
  for this phase of engagement were industry groups working in Byron Shire with a focus on tourism and
  development.
- Secondary phase engagement commenced when more direction was available about the overarching
  community context and potential options. Engagement during this phase targeted Byron Shire Council
  representatives, formalised interest groups and key stakeholders with an identified interest in the corridor. This
  phase also captured input from the general community through participation in an online survey.

"The corridor is currently a wasted resource. A cycle/walking path would safely connect the shire and if managed wisely be a financial windfall. Refurbish or rebuild the old stations to supply accommodation or cafes for people riding the corridor".

### Policy context

When considering the social impacts and opportunities arising from the multi use rail corridor options being assessed it was essential to consider the legislative framework and policies under which the land and proposed options may be positioned. This framework recognises that the options will utilise an existing transport corridor and identify the potential relevance under Federal, State and Regional policies, strategies and initiatives which may underly or overarch the foundations for the project moving forward.

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SOCIAL ASSESSMENT

# Community profile

A fundamental component of a social assessment is to consider the community profile specific to the project area and ensure that engagement and assessment of impacts incorporates factors which are unique to a region such as culture shared beliefs, customs and values. This is particularly important for the Byron Shire community which has a culture influenced by a number of societal advantages and challenges, including:

- **Population.** The resident population is spread out across main centres including Byron Bay, Ocean Shores, Suffolk Park (-Broken Head), Mullumbimby, Bangalow, Myocum, Brunswick Heads, Tyagarah and the North and South Rural west. The enumerated population across Byron Shire is 6.6 per cent higher than the resident population, primarily due to tourism.
- Tourism. The natural beauty of the shire combining beautiful hinterlands, farming countryside and amazing beaches results in a popular international destination, but also a popular national destination receiving a large number of day trippers as well as visitors who attend the many festivals and music events held in the area. In 2017/2018 it is estimated Byron Shire welcomed more than two million visitors.
- Infrastructure capacity. The Byron Shire is currently faced with a serious road congestion problem, causing huge
  delays for the local the populations and tourists alike. This is because the shire's road networks and associated
  infrastructure were designed for a much smaller population and are currently operating beyond their capacities.
- **Vision.** Byron's vision is one of a sustainable, self-sufficient, environmentally aware "people place" and an economically balanced environment. The community is engaged, passionate and motivated.

# **Engagement outcomes**

Despite a diverse range of stakeholder input, common themes that were dominant were:

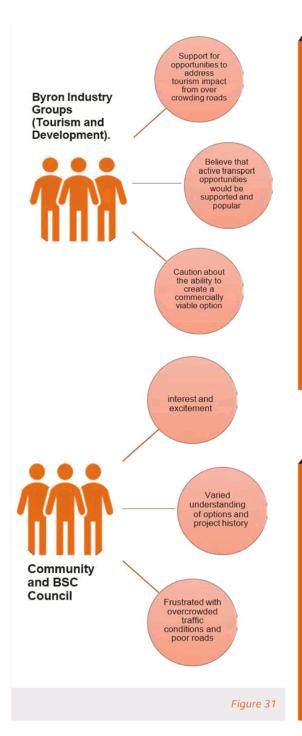
- · Support for the use of otherwise wasted asset and land
- Support for efforts to address traffic issues
- · Broad Interest in active transport options
- · Interest in sustainable corridor opportunities.

During the targeted, direct engagement activities in both the initial and secondary assessment phase it was possible to organise findings from some of the key stakeholder sub groups further into common themes and key discussion points.

The following diagrams present the common themes and key discussion points from industry groups (tourism and development) and Council and community interest groups.

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SOCIAL ASSESSMENT



#### Key discussion points:

- The parties representing development and industry around the Byron Shire were all supportive of opportunities to utilise the corridor, with potential tourism industry benefits identified. Acknowledge that traffic congestion from tourism is impacting on the community.
- All saw that active transport options are likely to be very popular, and all were familiar with community interest in rail trail options.
- Those parties associated with the Byron Bay Railroad Company issued caution regarding licensing delays (through the rail operator), community perception and asset improvement costs if rail options are identified
- All parties were sceptical of the ability to ever reinstate heavy rail options due to their understanding of construction constraints and the ability to provide a commercially viable option.

#### Key discussion points:

- Consultation with Byron Shire representatives has been very informative, identifying multiple connections and relationships between the Multi Use of Byron Shire Rail Corridor project and other Council policies, strategies and projects.
- Primary understanding of the importance of the project is to address congestion and transport asset maintenance costs that are impacting on the liveability of the region.
- During field surveys, opportunistic engagement with interested locals was unanimously positive regarding the use of what they considered to be wasted lands and assets.

SOCIAL ASSESSMENT

Beyond the direct, targeted engagement with stakeholders, an online survey was made available to the general community. The focus of the survey was to verify (and quantify, where possible) the potential impacts which had been identified during the direct, targeted stakeholder engagement, while intending to allow broader community involvement and communication about the project. The survey was completed by 1088 participants with general support and encouragement for the reactivation a common theme.

The results from the survey indicated a strong preference for multi use and/or active transport (rail with trail) as reactivation solutions for the corridor (Figure 32)

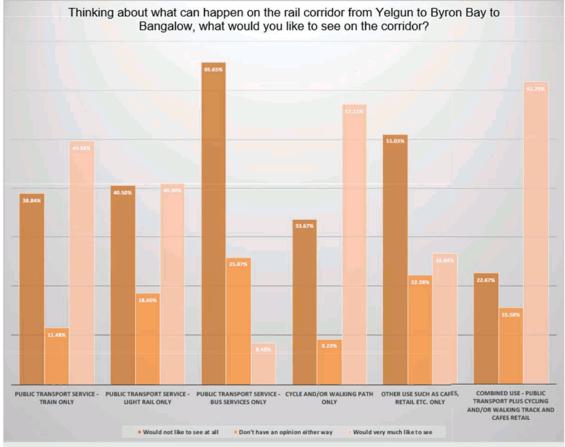


Figure 32. Online Survey Response to the question "What would you like to see on the corridor"

As a tourist i enjoy traveling to places that have great rail tourism and i also like the occasional bit of cycling. I think this is the perfect place to set the example that both rail and cycle paths can coexist together, Byron is a beautiful place, would be great to see this corridor of land used to share between everyone in the community and for tourists as well.

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SOCIAL ASSESSMENT

Other strong themes highlighted from the survey include:

 Heavy reliance on private car travel with limited current public transport use. This aligns with stakeholder feedback regarding insufficient public transport options within the shire resulting in traffic congestions and a lack of connectivity for the transport disadvantaged.

"So positive!! Not having it means more pollution, more wear on our roads, and huge opportunities missed for tourism and jobs"

• The highest number of participants responding to the category of "would not like to see at all" selected "public transport service- bus services ONLY" 64.53 per cent. This aligns with stakeholder feedback about lack of connectivity and inadequate services of current public transport bus services, and also highlights the importance placed on flexibility and accessibility of the transport solution

"They run so seldom - don't fit my travel times"

#### "Unreliable and irregular service"

 Desire for connectiveness and opportunity to travel to visit family, friends health and education facilities for the elderly, disadvantaged and very young.

As an older resident, it worries me that public transport to services, especially health services, is unavailable specially to go outside of the shire. Health referrals are invariably to Ballina, Lismore or Tweed/Qld. It would be great to have linking public transport to these places.

# Social implications of multi use options

The social assessment process followed for the multi use of the Byron Shire rail corridor project has resulted in the identification of potential impacts which may result from the reactivation of the corridor, considering stakeholders across the community.

From an amenity, social and environmental perspective, there were a number of potential impacts identified relevant to the construction phase. These include impact on regrowth vegetation, water quality (erosion and sedimentation), noise, vibration and air quality impacts. These in general have industry-accepted mitigation measures which can be employed to lessen the impacts on the community and most sensitive receptors. Impacts during the construction phase which are not easily addressed through mitigation measures include impacts on cultural heritage values and items (Aboriginal and non-Aboriginal).

The direct and indirect impacts from an operational perspective are often more difficult to gauge and manage. The social assessment has identified impacts relevant to the reactivation of the rail corridor falling into the following categories:

- Tourism
- Employment
- Economic opportunities, assets and access
- Asset values private and public
- Safety and security
- Transport mobility traffic, school commuting, transport inclusion and connectivity
- Health and wellbeing-active transport and recreation
- Construction nuisance
- Environmental and amenity issues
- Cultural Heritage Values and Significance
- Market and event patronage
- Displacement of itinerant and youth populations using rail corridor land, tunnels
- Change of access to station buildings used for community forums, office space
- Change of land use activity adjacent to conservation areas and nature reserves.

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SOCIAL ASSESSMENT

The social assessment then captured social implications by considering these impacts for all potential reactivation options identified within the Engineering Report, to determine if the impact could be considered beneficial, negative or neutral.

A tabular format was used to present a matrix of where potential impacts may arise against key social criteria and indicators, based on the combined findings of the studies undertaken. This is a means of methodically working through the project-specific criteria, from which social issues or impacts can be discussed, agreed and presented within the social assessment - a process further informed by the background research and engagement phases of the social assessment. This matrix was developed around the MCA criteria, specific to social and environmental aspects of Byron Shire and rail corridor.)

Table 4 outlines areas where potential social issues or impacts may arise (both beneficial and negative) for the various options against the criteria defined for the MCA. The colour key below outlines the basis for initial identification of potential impacts against indicators and criteria.

Table 4

	Option 1 Very light rail & active transport	Option 2 Hi-Rail & active transport	Option 3 Cycle track basic	Option 4  Active Transport- cycle, mobility scooter, walking	Option 5 Automated Vehicles/ driverless pods & active transport	Option 6 Busway (traditional) & active transport
Sustainability in terms of environment (energy use, emissions - greenhouse gases)						
Future proofing for capacity and technology (innovation)						
Accessibility and mobility						
Safety, including safety from a user perspective						
Integration with local and regional transport networks						
Integration with interstate and other transport networks						
Environmental impacts (including emissions)						
Access to employment						
Support of existing events, markets and the like						
Reduced car reliance						
Economic growth and development						

SOCIAL ASSESSMENT



Overall Social Impacts Identified				
	Beneficial/Opportunity			
	Negative/Non-Beneficial			
	Beneficial/Negative (options that may incur both beneficial and negative impacts relevant to a particular criterion			
	Neutral/Negligible			

The social assessment recommends that the social assessment process should continue and refine as the project progresses to future feasibility, concept and design phases. The methodologies used and consultation strategy developed was tailored specifically to the current project phase, however future, ongoing engagement with the community will be critical to continue to monitor and address the impacts preliminarily identified in this social assessment.

As the project progresses to future feasibility, concept and design phases consultation should be regular, open and inclusive to provide the community with a sense of empowerment and trust in the council, and to provide for the most sustainable long term development and use of the corridor. Importantly, no matter the rating the identified impacts should continue to be captured and addressed throughout future project phases.

#### Conclusion

The Multi Use Byron Shire Rail Corridor study has identified the following key points in relation to reactivation of the corridor:

- The current condition of the corridor renders feasible to incorporate light axle load shuttle, Hi-Rail, Dual Mode Vehicles or similar rail transit solutions
- Although multi use solutions incorporating rail trail and rubber tyred vehicles such as driverless pods or shuttles are also feasible, such options involve costly and invasive removal of existing infrastructure which has a remaining life cycle of at least 20 30 years and replacement with alternative bitumen or asphalt pavement, with significant environmental impact

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SOCIAL ASSESSMENT

- Both the multi-criteria analysis and economic cost-benefit analysis (BCR) has highlighted that multi use options
  which combine both public and active transport provide the greatest social and economic benefits, especially
  when combined with Travel Demand Management measures. A Hi-Rail or dual mode vehicle option combined
  with cycling/pedestrian (Rail with Trail) returns a BCR ranging from 0.9 to 1.51 over a 50 year period, while
  options assessed which provide only cycling/pedestrian or require high capital investment to remove existing
  infrastructure and reinstate with alternative pavements return a BCR range of 0.11 up to 0.93
- The results from the social impact assessment have highlighted that there is strong community support for a
  feasible and workable multi use solution on the corridor with preference being to maintain the rail and provide
  facilities for cycling and walking

In consideration of the above the next steps for Byron Shire Council is to determine a preferred option from the six multi use options discussed in this report. Further work can then be undertaken to validate the assumptions made in the engineering and economic assessments, finalise operational requirements and refine funding opportunities.

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Report No. 13.14 Brunswick Heads Parking Schemes - Performance Review

**Directorate:** Infrastructure Services

**Report Author:** Andrew Pearce, Traffic Engineer

**File No:** 12019/597

## **Summary:**

Council has undertaken a performance review of the parking schemes at Bangalow, Brunswick Heads and Mullumbimby in accordance with Council resolution 18-626.

The purpose of this report is to advise Council of the observations and recommendations associated with Brunswick Heads parking scheme only.

The observations and recommendations associated with the Bangalow and Mullumbimby parking schemes are presented in separate reports.

## **RECOMMENDATION:**

## **That Council:**

- 1. Expand the Brunswick Heads parking schemes, as follows:
  - West along Fawcett St, Mullumbimbi Street and Fingal Street through to Tweed Street
  - ii) East across the South Arm Bridge through to the Surf Life Saving Club
  - iii) South along Park St from Fingal Street to Booyun Street.
- 2. Modify the Brunswick Heads parking scheme time limits, as follows:
  - i) Increase the number of 1P spaces from 81 to 97
  - ii) Increase the number of 2P spaces from 151 to 244
  - iii) Change all 31 * 3P time limited space to 2P
- 3. Undertake an expanded Automated Number Plate Recognition (ANPR) survey of the Brunswick Heads parking scheme to assess if the above modifications result in a change in demand, duration rates and parking patterns. The expanded ANPR survey area is to include:
  - i) The existing Brunswick Heads parking scheme area
  - ii) Fawcett St. Mullumbimbi Street and Fingal Street through to Tweed Street
  - iii) East across the South Arm Bridge through to the Surf Life Saving Club South along Park St through to Booyun Street.

The survey is to commence after items 1 and 2 have been implemented and the survey is to be done for a minimum of six (6) months.

- 4. Investigate options to help increase compliance within the Brunswick Heads parking scheme through a combination of the following options:
  - a) Increased patrolling through increasing the number of enforcement officers and associated patrolling equipment.
  - b) Introduce parking technology, such as:
    - i) In ground parking sensors
    - ii) Parking meters.
- 5. Investigate which combination of the above options is the most cost effective and appropriate for the parking scheme and report recommendations back to Council

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approximately seven months after ANPR survey commences.

6. Complete an economic assessment into the potential impact of parking technology on Brunswick Heads.

## Attachments:

- 1 Existing & Expanded Parking Schemes Mullumbimby & Brunswick Heads, E2019/26786
- 2 Parking Schemes Mullumbimby, Bangalow and Brunswick Heads, E2019/24128
- 3 Brunswick Heads Parking Scheme Review.pdf, E2019/24122
- 4 Byron-Shire-Council-Tourism-scale-and-impact-analysis-November-2018-powerpoint-from-.id, E2019/13317

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#### **REPORT**

## **Council Resolution 18-626**

Council has undertaken a performance review of the parking schemes at Brunswick Heads in accordance with item 2 of Council resolution 18-626:

- 1. That Council note the status and proposed actions relating to the parking schemes in Bangalow, Brunswick Heads and Mullumbimby.
- That Council receive a further report detailing the performance review of the parking schemes at Bangalow, Brunswick Heads and Mullumbimby at the April 2019 Council meeting.
- 3. That within the current inactive zones associated with current parking layouts and existing kerb blisters, Council undertake a 12 month trial to provide free motorcycle and scooter parking spaces in the following:
  - Western edge of the beach front car park at the north end of Jonson St.
  - On southern edge of Bay St in front of the Beach Hotel.
  - The eastern end of Lateen Lane (aka Lawson Lane in Google maps)
  - Council car park at the north end of Middleton St.
- 4. That the current parking spaces for motorbike / scooter parking in Wategos be provided free of charge during the trial

Items 3 and 4 relate to the installation of motorcycle parks within the Byron Bay and Wategos parking scheme and are not considered part of the Brunswick Heads parking schemes. As a result, these items were not considered as part of this review.

## 1. Report Structure

To address item 2 of the above resolution Council undertook a sustained Automated Number Plate Recognition (ANPR) survey of the Brunswick Heads Parking Scheme from April 2018 through to 28 January 2019.

Data collected from this survey and from Council's parking permit system was collated by Staff and provided to our consultant for statistical analysis and recommendations.

Based on the above process the report has, therefore, been structured in the following way:

- i. An overview of the ANPR survey and type of data collected.
- ii. An overview of the surrounding context to better understand the potential impact regionally significant developments may have on parking schemes in the near future.
- iii. An overview of TPS observations and recommendations for the Brunswick Heads parking scheme.
- iv. Observations and recommendations for Brunswick Heads are then combined into a succinct summary.
- v. An approximate cost estimate is then provided for three common parking scheme compliance monitoring methods.
- vi. An estimated timeframe to implement the recommendations presented within this report.

## 2. Data Collection

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## 2.1. ANPR Survey

Council staff went to each town and counted the total number of car spaces physically available within each parking scheme.

Between 27 April 2018 and 28 January 2019 Council undertook 87 ANPR surveys within Brunswick Heads. Each ANPR survey is able to identify information, such as: a cars number plate, its location, the time of the survey and how many cars were parked within each parking scheme.

Through comparing the ANPR survey data against the number of spaces physically available TPS was able to analyse information such as: demand versus supply, turn over frequency, what percentage of cars are overstaying time limits and develop appropriate recommendations.

## 2.2. Infringements

Council has two sources of information in relation to infringements. ANPR data assists in estimating the extent to which cars infringe the posted time limits. Councils parking enforcement team also maintain data based on infringements. Based on these two sources of information TPS was able to assess what percentage of cars typically infringe time limits and identify which streets and towns attracted the most time overstay infringements.

#### 2.3. Permits

Through cross checking ANPR data with number plates registered within Councils e-permit system Council was able to assess what percentage of cars parked within a parking scheme were e-permit holders. This information provides Council with a snapshot of how many vehicles within a parking scheme belong to locals versus non-locals. This snapshot was required to help investigate the three different enforcement options common to most local governments.

It is noted a number of locals parked within Brunswick Heads may not own a permit. Therefore, calculating what percentage of cars parked within a parking scheme are e-permit holders provides an approximate lower end estimate only.

## 3. Surrounding Context

As stated within the TPS reports and summarised in Section 4, the Brunswick Heads parking scheme is approaching capacity and expected to be at or exceed capacity within the next 5 years. To understand the source of current and future demands on parking within Brunswick Heads the surrounding context of Byron Shire must be considered.

As presented within Attachment 6, Byron Shire Council has a population of approximately 33,624 residents with over 2,000,000 international and domestic tourists for 2017/18 financial year. Between 2014 and 2018, total visitation to Byron Shire was estimated to have grown by 49% to the current figure of over 2,000,000, compared to 11% growth for NSW. This is reflected in the significant unpredicted increase in traffic congestion within key places like Ewingsdale Road and Mullumbimby Road.

Given the surrounding economic development occurring close to Byron Shire, the number of tourists coming to Brunswick Heads is expected to increase substantially. As a result, these developments are expected to contribute to the existing parking schemes reach or exceed capacity within the near future, particularly within Brunswick Heads and Mullumbimby.

## 3.1. Major Developments within Byron Shire

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## 3.1.1. Brunswick Heads

Within Brunswick Heads the following developments have been approved or are currently under assessment / planning.

- i. Brunswick Heads Marina redevelopment.
- ii. Brunswick Heads Fishermen's Coop redevelopment designed to attract larger functions and events.
- iii. SLSC redevelopment this development proposes to substantially expand storage facilities, functions rooms and a training centre to cater for an increased number of events. The types of events that may reasonably be anticipated to occur at the SLC are weddings, parties, nippers training, surf carnivals and general functions.
- iv. Bayside Estate and Mills Estate Subdivision up to 56 residential lots have currently been approved with another 150 residential lots anticipated.

## 3.1.2. Mullumbimby

- i. "Lot 22" Proposed rezoning of land adjacent to Mullumbimby tennis courts with the potential capacity to accommodate over 200 new lots.
- ii. Tallowood Estate additional stages are planned to accommodate additional low density and medium density residential developments. While the future capacity of these additional stages is not finalised these stages are anticipated to accommodate up to 100-200 new residents.
- iii. Former Mullumbimby Hospital Site.

# 3.1.3. Byron Bay

i. Western Byron Urban Release Area (WBURA) – Development applications have recently been submitted to Council to develop the WBURA. While one application has been refused and the under still under review by Council, the WBURA represents a potentially significant population increase within Byron Bay.

## 3.2. Major Regional Developments

Outside the Shire but within a relatively short distance there are a number of very significant changes underway. It is reasonable to expect these large changes to result in a substantial increase in tourist numbers.

## 3.2.1. Gold Coast Airport

Gold Coast airport has begun works to expand its capacity from 6.6 million passengers to 16.6 million. Given Byron Shire is 45 minutes from the southern end of the Gold Coast it is reasonable to expect a significant flow on effect in regards to tourist number visiting our Shire.

# 3.2.2. Ballina Byron Gateway Airport

Ballina Byron Gateway Airport (BBGA) has experienced an 8% per annum growth rate since 2010 taking the total number of passengers per annum from 272,000 in 2010 to 529,000. To better manage the significant increase in passenger numbers the BBGA has commenced work to expand the passenger terminal and carpark. This expansion is designed to accommodate substantially more passengers and provide improved transport connectivity. Given BBGA airport is a key entry point for Byron Bay visitors these works are expected to have a substantial impact on the number of tourists.

## 3.2.3. South East Queensland Population

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The Gold City Council population is predicted to increase from 577,000 in 2016 to 650,000 in 2021 and 723,342 by 2026. In addition, greater Brisbane and Logan are predicted to increase from 2,288,423 in 2016 to 2,509,872 by 2021 and 2,757,003 by 2026. This represents a predicted population increase of approximately 295,000 by 2021 and 615,000 by 2026.

## 3.2.4. Tweed Shire

Through the future development of areas such as Kings Forest, Pottsville, Cobaki Lakes and Terranora's Altitude Estate Tweed shire is predicted to increase from 93,500 in 2016 to 99,500 by 2021 and 107,500 by 2026. This represents a population increase of approximately 6000 by 2021 and 14,000 by 2026.

## 4. TPS Parking Scheme Review

It is important to note that the proper operation and performance of a parking scheme depends on a number of issues, such as:

- i. Adequate supply and distribution of different time zones;
- ii. Supply vs Demand;
- iii. Turnover rates;
- iv. Number and type of infringements;
- v. Adequate number and location of bus zones, loading zones, mobility spaces, EV charging stations, car share spaces and taxi ranks.
- vi. Ability to efficiently monitor and enforce compliance;

Traffic and Parking Systems (TPS) were engaged by Council to undertake a Parking Scheme Review of Brunswick Heads. Below is a summary of the Brunswick Heads parking scheme observations and recommendations presented within the TPS report.

In addition to recommendations provided by TPS a number of Council recommendations are also presented in response to community issues by Council.

## 4.1. Brunswick Heads

The figure below illustrates the location of each time zone and time limits within each zone.

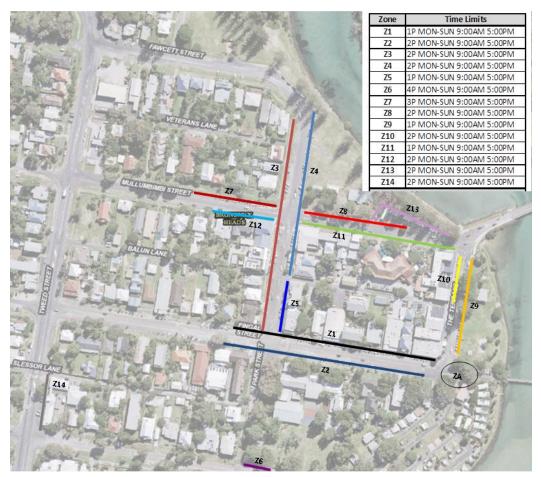


Figure 1: Existing time limits and parking zones

Below is a summary of the number of car spaces within Brunswick Heads parking scheme.

Zone	Time Limits	Number of Car Spaces
<b>Z1</b>	1P MON-SUN 9:00AM 5:00PM	42
<b>Z2</b>	2P MON-SUN 9:00AM 5:00PM	36
<b>Z3</b>	2P MON-SUN 9:00AM 5:00PM	28
<b>Z4</b>	2P MON-SUN 9:00AM 5:00PM	28
<b>Z5</b>	1P MON-SUN 9:00AM 5:00PM	4
<b>Z6</b>	4P MON-SUN 9:00AM 5:00PM	24
<b>Z7</b>	3P MON-SUN 9:00AM 5:00PM	31
<b>Z8</b>	2P MON-SUN 9:00AM 5:00PM	14
<b>Z</b> 9	1P MON-SUN 9:00AM 5:00PM	19
Z10	2P MON-SUN 9:00AM 5:00PM	4
Z11	1P MON-SUN 9:00AM 5:00PM	16
Z12	2P MON-SUN 9:00AM 5:00PM	7
Z13	2P MON-SUN 9:00AM 5:00PM	23
Z14	2P MON-SUN 9:00AM 5:00PM	11
	TOTAL	287

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Parking supply within Brunswick Heads is currently adequate, though a majority of time zones are operating at or near capacity (capacity is defined as 90% of available spaces). It is expected that all zones will approach capacity in the next 5 years. Based on the expected population growth discussed above in Surrounding Context and the observations regarding time infringements (discussed below) this is considered to be an accurate assessment.

TPS observed the following time infringement concerns within the following zones:

- a) Medium to longer time zones 6, 7 and 13 (which have 4hr, 3 hr and 2hr time limits, respectively) had considerable time infringements.
- b) Medium time zone 12 (2 hr on the periphery of the parking scheme) had a high level of time infringement during low demand periods.
- c) Shorter time zone 11 (in the centre of the parking scheme) had a high level of time infringement during high demand periods.
- d) Shorter term zones 1, 3 and 9 (1hr, 2hr and 1 hr, respectively, in the centre of the parking scheme) had a high level of time infringement during both low and high demand periods.

TPS concluded the over stay of time limits within the medium and longer term time zones (located on the periphery of the parking scheme) are probably forcing people to over stay time limits within the central, shorter time zones. This is because people wanting to stay longer may not find available longer term spaces so they resort to parking in short time zones, and over stay the time limits. Given the parking scheme is operating at or near capacity any time infringement has an amplified impact as there is limited to no vacant spots to ensure regular turnover.

In addition to the above TPS observations there are a number of community issues associated with the area east of South Arm Bridge. Of particular consideration is the potential re-categorisation of Crown Land managed by Council, namely: the land on which the Brunswick Heads Surf Club and Tennis Club are located. The categorisation of this land is currently under review with the land potentially becoming classified as Natural Area. If this area is re-categorised as Natural Area the majority of car spaces located adjacent to the surf club and tennis court will be lost

## 4.1.1. Recommendations for Brunswick Heads

Based on the above observations TPS and Council propose the following three recommendations be considered. To ensure maximum effect of these recommendations it is proposed to adopt recommendation 1 in combination with recommendation 2 and 3.

## Recommendation 1: Modify Parking Scheme

To increase the capacity and vehicle turnover of the Parking Scheme it is recommended to modify the parking scheme as follows:

## R1a) Expand the parking scheme:

- i. Introduce 4P time limits along Fawcett Street, Mullumbimbi Street and Fingal Street, all the way from Park St to Tweed St.
- ii. Introduce a mix of 2P and 4P to the parking areas east of South Arm Bridge from the bridge through to the Surf Club.
- iii. Introduce 2P along Park Street adjacent to Brunswick Public School, from Fingal Street through to Booyun Street.

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Note: Expanding the parking scheme as described above may require the creation of a Permit system. In accordance with Road Transport (General) Regulation 2013 Council must not issue a permit except in accordance with this Regulation and RMS Permit Parking Guidelines.



Figure 2: Extent of existing and recommended expanded parking scheme

## R1b) Modify time limits:

i. Increase the number of 1P spaces:

TPS recommends increasing the number of 1P spaces by approximately 16 spaces (i.e. 20%), taking the total number from 81 to 97 spaces. To achieve this Council recommends converting all 2P spaces along Park St (between Fingal St and Mullumbimbi St) and 2P spaces along The Terrace.

## ii. Increase the number of 2P spaces:

Currently there are 151 * 2P spaces. If the above option to increase the number of 1P spaces is adopted this will reduce to 135 spaces. It is, therefore, recommended to introduce 30 * 2P spaces along both sides Park Street, adjacent to the Brunswick Heads Public School and introduce an additional 12 * 2P spaces along both sides of Fingal Street(between Park Street and Tweed Street). This would provide a total of 177 * 2P spaces. This excludes the number of spaces created under point iii) below and the 36 spaces at Torakina Beach car park.

## iii. Convert 3P spaces to 2P to simplify the parking scheme.

While not discussed by TPS, it is recommended to modify the existing 3P spaces along Mullumbimbi Street to 2P. The purpose is to simplify the parking scheme and help improve turnover.

The changes discussed above are presented in the map below with yellow indicating 1P zones, red indicating 2P zones and blue indicating 4P zone.



Figure 3: Recommended layout of modified time limits

Modifying the parking scheme in accordance with the above recommendations may require some zones to be appropriately constructed and bitumen sealed. These works may add to the cost of any modifications.

## Recommendation 2: Increase Compliance Monitoring

The following recommendations regarding *Increase Enforcement* are the same recommendations presented under Bangalow and Brunswick Heads as each parking scheme can not be reviewed in isolation.

The primary recommendation proposed by TPS is to provide sustained increased compliance monitoring to ensure the parking scheme continues to operate efficiently into the future. Without sustained increased compliance monitoring the parking scheme is not expected to operate effectively in the near future and will experience substantial over-stays and congestion if turnover and time limits are not maintained. Rather than recommended a preferred approach TPS presented two options to consider. It is noted these options are commonly adopted within local government environments.

Council staff supports this recommendation due to the help it gives to Council's compliance team in their efforts to maintain the effective performance of all of Council's parking schemes across the shire. Council's compliance team are required to respond to a wide range of compliance monitoring and enforcement issues (beyond just enforcing parking scheme time zones) across the entire Shire. As the popularity of the Shire increases and demands grow Council's Compliance Team will require additional support to undertake their wide variety of task as efficiently and

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effectively as possible. It is recommended to address this support as part of this review and before the team becomes inefficiently overstretched.

In addition, the recommendations presented below are to be seen as part of a Shire wide strategy to enable improved efficient compliance monitoring across the whole shire. As a result, it is recommended to support them through a possible combination of the following:

## R2a) Increased Parking Officer Patrols

The first option presented by TPS is to increase the level of parking officer patrols. However, this option may not be considered sustainable given the need to consistently patrol all towns and the competing demand to patrol additional compliance issues, such as, illegal camping and animal compliance.

## R2b) Technology Opportunities

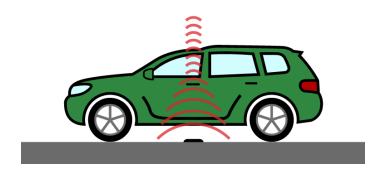
The second option presented by TPS is to adopt technology solutions. The primary purpose of technology solutions is to help free up Council's enforcement team, enabling them to undertake additional compliance roles while the aid of technology allows them to be more flexible in their parking patrols. In addition, it is designed to assist the economy of Brunswick Heads through encouraging compliance to time limits and parking turnover.

Discussions with TPS have indicated that parking enforcement officers are frequently deployed at approximately 1 officer per 200-300 car spaces, during business hours. Where parking technology is deployed in support of parking officers the deployment rate may reasonably be expected to become 0.65 officers per 200-300 spaces. This equates to 1 officer per 308-462 spaces.

Two types of technology solutions, commonly adopted within local government environments, are recommended: parking sensors and metered systems.

## i. In Ground Parking Sensors

Parking sensors provide 3 principle functions, support for: compliance, parking scheme planning and real time information for potential mobile parking apps. They are small electronic devices inserted into the ground that detect and record the time a vehicle enters and leaves a parking space.



They are wirelessly linked to Council's parking management system to monitor parking in real time. When a car over-stays the time limit, information is relayed to an enforcement officer who then visits the site, confirms the infringement and may issue a fine. This potentially allows parking officers to carry out other duties while the parking sensors are monitoring the parking bays.

With an eye to the future, pods can be linked to Parking Apps that allow travellers to identify where free car spaces are located.

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Consultation with product suppliers and with TPS indicates the best location to deploy parking sensors is where turnover is considered most critical. Typically this applies to 1P and 2P time limits. In addition, it considered best to allocate them to locations where regular patrolling is unsustainable.

Examples of other Council's that have rolled out Parking Sensors include: Armidale, Port Macquarie, Yarra City, City of Whitehorse, Penrith, and Canberra.

## ii. Metered System

Experience has shown the implementation of meter systems typically reduce infringements to approximately 5%, even without increasing patrol frequencies. This in turns helps increase parking turn over and accordingly helps reduce traffic congestion.

## Recommendation 3: Further ANPR Surveys

Given that changing the parking scheme in accordance with any of the above options may impact the performance of the scheme, Council staff recommends that, post implementation of changes, a further ANPR survey be undertaken. This survey is designed to assess if these modifications result in a change in demand, duration rates and parking patterns, such as: do they cause negative flow on effects into surrounding streets.

This further ANPR survey is also recommended for all parking schemes (including Byron Bay) due to all schemes being generally at or near capacity. Council anticipates the need to expand several parking schemes in the near future given they are at or near capacity and the future demand is expected to grow substantially. To address this expectation the further ANPR survey will enable Council to respond efficiently and respond with accurate current information.

## 4.2. Summary

Council has undertaken a performance review of the Brunswick Heads parking scheme in accordance with Council resolution 18-626.

This review identified the following:

- i. The Brunswick Heads parking schemes is currently operating at or near capacity with an expectation it will exceed capacity within 5 years;
- ii. Within Brunswick Heads motorists are noticeably infringing time limits on the outer medium term zones;
- iii. In Brunswick Heads, there is evidence in the data to suggest that medium and long term parking demands are intruding significantly into 1 and 2 hour zones within the core of the Centres. This is significantly impacting on parking availability in the central core of the centres, with the effect to accelerate the rate at which the parking demands will be at capacity.

Based on the above observations Council and TPS propose the following recommendations:

- i. Modify the parking schemes, as follows:
  - a) Expand the Brunswick Heads parking schemes, as recommended within the report.
  - b) Modify the Brunswick Heads parking scheme to increase the number of 1P and 2P spaces, as recommended within the report.

## STAFF REPORTS - INFRASTRUCTURE SERVICES

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- ii. Increase enforcement through:
  - a) Substantially increase the level of compliance patrols and support the enforcement team in this task through additional resources, such as: personnel and equipment.
  - b) Adopting technology opportunities:

To assist Council's enforcement team, investigate the option of introducing technology, such as, parking sensors and metered system within:

- o 1P and 2P zones within Brunswick Heads.
- o Within the carpark adjacent to Torakina Beach, Brunswick Heads.
- iii. Continue the ANPR study of the Brunswick Heads Parking Scheme to assess if the above modifications result in a change in demand, duration rates and parking patterns. The study is to include the expanded areas, such as:
  - a) Fawcett St, Mullumbimbi St and Fingal St from Park St through to Tweed St.
  - b) Park St from Fingal St to Booyun St.
  - c) The area to the east of South Arm Bridge and extending through to the Surf Club

To undertake the above recommendations the following tasks are expected to be required:

1. Undertake an economic assessment of Brunswick Heads to assess the expected impact associated with improving parking technology.

#### 5. Cost Estimates

As discussed in the report above, Council staff and TPS recommend the following three options used either independently or in combination to support compliance with their growing and competing demands:-

- 1. Increasing patrolling through employing two additional parking officers with associated equipment;
- 2. Installation of in ground parking sensors;
- 3. Installation of parking meters.

The potential financial impact of each option is shown below through a cost estimate for each option. These estimates are based on a concept level of information and will require more detailed investigation prior to adoption.

The cost estimates do not make any allowance for offsets associated with income from infringement notices or metered parking.

This report has not considered the possible sources for funding these options.

Option 1 – Increased Compliance Monitoring

Below is an approximate cost estimate for option 1 estimating the cost after 1 year and after 5 years. This cost estimate is based on 2 people and equipment required to deploy one team unit.

Set up / 1st Year	5 Years
• •	

## STAFF REPORTS - INFRASTRUCTURE SERVICES

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TOTAL	\$230,000 - 260,000	\$750,000 – 850,000
	1	1

Option 2 – In Ground Parking Sensors

Below is an approximate cost estimate for option 2 estimating the cost after 1 year and after 5 years.

The estimate is based on information from Database Consultants Australia (DCA) who provided an indicative only estimate to supply sensors and manage data for 100 parking sensors.

The sensors are not integrated with the existing metered parking system used by Council and the assumption has been made that no additional personnel are required as part of this system. If the system is to be integrated with a metered system there may be additional costs associated with integration. Estimated costs associated with Council asset management and maintenance has been added to the DCA estimate.

The estimate is based on installing 100 parking sensors.

	Set up / 1st Year	5 Years
TOTAL	\$70,000 – 80,000	\$90,000 – 100,000

If parking sensors are installed along Park St, between Fawcett St and Mullumbimbi St, additional costs will be required to formalise and upgrade these spaces from informal gravel to bitumen sealed. These costs are not factored into the above estimates.

Option 3 – Metered System

Below is a cost estimate for option 3 estimating the cost after 1 year and after 5 years. It is recommended within the TPS reports to deploy such a system within 1P zones.

Brunswick Heads is expected to require approximately 15 parking meters each. Therefore, the cost estimate is based on 15 meters.

It is important to note that in addition to the estimate below Pay Parking Schemes also attracts additional costs when ad hoc changes are made to the scheme from time to time. Such changes may include, but not limited to: changes to the hourly tariff, resupply of paper tickets, vandalism repair and changes to the permit system.

	Set up / 1st Year	5 Years
TOTAL	\$300,000 - 400,000	\$800,000 – 900,000

Parking sensors may also be deployed as a pay parking system and require no meters. If meters are still preferred the number of meters may be significantly reduced if combined with mobile payment system and parking sensors.

## 6. Time Frames

The following section provides estimated timeframes required to implement the above recommendations. Additional time for consultation with stakeholders outside of Council has not been factored into the timeframe below.

## STAFF REPORTS - INFRASTRUCTURE SERVICES

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- 1. Council Meeting (23 May)
- 2. Establish Parking Scheme
  - 2.1 Parking Scheme Design (24 May 29 July)
    - i. Draft design (design plans, cost estimates, quotes) by 21 June
    - ii. Review draft design (design plans, cost estimates, quotes) by 28 June
    - iii. Final design (finalise design plans, cost estimates, quotes) by 5 July
  - 2.2 Local Traffic Committee (30th July)
  - 2.3 Line-Marking (contract)
    - i. Purchase Order approval process (31 July 6 August)
    - ii. Lead time (2 weeks)
    - iii. Install line-marking (20-23 August)
  - 2.4 Signage & Posts
    - i. Purchase Order approvals (31 July 6 August)
    - ii. Lead time (between purchase and Council staff mobilisation) (2 weeks)
    - iii. Construction walk-over & Installation (20 23 August)
- 3. Compliance Support Options Report to Council
  - 3.1 ANPR Survey
    - i. Plan the survey (June-July)
    - ii. Lead time (2 weeks)
    - iii. Survey 6 months (Aug Jan 2020)
    - iv. Council staff prepare ANPR data for analysis (Feb 2020)
    - v.Data analysed and report (mid March 2020)
    - vi. Report reviewed by Council staff (late March 2020)
    - vii. This report to be used to support Report on Compliance Options to Council
  - 3.2 Economic Assessment Stage 1 (Literature Review & On-line Surveys)
    - i. Purchase order approval process (27 31 May)
    - ii. Liaise between Council & SCU over survey questions (May)
    - iii. Undertake & submit Economic Assessment (10 weeks) (27 May 9 Aug)
    - iv. Council review report (12 23 Aug)
    - v. Possible SCU report refinements (26 30 Aug)
  - 3.3 Economic Assessment Stage 2 (Intercept Surveys)
    - i. Purchase order approval process (2 6 Sept)
    - ii. Liaise between Council & SCU over survey questions (Sept 2019)
    - iii. Confirm interviewers (Sept 2019)
    - iv. Lead Time
    - v.Undertake Intercept Surveys (1 week) (Dec or Jan 2020 peak season)
    - vi. SCU analyse data & prepare preliminary report for Council (Feb 2020)
    - vii. Supply ANPR analysis to SCU for inclusion in Economic Assessment (late March 2020)

## STAFF REPORTS - INFRASTRUCTURE SERVICES

<u>13.17 - ATTACHMENT 1</u>

- viii. Council review report (early April 2020)
- ix. Possible Assessment refinements (mid April 2020)
- 3.4 Report on Compliance Options to Council
  - i. Research scope and issues associated with each option (June Dec 2019)
  - ii. Concept Parking Scheme Design for each option (June Dec 2019)
  - iii. Cost Estimates of materials & personnel (June Dec 2019)
  - iv. Compare the ongoing financial cost / benefit sustainability of each option (Feb 2020)
  - v.Write Council report enforcement option recommendations (March April 2020)
- 4. Council Meeting (May 2020) to resolve the adoption of an enforcement option (if required)

## STRATEGIC CONSIDERATIONS

## Community Strategic Plan and Operational Plan

CSP Objective	L2	CSP Strategy	L3	DP Action	L4	OP Activity
Community Objective 1: We have infrastructure, transport and	1.6	Manage traffic and parking in an efficient manner	1.6.2	Ensure future traffic demand and alternative solutions are	1.6.2.2	Review Bangalow parking time limit changes
services which meet our expectations				addressed in major infrastructure plans	1.6.2.3	Review Mullumbimby parking time limit changes
					1.6.2.4	Review Brunswick Heads parking time limit changes

# Legal/Statutory/Policy Considerations

As outlined in the report.

## Financial Considerations

As outlined in the report.

## Consultation and Engagement

- Council engaged the service of Traffic and Parking Solutions to undertake the Parking Scheme reviews.
- ANPR data and estimates associated with increasing enforcement patrols were obtained from Councils Parking C Officer.
- Tourist numbers were obtained through consultation with Council's Economy and Sustainability Officer and previous Council studies.
- Concept only cost estimates for 100 Parking Sensors were obtained from Database Consultants Australia (DCA)

## STAFF REPORTS - INFRASTRUCTURE SERVICES



Review of Parking Management (In Period to end January 2019)

**Brunswick Heads** 

Prepared by

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Review of Parking Management (In Period to end January 2019) Brunswick Heads

#### 1. Background

This is one of three reports aimed at providing an assessment of parking demands, supply, infringement and enforcement for Bangalow, Brunswick Heads and Mullumbimby.

The attached analysis of parking demands, durations and infringements is based on sample data provided to TPS by Council.

The sample data for Brunswick Heads was generally drawn from

- April 2018 through to end of August 2018 (LOW demand period)
- September 208 to October 2018 period (inc) (AVERAGE demand period)
- The 4 days Fri, Sat, Sun and Mon of the 2019 Australia Day weekend in Jan 2019 (HIGH demand period)

As shown above, the above periods have been defined as, and referred to in this report as the "Low", "Average" and "High "demand periods respectively.

Where cells for a particular day in the occupancy tables are shown blank, this represents that data was not available for that particular day. Where a zone has been excluded from a table (eg. Zone 15 in the parking occupancy tables) this represents that data was not available for that zone in respect to the particular table.

The area to the east of the South Arm Bridge currently lies outside the Brunswick Heads Parking Scheme. However, recommendations associated with that area may be affected by recommendations made in this report. Consequently, the discussions and recommendations contained in Section 3 should be considered in the context of a potential for recommendations to cause parking demands which currently occur in the CBD to be displaced to the area across the bridge. This could particularly occur in the cases of average and long term parking demands which may be affected by the recommendations.

In view of the above matter, it is important that the recommendations in this report are investigated and tested through a survey of parking demands and durations etc. in the area to the east of the South Arm Bridge. Further, all future surveys should extend into all streets in the area to the east of the bridge.

In the case of Brunswick Heads, the zone system was changed at the commencement of September 2018. Consequently, care should be exercised in comparing parking capacity and occupancy figures shown in the Low demand period (ie. the "Pre-September" Zone period) with capacity and occupancy figures shown for the Average and High periods (ie. the "post September" Zone period. However, in the discussion and recommendations contained in Section 3, all zone numbers refer to "Post September" zone numbers used since the commencement of September 2018.

#### 2. Parking Space Inventory

An inventory of parking supply and associated description of the number of spaces in each zone and the allowable duration limit is attached to this report.

The inventory was prepared by Council officers.

Review of Parking Management (In Period to end January 2019) Brunswick Heads

#### 3. Conclusions Drawn from the Attached Tabulated Analyses.

Note: To assist the reading and understanding of the following conclusions see the page immediately following "Conclusions and Recommendations" for zone number definitions and locations.

#### Supply

Parking supply in all periods appears to be adequate when considered in aggregate, although there is evidence that demands will soon approach capacity say in the next 5 years.

When looked at from a zone by zone basis, the majority of zones are operating at or near capacity for a large part of the year. The only zones where there are regularly parking opportunities available to any significant degree are zones 7, 8 and 12.

#### **Demands by Persons Holding Permits**

During Average periods motorists holding permits which relieve them of the need to pay at meters in Byron Bay, represent approximately 20%-25% of all demands. There appears to be tendency for this rate to decrease to approximately 15%-20% in weekend periods such as Sunday. This is probably due to the higher proportion of demand made up by visitors from outside the Shire.

#### **Durations**

The average length of stay in the Low, Average and High demand periods was 34, 24 and 33 minutes respectively.

The overall level of parking duration infringement for the Low, Average and High demand periods was 8%, 3% and 6%. This is a "no less than" estimate and grossly underestimates the actual level of infringement, particularly in the 1 hour limit zones. The underestimation arises from the extent to which the time between ANPR runs exceed the posted parking limit duration. Whilst TPS has no basis for estimating the degree to which the underestimate is occurring, it is reasonable to expect that the surveyed rates of infringement represent between 30% and 50% of the actual rate.

Having regard to the above, there is considerable duration infringement occurring in zones no. 1, 6, 7 and 13. Apart from zone 1, these zones are posted for duration limits of between 2 and 4 hours, suggesting that long term parking demands are intruding into the Centre short and average term system.

## STAFF REPORTS - INFRASTRUCTURE SERVICES

13.17 - ATTACHMENT 2

Review of Parking Management (In Period to end January 2019) Brunswick Heads

## **Infringement Notices**

The rate at which duration infringements are detected at times when officers visit the Township varies from approximately 5%, 1%, and 8% of demand during Low, Average and High demand periods respectively. The Low and Average period detection rates are lower than the rate of infringement usually expected in unmetered environments. Whilst the 8% High period detection rate is higher than for other periods, it is at the lower end of the 10% and 15% infringement range usually expected for unmetered parking areas.

Zones 1, 3, 9 and 12 have a particularly high rate of detection in the Low demand period, whereas zones 1, 3, 9, and 11 appear to have a relatively high detection rates during High demand periods. Zones 1, 9 and 11 are posted as 1 hour zones, whilst zones 3 and 12 are 2 hour zones.

When the above finding is considered in the context of the rate of infringement detection in the above-mentioned zones, it is probable that average and long term intrusion into 2, 3 and 4 hour zones is forcing longer stay in the 1 hour zone sector. If so, then there is a need to more strongly enforce the 2, 3 and 4 hour zones, or alternatively expand the 1 hour and 2 hour duration sectors.

#### **Management Options**

It is apparent from the survey and other data that there is a need for Council to address the following management options in order to achieve a more efficient operation and use of on-street parking in the Centre. The primary options are :

- a. Substantially more intensive and extensive enforcement of parking duration limits.
- b. The installation of parking sensors in each on-street bay in order to detect space occupancy and parking durations. This would facilitate more efficient "real time" data collection and better informed review of parking management whilst substantially improving the efficient use of enforcement resources.

Review of Parking Management (In Period to end January 2019) Brunswick Heads

#### 4. Conclusions & Recommendations

When considered in the aggregate there appears to be adequate parking supply in the Town Centre to satisfy demands at all times of the year, although these is strong evidence that demands will approach or reach capacity of the Centre within the next few years.

Note: To assist the reading and understanding of the following conclusions and recommendations see the following page for zone number definitions and locations.

When looked at from a zone by zone basis, the majority of zones are operating at or near capacity for a large part of the year. The only zones where there are regularly parking opportunities available to any significant degree are zones 7, 8 and 12.

There is considerable duration infringement occurring in zones no. 1, 6, 7 and 13. Apart from zone 1, these zones are posted for duration limits of between 2 and 4 hours, suggesting that long term parking demands are intruding into the Centre short and average term system.

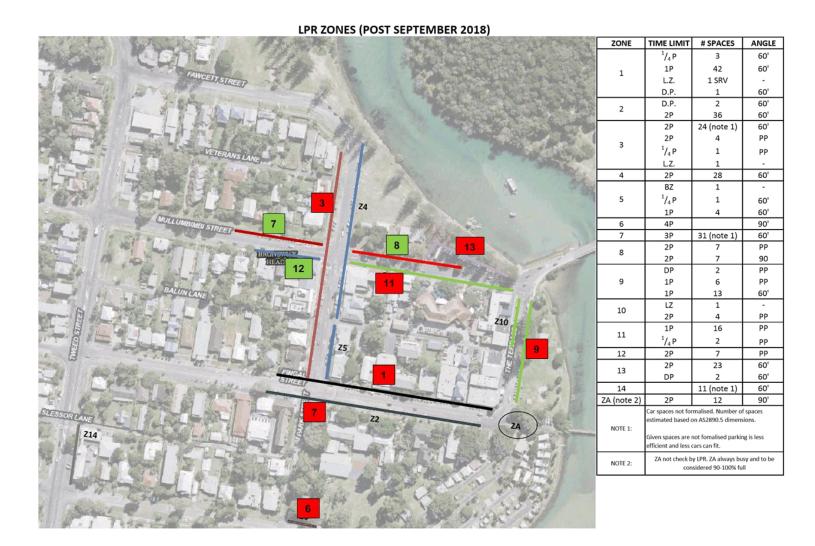
Zones 1, 3, 9 and 12 have a particularly high rate of detection in the Low demand period, whereas zones 1, 3, 9, and 11 appear to have a relatively high detection rates during High demand periods. Zones 1, 9 and 11 are posted as 1 hour zones, whilst zones 3 and 12 are 2 hour zones.

When the above findings are considered in combination, it is probable that average and long term intrusion into 2, 3 and 4 hour zones is forcing longer stay in the 1 hour zone sector. If so, then there is a need to more strongly enforce the 2, 3 and 4 hour zones, or alternatively expand the 1 hour and 2 hour duration sectors.

a. It is recommended that the frequency and effectiveness of enforcement be increased substantially, particularly in the 2, 3 and 4 hour parking duration sector in order to encourage motorists to comply with duration limits. In our view the current availability of parking across the Centre provides the capacity for parking demands which are affected by more effective enforcement to be diverted to other locations in which the demand will be compliant with posted duration limits.

There is also some evidence from the survey data and analyses supporting the need to convert some 2 hour parking in the Centre to 1 hour parking. Nominally, a 20% increase in the 1 hour duration sector may be appropriate at the expense of the 2 hour sector, in combination with more intensive enforcement across the Centre.

b. Having regard to the potential for recommendations in this report to affect parking demands and durations to the east of the bridge, and after having regard to the above matter, we recommend that demand and duration surveys should continue to be conducted in order to better establish the nature and extent of demands to the east of the bridge and the nature of competing demands and durations in 1 and 2 hour zones. An appropriate data collection and review plan is described in a "Notes re Review Process" prepared by TPS, dated 27th March 2019.



# Surveyed Parking Zone Occupancy in Samples from indicated Period As % of Demand

3	4	-		ercent Dem	nand Relativ	e to Suppl	у									
-	4	Percent Demand Relative to Supply  1 2 3 4 5 6 7 8 9 10 11 12 13 14 Tot														
		5	6	7	8	9	10	11	12	13	14	Tot	% Permit			
36	27	28	4	24	31	14	16	7	19	4	23	275				
93%	56%	74%	94%	47%	67%	71%	73%	85%	88%	84%	85%	76%				
24%	10%	17%	30%	11%	10%	13%	15%	16%	19%	17%	16%	16%	22%			
36	27	28	4	24	31	14	16	7	19	4	23	275				
82%	59%	57%	100%	40%	68%	96%	75%	100%	84%	63%	87%	74%				
17%	11%	9%	63%	8%	2%	25%	13%	14%	26%	38%	7%	15%				
											·					
	24% 36 82%	24% 10% 36 27 82% 59%	24%         10%         17%           36         27         28           82%         59%         57%	24%         10%         17%         30%           36         27         28         4           82%         59%         57%         100%	24%         10%         17%         30%         11%           36         27         28         4         24           82%         59%         57%         100%         40%	24%         10%         17%         30%         11%         10%           36         27         28         4         24         31           82%         59%         57%         100%         40%         68%	24%         10%         17%         30%         11%         10%         13%           36         27         28         4         24         31         14           82%         59%         57%         100%         40%         68%         96%	24%         10%         17%         30%         11%         10%         13%         15%           36         27         28         4         24         31         14         16           82%         59%         57%         100%         40%         68%         96%         75%	24%         10%         17%         30%         11%         10%         13%         15%         16%           36         27         28         4         24         31         14         16         7           82%         59%         57%         100%         40%         68%         96%         75%         100%	24%     10%     17%     30%     11%     10%     13%     15%     16%     19%       36     27     28     4     24     31     14     16     7     19       82%     59%     57%     100%     40%     68%     96%     75%     100%     84%	24%         10%         17%         30%         11%         10%         13%         15%         16%         19%         17%           36         27         28         4         24         31         14         16         7         19         4           82%         59%         57%         100%         40%         68%         96%         75%         100%         84%         63%	24%     10%     17%     30%     11%     10%     13%     15%     16%     19%     17%     16%       36     27     28     4     24     31     14     16     7     19     4     23       82%     59%     57%     100%     40%     68%     96%     75%     100%     84%     63%     87%	24%     10%     17%     30%     11%     10%     13%     15%     16%     19%     17%     16%     16%       36     27     28     4     24     31     14     16     7     19     4     23     275       82%     59%     57%     100%     40%     68%     96%     75%     100%     84%     63%     87%     74%			

							Р	ercent Den	and Relati	ve to Supp	ly						
SEPT/OCT	Zone	1	2	3	4	5	6	7	8	9	10	11	12	13	14	Tot	% Permit
All Days	Spaces	42	36	27	28	4	24	31	14	19	4	16	19	23	23	310	
	Demand	66%	69%	51%	75%	100%	40%	37%	65%	92%	79%	64%	26%	85%	24%	59%	
	Permits	15%	20%	12%	13%	29%	10%	5%	11%	18%	6%	13%	5%	15%	9%	13%	22%
Saturday	Spaces																
	Demand																
	Permits																
Sunday	Spaces																
	Demand																
	Permits																

Note: Where occupancy is indicated as exceeding 100% this is due to vehicles recorded by the ANPR system exceeding the nominated capacity of the zone.

# Surveyed Parking Zone Occupancy in Samples from indicated Period As % of Demand

					Pe	ercent Dem	and Relativ	e to Suppl	y - Fri, Sat,	Sun, Mon o	of Aust Day	W/end 20:	19				
JAN	Zone	1	2	3	4	5	6	7	8	9	10	11	12	13	14	Tot	% Permit
All Days	Spaces	42	36	27	28	28	24	24	14	19	4	16	19	23	23	327	
	Demand	83%	75%	74%	83%	15%	51%	66%	78%	102%	91%	88%	27%	94%	28%	67%	
	Permits	17%	13%	15%	13%	3%	9%	13%	13%	23%	26%	18%	7%	19%	6%	13%	19%
Saturday	Spaces																
	Demand																
	Permits																
Sunday	Spaces	42	36	27	28	28	24	24	14	19	4	16	19	23	23	327	
	Demand	87%	80%	76%	76%	19%	46%	66%	86%	97%	92%	86%	31%	97%	23%	67%	
	Permits	14%	12%	15%	10%	4%	11%	3%	13%	16%	17%	17%	4%	20%	2%	11%	16%

Note: Where occupancy is indicated as exceeding 100% this is due to vehicles recorded by the ANPR system exceeding the nominated capacity of the zone.

# Surveyed Parking Durations in Sample Periods from April 2018 to August 2018 (inc) As % of Demand

			Duration (Less than or equal to MINUTES duration)															
Zone	Limit (hr)	o	60	120	180	240	300	360	420	480	540	600	660	720	780	840	TOTAL	% Exceedin g Limit
1	2	95%	0%	3%	0%	1%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%	2%
2	1	95%	1%	3%	0%	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%	5%
3	2	87%	0%	7%	1%	3%	1%	0%	0%	1%	0%	0%	0%	0%	0%	0%	100%	6%
4	2	93%	0%	4%	2%	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%	3%
5	2	92%	0%	4%	2%	0%	1%	0%	1%	0%	0%	0%	0%	0%	0%	0%	100%	4%
6	1	96%	0%	2%	2%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%	4%
7	4	58%	1%	13%	2%	4%	7%	4%	6%	1%	3%	2%	0%	0%	0%	0%	100%	23%
8	3	43%	0%	13%	2%	5%	6%	5%	1%	4%	6%	4%	1%	6%	0%	3%	100%	43%
9	2	95%	0%	4%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%	0%
10	1	97%	0%	2%	0%	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%	3%
11	2	88%	0%	7%	3%	2%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%	5%
12	1	94%	0%	5%	1%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%	6%
13	2	93%	0%	5%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%	1%
14	2	88%	0%	7%	3%	2%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%	5%
15	2	92%	0%	0%	2%	0%	3%	0%	3%	0%	0%	0%	0%	0%	0%	0%	100%	8%

	Sui	rveyed Park	ing Duratio	ons	
Zone	Limit (hr)	AVG (min)	<=60	<=120	% Exceedin g Limit
1	2	22	95%	98%	2%
2	1	21	95%	99%	5%
3	2	33	87%	94%	6%
4	2	23	93%	97%	3%
5	2	26	92%	96%	4%
6	1	20	96%	98%	4%
7	4	83	59%	71%	23%
8	3	135	43%	55%	43%
9	2	19	95%	100%	0%
10	1	20	97%	99%	3%
11	2	28	88%	95%	5%
12	1	20	94%	99%	6%
13	2	21	93%	99%	1%
14	2	28	88%	95%	5%
15	2	37	92%	92%	8%
TOTAL		34	88%	93%	8%

Note: Average parking durations are estimated from demands and associated durations observed via ANPR in each zone.

# Surveyed Parking Durations in Sample Periods for Sept and Oct 2018 (inc) As % of Demand

							Duration	(Less than	or equal to	MINUTES	duration)							
Zone	Limit (hr)	0	60	120	180	240	300	360	420	480	540	600	660	720	780	840	TOTAL	% Exceedin g Limit
1	1	96%	0%	1%	1%	0%	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%	100%	4%
2	2	89%	0%	6%	1%	1%	1%	0%	0%	0%	0%	0%	0%	0%	0%	1%	100%	4%
3	2	92%	0%	3%	2%	0%	2%	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%	5%
4	2	90%	0%	6%	1%	0%	3%	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%	4%
5	1	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%	0%
6	4	86%	0%	6%	6%	0%	3%	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%	0%
7	3	82%	0%	8%	3%	2%	3%	0%	0%	0%	2%	0%	0%	0%	0%	0%	100%	0%
8	2	96%	0%	4%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%	0%
9	1	98%	0%	1%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%	2%
10	2	95%	0%	5%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%	0%
11	1	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%	0%
12	2	98%	0%	0%	0%	2%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%	2%
13	2	94%	0%	4%	1%	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%	2%
14	2	86%	14%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%	0%
15	2																	

Surveyed Parking Durations										
Zone	Limit (hr)	AVG (min)	<=60	<=120	% Exceedin g Limit					
1	1	21	96%	97%	4%					
2	2	36	89%	96%	4%					
3	2	26	92%	95%	5%					
4	2	28	90%	96%	4%					
5	1	15	100%	100%	0%					
6	4	34	86%	91%	0%					
7	3	29	82%	90%	0%					
8	2	18	96%	100%	0%					
9	1	18	98%	99%	2%					
10	2	19	95%	100%	0%					
11	1	15	100%	100%	0%					
12	2	19	98%	98%	2%					
13	2	22	94%	98%	2%					
14	2	17	100%	100%	0%					
15	2									
TOTAL		24	94%	97%	3%					

Note: Average parking durations are estimated from demands and associated durations observed via ANPR in each zone.

# Surveyed Parking Durations on FRI, Sat, Sun and Mon of Australia Day 2019 As % of Demand

		Duration (Less than or equal to MINUTES duration)																
Zone	Limit (hr)	0	60	120	180	240	300	360	420	480	540	600	660	720	780	840	TOTAL	% Exceeding Limit
1	1	86%	2%	9%	2%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%	11%
2	2	79%	4%	14%	1%	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%	3%
3	2	77%	6%	10%	2%	3%	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%	100%	6%
4	2	73%	8%	14%	2%	1%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%	5%
5	1	91%	3%	5%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%	6%
6	4	60%	5%	17%	8%	6%	3%	1%	1%	0%	0%	0%	0%	0%	0%	0%	100%	0%
7	3	64%	12%	17%	4%	0%	0%	1%	0%	0%	0%	0%	1%	0%	0%	0%	100%	0%
8	2	76%	9%	7%	2%	1%	2%	1%	3%	0%	0%	0%	0%	0%	0%	0%	100%	7%
9	1	85%	7%	4%	1%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%	7%
10	2	76%	3%	16%	5%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%	5%
11	1	88%	5%	5%	0%	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%	7%
12	2	76%	8%	12%	3%	0%	0%	0%	3%	0%	0%	0%	0%	0%	0%	0%	100%	5%
13	2	73%	8%	8%	6%	3%	1%	1%	0%	0%	0%	0%	0%	0%	0%	0%	100%	11%
14	2	97%	2%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%	0%
15	2																	

Surveyed Parking Durations										
Zone	Limit (hr)	AVG (min)	<=60	<=120	% Exceedin					
					g Limit					
1	1	27	89%	97%	11%					
2	2	30	83%	97%	3%					
3	2	36	83%	94%	6%					
4	2	35	81%	95%	5%					
5	1	20	94%	99%	6%					
6	4	64	65%	81%	0%					
7	3	46	76%	94%	0%					
8	2	42	85%	93%	7%					
9	1	24	93%	97%	7%					
10	2	34	79%	95%	5%					
11	1	23	93%	99%	7%					
12	2	38	83%	95%	5%					
13	2	41	81%	89%	11%					
14	2	16	99%	100%	0%					
15	2									
TOTAL		33	85%	95%	6%					

Note: Average parking durations are estimated from demands and associated durations observed via ANPR in each zone.

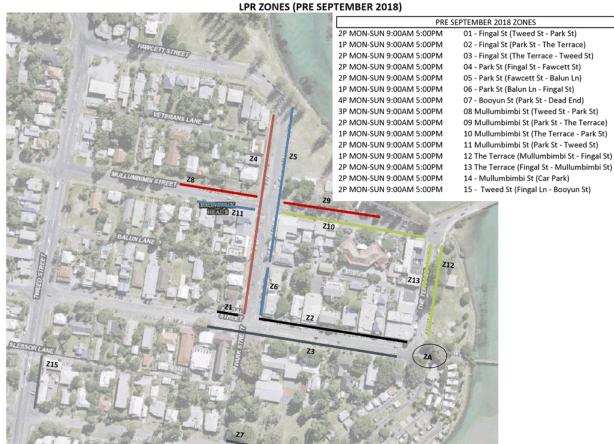
## Infringements Issued by Zone Per Day as % of Average Demand in Period

BRUNSWICK HEADS	Infringements Issued x Zone																	
Dates	Days Attended	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	U/K	All
Aug 4, May 9, 11 and 12	4	8.3%	9.6%	8.3%	0.9%	2.7%	0.0%	0.0%	0.8%	0.0%	4.7%	7.1%	11.8%	0.0%	1.1%			4.4%
Sept 10, 26	2	2.4%	0.0%	0.0%	0.0%	0.0%	0.0%	1.6%	0.0%	0.0%	0.0%	0.0%	2.6%	0.0%	0.0%			1.0%
Jan 25, 26, 27, 28	4	16.1%	0.7%	11.1%	6.3%	0.0%	0.0%	1.6%	7.1%	14.5%	6.3%	9.4%	0.0%	3.3%	1.1%			7.6%

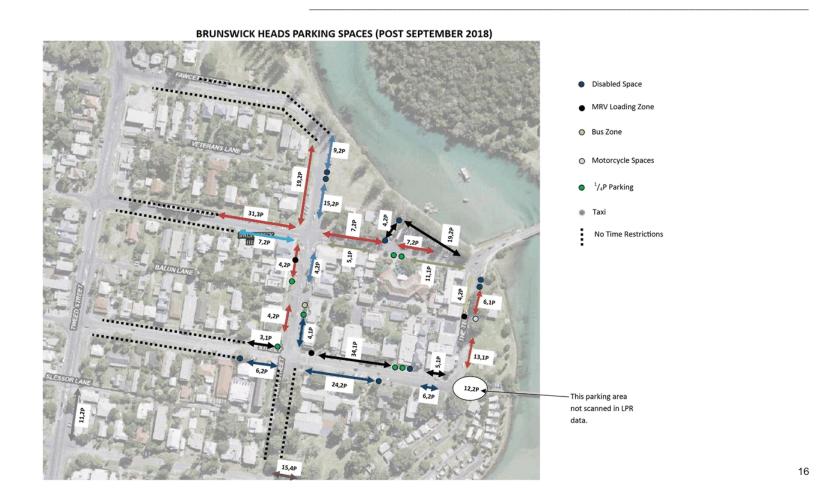
LPR ZONES (POST SEPTEMBER 2018)				
	ZONE	TIME LIMIT	# SPACES	ANGLE
		1/4 P	3	60'
	1	1P	42	60'
PARCEILSINEET	-	L.Z.	1 SRV	-
		D.P.	1	60'
	2	D.P.	2	60'
		2P	36	60'
		2P	24 (note 1)	60'
	3	2P	4	PP
ETERANS LANCE		1/ ₄ P	1	PP
		L.Z.	1	-
	4	2P	28	60'
	_	BZ	1	
23 24	5	1/ ₄ P	1	60'
		1P	4	60'
COLUMN SINCES 27	7	4P 3P	24 (	90' 60'
		2P	31 (note 1) 7	PP.
28 213	8	2P 2P	7	90
		DP	2	PP
211	9	1P	6	PP
DALLING THE COLUMN TO THE COLUMN		1P	13	60'
		LZ	1	-
210	10	2P	4	PP
		1P	16	PP
	11	1/4 P	2	PP
25 29	12	2P	7	PP
	13	2P	23	60'
ZI ZI		DP	2	60'
	14		11 (note 1)	60'
	ZA (note 2)	2P	12	90'
STESSORIANE Z2	NOTE 1:	estimated based o	malised. Number of on AS2890.5 dimens not fomalised parkin tars can fit.	ions.
	NOTE 2:	ZA not check b	y LPR. ZA always bu sidered 90-100% fu	
26				

#### LPR ZONES (POST SEPTEMBER 2018)





BRUNSWICK HEADS PARKING SPACES (PRE SEPTEMBER 2018) Disabled Space MRV Loading Zone Bus Zone Motorcycle Spaces 1/4P Parking No Time Restrictions This parking area not scanned in LPR



## STAFF REPORTS - INFRASTRUCTURE SERVICES

#### **BRUNSWICK CHAMBER OF COMMERCE MEETING**

Present: Kim Rosen, Michelle Begg, Phil Holloway, Tony Nash & Andrew Pearce

**Date**: Thursday 30 May 2019, 4.30-5.45pm **Location**: Happy Dolphin Café, Brunswick Heads

The following items were raised by representative of the Brunswick Heads Chamber of Commerce (CoC) as a submission for Council to consider and address.

#### Notes in red = feedback/clarification of staff notes

Notes in blue = additional info/requests following our consultation with members and others

#### 1. E-Permits:

Would like to know how many residents within the Brunswick Heads Township own E-permits.
 Plus separate data for Ocean Shores/South Golden Beach and New Brighton.

#### 2. Modifications to Time Limits:

- The BH CoC does not want to lose anymore 2 our spaces to one hour spaces. Would like about 10-12 of the 2P spaces that were changed last year to 1 hour to be returned back to 2 hours because of the negative impact on businesses, especially on retailers. The spaces requested following consultation with BH CoC members are as follows: (see map attached)
  - (a) 6 spaces East side of Terrace from Soundshell to the bridge
  - (b) 4 spaces East side of Park St from Yamis to the corner of Mullumbimbi St & Park St
- It was noted that Council does not intend to introduce new 4P spaces or introduce time limits
  east of South Arm Bridge. The BH CoC offered to help collect data on the number of car spaces
  used by employees.
- The BH CoC would agree with 2hr timed (not metered) parking at Torakina Beach car park for short-stay swims and one 15 min timed drop off zone for family gear.
- The BH CoC noted the anomaly with the 15 minute signs not specifying Mon-Fri 9-5 as for other signs and requested this be added.
- The BH CoC does not want the 3 hour spaces on Mullumbimbi St changed to 2 hours for now as customers need these for hairdressers and longer visits to shops and the park.
- BH CoC suggests that instead of changing the all-day parking on Park St south of the school to 2
  hours, the drop off/pick up issue be addressed in consultation with the school, as they
  understand their specific needs. eg
  - (a) "Kiss and Drop" with no parking between 8-9.30 & 2.30-4 (as discussed over a year ago)
  - (b) Allocation of these spaces as 15 min 8-9.30 and 2.30-4 as per other school signage. With no limits at other times. (This will stop all-day parking in this section).

The BH CoC would prefer the current all-day in Park St opposite the school and next to the Health food Shop to be changed to 4 hours instead of the suggested 2 hours, creating a continuous 4 hour zone from the Park/Fingal St intersection south of the CBD to CWA hall.

 Re motor pike parking on the Terrace – a strategy or barrier is needed to stop cars parking in the motorbike parking area and sometimes up onto the kerb.

## 3. Expanded ANPR Survey

- Undertaking additional ANPR survey's over an expanded area is supported.
- It recommended the expanded ANPR survey include Tweed St (between Booyun St and Mona Lane), Booyun St between CWA and Tweed St and east of the South Arm Bridge.

# STAFF REPORTS - INFRASTRUCTURE SERVICES

13.17 - ATTACHMENT 3

## 4. Economic Assessment

It is requested that the Economic Assessment be undertaken prior to finalisation of any
investigation into compliance monitoring options (i.e. increase of staff or introducing sensor
parking technology).

## 5. Data collection

The BH CoC requested that data be collected to ascertain where business and school employees park - how many spaces are needed and how many all-day spaces are available in Fawcett St, Mullumbimbi St, Fingal St & Booyun St, before any recommendations are made to change any of the current all-day parking to 4 hour parking. The BH CoC offered to assist Council gather this data.

# All Infringements Violation Summary Report Parking Scheme C

Note: comparision date ranges 1 May to 30 April

Offence Code	Offence Description	2017/18
8646	Fail to comply with terms of notice erected by council(d/p/v)	24
10661	Abandon a motor vehicle in a public place	4
82616	Park continuously for longer than permitted - OLD LPR infringement	118
82661	Stop on/near pedestrian crossing	0
82685	Not parallel park in direction of travel (road related area)	3
82740	Disobey no parking sign	105
82767	Not parallel park in direction of travel	10
82768	Not parallel park near left	0
82769	Park so as to obstruct vehicles/pedestrians	6
82789	Park for long than allowed by metered sign	3
82800	Not angle park as on parking control sign/road marking	214
82817	Stop in bus zone(clearway or transit lane)	0
82818	Stop in bus zone(in school zone)	8
82819	Stop in bus zone(clearway or transit lane)	0
82890	Stop in loading zone	0
82918	Stop on path/strip in built-up area	26
83269	Stop near fire hydrant/indicator/plug indicator	0
83347	Stop at/near bus stop(in school zone)	3
83423	Stop within 10 meters of an intersection(no traffic lights)	1
83517	Stop in disabled parking area withour current permit displayed	7
83518	Stop in taxi zone	0
83529	Obstruct access to ramp/path/passageway	1
83535	Disobey motor bike parking sign	0
83595	Disobey no stopping sign	145
83596	Disobey no stopping sign (in school zone)	1
83632	Stop at side of road with continuous yellow edge line	11
83716	Not park wholly within parking bay	1
83731	Stop on painted island	1
83738	Stop on traffic island	2
92320	Contravene direction concerning entry/use/parking etc vehicle	0
92362	Park continuously for longer than indicated - NEW LPR infringement	0
93832	Remain parked more than maximum time - was meant to be 92362	0
93869	Not angle park as on parking control sign or road marking	0
ALL	Void Count	1
ALL	Reissue Count	3
	TOTAL	697

LPR = License Plate Recognition
PE, PEO = Parking Enforcement Officer
CEO = Compliance Enforcement Officer
PIN = Infringements issued

## 2017/18

Totals - All Infringements Count 698 (17% are for time overstays)

Totals - All Infringments Value \$ 110,719.00 Totals - LPR Overstay Value \$ 12,980.00

## 2018/19

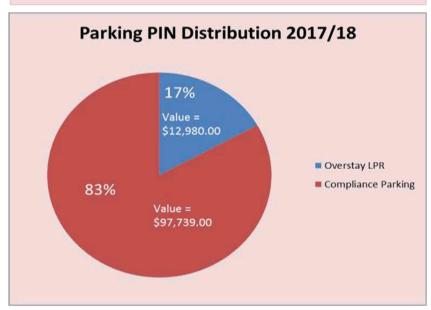
Totals - All Infri Totals - All Infri Totals - LPR Ove

## These Stats based on;

- 20% to 35% PEO presence across this period depending on staff availability / tasking / Annual leave etc
- 2. 7x Officers, 3x PEO still active 1x CEO still active (2x PEO's have left & 1x CEO)
- 3. Does NOT include Camping or Animal Control
- 4. 2x PEO's with LPR system typically work from 8am to 5pm
- 5. 1 to 2x CEO's typically work 6am to 3pm
- 6. Pie chart indicates the relative higher value of compliance (safety) infringements

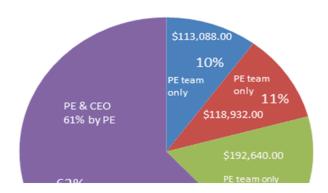


- 1. 40% to 54% tasking / Ar
- 2. 7x Officers,
- 3. Does NOT i
- 4. 2x PEO's wi
- 5. 1 to 2x CEC
- 6. Pie chart in





# Total PINs for previous Cal Year A Byron Bay



# STAFF REPORTS - INFRASTRUCTURE SERVICES

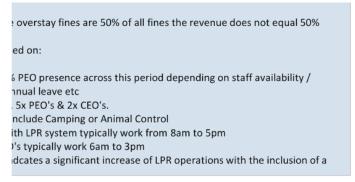


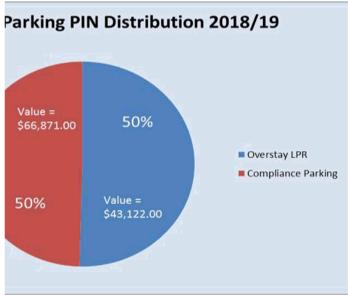
## omparative Analysis - Brunswick Heads

2018/19	$\uparrow \downarrow$	Latest Year either higher or lower compared to previous Year
11	$\downarrow$	Higher compliance rates
1	$\downarrow$	Higher compliance rates
55	$\downarrow$	Conversion to a new infringement code 92362
0		Static
10	1	Higher presence rate
34	1	Higher compliance rates & presence
4	$\downarrow$	Higher compliance rates
25	1	Higher presence rate
9	1	Higher presence rate
0		Not used any more
103	$\downarrow$	Higher Compliance & signage issues
0		
15	1	Higher compliance rates
0		
3	1	Higher presence rate
0	$\downarrow$	Higher compliance rates
0		Static
0		Static
15	1	Higher presence rate - Old & Gold Festival
3	1	Fairly static
0	1	Static
0	$\downarrow$	Higher compliance rates
1	1	
94	$\downarrow$	Higher compliance rates
0		
3	$\downarrow$	Higher compliance rates
3		Fairly static
0		
2		Fairly static
2		Fairly static
331	1	NSW Revenue Code change adopted for overstay
0		
40	1	NSW Revenue Code change adopted
6	1	Static
1	$\downarrow$	Static
765		

ngements Count 766 (50% are for time overstays)

ngments Value \$ 109,993.00 erstay Value \$ 43,122.00



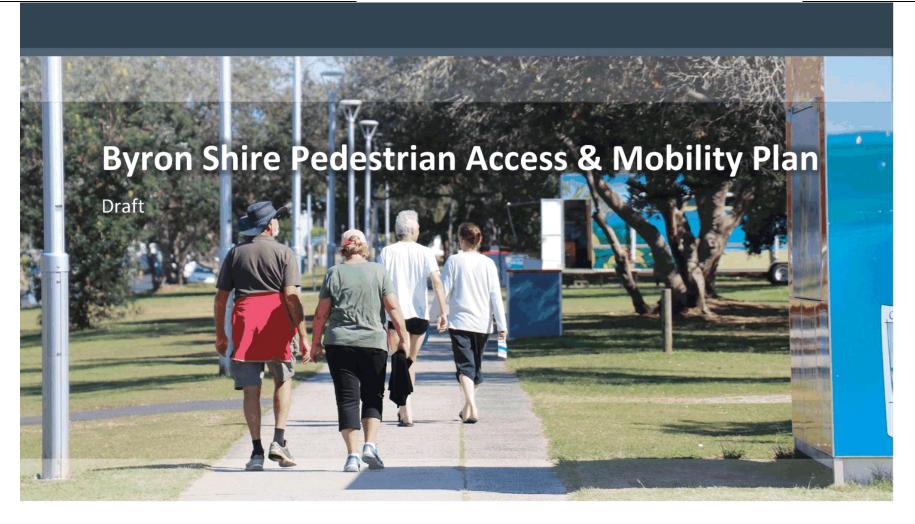


# **April to April**

■ TicketOr2 BB PP
■ PinF Mgr Overstay Villages
■ PinF Mgr Overstay Byron Bay
■ PinF Mgr Compliance All



<u>13.17 - ATTACHMENT 4</u>



7 June 2019



#### REPORTS OF COMMITTEES - INFRASTRUCTURE SERVICES

14.3 - ATTACHMENT 1

Byron Shire Pedestrian Access & Mobility Plan Draft for Consultation



## **Document Control**

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## **Revision History**

VERSION	DATE	DETAILS	AUTHOR	AUTHORISATION
V9	7 June 2019	DRAFT FOR CONSULTATION	Aaron Donges Hannah Richardson	Hannah Richardson

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#### REPORTS OF COMMITTEES - INFRASTRUCTURE SERVICES

14.3 - ATTACHMENT 1

Byron Shire Pedestrian Access & Mobility Plan Draft for Consultation



## **FOREWORD**

Congratulations to everyone who has been involved in shaping what is our very first ten-year Pedestrian Access and Mobility Plan (PAMP) for the Byron Shire.

The aim of this plan is to look at existing footpath networks and identify and prioritise proposed future walk and roll networks that will improve access, mobility, safety and connectedness for the whole community.

Like many of you, I love to leave the car at home and walk, roll and ride – as often as I can. I love a good footpath and I have many opinions on how we can greatly improve our existing paths and cycle ways across the Shire.

Pedestrian networks are obviously of high value, importance and interest to lots of people in the Byron Shire, which has been reflected in the large quantity of thoughtful responses and helpful input and ideas we received towards the new PAMP.

If you were one of the 700 people who completed our online survey, thank you for taking the time to make a contribution. Your input has enabled Council to get a better understanding of the key issues and specific problems you'd like to see addressed in our pedestrian networks now and in the future.

We also extend our gratitude to more than 150 people who took time out of their busy schedules to attended one of the five PAMP design workshops held across the Shire in September and October 2018. Your participation in this process has been invaluable and has enabled Council to gain a more localised and in-depth understanding of where our community's priorities for future pedestrian works lie.

With the benefit of all of your ideas and local expertise, the Byron Shire PAMP is a locally-informed, holistic and intelligent document that sets out a plan with real goals and specific actions. It includes a schedule of works that identifies the actions required over the next decade across many of our towns and villages including Mullumbimby, Byron Bay, Suffolk Park, Bangalow, Ocean Shores, South Golden Beach, New Brighton, Billinudgel, Brunswick Heads, Main Arm and Federal.

Some of the main types of improvements identified as actions in the 10 year Byron Shire PAMP include:

- New footpaths (and exactly where they are needed) that meet accessibility requirements – suitable for walking and rolling;
- Maintenance of existing footpaths;
- Connectivity between footpaths within towns and also between some towns;
- Safety functionality (such as shared paths to separate pedestrians, cyclists and motorists where required, safer crossing points, improved lighting and accessibility features), and:
- Non-infrastructure projects to encourage walking and rolling as healthy and enjoyable transport alternatives.

It is imperative that we invest generously in our footpath infrastructure because it underpins wellbeing and social cohesion for our community.

Through this new Plan, and thanks to the quality of ideas and feedback provided by you all, and the expertise of Council staff and consultants, Council can take a longer-term approach to planning effectively for the different walking, rolling and riding needs of our community.

Byron Shire Acting Mayor, Michael Lyon

0804-7 June 2019 V9

Byron Shire Pedestrian Access & Mobility Plan Draft for Consultation



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## REPORTS OF COMMITTEES - INFRASTRUCTURE SERVICES

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Byron Shire Pedestrian Access & Mobility Plan Draft for Consultation



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PAMP	Pedestrian Access and Mobility Plan
RMS	Roads and Maritime Service
TIAC	Transport Infrastructure and Advisory Committee

#### LIST OF ACRONYMS

ACWG	Access Consultative Working Group	
DCP	Development Control Plan	
GIS	Geographical Information System	
LEP	Local Environmental Plan	
LGA	Local Government Area	
NSW	New South Wales	

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## 1 Introduction

## 1.1 Background

Mobility, as experienced by walking or other mobility-enabling devices such as wheelchairs, skateboards and scooters, is a fundamental element of the human experience and one that is critical to the strength of the community and the relationship with surroundings. There are also numerous health, environmental and economic benefits for the individual and the community as a whole that naturally stem from greater focus on such human-scale mobility. For convenience, the overarching term 'pedestrian' has been adopted throughout this document to describe this broad, human-scale mobility (excluding cycling).

Despite the importance of pedestrian movements and a substantial amount of existing and planned new infrastructure, Byron Shire Council (Council) has never had a single, consolidated plan to coordinate planning and investment of pedestrian infrastructure across the entire Byron Shire local government area (LGA). In recognition of this, Council has committed to the development of a Pedestrian Access and Mobility Plan (PAMP) for the entire Byron Shire in order to coordinate investment in safe, convenient and connected pedestrian routes. Once complete, the PAMP will provide a framework for developing pedestrian routes and areas that have been identified by the community as important. As the development of a PAMP is a New South Wales Government initiative, local governments are better positioned to receive grant funding for applicable projects if a PAMP exists and is less than five years old. State Government grant funding eases the financial burden on Byron Shire and means that key pedestrian projects can be implemented sooner for the benefit of the community. Collaboration and partnerships between the community, state and local governments, developers and other stakeholders will therefore be critical to ensure the development of a PAMP that is representative of community needs and aspirations and supports the continual improvement of Byron Shire.

While the PAMP has been prepared for the entire Byron Shire, specific attention has been paid to existing areas of relatively high pedestrian activity. This allows for a more focused prioritisation of projects, a more efficient use of limited funds and resources, and, importantly, the ability to undertake strategic network improvements in order to quickly build momentum and achieve more

widespread improvements throughout the Shire. The Byron Shire LGA, which includes the specific study areas, is shown in Figure 1.



Figure 1: Byron Shire local government area

## 1.2 Developing the PAMP

This PAMP has been prepared in line with the core methodology outlined in the Roads and Maritime Service's (RMS) How to Prepare a Pedestrian Access and Mobility Plan document (refer to Figure 2). Due to the importance of the PAMP, however, and its ability to directly impact on both residents and visitors to Byron Shire, community consultation has been identified as a critical element in its development. In light of this, the scope of consultation tasks has been expanded beyond that outlined in the RMS guideline in order to facilitate genuine community consultation and to provide as many opportunities as possible for the community to inform the PAMP and advise how and where Byron Shire's walk and roll network should evolve in the future.

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The community, therefore, will essentially form part of the team assigned to develop the PAMP. This team currently consists of RMS, relevant teams within Council and Byron Shire's Transport Infrastructure and Advisory Committee (TIAC).

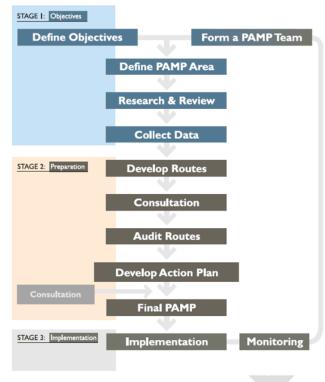


Figure 2: Pedestrian Access and Mobility Plan methodology

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## 1.3 Directing the PAMP

The ultimate outcome of the Byron Shire PAMP is to provide a consolidated, clear and representative plan that can be reliably used to coordinate investment in safe, convenient and connected walk and roll routes in the Byron Shire for the benefit of the community and visitors. The following objectives have been developed for this PAMP to help work towards this desired outcome:

- To improve the accessibility and connectivity of all pedestrians within and between residential, commercial and recreational areas and in areas of high pedestrian activity
- To facilitate improvements in the level of personal mobility for pedestrians of all ages, mobility levels and needs through the provision of appropriate pedestrian infrastructure and facilities
- To improve the safety of all pedestrians, particularly in strategic pedestrian activity areas and at identified pedestrian crash clusters
- To plan and design pedestrian facilities that are informed by national and international best practice and technical standards and that reflect the local context
- To ensure pedestrian facility provision integrates with and supports land uses, key natural assets, existing and proposed tourist attractions and other transport modes, where appropriate
- To propose prioritised measures with associated costs that can be realistically implemented over a ten year period and can inform Council spending
- To develop a program of pedestrian infrastructure and noninfrastructure works that is integrated with other planning and that may attract funding from the NSW State Government to help increase rates of walking.

Not only do these objectives help inform the development of this PAMP, they also guide how and why pedestrian facilities are provided in Byron Shire as well as providing an accountable basis for monitoring and measuring the success of the PAMP.

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## 1.4 Structure of the PAMP

Beyond this first introductory section, the remainder of the PAMP is divided into the following four sections.

#### Section 2: Characteristics of the study areas

This section provides a summary of the existing walk and roll environment in Byron Shire, including the existing policy context, demographics, land uses, attractors, and pedestrian and road networks. This section also identifies a range of opportunities and constraints which will be used as a basis for developing the future walk and roll network.

#### Section 3: Community consultation

This section provides a summary of the findings of the community consultation undertaken to inform the PAMP.

#### Section 4: The future walk and roll network

This section presents the proposed walk and roll network for each of the key study areas within Byron Shire as well as the design philosophy and principles that underpinned its development.

#### Section 5: Action plan

This section presents the detailed schedule of future works and identifies opportunities to fund, monitor and evaluate the PAMP.

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# 2 Existing pedestrian and mobility situation

The existing pedestrian and mobility situation in Byron Shire extends beyond the physical infrastructure that is currently provided to include consideration of all relevant plans and policies as well as town and Shire-wide demographics, current network use, and identified issues and opportunities. These elements, and their relevance to the Shire, are discussed in greater detail throughout this section.

This PAMP has been developed to align with and support all relevant plans and policies at all levels of government.

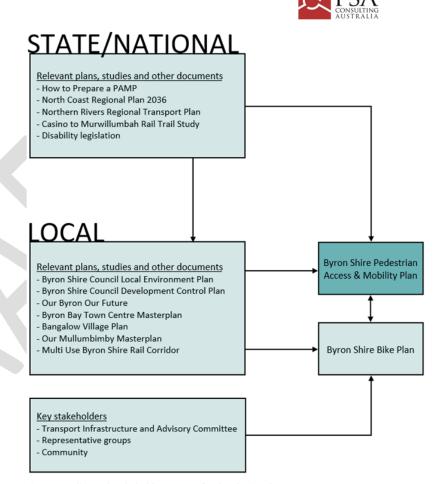


Figure 3: Policy and stakeholder context for developing the PAMP

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#### State plans and policies 2.1

#### How to Prepare a PAMP

In 1998, the NSW Government authorised a new program to improve planning for pedestrian mobility. These plans are referred to as a Pedestrian Access and Mobility Plan and are mandatory for all NSW councils to implement with many PAMPs having since been established. The intention of a PAMP is to endorse walking as a preferred transport alternative as opposed to private vehicle usage, whilst conveying a clear strategy for the provision of safe, convenient and connected pedestrian routes. A PAMP should also help facilitate the coordination of local level and state planning instruments, such as:

- Local Environment Plans (LEPs)
- Development Control Plans (DCPs)
- Councils' requirements under Sections 79c and 94 of the Environmental Planning and Assessment Act 1979 (EP&A Act).

The How to Prepare a Pedestrian Access and Mobility Plan document is a guideline prepared by RMS to assist policy and decision makers to prepare a PAMP for local councils or smaller communities.

The guideline outlines a process (refer to Figure 2) to ensure a PAMP is properly made and that the approach to achieve its aims is coordinated and strategic. This includes the development of a set of objectives and associated actions required in order to accomplish them. This ensures that the PAMP can be clearly interpreted to key stakeholders such as the community, whilst helping to validate the overall strategy to secure funding.

This document is the key guiding document for the development of the Byron Shire PAMP.

#### North Coast Regional Plan 2036

The North Coast Regional Plan 2036 is the NSW Government's blueprint to guide the development of the region over the next two decades. In support of this, the Plan outlines a vision with goals and actions that reflect community and stakeholder aspirations and that have been geared towards delivering greater prosperity for those who live, work and visit this important region.

Of particular relevance to the PAMP, the Plan identifies as an action the desire to facilitate more recreational walking and cycling paths and expand interregional

and intra-regional walking and cycling links, including the NSW Coastline Cycleway. The Plan also identifies the potential to reuse parts of the Casino to Murwillumbah rail line to support nature-based tourism and recreation, subject to further community consultation and relevant legislative requirements.

#### Northern Rivers Regional Transport Plan

The Northern Rivers Regional Transport Plan outlines a variety of short, medium and long term actions and projects to support development and change and to address the unique challenges of the region. The Plan identifies three regional actions and one area-specific project of relevance to the PAMP. These actions are:

Support proposals to investigate walking and cycling trails including disused rail lines

The NSW Government has outlined their support for an investigation into the feasibility of a walking and cycling trail along the disused sections of the Casino-Murwillumbah rail line to the north-west of Byron Bay. This investigation will be subject to community and business interest in advancing this proposal.

Roll out the Walking Communities Program

This program will deliver state infrastructure investments and contribute to local government initiatives to help boost rates of walking. The NSW Government has outlined their commitment to provide dedicated funding to help local councils improve walking infrastructure within two kilometre catchments of centres and transport interchanges.

Improve information about walking and cycling routes and facilities

The NSW Government outlined their commitment to promoting the benefits of active transport, improving customer information, and developing guidelines and resources for local government in order to get people walking and cycling more. This will include improved on-line resources (for example, trip planning), other promotion programs and sponsorship of relevant events and community programs.

Improve opportunities for walking and cycling

The NSW Government outlined their support for the implementation of better facilities for walking and cycling in Byron Bay, including the provision of cycle parking facilities at transport interchanges, centres,

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schools and hospitals. The State also acknowledged that Byron Shire Council has opportunities to seek support for new links through existing funding mechanisms.

#### Casino to Murwillumbah Rail Trail Study

In 2012, the NSW Government commissioned the Casino to Murwillumbah Transport Study to explore the feasibility of reintroducing passenger services on the 130km long Casino to Murwillumbah rail line. Building on the findings of this report, the NSW Government commissioned the Casino to Murwillumbah Rail Trail Study to examine the feasibility of converting the rail corridor into a trail for walking and cycling.

The study concluded in 2014 that the preliminary cost for the development of a rail trail would be \$75.5 million due, in most part, to the significant number of bridges (roughly 160) along the corridor. An economic analysis showed that with a base scenario of 88,320 visitors annually and a net present value of \$121.8 million, the rail trail would be financially viable with a benefit cost ratio of 2.54; meaning that for every dollar invested, a return of \$2.54 may be possible. This analysis also concluded that to achieve a break-even scenario, the trail would have to receive at least 34,802 visitors annually.

These findings and the study more broadly focused on a largely single use for the corridor. Council is committed to the multi use of the corridor, which could include walking and cycling, as evidenced in the Council-funded Multi Use Byron Shire Rail Corridor study which is currently being prepared (refer to Section 2.2).

#### Disability legislation

There are currently two key pieces of disability legislation that will influence the PAMP. These are the Disability Discrimination Act 1992 (Commonwealth) and the Disability Inclusion Act 2014 (NSW).

The Disability Discrimination Act 1992 makes it unlawful to discriminate against a person, in many areas of public life, including: employment, education, getting or using services, renting or buying a house or unit, and accessing public places, because of their disability. This Act has direct implications for the more detailed design of pedestrian facilities, including but not limited to path widths, crossing points, and sight lines to approaching vehicles.

The second key piece of legislation is the Disability Inclusion Act 2014. Some of the key objectives of this Act are to promote the independence and social and economic inclusion of people with disability and to enable people with disability

to exercise choice and control in the pursuit of their goals and the planning and delivery of their supports and services.

It is critical that Byron Shire's walk and roll network facilitates the movement of pedestrians of all ages and abilities. As such, these are key pieces of legislation and they will both significantly influence the development and eventual delivery of this PAMP.

## 2.2 Local plans and policies

#### **Byron Shire Council Local Environment Plan**

The Byron LEP is a legal document prepared by Council and approved by the State Government to regulate and guide Council's planning decisions regarding land use and development within Byron Shire. Through land zoning and development controls, the LEP is the main planning tool to shape the future of communities and to ensure local development is done appropriately and in an environmentally sensitive manner.

#### Byron Shire Council Development Control Plan

The Byron DCP is a document that provides planning and building design guidelines for new development or alterations to existing development. The purpose of the DCP is to specify Council's requirements for quality development and sustainable environmental outcomes on land in the Shire.

The Byron DCP also outlines a range of controls that apply generally to developments. These controls include, but are not limited to, Access and Mobility; Traffic Planning, vehicle Parking, Circulation and Access; and Providing for Cyclists.

#### Our Byron Our Future - Our Community Strategic Plan 2028

This document outlines the collective long-term vision for Byron Shire and its residents for the next ten years. The Plan identifies a range of community objectives and supporting strategies that will help achieve this vision and also inform longer-term decision making.

Of relevance to the PAMP, the Plan provides an objective to have infrastructure, transport and services that meet community expectations. In support of this particularly objective, three strategies were identified. These are to provide a road network which is safe, accessible and maintained to an acceptable level of service; to provide essential services and reliable infrastructure which meet an

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acceptable community standard; and to support, through partnership, a network of integrated sustainable transport options.

#### Byron Bay Town Centre Masterplan

The Byron Bay Town Centre Masterplan, which was released in 2016, presents a vision and strategy to guide the future form of Byron's Town Centre and to set out realistic actions and projects to achieve that vision. Of the six core strategies outlined in the masterplan, the Access and Movement Strategy is of most relevance to the PAMP. This strategy is comprised of four sub-strategies, each of which relate to a different aspect of access and mobility in Byron Bay's town centre. Sub-Strategy 4: A People Prioritised Centre outlines a number of key actions and initiatives to guide pedestrian movement in the town centre. These are:

- · Improve pedestrian priority at intersections
- Establish a pedestrian prioritised core, with a comprehensive cycle network to create an active, safe and memorable town centre. This could be achieved by increasing footpath widths and crossings and introducing shared and pedestrianised streets where pedestrians and cyclists have priority
- Strengthen Byron Street's role as the town centre's main east to west link, connecting the Arakwal National Park through to Belongil Creek
- Incorporate a pedestrian and cycle link along the rail corridor encouraging both pedestrian and cycle movement to neighbouring areas
- Establish a continuous foreshore pedestrian walk that links seamlessly to the pedestrian and cycle links along the rail corridor.

#### **Bangalow Village Plan**

The Bangalow Village Plan was endorsed by Council in March 2019 as the plan to guide the improvement and development of Bangalow over the next 15 years. The plan outlines residents' aspirations for their village and aims to ensure that Bangalow's heritage, natural environment, village feel and sense of community are preserved and enhanced.

The 'Access and movement' theme, which is one of six in the plan, establishes a vision for Bangalow in which the different parts of the village are connected by a network of off-road walk/cycle paths through the open space network. These provide walking and riding opportunities for people of all ages and abilities.

Pedestrian safety is prioritised. In practical terms, this includes the provision of new pedestrian and cycle path infrastructure to create a connected network, new recreational paths along Byron Creek and the showgrounds, a new pedestrian and cycle bridge to connect the showgrounds with the sports fields, multi use of the rail corridor, various intersection upgrades to improve safety and convenience, and the provision of a consolidated bus stop on Byron Street close to the public school.

#### **Our Mullumbimby Masterplan**

The Our Mullumbimby Masterplan is currently being developed by Council, in conjunction with the community. This plan will guide the development of Mullumbimby, including the walk and roll network, in the future and will also outline residents' aspirations for the town. The plan is expected to be released for public exhibition in mid-2019.

#### Multi Use Byron Shire Rail Corridor

A study investigating the benefits, costs and impacts of different transport uses in the currently disused rail corridor within Byron Shire is currently underway. This study includes an assessment of the current state of infrastructure along the rail corridor within Byron Shire, the development of an economic feasibility study to determine the costs and benefits of each option, and a social impact assessment to determine the social impacts. The study includes investigations into the activation and integration of the corridor for a range of uses, including walking and cycling. This is of particular importance for the Pedestrian Access & Mobility Plan as effective integration between active transport and rail transport has the ability to extend the range of pedestrians, provide new destinations and overcome the limitations of providing such facilities over long distances between urban centres and rural areas. The study is expected to be completed in May 2019.

## 2.3 Walking and rolling in Byron Shire

Byron Shire is a unique and picturesque part of the Northern Rivers region. It is located 800 kilometres north of Sydney, 200 kilometres south of Brisbane and is bounded by the Tweed, Lismore and Ballina LGAs. The Shire is currently home to approximately 34,000 people, spread across a number of distinctive towns, villages and rural environments. Despite a comparatively small population, Byron Shire has gained an international reputation with more than two million visitors

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each year enjoying the beautiful and respected natural environment, the creative and relaxed lifestyle and the friendly and diverse community.

In recognition of this diversity, a number of towns and villages in the Shire with comparatively high levels of pedestrian activity have been specifically included in this PAMP. This includes:

- Mullumbimby
- Byron Bay
- Suffolk Park
- Bangalow
- Ocean Shores, South Golden Beach, New Brighton and Billinudgel
- Brunswick Heads
- · Main Arm and Federal.

The characteristics of each of these localities are discussed in the respective sections below. Although there are also a number of rural locations that contribute positively to the Shire, for the practical purpose of this PAMP these areas have not been specifically addressed as they are typically areas with less concentrated pedestrian activity.

## 2.4 Walking and rolling in Mullumbimby

Mullumbimby is a unique, inclusive and relaxed town that is bisected by the Brunswick River and set against a picturesque mountain backdrop. It is a key centre servicing the needs of both town residents and the surrounding rural areas. The heart of Mullumbimby is its community and its strength, optimism and ability to foster local enterprise and achieve practical solutions to pressing issues.

The PAMP study area for Mullumbimby is shown in Figure 6 and a snapshot of key community profile statistics is provided below.



Population
3,596

+274 (8.2%) since 2011 11% of Byron Shire population Median age

Regional NSW 43 NSW 38 Australia 38 Largest age category 45 to 49

years (8.7%)

Regional NSW 6.4% NSW 6.6% Australia 6.8%

Proportion of employed local residents who walk to work

5.2%

(73 people)
Regional NSW 3.5%

Regional NSW 3.5% NSW 3.9% Australia 3.5% Proportion of residents needing assistance with core activities

6.7%

Regional NSW 6.3% NSW 5.4% Australia 5.1%

Most popular industry of employment

Health Care and Social Assistance (16.8%)

Regional NSW 14.4% NSW 12.5% Australia 12.6%

Source: Australian Bureau of Statistics; ProfileID

Mullumbimby is generally compact and walkable with an active town centre and a variety of employment opportunities available. This provides fertile conditions for walking and this is reflected in the high proportion of residents currently walking to work.

#### 2.4.1 Existing walk and roll network

Mullumbimby's town centre currently has a generally well-connected walk and roll network which provides access to the majority of the core commercial area as well as to surrounding residential areas and key attractors (refer to Figure 6). The existing network extends north to the Brunswick River, east to Mullumbimby Public School and surrounding residential areas across the currently disused Casino to Murwillumbah rail line, and south and west to residential areas and schools. Despite this extent, there are a number of areas in Mullumbimby with limited footpath infrastructure and connectivity to the existing network. This is particularly evident to the east and north-west of the town.

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The existing walk and roll network is largely located adjacent to existing roads and as such there are currently limited opportunities for dedicated recreational walks on more formalised and connected paths. Two separate paths located on the eastern banks of Mullumbimby Creek and Brunswick River currently provide access to these key natural assets and could form the basis for a future and more connected recreational walk.

#### 2.4.2 Network quality and accessibility

There is currently room for improvement in the quality of the existing walk and roll network in Mullumbimby. In particular, there are issues including narrow paths; poor quality surfaces; dirt and other debris; short gaps in the established network; lack of kerb ramps and other supporting infrastructure (for example, tactile ground surface indicators for visually impaired users); unsuitable or missing crossing facilities; mixing of cyclists and pedestrians in inappropriate locations without suitable infrastructure (for example, wide paths, signs); and parked cars restricting pedestrian movements. Overall, this results in a low level of service for pedestrians and, importantly for children, the elderly and those with visual/mobility impairments, has direct implications for the accessibility of the network.

The severity of these issues is compounded further in light of the demand for accessible infrastructure due to the ageing population and the comparatively high proportion of residents needing assistance with core activities.

Addressing these existing accessibility issues will be a key driver for this PAMP.

#### 2.4.3 Pedestrian crash history

A total of five crashes involving pedestrians were recorded between 2012 and 2017 in Mullumbimby. As shown in Figure 6, four crashes occurred in the town centre within close proximity to roadways and existing footpaths. The intersection of Burringbar Street and Stuart Street is of particular interest as three of the five recorded crashes occurred at this location. Outside of the town centre, one pedestrian crash occurred on Jubilee Avenue outside of Mullumbimby High School.

An analysis of all recorded pedestrian crashes in Mullumbimby over the last five years suggests that no more than two crashes were recorded in a given year and that none of the crashes resulted in a fatality (refer to Figure 4 and Figure 5). The analysis did not suggest any consistent reason or issue behind the crashes; however, pedestrian error was cited as the reason for two of the five crashes.

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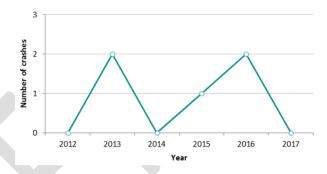


Figure 4: Annual pedestrian crashes in Mullumbimby (2012-2017)

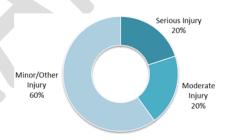


Figure 5: Pedestrian crashes by severity in Mullumbimby (2012-2017)

#### 2.4.4 Passenger transport

There are currently four public bus routes which service Mullumbimby and surrounds. These are:

- 610: Byron Bay to Lismore
- 635: Lismore to Mullumbimby and Brunswick Heads

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- 640: Mullumbimby to Ballina via Byron Bay, Suffolk Park and Lennox Head (alignment varies for northbound and southbound)
- 645: Ocean Shores to Byron Bay.

These services stop at different locations across Mullumbimby, though the amount and type of infrastructure available to support boarding and alighting bus passengers varies. Providing appropriate pedestrian facilities to enable residents and visitors to access the bus network is important as it improves safety, practicality and the integration of different transport modes. This has the potential to improve the overall attractiveness of public transport use to, from and within Mullumbimby and to provide further transport alternatives in order to reduce reliance on private vehicle use.

In addition to these local services, longer distance regional coach services extend along the east coast from Brisbane to Grafton and inland from Byron Bay and Ballina West to Casino, servicing Mullumbimby.

The passenger transport network is also comprised of one taxi operator which services the Mullumbimby area. Contrary to buses which have fixed stops, taxis pick-up and drop-off where required. The primary challenge, therefore, is largely around the provision of pedestrian facilities (e.g. paths) in locations that enable users to access taxis safely and conveniently.

#### 2.4.5 Issues and opportunities

# MULLUMBIMBY – SUMMARY OF EXISTING ISSUES AND OPPORTUNITIES

#### Issues

- High volume of vehicles in close proximity to pedestrians and areas of high pedestrian activity
- High number of tourists unfamiliar with local area
- Limited walk and roll network in some locations outside of the town centre

#### Opportunities

- Existing compact and walkable town centre with residential areas and attractors within close proximity
- Existing high rates of pedestrian activity concentrated in the town centre
- · Existing wide streets and paths

- Generally poor network quality with low level of accessibility for vulnerable users
- Large number of residential streets currently lack footpaths and kerb and channel
- Large residential lots to the west affect walkability
- Topography generally conducive to pedestrian movements for all ages and abilities
- Proximity to key attractors and natural assets (for example, rivers and parks) to support recreational walks
- Established culture of walking with above average proportion of residents who walk to work

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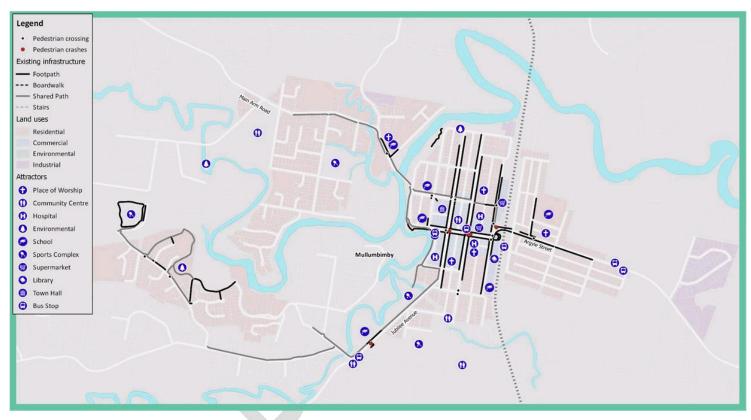


Figure 6: Existing walk and roll network and pedestrian crash locations - Mullumbimby

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Figure 7: Existing walk and roll network and pedestrian crash locations - Mullumbimby Town Centre

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## 2.5 Walking and rolling in Byron Bay

Byron Bay is an iconic coastal town with a relatively low density urban environment and a compact, walkable commercial centre. Despite being a key destination for both domestic and international visitors, Byron Bay has maintained an engaged and active local community and a respectful relationship with its natural environment.

The PAMP study area for Byron Bay includes the town's western, central and southern areas as shown in Figure 10, Figure 11 and Figure 13 respectively. A snapshot of key community profile statistics for Byron Bay, including these three areas, is provided below.

	Population		iviedian age		Largest age cate	gory
	5,52	1	42		25 to 29	
	3,32	Τ.	42		year (9.6	%)
	+401 (7.8%) sinc	e 2011	Regional NSW	43	Regional NSW	5.5%
	17% of Byron Sh	ire	NSW	38	NSW	7.0%
	population		Australia	38	Australia	7.1%
Proportion of employed local		Proportion of		Most popular in	dustry	
	employed local		residents needi	•	of employment	
	employed local residents who v	valk to	assistance with	•	of employment Accommod	atior
	employed local residents who w work	valk to		•		atior
	employed local residents who v	walk to	assistance with activities	•	Accommodand Food	
	employed local residents who w work		assistance with	•	Accommod	
	employed local residents who wwork 8.2%		assistance with activities	•	Accommodand Food Services (19	9.7%)
	employed local residents who w work 8.2% (194 peop	ıle)	assistance with activities 4.2%	core	Accommodand Food Services (19 Regional NSW	). <mark>7%</mark> ) 7.9%
	employed local residents who v work 8.2% (194 peop Regional NSW	ole) 3.5%	assistance with activities  4.2% Regional NSW	6.3%	Accommodo and Food Services (19 Regional NSW NSW	7.9%) 7.9% 7.1%

Source: Australian Bureau of Statistics; ProfileID

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Population

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The compact and walkable nature of Byron Bay, particularly in the more densely populated central area, and the variety of employment opportunities are key reasons that the proportion of residents walking to work is roughly double the regional, state and national average. This already high preference for walking is a key opportunity as it helps provide a more comprehensive understanding of the different needs of a range of users and provides an excellent basis for further increasing use of the footpath network.

#### 2.5.1 Existing walk and roll network

The existing walk and roll network in the western, central and southern areas of Byron Bay is presented in Figure 10, Figure 11 and Figure 13 respectively. These maps provide an indication as to the current extent of the network, the level of connectivity linking typical trip origins (for example, residential areas) and destinations (for example, commercial areas and major attractors), and the suitability of the path type in the context of the surrounding area. These maps also show the location of crashes involving pedestrians, but this is discussed in greater detail in Section 2.5.3.

The dominant path to the west of Byron Bay is the existing shared cycle/pedestrian path that connects Myocum Road near the Pacific Motorway in the west to the township of Byron Bay in the east. Although the dominant connection, this path currently has two missing sections that affect the overall connectivity of the network and the safety of users. The location of this path also alternates between the northern and southern side of Ewingsdale Road which increases the need for users to cross the busy two lane, two way road to continue on a dedicated footpath and/or to access nearby developments and attractors. Beyond this dominant connection, the majority of the existing development to the west of Byron Bay, particularly in the areas zoned industrial, currently has limited access to a connected walk and roll network.

As can be seen in Figure 11, Byron Bay's town centre generally has a well-connected walk and roll network which provides access to the core commercial areas and to a number of key attractors such as local beaches, schools and sporting facilities. Outside of the town centre, the network provides access to a selection of surrounding residential areas and to longer distance and typically more recreational routes such as the Cape Byron Walking Track and the Bangalow Road/Broken Head Road connection to Suffolk Park. The remainder of

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central Byron Bay, which includes a significant proportion of the town's residential population, has only limited access to a dedicated and connected walk and roll network.

The shared cycle/pedestrian path that partially connects Byron Bay's town centre in the north with Suffolk Park in the south is the dominant path in the southern portion of Byron Bay. This forms the main north-south spine of the network from which there are currently only limited intersecting paths to surrounding residential areas. Despite a lack of full connectivity between Byron Bay and Suffolk Park, this path provides pedestrian access between residential areas in Byron Bay and Suffolk Park to St Finbarr's Catholic Primary School and Byron Bay High School.

#### 2.5.2 Network quality and accessibility

Perhaps somewhat reflective of the current level of connectivity in Byron Bay, the quality and accessibility of the walk and roll network could be improved. Some of the key issues affecting the quality and accessibility of the existing network include poor quality surfaces; tree roots, dirt and other debris; lack of pedestrian access between residential, industrial, commercial and recreational areas; lack of kerb ramps and other supporting infrastructure; unsuitable or missing crossing facilities; mixing of cyclists and pedestrians in inappropriate locations without suitable infrastructure (for example, wide paths, signs); and parked cars restricting pedestrian movements. As with Mullumbimby, this results in a low level of service for pedestrians and negatively affects the experience and use of the network for vulnerable users. Addressing these existing accessibility issues will be a key driver for this PAMP.

#### 2.5.3 Pedestrian crash history

There have been a total of 30 recorded crashes involving pedestrians in Byron Bay over the five years between 2012 and 2017. As shown in Figure 10, Figure 11 and Figure 13, these crashes have tended to occur in areas of higher pedestrian activity within close proximity to roadways and existing footpaths. In particular, a cluster of pedestrian crashes were recorded at the intersection of Ewingsdale Road and Sunrise Boulevard in West Byron Bay and along Jonson Street in central Byron Bay.

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An analysis of all recorded pedestrian crashes in Byron Bay over the last five years suggests that crashes involving pedestrians have been declining since 2014 (refer to Figure 8 and Figure 9) and that there were a number of common reasons for pedestrian crashes in Byron Bay. Some of these reasons include:

- Poor visibility between motorists and pedestrians
- Motorists' limited awareness of pedestrians during vehicle parking manoeuvres
- · Jaywalking and lack of adherence to defined road crossing points
- Pedestrians walking alongside and within close proximity to roadways
- General motorist and pedestrian error.

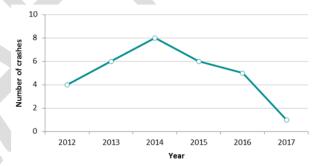


Figure 8: Annual pedestrian crashes in Byron Bay (2012-2017)

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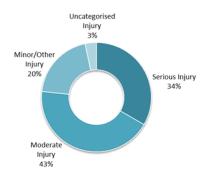


Figure 9: Pedestrian crashes by severity in Byron Bay (2012-2017)

#### 2.5.4 Passenger transport

There are currently six public bus routes which service Byron Bay and surrounds. These are:

- 610: Byron Bay to Lismore
- 637B: Byron Bay to Byron Hills via Suffolk Park and Baywood Chase.
- 6375: Byron Bay to Sunrise Beach via Arts and Industry Estate (loop service)
- 640: Mullumbimby to Ballina via Byron Bay, Suffolk Park and Lennox Head (alignment varies for northbound and southbound)
- 641: Byron Bay to Ballina via Bangalow (alignment varies for northbound and southbound)
- 645: Ocean Shores to Byron Bay.

Although these services provide access to different parts of Byron Bay, each service stops at the existing bus interchange located on the western side of the Jonson Street/Marvell Street intersection. This area currently serves as both a

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hub for bus movements to/from Byron Bay and a main pedestrian meeting point and thoroughfare. Providing appropriate pedestrian facilities to enable residents and visitors to access the bus network at this location and at other stops across Byron Bay is critical. This is particularly relevant given the large number of visitors to Byron Shire every year and the current role of Byron Bay specifically as the main point of arrival and departure for visitors. This will be an important consideration when planning pedestrian facilities to service new bus infrastructure, such as the new bus interchange which is currently proposed between Butler Street and the rail line, south of Somerset Street.

In addition to these local services, longer distance regional coach services extend along the east coast from Brisbane to Grafton and inland from Byron Bay and Ballina West to Casino, servicing Byron Bay.

The passenger transport network is also comprised of one transport operator which provides community transport services between Byron Bay, Ballina and Tweed, one taxi operator which services the Byron Bay area, one car hire provider within Byron Bay and an airport bus service which operates shuttles between Byron Bay and Gold Coast and Ballina airports.

#### 2.5.5 Issues and opportunities

# BYRON BAY – SUMMARY OF EXISTING ISSUES AND OPPORTUNITIES

OTT ON ON THE					
Issues	Opportunities				
<ul> <li>High volume of vehicles in close proximity to pedestrians and areas of high pedestrian activity</li> </ul>	<ul> <li>Existing compact and walkable town centre with residential areas within close proximity</li> </ul>				
<ul> <li>High number of tourists unfamiliar with local area</li> </ul>	<ul> <li>Existing high rates of pedestrian activity and</li> </ul>				
<ul> <li>Gaps in existing walk and roll network, especially along key routes and to, from and</li> </ul>	established culture of walking with above average				

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within residential and industrial areas

 Generally poor network quality with low level of accessibility for vulnerable users proportion of residents who walk to work

- Topography generally conducive to pedestrian movements for all ages and abilities
- Proximity to key attractors and natural assets (for example, beaches) to support recreational walks



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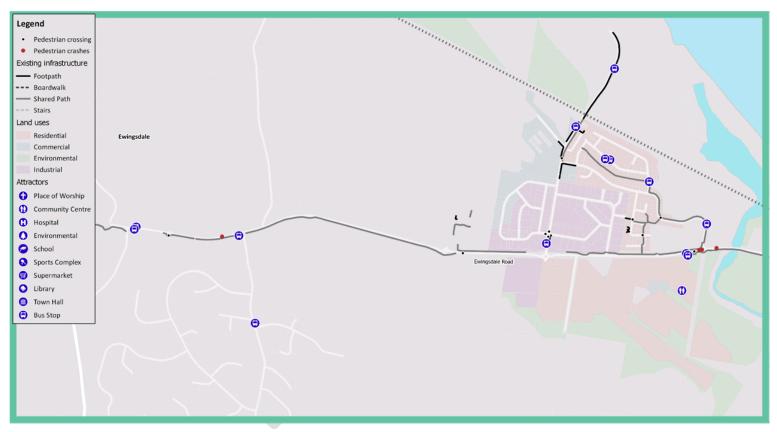


Figure 10: Existing walk and roll network and pedestrian crash locations - Byron Bay (West)

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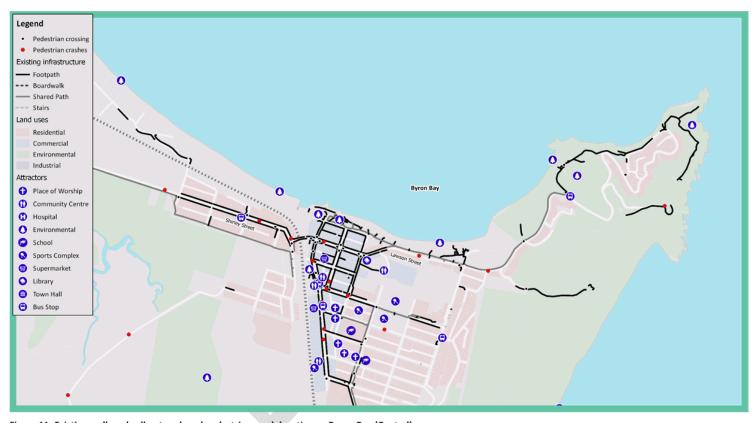


Figure 11: Existing walk and roll network and pedestrian crash locations – Byron Bay (Central)

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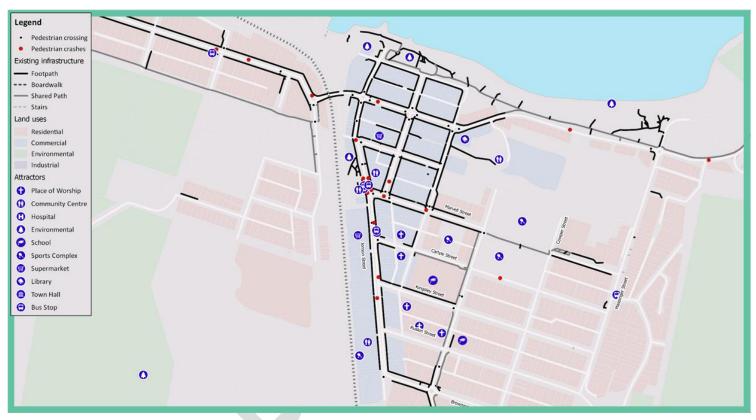


Figure 12: Existing walk and roll network and pedestrian crash locations – Byron Bay (Central) Town Centre

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Figure 13: Existing walk and roll network and pedestrian crash locations - Byron Bay (South)

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## 2.6 Walking and rolling in Suffolk Park

Suffolk Park, located roughly five kilometres south of Byron Bay, is a peaceful and distinct residential area popular with a broad spectrum of residents and holidaymakers. Situated on both sides of Broken Head Road, Suffolk Park provides access to key assets such as Tallow Beach, Tallow Creek and surrounding environmental area, Ti-Tree Lake Aboriginal Area, the Byron Bay Golf Course and a number of sporting facilities.

The PAMP study area for Suffolk Park is shown in Figure 14 and a snapshot of key community profile statistics is provided below.

Population  3,750 +214 (6.1%) since 2011 11% of Byron Shire population	Median age 40 Regional NSW 43 NSW 38 Australia 38	Largest age category 40 to 44  years (8.8%) Regional NSW 6.1% NSW 6.7% Australia 6.8%
Proportion of employed local residents who walk to work  2.1% (40 people) Regional NSW 3.5% NSW 3.9% Australia 3.5%	Proportion of residents needing assistance with core activities  3.7% Regional NSW 6.3% NSW 5.4% Australia 5.1%	Most popular industry of employment Accommodation and Food Services (15.3%) Regional NSW 7.9% NSW 7.1% Australia 6.9%

Source: Australian Bureau of Statistics; ProfileID

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A low proportion of Suffolk Park residents currently walk to work when compared against the regional, state and national average. This is likely a result of the limited employment opportunities available within Suffolk Park and the location of opportunities in other parts of the Shire beyond reasonable walking distance. As a result of this and in light of the close proximity to natural assets, pedestrian trips in Suffolk Park are expected to be largely for recreational purposes.

#### 2.6.1 Existing walk and roll network

As can be seen in Figure 14, the existing walk and roll network in Suffolk Park provides generally uninterrupted pedestrian access between Tallow Beach at the eastern end of Clifford Street and the residential area west of Broken Head Road. This connection also provides access to the commercial heart of Suffolk Park on the corner of Clifford Street and Broken Head Road.

The network in the residential area to the east of Broken Head Road is currently very limited with access north to Tallow Creek and the surrounding environmental area currently only available via the existing road network and adjacent grassed verges. The walk and roll network in the residential area to the west of Broken Head Road is comparatively more extensive with pedestrian connections along a number of residential streets, particularly partially along and within the Beech Drive loop. Despite these existing connections, less than 50% of the residential area in Suffolk Park currently has access to a connected network of footpaths and, critically, Suffolk Park is currently not connected to the existing north-south shared cycle/footpath that provides a generally uninterrupted connection to Byron Bay.

Between 2012 and 2017, no pedestrian related crashes were recorded in Suffolk Park. This is despite gaps in the existing walk and roll network and largely residential areas.

#### 2.6.2 Network quality and accessibility

As a comparatively newer development area, particularly west of Broken Head Road, the existing walk and roll network in Suffolk Park is generally of a higher standard in terms of both path surface quality and accessibility for more vulnerable users. This is undermined, however, by the lack of paths forming a connected network, as discussed in Section 2.6.1 and shown in Figure 14.

Overall, this results in a fair level of service for pedestrians and provides some accessibility for the more vulnerable users. Building upon the existing network and enhancing the level of service and accessibility for all users (for example, by providing new or upgraded crossings and paths) is a key consideration for the future walk and roll network in Suffolk Park.

#### 2.6.3 Passenger transport

There are currently three public bus routes which service Suffolk Park and surrounds. These are:

- 637B: Byron Bay to Byron Hills via Suffolk Park and Baywood Chase
- 640: Mullumbimby to Ballina via Byron Bay, Suffolk Park and Lennox Head (alignment varies for northbound and southbound)
- 640X: Byron Bay to Lismore via Lennox Head and Ballina (alignment varies for northbound and southbound).

Longer distance regional coach services extend along the east coast from Brisbane to Grafton and inland at Byron Bay and Ballina West to Casino, servicing Suffolk Park.

Due to its proximity, the passenger transport network in Suffolk Park is comprised of the same providers and services as Byron Bay (refer to Section 2.5.4).



#### 2.6.4 Issues and opportunities

# SUFFOLK PARK – SUMMARY OF EXISTING ISSUES AND

OPPORTUNITIES					
ssues		Opport	unities		
•	No formal connectivity to key footpaths to the north Limited walk and roll network in existing residential areas, negatively affecting accessibility Broken Head Road forms a barrier for access between eastern and western parts of Suffolk Park. Pedestrians required to cross road		Topography generally conducive to pedestrian movements for all ages and abilities  Proximity to natural assets (for example, Tallow Beach, Ti-Tree Aboriginal Area) to support recreational walks  Footpaths currently provided to/from existing sport facilities and the commercial area along Clifford Street  Existing paths generally of higher quality and more accessible  Existing residential population to enable increase in walking		

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Figure 14: Existing walk and roll network - Suffolk Park

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## 2.7 Walking and rolling in Bangalow

Bangalow is a scenic and vibrant rural community located in the south of the Shire. It is positioned close to the Pacific Motorway and Byron Creek and is bisected by Bangalow Road and the currently disused Casino to Murwillumbah rail line. As an environmentally, culturally and architecturally significant town with a thriving arts and crafts scene, it is a magnet for visitors.

The PAMP study area for Bangalow is shown in Figure 15 and a snapshot of key community profile statistics is provided below.

Population  2,021  +197 (11%) since 2011 6.1% of Byron Shire population	Median age 43 Regional NSW 43 NSW 38 Australia 38	Largest age category 40 to 44  years (9.5%) Regional NSW 6.1% NSW 6.7% Australia 6.8%
Proportion of employed local residents who walk to work 5.7% (56 people) Regional NSW 3.5% NSW 3.9% Australia 3.5%	Proportion of residents needing assistance with core activities  4.4% Regional NSW 6.3% NSW 5.4% Australia 5.1%	Most popular industry of employment Health Care and Social Assistance (16.1%) Regional NSW 14.4% NSW 12.5% Australia 12.6%

Source: Australian Bureau of Statistics; ProfileID

A high proportion of Bangalow residents currently walk to work when compared against the regional, state and national average. Similar to Byron Bay and Mullumbimby, this is likely to be a result of Bangalow's active and walkable town

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centre within close proximity to residential areas and the variety of employment opportunities available locally.

#### 2.7.1 Existing walk and roll network

The existing walk and roll network in Bangalow (refer to Figure 15) is currently concentrated around areas of high pedestrian activity such as the town centre along Bangalow Road. From the centre, a network of connected paths currently extends immediately north, east and south to service primarily existing residential areas.

The connection to the north, across the rail line and on both sides of Granuaille Road, currently forms a pedestrian spine providing uninterrupted access to the town centre. However, as only a limited number of paths currently intersect with this spine, formal access to nearby residential areas is limited. The connection to the east provides important access to existing sports facilities and the connection to the south provides access to residential areas on the southern side of Bangalow Road. Although there is currently infrastructure provision within some residential areas in the west of Bangalow, these areas are currently not connected to the remainder of the walk and roll network.

Between 2012 and 2017, no pedestrian related crashes were recorded in Bangalow. This is despite gaps in the existing walk and roll network, particularly those connecting the town centre with residential areas further west.

#### 2.7.2 Network quality and accessibility

One of Bangalow's strengths – its varied topography which offers sweeping views over the surrounding countryside – is also one of its key constraints for accessibility. This places a greater emphasis on providing a network of paths that enable pedestrian route choice and that help those with mobility impairments avoid large variances in elevation, as well as on enhancing the quality of existing paths that are already appropriate for use by more vulnerable users.

Bangalow includes a mix of both newer and more established residential areas and the path quality and level of accessibility generally reflects this dichotomy. Paths in the newer areas are generally wider and have a higher quality surface while paths in the more established residential areas are typically narrower with worn and, in some places, uneven surfaces. This is particularly evident and critical along Granuaille Road, Byron Street between Station Lane and Byron Creek, and

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along Market Street adjacent Bangalow Public School. Despite the variation in path quality across Bangalow, the presence of kerb ramps on most paths as they intersect with roads significantly improves the level of service and accessibility. This could be improved further with the provision of new and/or upgraded crossings appropriate to the needs of more vulnerable users.

As with Suffolk Park and elsewhere across the Shire, the level of service and accessibility in Bangalow is undermined by the current gaps in the walk and roll network. This will be an important consideration for the future walk and roll network in Bangalow.

### 2.7.3 Passenger transport

There are currently four public bus routes which service Bangalow and surrounds. These are:

- 610: Byron Bay to Lismore
- 635: Lismore to Mullumbimby and Brunswick Head
- 641: Byron Bay to Ballina via Bangalow (alignment varies for northbound and southbound)
- 641X: Byron Bay to Lismore via Bangalow, Clunes and Bexhill.

Each of these services stop at the existing on-road bus stop on Station Street, south of Byron Street. This is a central location close to shops, restaurants and other facilities along Byron Street, which is directly serviced by existing pedestrian paths and crossings. It is important that any future bus stops, such as those proposed along Byron Street close to the public school (refer to the Bangalow Village Plan in Section 2.2), are integrated with the path network, supported by other pedestrian facilities (e.g. crossings), and of sufficient width to allow safe and efficient movement of pedestrians and boarding/alighting bus passengers.

In addition to these local services, longer distance regional coach services extend along the east coast from Brisbane to Grafton and inland from Byron Bay and Ballina West to Casino, servicing Bangalow.

The passenger transport network is also comprised of one transport operator which provides a shuttle between Bangalow, Brisbane Airport and Casino.

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### 2.7.4 Issues and opportunities

# BANGALOW – SUMMARY OF EXISTING ISSUES AND OPPORTUNITIES

#### Issues

- Bangalow Road forms a barrier for access between residential areas to the north and south.
   Pedestrians required to cross road
- High volume of vehicles in close proximity to pedestrians and areas of high pedestrian activity, particularly on Bangalow Road
- High number of tourists unfamiliar with local area
- Some gaps in existing walk and roll network, particularly to the west
- Undulating topography across the town may impact on mobility
- Paths in more established areas generally poorer quality and less accessible
- Visibility of pedestrians restricted by parallel parked cars in the town centre (along Bangalow Road)

### Opportunities

- Established town centre with high pedestrian activity and connected walk and roll network
- A number of existing attractors are located within walking distance of the town centre
- Proximity to disused rail corridor and potential reuse as walking route
- Established culture of walking with above average proportion of residents who walk to work
- Newer residential areas generally have higher quality and more accessible paths
- Kerb ramps located on most crossings and intersections



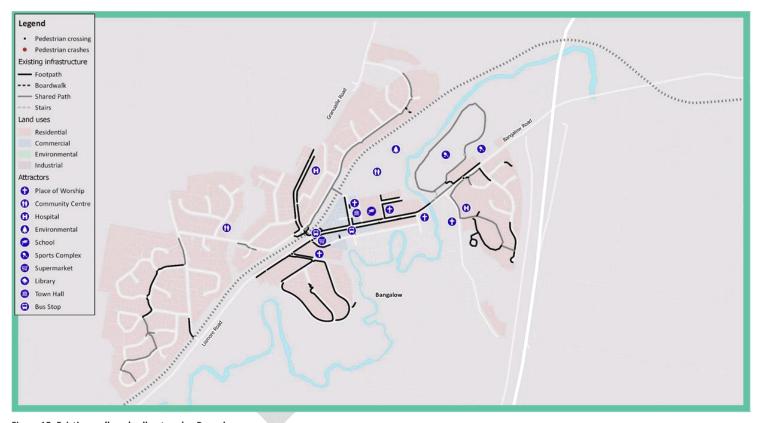


Figure 15: Existing walk and roll network - Bangalow

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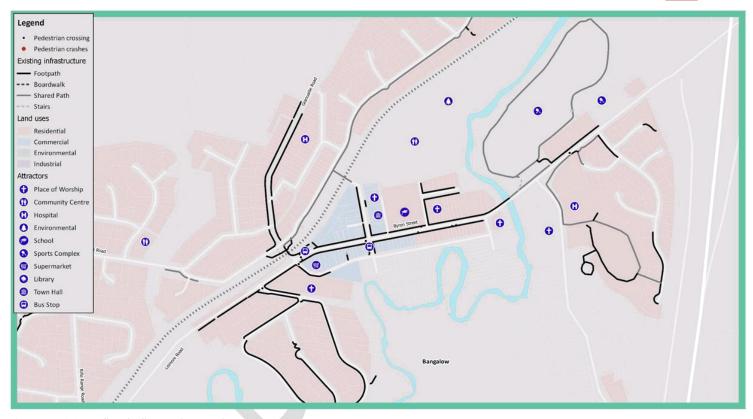


Figure 16: Existing walk and roll network – Bangalow Town Centre

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# 2.8 Walking and rolling in Ocean Shores, South Golden Beach, New Brighton and Billinudgel

Ocean Shores, South Golden Beach, New Brighton and Billinudgel are coastal suburbs located to the north of Byron Shire. New Brighton and South Golden Beach are both beachside suburbs while Ocean Shores and Billinudgel are located further inland on either side of the Pacific Motorway.

With the exception of Billinudgel which has a small town centre comprised of a classic Australian country pub and a number of industrial trade outlets, these localities are generally residential in nature with only a limited number of key attractors. The largest concentration of attractors, which includes Ocean Village Shopping Centre, Ocean Shores Medical Centre and Ocean Shores Community Centre, is located along Rajah Road in Ocean Shores. Outside of this area, attractors primarily cater to local needs and include schools and community centres.

The PAMP study areas for Ocean Shores, South Golden Beach, New Brighton and Billinudgel are shown in Figure 17 and snapshots of key community profile statistics are shown below.

	Ocean Shores	, South	Golden	Beach	&	New	Brighto
--	--------------	---------	--------	-------	---	-----	---------

Population	Median age	Largest age category
6,302	43	60 to 64
+487 (8.4%) since 2011 19% of Byron Shire population	Regional NSW 43 NSW 38 Australia 38	years (8.5%)           Regional NSW         6.7%           NSW         5.6%           Australia         5.6%
Proportion of employed local residents who walk to work 1.2% (33 people)	Proportion of residents needing assistance with core activities	Most popular industry of employment Health Care and Social Assistance (16.8%)

Source: Australian Bureau of Statistics; ProfileID

The percentage of walk to work is lower than the regional, state and national average. It is possible that this is due to the older age category, the inclusion of a number of rural areas in the data and the limited local employment opportunities.

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the south.

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### Billinudgel

Population	Median age	Largest age category
317	47	50 to 54
21/	47	years (11%)
+35 (11%) since 2011	Regional NSW 4	Regional NSW 6.8%
1% of Byron Shire	NSW 3	88 NSW 6.5%
population	Australia 3	8 Australia 6.5%
Proportion of	Proportion of	Most popular industry
employed local	residents needing	of employment
residents who walk to	assistance with co	re Higher Education
work	activities	(6.6%)
3.2%		NSW 1.4%
(3 people)	_	Australia 1.5%
Regional NSW 3.5%	Regional NSW 6	5.3%
NSW 3.9%	NSW 5	5.4%
Australia 3.5%	Australia 5	5.1%

Source: Australian Bureau of Statistics; ProfileID

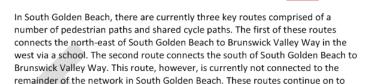
### 2.8.1 Existing walk and roll network

The existing walk and roll network in Ocean Shores, South Golden Beach, New Brighton and Billinudgel is presented in Figure 17. The network in this study area consists of a number of key pedestrian links, some of which provide access between different suburbs.

As can be seen in Figure 17, the walk and roll network in Ocean Shores is currently limited with a footpath connecting existing attractors along Rajah Road to Brunswick Valley Way and a shared cycle/footpath providing a connection south to Brunswick Heads.

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Billinudgel and Ocean Shores though with some existing gaps in the network. The third route connects the south-east of South Golden Beach to New Brighton in

The majority of the existing walk and roll network in Billinudgel is located along Wilfred Street which is the main east-west connection in the town. However, there are currently a number of gaps in path provision along this street as well as in the remainder of the town.

### 2.8.2 Network quality and accessibility

Ocean Shores is a comparatively new development area though the walk and roll network is currently limited and, for the most part, narrow. Despite this, the paths that do exist have good quality surfaces with kerb ramps located along each road intersection to improve the level of service for mobility impaired users. Providing a more extensive and higher quality walk and roll network in Ocean Shores will go some way towards improving the overall level of service and accessibility. However, the undulating topography that provides such spectacular views may undermine broader network accessibility for mobility impaired users.

Although limited, the existing walk and roll network in South Golden Beach is currently of a high quality with wide paths, smooth and even surfaces and kerb ramps. Expanding this network to complete missing links and better connect residential areas (for example, along Beach Avenue, Helen Street, Kolora Way and New Brighton Road) will significantly help to improve the level of service and accessibility in the future.

The existing shared cycle/footpath that currently bisects New Brighton (refer to Figure 17) provides a fair level of service for more vulnerable users as the path is generally wide and the surface quality is good. Path quality is reduced in select locations, however, due to the presence of leaf litter and sand. This is particularly evident along New Brighton Road between Redgate Road and Byron Street (leaf

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litter) and along The Esplanade, north of Strand Avenue (sand). Undertaking regular maintenance will help to ensure the path is suitable for all users.

Accessibility in Billinudgel is currently poor despite the presence of a wide shared path along one part of Wilfred Street. This low level of service is largely due to the discontinuity of the network and general lack of paths. Addressing these existing accessibility issues will be a key driver for this PAMP.

### 2.8.3 Pedestrian crash history

Only one crash involving a pedestrian was recorded across these four locations between 2012 and 2017. As shown in Figure 17, this crash occurred at the Rajah Road and Brunswick Valley Road roundabout. The crash, which resulted in serious injury, occurred in 2015 when a pedestrian was attempting to cross Brunswick Valley Way.

### 2.8.4 Passenger transport

There is currently one public bus route which services Ocean Shores, South Golden Beach, New Brighton and Billinudgel, namely:

• 645: Ocean Shores to Byron Bay.

This bus service stops at multiple locations across Ocean Shores, South Golden Beach, New Brighton and Billinudgel, often with limited infrastructure available (bus stops, waiting areas, paths, crossings, etc.) to support boarding and alighting bus passengers. As mentioned earlier, providing appropriate pedestrian facilities to enable residents and visitors to access the bus network is important as it improves safety, practicality and the integration of different transport modes. This has the potential to improve the overall attractiveness of public transport use and to provide further transport alternatives in order to reduce reliance on private vehicle use. This is particularly relevant in Ocean Shores where the hilly topography could affect rates of walking and rolling.

In addition to these local services, longer distance regional coach services extend along the east coast from Brisbane to Grafton and inland from Byron Bay and Ballina West to Casino, servicing Ocean Shores and Billinudgel.

The passenger transport network is also comprised of one transport operator which provides a shuttle between Brisbane Airport and Casino.

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### 2.8.5 Issues and opportunities

OCEAN SHORES, SOUTH GOLDEN BEACH, NEW BRIGHTON & BILLINUDGEL – SUMMARY OF EXISTING ISSUES AND OPPORTUNITIES

### Issues Opportunities

- Many gaps in existing walk and roll network
- Low proportion of residents who walk to work
- Undulating topography, particularly in Ocean Shores, may impact on mobility
- Paths in Billinudgel generally poorer quality and less accessible
- The Pacific Motorway forms a barrier for pedestrian access between beachside and inland localities

- Some existing key pedestrian routes that link different suburbs. Provides spines from which the walk and roll network could be expanded
- Newer residential areas generally have higher quality and more accessible paths
- Existing co-location of major attractors (shopping centre, medical centre and community centre) in Ocean Shores



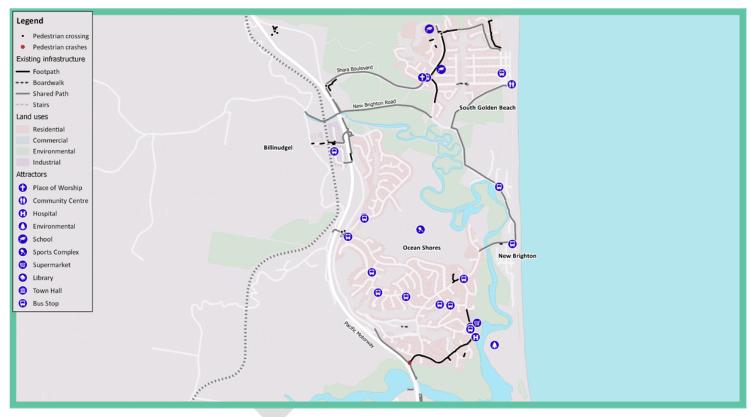


Figure 17: Existing walk and roll network and pedestrian crash locations - Ocean Shores, South Golden Beach, New Brighton and Billinudgel

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Figure 18: Existing walk and roll network and pedestrian crash locations - South Golden Beach and Billinudgel

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Figure 19: Existing walk and roll network and pedestrian crash locations - Ocean Shores and New Brighton

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# 2.9 Walking and rolling in Brunswick Heads

Located at the mouth of the Brunswick River, Brunswick Heads – or *Brunz* as it is more affectionately known – is an idyllic town that provides direct access to pristine beaches, waterways and nature reserves. Brunswick Heads exudes a traditional seaside village atmosphere coupled with a town centre that continues to increase in vibrancy and activity at any number of the popular cafes, restaurants, specialty shops and accommodation options.

The PAMP study area for Brunswick Heads is shown in Figure 20 and a snapshot of key community profile statistics is provided below.

Population	Median age	Largest age category
1 727	49	55 to 59
1,737 +90 (5.5%) since 2011 5.2% of Byron Shire population	Regional NSW 43 NSW 38 Australia 38	years (9.8%) Regional NSW 7.1% NSW 6.3% Australia 6.2%
Proportion of employed local residents who walk to work	Proportion of residents needing assistance with core activities	Most popular industry of employment Health Care and Social Assistance

Source: Australian Bureau of Statistics; ProfileID

As with a number of towns and villages in Byron Shire, a high proportion of Brunswick Heads residents currently walk to work when compared against the

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regional, state and national average. This is likely to be a result of the town's active and walkable town centre within close proximity to residential areas, the variety of employment opportunities available locally and the extent of the existing footpath network.

### 2.9.1 Existing walk and roll network

As can be seen in Figure 20, the existing walk and roll network in Brunswick Heads is extensive with the majority of the gridded road network currently lined with some form of path infrastructure. This enables dedicated pedestrian connections to almost all commercial areas and key attractors as well as to the majority of the residential areas in Brunswick Heads. The quality and width of existing footpaths varies across the town, however, existing paths in residential areas are generally narrow (1m approx.) and showing signs of age.

Two pedestrian connections are currently available to the beach and residential areas on the eastern side of Brunswick Heads. The first of these paths, located on the South Beach Road vehicle bridge, is narrow and pedestrian paths are currently not provided on the eastern terminus to ensure continuous and more formalised pedestrian access to the beach. The second is a dedicated pedestrian bridge located at the eastern end of Fingal Street adjacent to Terrace Park which intersects with South Beach Road and provides access to the beach.

### 2.9.2 Network quality and accessibility

Despite an extensive walk and roll network, the quality of existing paths and the level of service and accessibility for more vulnerable users could be improved. Some of the key issues include narrow or variable path widths; poor quality surfaces; gaps in the network; lack of kerb ramps and other supporting infrastructure; and unsuitable or missing crossing facilities.

Considering the ageing population, the comparatively high proportion of residents needing assistance with core activities and the large number of tourists that visit Brunswick Heads every year, addressing these existing accessibility issues will be a key driver for this PAMP.

### 2.9.3 Pedestrian crash history

Only one crash involving a pedestrian was recorded in Brunswick Heads between 2012 and 2017. As shown in Figure 20, this crash occurred on Tweed Street, west

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of Newberry Parade. The crash, which resulted in minor injury, occurred in 2016 when a pedestrian was attempting to cross Tweed Street.

### 2.9.4 Passenger transport

There are currently three public bus routes which service Brunswick Heads and surrounds. These are:

- 610: Byron Bay to Lismore
- 635: Lismore to Mullumbimby and Brunswick Heads
- 645: Ocean Shores to Byron Bay.

Longer distance regional coach services extend along the east coast from Brisbane to Grafton and inland from Byron Bay and Ballina West to Casino, servicing Brunswick Heads.

Each of these services stop in the centre of Brunswick Heads at an existing onroad bus stop on Park Street, north of Fingal Street. This is located close to shops, restaurants and other facilities and is directly serviced by a network of existing pedestrian paths. In addition, one bus service (Route 645) also stops on Old Pacific Highway, south of the town centre. Dedicated pedestrian facilities to support boarding and lighting bus passengers in this location are currently limited. It is important that existing and planned bus stops in Brunswick Heads are integrated with and supported by the path network and any other pedestrian facilities (e.g. crossings).

Outside of the public bus service, passenger transport options in Brunswick Heads are currently limited.



### 2.9.5 Issues and opportunities

# BRUNSWICK HEADS – SUMMARY OF EXISTING ISSUES AND OPPORTUNITIES

#### Issues

- Some gaps in existing walk and roll network, particularly to provide access to beach
- Variable path width, poor surface quality and lack of kerb ramps negatively affects accessibility
- Tweed Street forms a barrier for access between residential areas to the west and the town centre in the east. Pedestrians required to cross road at limited formal locations to access the two areas

#### Opportunities

- Existing compact and walkable town centre with residential areas within close proximity
- Easy navigation and legibility due to street grid design
- Existing high rates of pedestrian activity and established culture of walking with above average proportion of residents who walk to work
- Topography generally conducive to pedestrian movements for all ages and abilities
- Proximity to key attractors and natural assets (for example, beaches) to support recreational walks
- Several existing attractors are located within walking distance of the town centre

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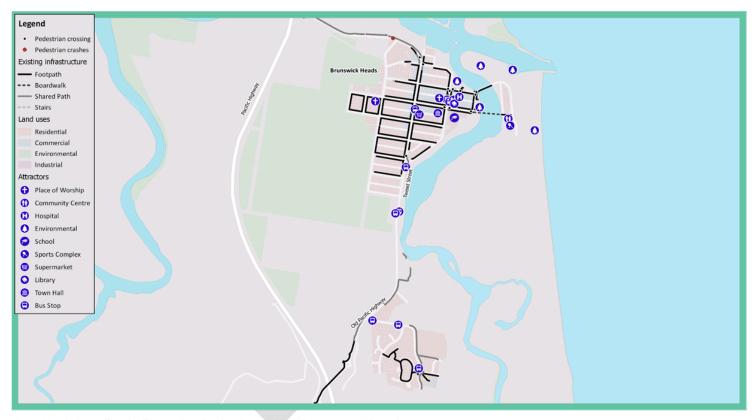


Figure 20: Existing walk and roll network and pedestrian crash locations – Brunswick Heads

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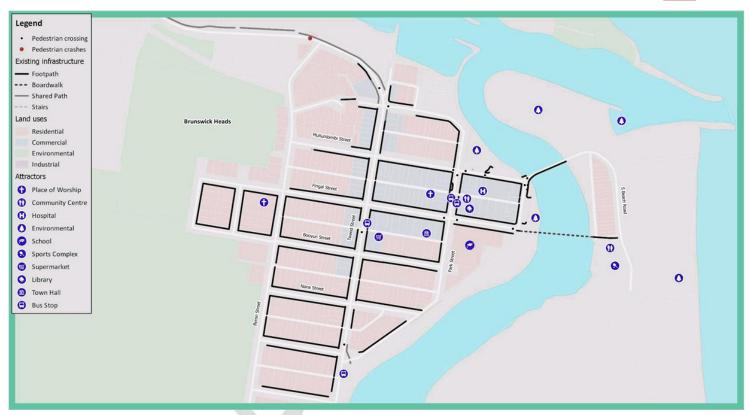


Figure 21: Existing walk and roll network and pedestrian crash locations - Brunswick Heads Town Centre

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# 2.10 Walking and rolling in Main Arm and Federal

Main Arm and Federal are all small inland villages located in the west of the Shire. The villages provide basic facilities for locals and visitors including general stores, community halls and some dining and accommodation.

As can be seen in Figure 22 and Figure 23, the existing walk and roll network in Main Arm and Federal is limited. This negatively affects the ability of pedestrians, particularly those with mobility impairments, to safely and effectively walk and roll in each of these villages.







Figure 22: Existing walk and roll network - Main Arm

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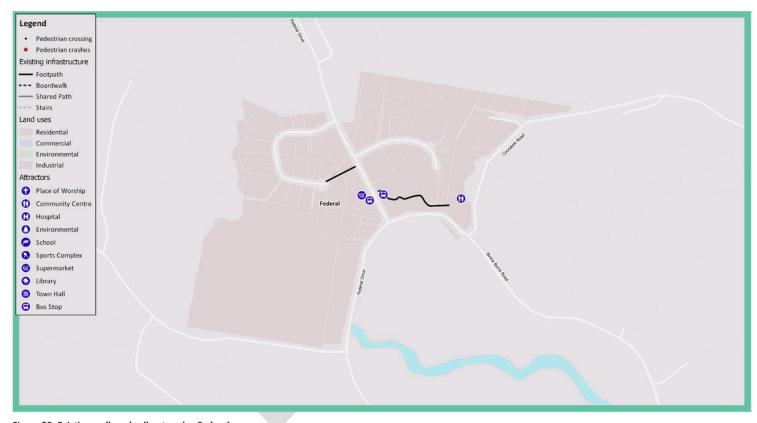


Figure 23: Existing walk and roll network – Federal

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# 3 Community consultation

The strength of any plan is determined, to no small degree, by how well it reflects the needs and aspirations of those that it affects. In light of this, an extensive three-stage community consultation process was adopted to inform the development of the PAMP. These stages included:

- Stage 1 Online survey
- Stage 2 Local design workshops
- Stage 3 Consultation on the Draft PAMP.

The first two stages have been undertaken to develop this Draft PAMP with the third and final stage now being undertaken to determine the alignment of the plan with community expectations.

At the same time that this PAMP was being prepared, Council were also preparing the Byron Shire Bike Plan. In order to align and integrate these plans as much as possible, the content presented and discussed at each consultation stage was integrated across both plans.

Different consultation methods and mediums were adopted in order to provide the greatest opportunity for meaningful community contribution. Similarly, the timing of each consultation stage was strategically sequenced so that community input directly shaped the development of each of the plans.

The specific methods that were adopted and some of the key findings that were discovered in the two consultation stages that occurred as part of the development of this Draft PAMP are summarised below.

# 3.1 Stage 1 consultation – online survey

In October 2018, an online survey questionnaire was launched on Council's website with the aim of gathering important quantitative and qualitative information from the community on the current use of the existing footpath and cycle networks, the motivations and reasons for their use, the community's experiences walking, cycling and rolling (including the use of wheelchairs,

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mobility scooters and walking frames), and existing challenges and barriers to increased participation. Recognising the need to ensure future networks reflect the needs and aspirations of all residents, parents and carers of dependent children were specifically asked to comment on their children's use and experience of the existing network.

The survey was widely promoted by Council through a range of available channels including eNewsletters, email databases, social media and video interviews. Roughly 700 survey responses were received, providing an excellent sample for analysis and for understanding the current community experience using the existing walk and cycle networks.

Some of the key recurring themes for the Shire that specifically related to walking and the use of the footpath network included:

- New footpaths are needed
- Connectivity improvements are needed between footpaths within towns and also between towns
- Increased maintenance is needed for footpaths and roads
- Safety improvements are needed (for example, separation of pedestrians, cyclists and motorists, provision of safe crossing points, improved lighting)
- Support for the reuse of the currently disused Casino-Murwillumbah rail line, potentially to include opportunities for walking and rolling.

As the foundation for the PAMP, the online survey was also used as a means of identifying those in the community who wished to contribute further to the development of the plan. Approximately 54% – or 380 of the 700 survey respondents – expressed an interest in further engagement, including through ensuing local design workshops.

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# 3.2 Stage 2 consultation – local design workshops

Following on from the online survey, hands-on local design workshops open to the entire community were held in October and November 2018 at four locations across the Shire. These workshops were held at Mullumbimby, Byron Bay, Bangalow and Ocean Shores to encompass major population areas as well as surrounding villages and towns. A further workshop was also held with Byron

Shire's community-led Access Consultative Working Group (ACWG) to better understand the specific needs and aspirations of those in the community with temporary or permanent mobility impairments. The purpose of these workshops was to identify specific issues and opportunities at the town, regional and shire level and to reach consensus as to which initiatives should be prioritised for implementation.



To achieve this purpose, the following simple three-step process was developed:

- Step 1 Group identification of issues and opportunities
- Step 2 Group prioritisation of issues and opportunities
- Step 3 Individual prioritisation of issues and opportunities.

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In the first step, each group was provided with a series of maps and red, yellow and green stickers which were to be used to identify critical issues (for example, infrastructure deficiency, serious safety concern), moderate issues (for example, a narrow or worn footpath) and opportunities (for example, a new footpath connection to a school) respectively. Each group was also provided with post-it notes of corresponding colours to provide a commentary and justification of each issue and opportunity.

Using these marked-up maps for the second step, each group was then provided with a limited number of gold stickers to identify the group consensus on which of the issues or opportunities should be prioritised for further investigation. As a limited number of priorities were available, this exercise required a degree of critical thinking to be applied to each of the issues and opportunities and consideration of not only the needs and aspirations of the group but also the benefits and implications of each priority for the broader community.



Following the group prioritisation step, the maps were displayed and each participant was provided with two silver stickers. Each participant was asked to review the issues, opportunities and priorities of other groups and use their stickers to identify the initiatives which they personally believed should be prioritised for further investigation. This allowed for

independent peer review and confirmation of issues, opportunities and priorities and, through the adoption of what is in effect a system of 'voting', provided further indication of not only the initiatives to be investigated but also of their importance and required timeframes for implementation.

Some of the key statistics from the local design workshops include:

- Approximately 150 participants across the five design workshops
- 568 comments provided across both plans (202 critical issues, 128 moderate issues and 238 opportunities)

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- The greatest number of comments relating to the development of the PAMP were provided at the Byron Bay consultation session followed by the Ocean Shores, Mullumbimby, Bangalow and ACWG sessions
- 277 comments relating to the development of the PAMP (99 critical issues, 63 moderate issues and 115 opportunities)
- Roughly 70% of comments relating to the development of the PAMP had direct spatial implications that were able to be mapped.

Following the workshops, all of the recorded comments and feedback were reviewed and analysed. Some of the key themes and findings that emerged from the local design workshops are listed below.

- Repurpose the discussed rail corridor to support pedestrian and cycle movements across the Shire
- Connectivity needs to be improved both within and between towns
- · New footpaths are needed, particularly around schools
- · More footpath maintenance is needed
- Install tactile ground surface indicators, kerb ramps and other accessibility infrastructure
- Develop Shire-wide mobility maps that show accessible paths and the location of accessibility infrastructure
- Consider beach wheelchair access
- Provide safe crossings, particularly near bus stops.

The review of feedback also helped identify the most commonly mentioned words and phrases as documented by the community. These are shown graphically in a 'word cloud' in Figure 24. The larger the word in Figure 24, the more frequently it was mentioned. In addition to this, community comments with direct spatial implications were mapped using GIS software. This provided the following two key outputs for the development of this PAMP:

- Issues and Opportunities map / Priorities map
- · Community Consultation Network maps.

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The Issues and Opportunities map and the Priorities map are essentially graphical, consolidated summaries of the exercises undertaken in Stage 2 consultation. These maps show the location of issues and opportunities across the Shire identified during the first exercise as well as which of these issues and opportunities were prioritised by the community through the second and third exercise. The Issues and Opportunities map and the Priorities map are presented in Figure 25 and Figure 26 respectively.

The Community Consultation Network maps take this feedback one step further by identifying and then mapping the extent of those issues and opportunities that had spatial implications. As an example, this could include an identified opportunity to reuse the Casino to Murwillumbah rail line to provide a walk and roll connection between Mullumbimby and Byron Bay. These maps are provided in Appendix 1.

The contribution from the community was particularly important at this juncture as the timing of the local design workshops marked the turning point in the development of the plans; transitioning from a review of the existing situation to consideration of the desired future for walking and cycling in the Shire. The contributions directly informed the development of the PAMP and provided the basis for initiatives (for example, infrastructure, programs) to be delivered as part of this plan.

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Figure 24: Key words and phrases mentioned by the community during Stage 2 consultation

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Figure 25: Issues and opportunities identified by the community during Stage 2 consultation

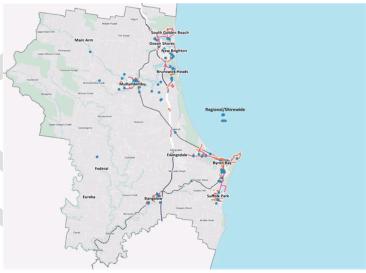


Figure 26: Prioritised issues and opportunities as nominated by the community during Stage 2 consultation

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# 4 The future walk and roll network

The community consultation provided insight into not only on-the-ground experiences and possible initiatives for the walk and roll network but also the variety of users and the unique characteristics and needs of each. Understanding this is a pre-requisite for developing a future network with routes that are appropriately prioritised and with initiatives that suit user needs.

### 4.1 Designing for users

In developing the future walk and roll network, a concerted effort was made to understand and design for the actual users of the network. An overarching design philosophy with more detailed design principles was adopted to ensure consistency not only in the approach to planning the future network but also to inform finer details around the type of infrastructure which could be implemented. The design principles and some of the physical implications for the network are discussed in the relevant sections below.

### 4.1.1 Design philosophy and principles

The guiding philosophy for developing the future walk and roll network was to design a walk and roll environment for the most vulnerable user so that it is suitable for all. A set of design principles were adopted to support this philosophy and to help apply it spatially across the Shire. These principles are:

- Provide a convenient, safe and connected network that offers route choice; that links residential areas, key attractors and public transport facilities; that considers the needs of users; that formalises existing pedestrian paths; that addresses existing hazards; and that reduces the need to cross roads.
- Provide pedestrian crossings where the walk and roll network intersects with the road network that recognise that these locations are the most vulnerable parts of the pedestrian network.

 Promote pedestrian priority where possible, where contextually appropriate and where the strategic intent of the pedestrian link is advanced.

### 4.1.2 Design typologies

The design philosophy and principles have direct implications for the type of infrastructure (paths and crossings) which could be implemented to complete the proposed future walk and roll network.

### Path typologies

For the path network, the following different path types will be implemented across the Shire:

- Footpaths for the exclusive use of pedestrians
- Shared paths for the shared use of both pedestrians and cyclists (and other appropriate mobility devices of similar scale and operating characteristics)
- Mixed traffic street for the shared use of pedestrians, cyclists and motorists with priority given to pedestrians. Suitable for application on low speed, low traffic, high pedestrian environments. Street redesign is required in addition to a reduction in posted speed limits. Examples of a mixed traffic street could include shared zones and pedestrian malls.

Footpaths and shared paths are considered to be 'off-road' as they are not contained within existing roadways and are therefore separate from vehicle traffic. Although the style and dimensions of these two path types will vary across the Shire depending on the local context, the intent is to provide paths that satisfy, as a minimum, the dimensions provided in Table 1. The path dimensions presented in Table 1 were developed based on a review and synthesis of relevant national, state, regional and local standards.

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Table 1: Path width guide

PATH TYPE	SITUATION	DESIRABLE MINIMUM WIDTH
	Low pedestrian volumes (for example, a typical residential street)	1.2m
Footpath	High pedestrian volumes (for example, a commercial area or town centre)	2.4m
	Wheelchair users passing one another	1.8m
	Two-way local access path	2.5m
Shared path	Two-way regional path	3.0m
	Two-way recreational path	3.5m

Note: the path widths presented in Table 1 are provided as a guide only. The exact dimensions to be applied will depend on the local context and will consider user type, volumes and major travel directions, environmental features, and existing constraints.

Example cross-sections of each of these path typologies are provided in Figure 27 and Figure 28.

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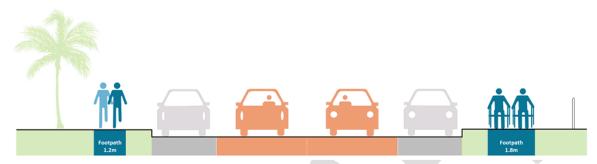


Figure 27: Example cross-sections of a 1.2m and a 1.8m pedestrian footpath

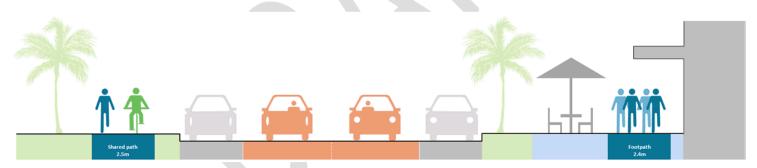


Figure 28: Example cross-sections of a 2.5m shared path and a 2.4m pedestrian footpath

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### Crossing typologies

The suitability and safety of any walk and roll network is determined as much, or arguably more, by the treatment applied to pedestrian crossing points as to the type and quality of its paths. These points are the most vulnerable parts of the network as this is where pedestrians and vehicles intersect.

As outlined in Section 4.1.1, a key design principle was to develop the network so as to reduce the need for road crossings (as far as possible) from the outset. In practical terms, this could mean providing a consistent path on both rather than one side of a road or identifying pedestrian desire lines and formalising this with appropriate infrastructure. As it is unrealistic and impractical to fully design-out the need for pedestrian crossing points, providing contextually-appropriate crossing treatments at locations that are convenient and safe for pedestrians is critical to providing a convenient, connected and safe walk and roll network that is suitable for all.

Crossing types suitable for implementation in the Shire are listed below with examples presented in Figure 29.

- · Pedestrian refuges
- Zebra crossings
- · Raised ('wombat') crossings
- Separated pedestrian crossing.





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### Pedestrian refuge



Zebra crossing



Raised crossing

Separated pedestrian crossing (Source: Austroads, 2017)

### Figure 29: Crossing typology examples

When selecting which crossing treatment to apply, consideration will be given to the different types of pedestrians and their specific needs and characteristics (especially children and those with mobility impairments), the volume of pedestrians and vehicles, the local context, the strategic intent of the path, and the nature of the intersecting road.

# 4.2 Supporting facilities

Regardless of the path or crossing selected, the provision of appropriate supporting facilities is important to ensuring the walk and roll network is accessible, safe and suitable for use by all and is pleasant, inviting and interesting. Some of these facilities include:

- Kerb build-outs
- Kerb ramps
- Lighting
- Path maintenance schedules
- Seating
- Shade

- · Signage, wayfinding and maps
- · Water fountains.

It is expected that the above listed facilities would be combined as required as part of the future network. As an example, this could include the provision of kerb ramps, signage and appropriate lighting at a pedestrian crossing to ensure safe and accessible movement for all users. This could be further combined with a path maintenance schedule to ensure the path is regularly cleared of debris. Implementation of these supporting facilities is likely to differ across the Shire and as the local context requires.

# 4.3 Proposed walk and roll network

The proposed walk and roll network is the synthesis of the review of the existing network, the findings from two rounds of community consultation and the application of current, best practice transport planning. The proposed network embodies the stated design philosophy and principles and includes reference to the path and crossing design typologies.

The proposed walk and roll network has been prepared for the entire Shire, with a specific focus on the following towns and villages due to their comparatively high levels of pedestrian activity:

- Mullumbimby
- Byron Bay
- Suffolk Park
- Bangalow
- · Ocean Shores, South Golden Beach, New Brighton and Billinudgel
- Brunswick Heads
- Main Arm
- Federal.

The future walk and roll network maps, which have been provided for each of these localities, are provided in Figure 30 to Figure 45 below. These maps show

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the existing and proposed future walk and roll networks in order to provide an indication of future connectivity once the entire network is constructed and also the path typology which could be implemented to achieve the objectives of the PAMP (refer to Section 1.3).





Figure 30: Future walk and roll network - Mullumbimby

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Figure 31: Future walk and roll network - Mullumbimby Town Centre

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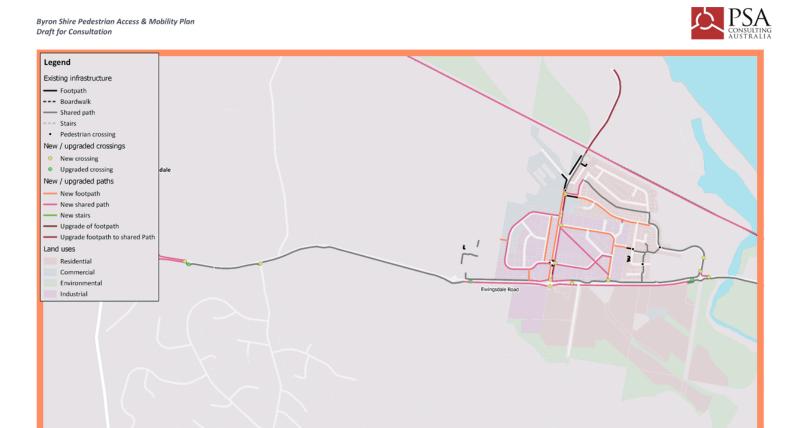


Figure 32: Future walk and roll network - Byron Bay (West)

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Figure 33: Future walk and roll network – Byron Bay (Central)

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Figure 34: Future walk and roll network – Byron Bay (Central) Town Centre

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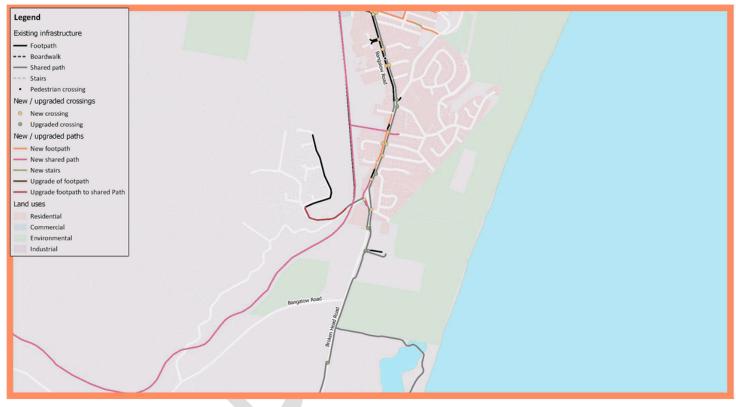


Figure 35: Future walk and roll network – Byron Bay (South)

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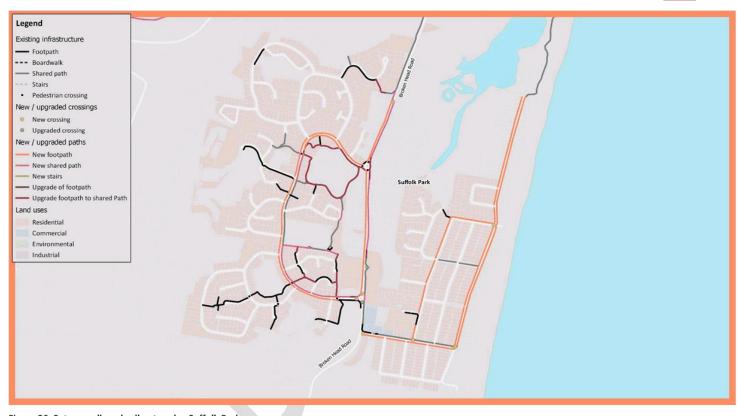


Figure 36: Future walk and roll network - Suffolk Park

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Figure 37: Future walk and roll network - Bangalow

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Figure 38: Future walk and roll network – Bangalow Town Centre

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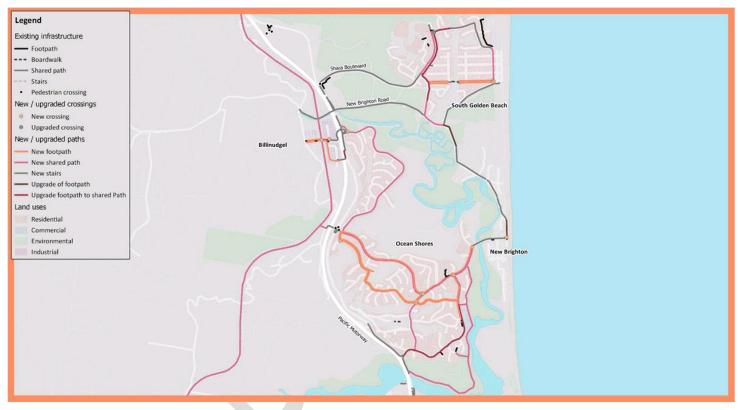


Figure 39: Future walk and roll network - Ocean Shores, South Golden Beach, New Brighton and Billinudgel

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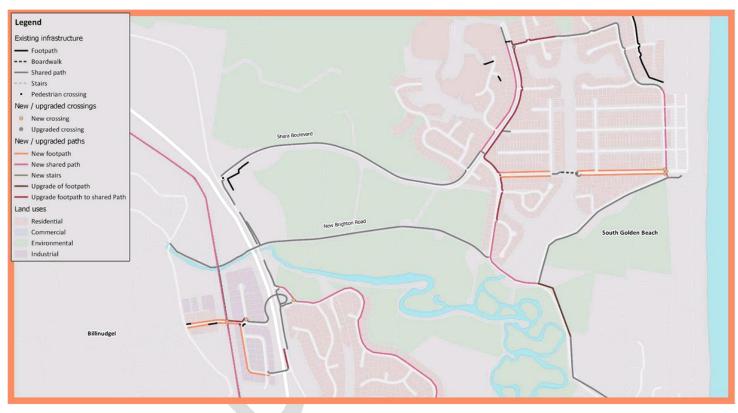


Figure 40: Future walk and roll network - South Golden Beach and Billinudgel

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Figure 41: Future walk and roll network - Ocean Shores and New Brighton

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Byron Shire Pedestrian Access & Mobility Plan Draft for Consultation Legend Existing infrastructure - Footpath --- Boardwalk ---- Shared path --- Stairs Pedestrian crossing New / upgraded crossings New crossing Upgraded crossing New / upgraded paths New footpath New shared path New stairs Upgrade of footpath Upgrade footpath to shared Path Land uses Residential Commercial Environmental Industrial

Figure 42: Future walk and roll network – Brunswick Heads

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Figure 43: Future walk and roll network - Brunswick Heads Town Centre

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Figure 44: Future walk and roll network - Main Arm

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Figure 45: Future walk and roll network – Federal

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### 5 Action Plan

This section outlines how the future network will be translated into practical, implementable action. This includes the provision of a detailed schedule of future works, a discussion on potential funding sources to aid delivery, and the preparation of a monitoring and evaluation framework.

## 5.1 Action Plan methodology

The following methodology was adopted to develop this Action Plan:

- Review the proposed future walk and roll network as presented in Section 4.3
- Identify pedestrian infrastructure (paths and crossings) that could be packaged and delivered as one project. As outlined in Section 4.3, by providing 'complete links' this will help to provide convenient, connected and safe connections that benefit users even if delivered in stages
- Estimate the cost to deliver each piece of infrastructure, consolidated into appropriate works packages
- Prepare a schedule of future works to outline the extent, description, cost and priority of works to be undertaken over the life of this PAMP and beyond
- · Identify potential funding sources to deliver the PAMP
- Develop a monitoring and evaluation framework to ensure the findings and strategic direction of the PAMP remains current and to track the Plan's rate of progress.

# 5.2 Works prioritisation and packaging

Consideration has been provided to the respective priority of implementing each of the identified paths and crossings as presented in Section 4.3. A description of

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each priority category is provided in Table 2 while Table 3 demonstrates the different components that make up the priority categories.

#### Table 2: Implementation priority

rable 2: Implem	entation priority
PRIORITY CATEGORY	PRIORITY DESCRIPTION
Priority A	Highest priority for implementation.
	Key criteria for consideration include whether the proposed facility:
	addresses an identified and significant safety issue;
	<ul> <li>significantly improves pedestrian access and mobility or is part of a broader connection that significantly improves pedestrian access and mobility;</li> </ul>
	<ul> <li>connects a diverse number of residential areas, key attractors and/or public transport facilities;</li> </ul>
	<ul> <li>responds to existing/demonstrated high pedestrian demand;</li> </ul>
	<ul> <li>facilitates significant growth in pedestrian volumes in the future;</li> </ul>
	reduces the need to cross roads.
Priority B	Medium priority for implementation
	Key criteria for consideration include whether the proposed facility:
	addresses an identified and moderate safety issue;
	<ul> <li>moderately improves pedestrian access and mobility or is part of a broader connection that moderately improves pedestrian access and mobility;</li> </ul>
	<ul> <li>connects a variety of residential areas, key attractors and/or public transport facilities;</li> </ul>

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PRIORITY	PRIORITY DESCRIPTION	
CATEGORY		
	<ul> <li>responds to existing/demonstrated moderate pedestrian demand;</li> </ul>	
	<ul> <li>facilitates moderate growth in pedestrian volumes in the future.</li> </ul>	
Priority C	Low priority for implementation	
	<ul> <li>Key criteria for consideration include whether the proposed facility</li> </ul>	
	<ul> <li>addresses an identified safety concern;</li> </ul>	
	<ul> <li>improves pedestrian access and mobility;</li> </ul>	
	<ul> <li>connects residential areas, attractors and/or public transport facilities;</li> </ul>	
	<ul> <li>responds to existing/demonstrated minor pedestrian demand.</li> </ul>	
Unprioritised	No assigned priority for implementation	
	This does not mean that the pedestrian facility is insignificant in the overall walk and roll network. Rather it recognises that there are significant constraints to its implementation. This could include:	
	<ul> <li>existing land tenure arrangements;</li> </ul>	
	environmental concerns; and / or	
	<ul> <li>the availability of funding (for example, a large piece of infrastructure such as a bridge that is heavily- dependent on State or Federal Government funding).</li> </ul>	
	The magnitude of applicable constraints could result in some of these unprioritised facilities being implemented outside of the 10 year timeframe of the PAMP	

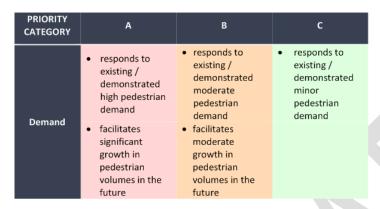
**Table 3: Priority Components by Category** 

PRIORITY CATEGORY	A	В	С
Safety	<ul> <li>addresses an identified and significant safety issue</li> <li>reduces the need to cross roads</li> </ul>	addresses an identified and moderate safety issue	<ul> <li>addresses an identified safety concern</li> </ul>
Accessibility	significantly improves pedestrian access and mobility or is a component of a broader connection that significantly improves pedestrian access and mobility	moderately improves pedestrian access and mobility or is a component of a broader connection that significantly improves pedestrian access and mobility	improves pedestrian access and mobility
Connectivity	connects a diverse number of residential areas, key attractors and / or public transport facilities	connects a variety of residential areas, key attractors and / or public transport facilities	connects     residential     areas, key     attractors and /     or public     transport     facilities

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Each of the proposed paths and crossings that make up the future walk and roll network have been assigned a priority categorisation based on the criteria presented in Table 2. The prioritized infrastructure was then grouped into appropriate works packages in order to provide 'complete links' as far as possible, even if the full extent of the connection is not able to be delivered all at once. This will help to maximise the return on any infrastructure investment and, importantly, to ensure that routes that are provided are convenient, connected and safe, even if provided in stages.

While the works packages have been prioritised into four categories, with category A being considered the highest priority, it is important to note that there is opportunity for lower priority works packages to be delivered prior to the delivery of all of the Priority A infrastructure. These priorities are based purely from the perspective of the pedestrian access and mobility plan. As a wholistic local government, Byron Shire Council will implement dynamic prioritisation that is influenced by several other funding, policy and infrastructure considerations. These priority considerations are outlined in Figure 46.

Funding sources (Federal infrastructure, State Government Grants, State infrastructure upgrades, Private investment)

Environmental factors (ie. climate change)

Priority Category (A, B, C, Unprioritised)

Change in strategic need and / or estimated future utilisation

Works on surrounding infrastructure

ORDER OF IMPLEMENTATION OF WORKS PACKAGES

Figure 46: Factors influencing priority implementation

Maps showing the prioritised infrastructure and grouping into appropriate works packages have been prepared for each of the previously identified towns and villages and are included as Appendix 2. These maps are a useful reference when reviewing the schedule of future works (refer to Section 5.3).

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#### 5.3 Schedule of future works

A schedule of future works has been prepared which includes all prioritised works packages. These packages, in turn, are comprised of every pedestrian facility and treatment across the entire Shire as proposed in this PAMP. This schedule, which is best viewed in conjunction with the prioritised infrastructure maps in Appendix 2, provides a description, cost estimate and priority for each of the 211 proposed works packages.

Proposed works were costed using approximate unit rates for various pedestrian facilities and treatments. The majority of these works included the installation of footpaths; shared paths; kerb ramps; zebra, raised and separated path crossings; and pedestrian refuges.

Based on the approximate unit rates, the total cost to deliver all 211 proposed works packages is estimated to cost approximately \$99.97m. A breakdown of this cost estimate by priority category is shown in Figure 47. An additional graph (Figure 48) has been provided to help provide greater understanding and context around the cost and quantity of works by location across the Shire. Specifically, this graph compares estimated cost by priority category against quantity of proposed works by priority category at each location.

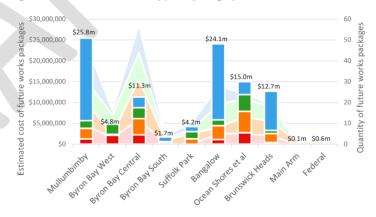
It should be noted that a significant proportion of the works proposed in this PAMP, primarily the construction of shared paths and crossings, are also proposed in the Bike Plan. In fact, roughly half of the total cost to deliver the \$207m of combined pedestrian and cyclist infrastructure in Byron Shire is shared between the PAMP and the Bike Plan. Despite this, Council recognises that at \$99.97m, the estimated cost to deliver all of the identified works in this PAMP is significant. In light of this, Council will be seeking opportunities to partner with the State Government, private enterprise and the community to help deliver this infrastructure over the life of this PAMP and beyond. This is discussed in greater detail in Section 5.4.

The estimates of cost presented in this section and in Table 4 to Table 13 below are high-level only and have been presented in order to provide an indication of the potential scale of the works proposed. These costs will be revisited when undertaking more detailed planning for the implementation of any future work.

Unprioritised \$56,955,040 57%

Priority C \$15,097,560 15%

Figure 47: PAMP estimated cost by priority category



Priority A \$8,675,800

Priority B

Figure 48: PAMP estimated cost and quantity of works packages by priority category and location

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Table 4: Schedule of future works - Mullumbimby

WORKS PACKAGE ID	MAP REFERENCE	LOCATION	DESCRIPTION	PRIORITY	WORKS IN BIKE PLAN	ESTIMATED COST
MUA01	Мар А	Mullumbimby	Upgrade 105m of existing footpath to shared path on northern side of Argyle Street between Prince Street and Station Street, 50m on western side of Station Street north of Burringbar Street and 40m on Burringbar Street between River Terrace and Gordon Street. Construct new zebra crossing on western leg and upgrade existing refuge on eastern leg of Burringbar Street/Station Street intersection. Construct new zebra crossing on western and southern leg of Burringbar Street/Stuart Street intersection. Construct new zebra crossing on northern leg and upgrade existing refuge on western leg of Burringbar Street/Dalley Street intersection. Construct new raised crossing on northern leg of Burringbar Street/Gordon Street intersection	А	Yes	\$215,500
MUA02	Map A	Mullumbimby	Construct 120m of new footpath on western side of Gordon Street south of Murwillumbah Road and 160m on eastern side of Gordon Street between Murwillumbah Road and Burringbar Street	А	No	\$100,800
MUA03	Мар А	Mullumbimby	Construct new zebra crossing across Dalley Street outside Mullumbimby Ex-Services Club	А	Yes	\$15,000
MUA04	Мар А	Mullumbimby	Construct new zebra crossing across Stuart Street	А	Yes	\$15,000
MUA05	Мар А	Mullumbimby	Construct new refuge on western leg of Tincogan Street/Station Street	Α	Yes	\$15,000
MUA06	Мар А	Mullumbimby	Construct 315m of new shared path on southern side of Tincogan Street between Brunswick Terrace and Stuart Street. Construct new raised crossing on northern leg and new refuge on eastern, southern and western leg of Tincogan Street/Stuart Street intersection. Construct new raised crossing on northern and southern leg, new refuge on western leg and upgrade existing refuge on eastern leg of Tincogan Street/Dalley Street intersection. Construct new raised crossing on northern and southern leg, new refuge on eastern leg and upgrade existing refuge on western leg of Tincogan Street/Gordon Street intersection. Construct new raised crossing on northern leg and new refuge on western leg of Tincogan Street/Brunswick Terrace intersection	А	Yes	\$503,400
MUA07	Мар А	Mullumbimby	Construct 85m of new footpath on northern side of Whian Street between Dalley Street and Stuart Street. Construct new zebra crossing across Dalley Street and Stuart Street. Construct new refuge on northern leg of Stuart Street/Whian Street intersection and eastern leg of Stuart Street/Fern Street intersection	А	No	\$90,600
MUA08	Мар А	Mullumbimby	Amend 700m of existing shared path on Azalea Street/Jubilee Avenue to separated footpath. Construct new zebra crossing on northern leg and new raised crossing on western leg of Dalley Street/Whian Street intersection. Construct new refuge on western leg of Left Bank Road/Azalea Street intersection	А	No	\$280,300

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WORKS PACKAGE ID	MAP REFERENCE	LOCATION	DESCRIPTION	PRIORITY	WORKS IN BIKE PLAN	ESTIMATED COST
MUA09	Map A	Mullumbimby	Construct 20m of new footpath on approach to the Dalley Street/Tyagarah Street intersection	А	No	\$7,560
MULLUMBIME	BY SUB-TOTAL	(PRIORITY A)				\$1,243,160
MUB01	Мар А	Mullumbimby	Construct 610m of new footpath on southern side of Jubilee Avenue between Fern Street and Azalea Street. Construct new refuge on southern side of Jubilee Avenue at Fern Street, Myokum Street and Byron Street. Construct new zebra crossing across Jubilee Avenue outside swimming pool	В	No	\$274,560
MUB02	Map A	Mullumbimby	Construct 185m of new shared path on eastern side of Stuart Street between Fern Street and end of Stuart Street (south)	В	Yes	\$110,400
MUB03	Мар А	Mullumbimby	Construct 545m of new shared path (multi use corridor) north of Argyle Street. Construct 400m of new shared path (multi use corridor) south of Argyle Street. Construct 35m of new shared path on northern side of Mill Street between multi use corridor and Station Street. Construct 45m of new shared path east between multi use corridor and Prince Street. Construct 45m of new shared path east between multi use corridor and Ann Street. Construct 75m of new shared path west between multi use corridor and Station Street (near Fern Street intersection). Construct new refuge on northern leg of Station Street/Fern Street intersection. Construct new raised crossing across Argyle Street along multi use corridor	В	Yes	\$718,800
MUB04	Мар А	Mullumbimby	Construct 250m of new footpath on southern and western sides of Crown Street and Queen Street between Morrison Avenue and Argyle Street. Upgrade 85m of existing footpath to shared path on eastern side of Morrison Avenue between Crown Street and Argyle Street. Construct new refuge on eastern leg of Morrison Avenue/Crown Street	В	Yes*	\$147,140
MUB05	Мар А	Mullumbimby	Construct 35m of new shared path on northern side of Argyle Street east of Prince Street. Upgrade 50m of existing footpath to shared path on northern side of Argyle Street west of Morrison Avenue. Upgrade 30m of existing footpath to shared path on northern side of Argyle Street east of Morrison Avenue. Construct 125m of new shared path on northern side of Argyle Street west of Queen Street. Construct 310m of new shared path on northern side of Argyle Street east of Queen Street. Construct new raised crossing on northern leg and new refuge on southern leg of Queen Street/Argyle Street intersection	В	Yes	\$367,800
MUB06	Мар А	Mullumbimby	Construct 110m of new footpath on western side of Stuart Street between Fern Street and Whian Street. Upgrade 100m of existing footpath on western side of Stuart Street north of Whian Street. Construct 70m of new footpath on eastern side of Stuart Street north of Fern Street. Upgrade 150m of existing footpath on eastern side of Stuart Street between existing	В	No	\$154,740

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WORKS PACKAGE ID	MAP REFERENCE	LOCATION	DESCRIPTION	PRIORITY	WORKS IN BIKE PLAN	ESTIMATED COST
			footpath south of Burringbar Street and new footpath north of Fern Street. Construct new refuge on western leg of Stuart Street/Whian Street intersection			
MUB07	Map A	Mullumbimby	Upgrade 95m of existing footpath on western side of Stuart Street south of Tincogan Street. Upgrade 165m of existing footpath on western side of Stuart Street north of Tincogan Street. Construct 10m of new footpath on western side of Stuart Street south of Tyagarah Street. Upgrade 65m of existing footpath on eastern side of Stuart Street south of Tincogan Street. Construct 280m of new shared path on eastern side of Stuart Street between Tincogan Street and Train Street	В	Yes*	\$267,480
MUB08	Мар А	Mullumbimby	Construct 5m of new footpath on western side of Stuart Street north of Tyagarah Street.  Upgrade 210m of existing footpath on western side of Stuart Street south of Mill Street.  Construct 115m of new shared path on eastern side of Stuart Street between Mill Street and Train Street	В	Yes*	\$132,060
MUB09	Мар А	Mullumbimby	Construct 125m of new footpath on eastern side of Murwillumbah Road/Coolamon Scenic Drive south of Laurel Avenue	В	No	\$45,000
MUB10	Мар А	Mullumbimby	Upgrade 40m of existing shared path on southern side of Main Arm Road east of Palm Avenue. Construct 85m of new shared path on southern side of Main Arm Road east of Chinbible Avenue. Construct new raised crossing on southern side of Main Arm Road at Palm Avenue and Pine Avenue and new refuge at Chinbible Avenue	В	Yes	\$148,200
MUB11	Map A	Mullumbimby	Construct 290m of new shared path on eastern side of Tuckeroo Avenue between Left Bank Road and Hottentot Crescent. Construct new refuge on eastern leg of Tuckeroo Avenue/Hottentot Crescent intersection	В	Yes	\$192,840
MULLUMBIMI	BY SUB-TOTAL	(PRIORITY B)				\$2,559,020
MUC01	Map A	Mullumbimby	Upgrade 465m of existing footpath to shared path between Tuckeroo Avenue and Azalea Street. Upgrade 50m of existing footpath to shared path between Hottentot Crescent and upgraded path	С	Yes	\$257,500
MUC02	Map A	Mullumbimby	Construct 575m of new shared path on southern side of Main Arm Road between Chinbible Avenue and Hinterland Christian College. Construct new refuge across Main Arm Road outside Hinterland Christian College and on southern leg of Main Arm Road/Coral Avenue intersection	С	Yes	\$375,600
MUC03	Мар А	Mullumbimby	Construct 530m of new footpath on western side of Pine Avenue between Main Arm Road and Riverside Drive	С	No	\$191,160
MUC04	Map A	Mullumbimby	Upgrade 30m of existing footpath to shared path on northern side of Murwillumbah Road west of Casuarina Street	С	Yes	\$14,000

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WORKS PACKAGE ID	MAP REFERENCE	LOCATION	DESCRIPTION	PRIORITY	WORKS IN BIKE PLAN	ESTIMATED COST
MUC05	Map A	Mullumbimby	Construct 165m of new footpath on both sides of Gordon Street between Murwillumbah Road and Tyagarah Street	С	No	\$118,080
MUC06	Map A	Mullumbimby	Construct 105m of new footpath on western side and 175m on eastern side of Gordon Street north of Tyagarah Street. Construct 15m of new shared path between Gordon Street and existing path	С	Yes*	\$109,200
MUC07	Map A	Mullumbimby	Construct 60m of new footpath on southern side of Train Street between Stuart Street and McGoughans Lane	С	No	\$22,320
MUC08	Map A	Mullumbimby	Construct 130m of new shared path on northern side of Poinciana Street and 220m on eastern side of Morrison Avenue. Upgrade 120m of existing footpath to shared path on eastern side of Morrison Avenue	С	Yes	\$269,900
MUC09	Мар А	Mullumbimby	Construct 445m of new shared path on northern side of Argyle Street west from Manns Road	С	Yes	\$267,600
MUC10	Map A	Mullumbimby	Construct 200m of new footpath on southern side of Argyle Street between King Street and James Street	С	No	\$72,000
MUC11	Мар А	Mullumbimby	Construct 280m of new shared path on northern side of Fern Street. Construct 5m of new footpath on southern side of Station Street north from Fern Street	С	Yes*	\$168,240
MULLUMBIMI	BY SUB-TOTAL	(PRIORITY C)				\$1,865,600
MUU01	Мар А	Mullumbimby	Construct 400m of new shared path on western side of Manns Road between Mullumbimby Road and end of Manns Road (north)	U	Yes	\$240,000
MUU02	Мар А	Mullumbimby	Construct 2,695m of new shared path on northern side of Mullumbimby Road between Manns Road and Gulgan Road. Construct 65m of new shared path on the southern side of Gulgan Road north of Mullumbimby Road. Construct new raised crossing on northern leg of Manns Road/Mullumbimby Road and new refuge on eastern leg of Mullumbimby Road/Gulgan Road	U	Yes	\$1,662,600
MUU03	Map A	Mullumbimby	Construct 795m of new shared path through community garden between Jubilee Avenue and Stuart Street	U	Yes	\$475,800
MUU04	Мар А	Mullumbimby	Construct 180m of new shared path on northern side of Azalea Street south of Coolamon Avenue. Construct 210m of new shared path (including bridge) across river north of Coolamon Avenue	U	Yes	\$1,234,600
MUU05	Мар А	Mullumbimby	Construct 555m of new shared path on northern side of Azalea Street between Coolamon Avenue and end of Azalea Street (west)	U	Yes	\$332,400
MUU06	Мар А	Mullumbimby	Construct 2,785m of new shared path on southern side of Left Bank Road between Tuckeroo Avenue and Mullumbimby Steiner School. Construct new refuge on eastern leg of Tuckeroo Avenue/Left Bank Road intersection	U	Yes	\$1,685,400

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WORKS PACKAGE ID	MAP REFERENCE	LOCATION	DESCRIPTION	PRIORITY	WORKS IN BIKE PLAN	ESTIMATED COST
MUU07	Map A	Mullumbimby	Construct 110m of new shared path between south of Kamala Court and river. Construct 1240m of new shared path on southern side of Riverside Drive between Kamala Court proposed river crossing and Burringbar Street across river (including bridge)	U	Yes	\$2,811,200
MUU08	Мар А	Mullumbimby	Construct 580m of new shared path along river between Murwillumbah Road and Stuart Street. Upgrade 135m of existing footpath along river between proposed new shared paths	U	Yes	\$416,700
MUU09	Map A	Mullumbimby	Construct 175m of new shared path on northern side of Mill Street between Stuart Street and multi use corridor (east)	U	Yes	\$103,800
MUU10	Мар А	Mullumbimby	Construct 80m of new footpath on western side of Dalley Street south of Mill Street.  Upgrade 125m of existing footpath on western side of Dalley Street north of Tyagarah  Street. Construct 25m of new footpath on eastern side of Dalley Street south of Mill Street.  Upgrade 180m of existing footpath on eastern side of Dalley Street north of Tyagarah Street	U	No	\$128,040
MUU11	Map A	Mullumbimby	Upgrade 175m of existing footpath on western side of Dalley Street between Tyagarah Street and Tincogan Street. Upgrade 175m of existing footpath on eastern side of Dalley Street between Tyagarah Street and Tincogan Street. Upgrade 165m of existing footpath on western side of Dalley Street between Tincogan Street and Burringbar Street. Upgrade 25m of existing footpath on eastern side of Dally Street south of Tincogan Street	U	No	\$162,300
MUU12	Мар А	Mullumbimby	Construct 90m of new footpath on western and southern sides of Train Street and Station Street east of McGoughans Lane. Upgrade 250m of existing footpath on western side of Station Street north of Tincogan Street	U	No	\$106,740
MUU13	Map A	Mullumbimby	Upgrade 280m of existing footpath on western side of Station Street north of Fern Street	U	No	\$83,700
MUU14	Map A	Mullumbimby	Upgrade 60m of existing footpath on western side of Dalley Street north of Whian Street. Upgrade 85m of existing footpath on eastern side of Dalley Street north of Whian Street	U	No	\$42,900
MUU15	Map A	Mullumbimby	Construct 70m of new shared path along northern boundary of tennis courts on Jubilee Avenue to connect to existing shared path to the north	U	Yes	\$43,200
MUU16	Map A	Mullumbimby	Construct 12,032m of new shared path (multi use corridor) between Fern Street and Bayshore Drive (Byron Bay West)	U	Yes	\$7,219,200
MUU17	Map A	Mullumbimby	Construct 5,005m of new shared path (multi use corridor) between Mill Street and Coolamon Scenic Drive (Ocean Shores)	U	Yes	\$3,002,400
MULLUMBIME	BY SUB-TOTAL	(UNPRIORITISED				\$19,750,980
MULLUMBIME	BY TOTAL					\$25,418,760
Notes cost cotionates	and blab lavel and	based on account of a	interests. Asked each will your depending as site and littles and appetuation with adding.			

Note: cost estimates are high level and based on assumed unit rates. Actual costs will vary depending on site conditions and construction methodology

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^{*} Works are partially contained within Byron Shire Bike Plan



Table 5: Schedule of future works – Byron Bay (West)

WORKS PACKAGE ID	MAP REFERENCE	LOCATION	DESCRIPTION	PRIORITY	WORKS IN BIKE PLAN	ESTIMATED COST
BBA01	Мар В	Byron Bay West	Construct 1,540m of new shared path on southern side of Ewingsdale Road between Cavanbah Centre and Sunrise Boulevard. Construct 310m of new shared path on the northern side of Ewingsdale Road on both approaches to Bayshore Drive. Construct 85m of new shared path at the Ewingsdale Road/Sunrise Boulevard intersection. Upgrade existing refuge across Ewingsdale Road near Cavanbah Centre. Construct new raised crossing on northern and southern leg of Ewingsdale Road/Bayshore Drive intersection, across Banksia Drive and Sunrise Boulevard. Construct new refuge across Ewingsdale Road east of Bayshore Drive and on western and eastern leg of Ewingsdale Road/Sunrise Boulevard intersection. Construct new refuge along Sunrise Boulevard across holiday park entrance	А	Yes	\$1,417,200
BBA02	Мар В	Byron Bay West	Construct 365m of new shared path on the eastern side of Bayshore Drive between Grevillea Street and Centennial Circuit. Upgrade 185m of existing footpath to shared path along eastern side of Bayshore Drive between Ewingsdale Road and Grevillea Street and between Centennial Circuit and Sunrise Boulevard. Construct new raised crossing on eastern side of Bayshore Drive at Sunrise Boulevard, Banksia Drive and Grevillea Street	А	No	\$399,800
BBA15	Мар В	Byron Bay West	Construct 499m of new shared path through the diagonal easement between Banksia Drive and the intersection of Bayshore Drive and Banksia Drive.	Α	Yes	\$299,400
BYRON BAY (V	VEST) SUB-TOT	AL (PRIORITY A)				\$2,116,400
BBB01	Мар В	Byron Bay West	Construct 250m of new shared path on southern side of Ewingsdale Road between Byron Central Hospital and William Flick Lane. Construct new raised crossing on southern side of Ewingsdale Road/William Flick Lane and Ewingsdale Road/Byron Central Hospital entry road intersection	В	No	\$211,200
BBB02	Мар В	Byron Bay West	Construct new raised crossing on southern leg of Ewingsdale Road/McGettigans Lane intersection	В	Yes*	\$30,000
BYRON BAY (V	VEST) SUB-TOT	AL (PRIORITY B)				\$241,200
BBC01	Мар В	Byron Bay West	Construct 445m of new shared path on northern side of Ewingsdale Road between Ewingsdale Road and Woodford Lane. Construct new raised crossing on western side of Ewingsdale Road/Byron Central Hospital entry road intersection	С	Yes	\$296,400
BBC02	Мар В	Byron Bay West	Construct 625m of new footpath on the western side of Bayshore Drive between Ewingsdale Road and Penny Lane	С	Yes	\$225,720
BBC03	Мар В	Byron Bay West	Construct 995m of new shared path on western side of Centennial Circuit. Construct new refuge on northern leg of Bayshore Drive/Centennial Circuit intersection	С	No	\$612,000

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WORKS PACKAGE ID	MAP REFERENCE	LOCATION	DESCRIPTION	PRIORITY	WORKS IN BIKE PLAN	ESTIMATED COST
BBC04	Мар В	Byron Bay West	Construct 320m of new footpath on eastern side of Brigantine Street and 55m on southern and 55m on northern side of Centennial Court between Brigantine Street and Bayshore Drive	С	No	\$114,840
BBC05	Мар В	Byron Bay West	Upgrade 640m of existing footpath to shared path on western side of Bayshore Drive north from rail line	С	Yes	\$320,500
BBC06	Мар В	Byron Bay West	Construct 205m of new shared path on western side of Julian Rocks Drive/northern side of Sunrise Boulevard	С	No	\$123,600
BBC07	Мар В	Byron Bay West	Construct 520m of new footpath on southern side of Sunrise Boulevard between Julian Rocks Drive and Belongil Crescent. Construct 20m of new shared path from Sunrise Boulevard to Ti-Tree Place	С	No	\$198,840
BBC08	Мар В	Byron Bay West	Construct 660m of new footpath on western side of Banksia Drive between Bayshore Drive and Ewingsdale Road. Construct 80m of new footpath on southern side of Fern Place	С	No	\$266,400
BBC09	Мар В	Byron Bay West	Construct 445m of new shared path on southern side of Grevillea Street between Bayshore Drive and Banksia Drive	С	Yes	\$267,600
BYRON BAY (V	VEST) SUB-TOT	AL (PRIORITY C)				\$2,425,900
BBU14	Мар В	Byron Bay West	Construct 51m of new footpath from Centennial Circuit across private land towards the Cavanbah Centre.	U	No	\$18,360
BBU15	Map B	Byron Bay West	Construct 80m of new footpath from Centennial Circuit across private land to Ewingsdale Road.	U	No	\$28,800
BYRON BAY (V	VEST) SUB-TOT	AL (UNPRIORITISEI	D)			
BYRON BAY (V	VEST) TOTAL					\$4,830,660

Note: cost estimates are high level and based on assumed unit rates. Actual costs will vary depending on site conditions and construction methodology

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^{*} Works are partially contained within Byron Shire Bike Plan

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#### Table 6: Schedule of future works – Byron Bay (Central)

WORKS PACKAGE ID	MAP REFERENCE	LOCATION	DESCRIPTION	PRIORITY	WORKS IN BIKE PLAN	ESTIMATED COST
BBA03	Мар С	Byron Bay Central	Construct 880m of new shared path east from Kendall Street and 15m along beach foreshore. Upgrade 145m of existing footpath to shared path along beach foreshore	А	Yes	\$606,700
BBA04	Map C	Byron Bay Central	Construct 120m of mixed traffic (shared zone) on Jonson Street between Lawson Street and Bay Street. Construct new zebra crossings on each leg of Jonson Street/Bay Street intersection (subject to Jonson Street mixed traffic treatment)	А	Yes*	\$96,300
BBA05	Мар С	Byron Bay Central	Construct new zebra crossing on each leg of Fletcher Street/Bay Street intersection	А	No	\$45,000
BBA06	Map C	Byron Bay Central	Construct 135m of new shared path on eastern side of Middleton Street from beach foreshore to Lawson Street	А	No	\$80,400
BBA07	Map C	Byron Bay Central	Construct new raised crossing on northern and southern leg of Middleton Street/Lawson Street intersection	А	No	\$60,000
BBA08	Map C	Byron Bay Central	Construct new raised crossing on each leg of Fletcher Street/Byron Street intersection	А	No	\$120,000
BBA09	Мар С	Byron Bay Central	Construct new raised crossing on northern leg and new refuge on eastern leg of Fletcher Street/Marvell Street intersection. Construct new raised crossing on eastern leg of Jonson Street/Marvell Street intersection	А	No	\$60,000
BBA10	Мар С	Byron Bay Central	Construct 105m of new footpath on eastern side of Middleton Street between Marvell Street and Carlyle Street. Construct 55m of new footpath on western side of Middleton Street between Marvell Street and Marvell Lane. Construct new raised crossing on western and eastern leg of Middleton Street/Marvell Street intersection	А	No	\$117,600
BBA11	Map C	Byron Bay Central	Construct new refuge on eastern leg of Jonson Street/Carlyle Street intersection	Α	No	\$15,000
BBA12	Map C	Byron Bay Central	Construct 110m of new footpath on eastern side and 115m on western side of Middleton Street between Carlyle Street and Kingsley Street. Construct new raised crossing on southern leg of Middleton Street/Carlyle Street intersection	А	No	\$111,000
BBA13	Мар С	Byron Bay Central	Upgrade 240m of existing footpath on western side and 245m on eastern side of Jonson Street between Kingsley Street and Browning Street. Upgrade 115m of existing footpath on southern side and 140m on northern side of Browning Street between Jonson Street and Bangalow Road. Construct new refuge on eastern leg of Jonson Street/Kingsley Street intersection and Jonson Street/Ruskin Street intersection. Construct new zebra crossing on southern leg of Jonson Street/Kingsley Street intersection	А	No	\$270,000

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WORKS PACKAGE ID	MAP REFERENCE	LOCATION	DESCRIPTION	PRIORITY	WORKS IN BIKE PLAN	ESTIMATED COST
BBA14	Мар С	Byron Bay Central	Upgrade 15m of existing footpath to shared path at the Browning Street/Bangalow Road intersection. Upgrade 65m of existing footpath to shared path on western side of Tennyson Street from Browning Street to Ruskin Lane and 40m from Ruskin Street to Kingsley Lane. Construct 325m of new shared path from Kingsley Lane to Marvell Street. Upgrade 65m of existing footpath on northern side of Marvell Street. Construct new raised crossing on each leg of Tennyson Street/Browning Street intersection and Tennyson Street/Ruskin Street intersection. Construct new raised crossing on western and eastern leg of Tennyson Street/Kingsley Street intersection and eastern leg of Tennyson Street/Carlyle Street intersection. Construct new refuge on each leg of Tennyson Street/Marvell Street intersection	А	Yes*	\$652,780
BYRON BAY (	CENTRAL) SUB-	TOTAL (PRIORITY A)				\$2,234,780
BBB03	Мар С	Byron Bay Central	Construct 820m of new shared path (multi use corridor) between Bayshore Drive and Shirley Street. Construct 15m of new shared path on eastern side of Kendall Street. Upgrade 15m of existing footpath to shared path on eastern side of Kendall Street. Construct 70m of new shared path from multi use corridor to proposed new shared path (BBA03)	В	Yes	\$1,857,800
BBB04	Map C	Byron Bay Central	Upgrade 195m of existing footpath to shared path near Byron Bay Surf Life Saving Club west	В	Yes	\$96,500
BBB05	Мар С	Byron Bay Central	Construct 85m of new shared path across multi use corridor from Butler Street to laneway west of Jonson Street/Byron Street intersection. Construct new zebra crossing on northern leg of Jonson Street/Byron Street intersection	В	Yes	\$75,000
BBB06	Map C	Byron Bay Central	Construct new raised crossing on northern, eastern and southern leg of Lawson Street/Massinger Street intersection	В	No	\$90,000
BBB07	Мар С	Byron Bay Central	Construct 290m of new shared path on western side of Massinger Street between Lawson Street and Marvell Street. Construct 50m of new footpath on northern side of Marvell Street west of Massinger Street	В	Yes*	\$250,200
BBB08	Мар С	Byron Bay Central	Construct 250m of new footpath on eastern side of Massinger Street south of Lawson Street	В	Yes	\$90,720
BBB09	Мар С	Byron Bay Central	Construct 95m of new footpath on western side of Massinger Street between Marvell Street and end of existing footpath north of Carlyle Street. Construct 110m of new footpath on western side of Massinger Street between Carlyle Street and Kingsley Street. Construct new refuge on western leg of Massinger Street/Carlyle Street intersection	В	Yes	\$87,720
BBB10	Мар С	Byron Bay Central	Construct 115m of new footpath on western side of Cowper Street between Marvell Street and Carlyle Street	В	No	\$41,040

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<u>14.3 - ATTACHMENT 1</u>

Byron Shire Pedestrian Access & Mobility Plan Draft for Consultation



WORKS PACKAGE ID	MAP REFERENCE	LOCATION	DESCRIPTION	PRIORITY	WORKS IN BIKE PLAN	ESTIMATED COST
BBB11	Map C	Byron Bay Central	Construct 120m of new footpath on western side of Cowper Street between Carlyle Street and Kingsley Street	В	Yes	\$43,200
BBB12	Мар С	Byron Bay Central	Construct 115m of new footpath on western side of Cowper Street between Kingsley Street and Ruskin Street	В	No	\$40,680
BBB13	Мар С	Byron Bay Central	Construct 105m of new footpath on western side of Cowper Street between Ruskin Street and Browning Street	В	Yes	\$37,800
BBB14	Мар С	Byron Bay Central	Construct 195m of new footpath on northern side of Browning Street between Cowper Street and end of existing footpath east of Tennyson Street	В	Yes	\$70,200
BBB15	Мар С	Byron Bay Central	Construct 205m of new footpath on northern side of Ruskin Street between Tennyson Street and Cowper Street. Construct 205m of new footpath on southern side of Ruskin Street between Tennyson Street and Cowper Street. Construct new refuge on western side of Cowper Street/Ruskin Street intersection	В	Yes*	\$162,960
BBB16	Мар С	Byron Bay Central	Construct 210m of new footpath on northern side of Ruskin Street between Cowper Street and Massinger Street. Construct 190m of new footpath on southern side of Ruskin Street between Cowper Street and Massinger Street. Construct new refuge on northern, eastern and southern side of Cowper Street/Ruskin Street intersection	В	Yes*	\$189,360
BBB17	Мар С	Byron Bay Central	Construct 215m of new footpath on northern side of Kingsley Street between Tennyson Street and Cowper Street. Construct 210m of new footpath on southern side of Kingsley Street between Tennyson Street and Cowper Street. Construct new refuge on western side of Cowper Street/Kingsley Street intersection	В	Yes	\$168,000
BBB18	Мар С	Byron Bay Central	Construct 215m of new footpath on northern side of Kingsley Street between Cowper Street and Massinger Street. Construct 215m of new footpath on southern side of Kingsley Street between Cowper Street and Massinger Street. Construct new refuge on northern, eastern and southern side of Cowper Street/Kingsley Street intersection	В	No	\$200,880
BBB19	Мар С	Byron Bay Central	Construct 215m of new footpath on northern side of Carlyle Street between Tennyson Street and Cowper Street. Construct 215m of new footpath on southern side of Carlyle Street between Tennyson Street and Cowper Street. Construct new refuge on western side of Cowper Street/Carlyle Street intersection	В	Yes	\$168,360
BBB20	Мар С	Byron Bay Central	Construct 210m of new footpath on northern side of Carlyle Street between Cowper Street and Massinger Street. Construct 220m of new footpath on southern side of Carlyle Street between Cowper Street and Massinger Street. Construct new refuge on northern, eastern and southern side of Cowper Street/Carlyle Street intersection	В	No	\$198,720
BBB21	Мар С	Byron Bay Central	Construct new refuge across Massinger Street between Daniels Street and Marvell Street	В	No	\$15,000

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WORKS PACKAGE ID	MAP REFERENCE	LOCATION	DESCRIPTION	PRIORITY	WORKS IN BIKE PLAN	ESTIMATED COST
BYRON BAY (	CENTRAL) SUB-	TOTAL (PRIORITY B)				\$3,884,140
BBC10	Map C	Byron Bay Central	Construct 100m of new footpath on southern side of Border Street between existing footpaths	С	Yes*	\$36,720
BBC11	Map C	Byron Bay Central	Construct 175m of new shared path on eastern side of Kendall Street between rail line and Shirley Street. Construct new refuge on eastern leg of Ewingsdale Road/Kendall Street intersection	С	No	\$120,000
BBC12	Мар С	Byron Bay Central	Upgrade 330m of existing footpath on northern side of Shirley Street west from Milton Street	С	No	\$99,600
BBC13	Мар С	Byron Bay Central	Upgrade 765m of existing footpath on southern side of Shirley Street between Kendall Street and Shirley Street/Butler Street intersection. Construct 40m of new footpath on western side of Butler Street south from Shirley Street/Butler Street intersection. Construct 55m of new footpath on eastern side of Dryden Street between Shirley Street and Shirley Lane. Construct 60m of new footpath and upgrade 55m of existing footpath on western side of Wordsworth Street. Construct 120m of new footpath on eastern side of Wordsworth Street	С	No	\$344,520
BBC14	Мар С	Byron Bay Central	Construct 965m of new shared path (multi use corridor) between Shirley Street and Browning Street. Construct 125m of new footpath across rail line between Jonson Street and Butler Street. Construct 80m of new footpath on northern side of Somerset Street west from Butler Street. Construct 50m of new shared path between Butler Street and multi use corridor, north of Burns Street. Construct new raised crossing across Shirley Street along multi use corridor and on western and southern leg of Butler Street/Somerset Street intersection. Construct new refuge on northern leg of proposed Jonson Street/Byron Bypass intersection	С	Yes	\$788,040
BBC15	Мар С	Byron Bay Central	Construct 490m of new footpath on southern side of Lawson Street between Lawson Street/Massinger Street intersection and existing path near Gilmore Crescent	С	No	\$175,680
BBC16	Мар С	Byron Bay Central	Construct 450m of new footpath on southern side of Lawson Street/Lighthouse Road between Lawson Street/Massinger Street intersection and Lee Lane. Construct new refuge on southern leg of Lawson Street/Tallow Beach Road and Lawson Street/Paterson Street intersection	С	No	\$191,280
BBC17	Map C	Byron Bay Central	Construct 160m of new footpath on western side of Tallow Beach Road between Lawson Street and existing path	С	No	\$57,240
BBC18	Мар С	Byron Bay Central	Construct 235m of new shared path on northern side of Lighthouse Road between Brooke Drive and a new pedestrian crossing. Construct new pedestrian crossing across Lighthouse Road. Construct 590m of new shared path on southern side of south	С	Yes	\$540,000

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WORKS PACKAGE ID	MAP REFERENCE	LOCATION	DESCRIPTION	PRIORITY	WORKS IN BIKE PLAN	ESTIMATED COST
			Lighthouse Drive between new pedestrian crossing and existing footpath. Construct new refuge across Palm Valley Drive			
BBC19	Мар С	Byron Bay Central	Construct 380m of new footpath on northern side of Lighthouse Road between Palm Valley Drive and lighthouse car park. Construct new zebra crossing across Lighthouse Road between existing car park and footpath	С	Yes	\$152,520
BBC20	Мар С	Byron Bay Central	Construct 125m of new footpath on western side of Marine Parade between Palm Valley Drive and beach access	С	Yes	\$44,280
BBC21	Map C	Byron Bay Central	Construct 70m of new footpath on northern side of Marine Parade between existing paths	С	Yes	\$25,920
BBC22	Мар С	Byron Bay Central	Construct new refuge on eastern side of Bangalow Road at Paterson Street, Cooper Street, Scott Street, Mackay Street, Mahogany Street and Ironbark Avenue	С	Yes	\$90,000
BYRON BAY (	ENTRAL) SUB-	TOTAL (PRIORITY C)				\$2,665,800
BBU01	Мар С	Byron Bay Central	Construct 730m of new shared path along Skinners Shoot Road/Gordon Street/Wordsworth Street/Burns Street/Butler Street. Upgrade 60m of existing footpath to shared path along Gordon Street	U	Yes	\$468,200
BBU02	Мар С	Byron Bay Central	Construct 820m of new shared path adjacent proposed Byron Bypass between Byron Street and Browning Street	U	Yes*	\$492,600
BBU03	Мар С	Byron Bay Central	Upgrade 160m of existing footpath to shared path through Sandhills to east opposite Lateen Lane	U	Yes	\$79,500
BBU04	Мар С	Byron Bay Central	Construct 195m of new shared path through Sandhills to east opposite Byron Street.  Construct new raised crossing on northern, southern and western leg of Middleton  Street/Byron Street intersection	U	Yes	\$206,400
BBU05	Мар С	Byron Bay Central	Construct 120m of new footpath on western side of Tennyson Street north of Marvell Street. Construct 120m of new shared path on eastern side of Tennyson Street north of Marvell Street. Construct 250m new shared path on western side of Gilmore Crescent south of Lawson Street. Construct new refuge on western leg of Lawson Street/Gilmore Crescent intersection	U	Yes	\$280,920
BBU06	Мар С	Byron Bay Central	Construct 215m of new shared path on northern boundary of Byron Bay Recreational Grounds between Tennyson Street and Cowper Street	U	No	\$130,200
BBU07	Мар С	Byron Bay Central	Construct 385m of new shared path on western boundary of Cowper Street road reserve between Marvell Street and Lawson Street. Construct new refuge across Lawson Street	U	No	\$247,200
BBU08	Мар С	Byron Bay Central	Construct 275m of new shared path through Sandhills to west opposite Kipling Street.  Construct new refuge on northern leg of Massinger Street/Kipling Street intersection	U	No	\$180,600

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# REPORTS OF COMMITTEES - INFRASTRUCTURE SERVICES

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WORKS PACKAGE ID	MAP REFERENCE	LOCATION	DESCRIPTION	PRIORITY	WORKS IN BIKE PLAN	ESTIMATED COST
BBU09	Мар С	Byron Bay Central	Construct 15m of new footpath on eastern and southern sides of Palm Valley Drive and Marine Parade on intersection. Construct 125m of new footpath on western side of Palm Valley Drive south of Marine Parade. Construct 125m of new stairs through park between Palm Valley Drive and Lighthouse Road. Construct new refuge on eastern and southern leg of Palm Valley Drive/Marine Parade intersection	U	No	\$105,000
BBU10	Map C	Byron Bay Central	Construct 225m of new footpath on southern side of Kingsley Street between Jonson Street and Tennyson Street	U	Yes	\$81,360
BBU11	Мар С	Byron Bay Central	Construct 190m of new footpath on northern side of Ruskin Street between Jonson Street and Tennyson Street. Construct 190m of new footpath on southern side of Ruskin Street between Jonson Street and Tennyson Street	U	No	\$137,520
BBU12	Мар С	Byron Bay Central	Construct 65m of new footpath on the northern side of Browning Street east of Cowper Street. Construct 135m of new footpath on the southern side of Browning Street west of Paterson Street. Construct 50m of new stairs links footpaths on Browning Street between Cowper Street and Paterson Street	U	No	\$86,640
BBU16	Мар С	Byron Bay Central	Construct new pedestrian crossing on Johnson Street to connect into Mercato Shopping Centre	U	No	\$15,000
BYRON BAY (CENTRAL) SUB-TOTAL (UNPRIORITISED)						
BYRON BAY (C	ENTRAL) TOTA	AL				\$11,295860

Note: cost estimates are high level and based on assumed unit rates. Actual costs will vary depending on site conditions and construction methodology

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^{*} Works are partially contained within Byron Shire Bike Plan



#### Table 7: Schedule of future works - Byron Bay (South)

WORKS PACKAGE ID	MAP REFERENCE	LOCATION	DESCRIPTION	PRIORITY	WORKS IN BIKE PLAN	ESTIMATED COST
BBB22	Map D	Byron Bay South	Construct 65m of new footpath on western side of Bangalow Road south of Cumbebin Park. Construct 265m of new footpath on western side of Bangalow Road between existing footpath 95m north of Oakland Court and existing footpath 35m south of Blackbutt Place. Construct 155m of new shared path on western side of Bangalow Road north of Old Bangalow Road. Construct 50m of new shared path on western side of Bangalow Road south of Old Bangalow Road. Construct new refuge on western side of Bangalow Road at Constellation Close, Keats Street, Oakland Court and Old Bangalow Road. Construct new refuge on eastern side of Bangalow Road at Wollumbin Street and Keats Street. Construct new raised crossing on southern leg of Bangalow Road/Wollumbin Street intersection. Construct new refuge across Bangalow Road south of Mahogany Drive	В	No	\$391,680
BBB23	Map D	Byron Bay South	Upgrade existing refuge across Bangalow Road south of Old Bangalow Road, across Broken Head Road and on eastern leg of Bangalow Road/Arakwal Court	В	No	\$45,000
BYRON BAY (S	OUTH) SUB-TO	OTAL (PRIORI	TY B)			\$436,680
BBC23	Map D	Byron Bay South	Upgrade 375m of existing footpath to shared path on northern side of Old Bangalow Road/Cemetery Road from Lilli Pilli Drive to existing path	С	No	\$187,500
BYRON BAY (S	OUTH) SUB-T	OTAL (PRIORI	TY C)			\$187,500
BBU13	Map D	Byron Bay South	Construct 1,455m of new shared path (multi use corridor) between Byron Bypass and Old Bangalow Road. Construct 340m of new shared path between multi use corridor and Wright Place. Construct new refuge across Bangalow Road near Wright Place	U	No	\$1,091,400
BYRON BAY (S	BYRON BAY (SOUTH) SUB-TOTAL (UNPRIORITISED)					
BYRON BAY (S	SOUTH) TOTAL					\$1,715,580

Note: cost estimates are high level and based on assumed unit rates. Actual costs will vary depending on site conditions and construction methodology

* Works are partially contained within Byron Shire Bike Plan

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#### Table 8: Schedule of future works - Suffolk Park

WORKS PACKAGE ID	MAP REFERENCE	LOCATION	DESCRIPTION	PRIORITY	WORKS IN BIKE PLAN	ESTIMATED COST
SPB01	Map E	Suffolk Park	Construct 60m of new shared path on western side of Broken Head Road south of existing shared path which connects to Redgum Place. Construct 325m of new footpath on western side of Broken Head Road north of Beech Drive (north) intersection. Construct 300m of new shared path on eastern side of Broken Head Road between Beech Drive (north) intersection and new crossing. Upgrade 115m of existing footpath to shared footpath on eastern side of Broken Head Road/Beech Drive (north) intersection. Construct new refuge across Broken Head Road outside The Byron at Byron resort	В	Yes*	\$405,540
SPB02	Map E	Suffolk Park	Construct 40m of new shared path on eastern side of Broken Head Road/Beech Drive (south) intersection connecting to existing shared path. Upgrade 35m of existing footpath to shared path on eastern side of Broken Head Road north of existing shared path. Construct 350m of new shared path on eastern side of Broken Head Road between footpath upgrade at Broken Head Road/Beech Drive (north) intersection and footpath upgrade north of existing shared path. Upgrade existing crossing at the entrance to Beachbreak at Byron resort to raised crossing	В	Yes	\$281,900
SPB03	Map E	Suffolk Park	Construct 615m of new footpath on western side of Broken Head Road between Beech Drive (north) intersection and Beech Drive (south) intersection. Construct new raised crossing on northern leg of Broken Head Road/Beech Drive (south) intersection	В	No	\$251,040
SPB04	Map E	Suffolk Park	Construct 30m of new shared path on northern side of Broken Head Road/Beech Drive intersection (south) east of existing footpath. Upgrade 40m of existing footpath to shared path on northern side of Beech Drive each of Broken Head Road/Beech Drive intersection (south). Construct 70m of new shared path on northern side of Beech Drive west of shared path upgrade. Construct new raised crossing on southern and western leg of Broken Head Road/Beech Drive (south) intersection	В	Yes	\$136,600
SPB05	Map E	Suffolk Park	Construct 415m of new footpath on southern side of Clifford Street between Broken Head Road and Alcorn Street. Construct new refuge on eastern leg of Broken Head Road/Clifford Street intersection, northern leg of Clifford Street/Armstrong Street intersection and northern and western leg of Clifford Street/Alcorn Street intersection	В	No	\$209,760
SUFFOLK PAR	K SUB-TOTAL (			\$1,284,840		
SPC01	Map E	Suffolk Park	Construct 550m of new shared path on eastern side of Beech Drive. Upgrade 980m of existing footpath to shared path surrounding lake	С	Yes	\$819,500
SPC02	Map E	Suffolk Park	Construct 1,285m of new footpath on eastern side and 1,230m on western side of Alcorn Street. Construct new refuge on western leg of Alcorn Street/Wareham Street intersection	С	No	\$920,760

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WORKS PACKAGE ID	MAP REFERENCE	LOCATION	DESCRIPTION	PRIORITY	WORKS IN BIKE PLAN	ESTIMATED COST
SUFFOLK PARI	SUB-TOTAL (	PRIORITY C)				\$1,740,260
SPU01	Map E	Suffolk Park	Upgrade 90m of existing footpath between Broken Head Road and Redgum Place. Construct 1250m of new footpath on outer side of Beech Drive between roundabouts with Broken Head Road. Construct 245m of new footpath on inner side of Beech Drive (northern section) between existing paths. Construct 150m of new shared path east of Beech Drive to existing paths parallel to Pepperbush Street. Construct 65m of new shared path east of existing paths parallel to Pepperbush Street. Upgrade 30m of existing footpath to shared path from Lasiandra Close north to proposed shared path. Upgrade 30m of existing footpath to shared path from Pepperbush Street north to proposed shared path. Upgrade 140m of existing footpath to shared path between Beech Drive, Silky Oak Court and Tamarind Court. Upgrade 150m of existing footpath to shared path between Pepperbush Street, Tamarind Court and Beech Drive	U	Yes*	\$881,200
SPU02	Map E	Suffolk Park	Construct 55m of new shared path on eastern side of Dehnga Place between existing shared paths	U	Yes	\$31,800
SPU03	Map E	Suffolk Park	Construct 550m of new footpath on western side of Armstrong Street between Clifford Street and Wareham Street. Construct 220m of new footpath on northern side of Wareham Street between Armstrong Street and Alcorn Street	U	No	\$276,120
SUFFOLK PARK SUB-TOTAL (UNPRIORITISED)						\$1,189,120
SUFFOLK PARI	(TOTAL					\$4,214,220

Note: cost estimates are high level and based on assumed unit rates. Actual costs will vary depending on site conditions and construction methodology

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#### Table 9: Schedule of future works - Bangalow

WORKS PACKAGE ID	MAP REFERENCE	LOCATION	DESCRIPTION	PRIORITY	WORKS IN BIKE PLAN	ESTIMATED COST
BAA01	Map F	Bangalow	Upgrade 380m of existing footpath to shared path on northern side of Byron Street between Byron Creek and Station Street. Construct 100m of mixed traffic (shared zone) on Station Lane. Construct new raised crossing at the Byron Street/Market Street intersection and the Byron Street/Station Street intersection	А	Yes	\$278,400
BAA02	Map F	Bangalow	Upgrade 95m of existing footpath on eastern side of Market Street	Α	No	\$29,100
BAA03	Map F	Bangalow	Construct 145m of new footpath on eastern side of Station Street. Upgrade 95m of existing footpath on western side of Station Street. Construct new zebra crossing with kerb build outs on northern, eastern and southern legs and upgrade existing on the western leg of the Byron Street/Station Street intersection. Construct new zebra crossing and kerb build outs across Byron Street outside Post Office	А	No	\$156,420
BAA04	Map F	Bangalow	Construct new raised crossing across car park entry near Bangalow Hotel. Upgrade existing crossing on eastern leg of Lismore Road/Granuaille Road intersection to raised crossing	А	No	\$60,000
BAA05	Map F	Bangalow	Construct 760m of new shared path on northern side of Lismore Road between Rifle Range Road and Deacon Street. Upgrade 100m of existing footpath to shared path on southern side of Lismore Road between Deacon Street and Robinson Street. Construct new raised crossing on the western leg of the Lismore Road/Granuaille Road intersection and the southern leg of the Lismore Road/Robinson Street intersection. Construct new refuge on the western leg of the Lismore Road/Rifle Range Road intersection	A	Yes	\$581,500
BANGALOW S	UB-TOTAL (PR	IORITY A)				\$1,105,420
BAB01	Map F	Bangalow	Construct 3,930m of new shared path (multi use corridor) between Bangalow Road and Dudgeons Lane. Construct 30m of new shared path on southern side of Corlis Crescent between multi use corridor and Rankin Drive. Construct 70m of new shared path from Bangalow Showgrounds to Rankin Drive. Construct 25m of new shared path from multi use corridor to Bangalow Road. Construct 30m of new shared path from multi use corridor to Raftons Road/Leslie Street. Construct new refuge across Lismore Road	В	Yes	\$2,510,400
BAB02	Map F	Bangalow	Upgrade 350m of existing footpath on western side of Granuaille Road north from Keith Street. Upgrade 355m of existing footpath on eastern side of Granuaille Road north from Leslie Street. Construct 380m of new footpath on eastern side of Granuaille Road between Granuaille Crescent and end of existing footpath. Construct 10m of new shared path between Granuaille Road and Campbell Street. Construct new refuge at the Granuaille Road/Leslie Street intersection and new zebra crossing across Granuaille Road	В	Yes*	\$384,540

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WORKS PACKAGE ID	MAP REFERENCE	LOCATION	DESCRIPTION	PRIORITY	WORKS IN BIKE PLAN	ESTIMATED COST
вавоз	Map F	Bangalow	Construct 120m of new footpath on southern side of Deacon Street west of Station Street.  Construct 320m of new shared path on southern side of Deacon Street between Station  Street and Ashton Street. Construct 90m of new shared path on eastern and southern sides of Ashton Street and Bangalow Road north of Deacon Street. Construct 35m of new shared path on southern side of Bangalow Road as underpass of Bangalow Road. Construct 35m of new shared path on northern side of Bangalow Road as underpass of Bangalow Road.  Upgrade 200m of footpath on southern side of Byron Street west of Ashton Street. Construct new zebra crossing on the northern leg of the Station Street/Deacon Street intersection, new raised crossing on the southern leg of the Byron Street/Ashton Street intersection and new refuge on the eastern leg of the Byron Bay Road/Ballina Road intersection	В	Yes*	\$448,980
BANGALOW S	UB-TOTAL (PR	IORITY B)				\$3,343,920
BAC01	Map F	Bangalow	Construct new refuge on western leg of Byron Bay Road/Blackwood Crescent	С	Yes	\$15,000
BAC02	Map F	Bangalow	Construct 200m of new shared path on northern side of Byron Street from Blackwood Crescent to existing recreational path at Bangalow sports fields. Upgrade 165m of existing footpath to shared path on northern side of Byron Street from Blackwood Crescent to existing vehicle entrance to Bangalow sports fields	С	Yes	\$201,400
BAC03	Map F	Bangalow	Upgrade 50m of existing footpath to shared path on eastern side of existing vehicle entrance to Bangalow sports fields	С	Yes	\$23,000
BAC04	Map F	Bangalow	Construct 235m of new footpath on western side of Blackwood Crescent south from Wattle Place	С	No	\$84,600
BAC05	Map F	Bangalow	Construct 190m of new footpath on eastern side of Campbell Street from Granuaille Road to Leslie Street	С	No	\$67,680
BAC06	Map F	Bangalow	Construct 425m of new footpath on northern side of Keith Street/Raftons Road from Granuaille Road to Palm Tree Crescent	С	No	\$153,000
BAC07	Map F	Bangalow	Construct 370m of new shared path on southern side of Raftons Road from multi use corridor access to Rifle Range Road. Construct new refuge on eastern and southern legs of Raftons Road/Keith Street intersection and across Rifle Range Road	С	Yes	\$265,800
BAC08	Map F	Bangalow	Upgrade 380m of existing footpath to shared path on northern/western side of Sansom Street from Rifle Range Road to Tristania Street	С	Yes	\$189,000
BAC09	Map F	Bangalow	Construct 240m of new shared path on southern side of Tristania Street from intersection with existing path to Rifle Range Road	С	Yes	\$144,000

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WORKS PACKAGE ID	MAP REFERENCE	LOCATION	DESCRIPTION	PRIORITY	WORKS IN BIKE PLAN	ESTIMATED COST
BAC10	Map F	Bangalow	Construct 225m of new shared path on western side of Rifle Range Road between Sansom Street and Tristania Street. Upgrade 95m of existing footpath to shared path on western side of Rifle Range Road between Tristania Street and Lismore Road	С	Yes	\$183,000
BAC11	Map F	Bangalow	Construct 150m of new footpath on northern/eastern side of Thomas Street between Charlotte Street and Meadows Close	С	No	\$54,360
BANGALOW S	UB-TOTAL (PR	IORITY C)				\$1,380,840
BAU01	Map F	Bangalow	Construct 145m of new shared path on southern side of Leslie Street north of Raftons Road/Leslie Street. Upgrade 95m of existing footpath north of new shared path	U	Yes	\$135,600
BAU02	Map F	Bangalow	Construct 360m of new shared path along river between Deacon Street (Station Street access) and existing path from Charlotte Street	U	Yes	\$216,000
BAU03	Map F	Bangalow	Construct 215m of new shared path (including bridge) across river between Deacon Street and new shared path	U	Yes	\$1,129,600
BAU04	Map F	Bangalow	Construct 580m of new shared path along river between Deacon Street and west of Byron Creek bridge	U	Yes	\$1,347,400
BAU05	Map F	Bangalow	Construct 685m of new shared path along river between west of Byron Creek bridge and multi use corridor	U	Yes	\$1,411,000
BAU06	Map F	Bangalow	Construct 45m of new shared path (including bridge) across river between Bangalow Showgrounds and sports fields	U	Yes	\$2,025,800
BAU07	Map F	Bangalow	Construct 125m of new shared path on southern side of Bangalow Road west of Ballina Road. Construct new raised crossing on the southern leg of the Byron Bay Road/Ballina Road intersection	U	Yes	\$103,800
BAU08	Map F	Bangalow	Construct 8,910m of new shared path (multi use corridor) between Bangalow Road and Old Bangalow Road (Brunswick Heads)	U	Yes	\$5,345,400
BAU09	Map F	Bangalow	Construct 10,890m of new shared path (multi use corridor) south of Dudgeons Lane	U	Yes	\$6,534,000
BANGALOW S	UB-TOTAL (UN	PRIORITISED				\$18,248,600
BANGALOW TOTAL						

Note: cost estimates are high level and based on assumed unit rates. Actual costs will vary depending on site conditions and construction methodology

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^{*} Works are partially contained within Byron Shire Bike Plan



#### Table 10: Schedule of future works - Ocean Shores, South Golden Beach, New Brighton and Billinudgel

WORKS PACKAGE ID	MAP REFERENCE	LOCATION	DESCRIPTION	PRIORITY	WORKS IN BIKE PLAN	ESTIMATED COST
OSA01	Map G	Ocean Shores et al	Construct 620m of new shared path between housing, park and Bindaree Way between Orana Road and Rajah Road	А	Yes	\$371,400
OSA02	Map G	Ocean Shores et al	Construct 2,010m of new shared path along river between Bindaree Way and Brunswick Valley Way. Construct 165m of new shared path from river path to Gara Court	А	Yes	\$1,306,800
OSA03	Map G	Ocean Shores et al	Construct 475m of new shared path on eastern side of Kolora Way/northern side of New Brighton Road between Larelar Court and Redgate Road. Upgrade 320m of existing footpath to shared path on eastern side of Kolora Way between Shara Boulevard and Larelar Court. Upgrade 330m of existing shared path on northern side of New Brighton Road west from Redgate Road	А	Yes	\$579,600
OSA04	Map G	Ocean Shores et al	Construct 380m of new shared path on eastern side of Rangal Road/Beach Avenue between Rangal Road and Redgate Road. Construct new refuge on northern and southern leg and new raised crossing on eastern leg of Beach Avenue/Helen Street intersection	А	Yes	\$289,200
OSA05	Map G	Ocean Shores et al	Construct 205m of new footpath on southern side of Wilfred Street between Bonanza Drive and Brunswick Street and 175m on northern side between rail line and Brunswick Street. Construct 10m of new shared path on northern side of Wilfred Street east from rail line. Upgrade 90m of existing footpath to shared path on northern side of Wilfred Street west from Mogo Place. Construct new refuge on northern leg of Wilfred Street/Mogo Place intersection	А	Yes*	\$201,840
OCEAN SHORE	S, SOUTH GOL	DEN BEACH, NE	W BRIGHTON AND BILLINUDGEL SUB-TOTAL (PRIORITY A)			\$1,881,840
OSB01	Map G	Ocean Shores et al	Upgrade 805m of existing footpath to shared path on southern side of Rajah Road between Brunswick Valley Way and Miram Place. Upgrade 255m of existing footpath to shared path on eastern side of Rajah Road north of Miram Place	В	Yes	\$528,000
OSB02	Мар G	Ocean Shores et al	Construct 1,355m of new footpath on northern side of Orana Road between Warrambool Road and Balemo Drive. Construct 1,395m of new shared path on southern side of Orana Road between Warrambool Road and existing shared path north of Kuringai Way. Upgrade existing refuge on southern leg of Orana Road/Brunswick Valley Way intersection	В	Yes*	\$1,339,680
OSB03	Мар G	Ocean Shores et al	Construct 740m of new footpath on northern side of Orana Road between Warrambool Road and Wirree Drive. Construct 425m of new shared path on southern side of Orana Road between Warrambool Road and Yengarie Way. Construct new raised crossing on southern leg and new refuge on eastern and western leg of Orana Road/Warrambool Road intersection. Construct new raised crossing on southern leg and new refuge on western leg of Orana Road/Yengarie Way intersection	В	Yes*	\$625,800

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WORKS PACKAGE ID	MAP REFERENCE	LOCATION	DESCRIPTION	PRIORITY	WORKS IN BIKE PLAN	ESTIMATED COST
OSB04	Map G	Ocean Shores et al	Construct 2,350m of new shared path on eastern side of Balemo Drive between Orana Road and Brunswick Valley Way (north). Construct new refuge on northern leg of Balemo Drive intersection near pedestrian/cycle bridge to Billinudgel	В	Yes	\$1,425,600
OSB05	Map G	Ocean Shores et al	Upgrade 95m of existing footpath to shared path on western side of Brunswick Valley Way north of Bonanza Drive.	В	Yes	\$46,500
OSB06	Map G	Ocean Shores et al	Construct 450m of new shared path on western side of Shara Boulevard north of Palmer Avenue. Construct 120m of new shared path on western side of Shara Boulevard south of Palmer Avenue	В	Yes	\$340,800
OSB07	Map G	Ocean Shores et al	Construct 565m of new footpath on western side of Rajah Road/Yengarie Way between Yella Kool Drive and Orana Road	В	Yes	\$371,400
OSB08	Map G	Ocean Shores et al	Construct 820m of new shared path on southern side of Orana Road/eastern side of Yengarie Way from Wirree Drive to Bindaree Way. Upgrade 205m of existing footpath to shared path on eastern side of Rajah Road south from Bindaree Way. Construct new refuge on eastern leg of Orana Road/Wiree Drive intersection	В	Yes	\$1,306,800
OCEAN SHORE	s, south gol	DEN BEACH, NE	W BRIGHTON AND BILLINUDGEL SUB-TOTAL (PRIORITY B)			\$4,306,380
OSC01	Map G	Ocean Shores et al	Upgrade 230m of existing footpath to shared path on northern side of Kallaroo Circuit west from Shara Boulevard	С	Yes	\$116,000
OSC02	Map G	Ocean Shores et al	Upgrade 585m of existing footpath to shared path on eastern side of Shara Boulevard between Kallaroo Circuit and Kolora Way. Upgrade existing refuge on eastern leg of Shara Boulevard/Kallaroo Circuit intersection to a raised crossing	С	Yes	\$321,500
OSC03	Map G	Ocean Shores et al	Construct 655m of new footpath on both sides of Helen Street between Kolora Way and Beach Avenue	С	No	\$470,880
OSC04	Мар G	Ocean Shores et al	Upgrade 240m of existing footpath to shared path on eastern side of New Brighton Road north from Strand Avenue. Construct 10m of new shared path on northern side of New Brighton Road from Strand Avenue. Construct new refuge on northern leg of The Esplanade/Strand Avenue intersection	С	Yes	\$116,200
OSC05	Map G	Ocean Shores et al	Construct 515m of new footpath on northern side and 520m on southern side of Goondooloo Drive between Orana Road and Warrambool Road. Construct new refuge on northern and southern leg of Warrambool Road/Goondooloo Drive intersection	С	No	\$402,600
OSC06	Map G	Ocean Shores et al	Construct 690m of new shared path on eastern side of Warrambool Road between Orana Road and Rajah Road	С	Yes	\$414,600
OSC07	Map G	Ocean Shores et al	Construct 1,435m of new footpath on western/southern side of Kuringai Way/Yamble Way/Coomburra Crescent between Orana Road and Warrambool Road. Construct 1,505m of new footpath on eastern/northern side of Kuringai Way/Yamble Way/Coomburra	С	No	\$1,119,840

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WORKS PACKAGE ID	MAP REFERENCE	LOCATION	DESCRIPTION	PRIORITY	WORKS IN BIKE PLAN	ESTIMATED COST
			Crescent between Orana Road and Warrambool Road. Construct 125m of new footpath on western side of Warrambool Crescent between Coomburra Crescent and Orana Road.			
			Construct new refuge on western leg of Yamble Drive/Kuringai Way intersection			
OSC08	Map G	Ocean Shores et al	Construct 325m of new footpath on western/southern side of Bonanza Drive between Lucky Lane and Wilfred Street	С	No	\$117,000
OSC09	Map G	Ocean Shores et al	Construct 1,510m of new shared path (multi use corridor) between Marshalls Creek and Stock Route Road. Construct new raised crossing across Wilfred Street along multi use corridor	С	Yes	\$937,200
OCEAN SHORES	OCEAN SHORES, SOUTH GOLDEN BEACH, NEW BRIGHTON AND BILLINUDGEL SUB-TOTAL (PRIORITY C)					
OSU03	Map G	Ocean Shores et al	Construct 165m of new shared path on southern side of Tweed Valley Way and northern side of Yelgun Road between North Byron Parklands and multi use corridor	U	Yes	\$307,200
OSU04	Map G	Ocean Shores et al	Construct 4,670m of new shared path (multi use corridor) north of New Brighton Road (Billinudgel)	U	Yes	\$2,802,600
OCEAN SHORES, SOUTH GOLDEN BEACH, NEW BRIGHTON AND BILLINUDGEL SUB-TOTAL (UNPRIORITISED)						\$4,788,000
OCEAN SHORES, SOUTH GOLDEN BEACH, NEW BRIGHTON AND BILLINUDGEL TOTAL						\$14,992,040

Note: cost estimates are high level and based on assumed unit rates. Actual costs will vary depending on site conditions and construction methodology

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^{*} Works are partially contained within Byron Shire Bike Plan



#### Table 11: Schedule of future works – Brunswick Heads

WORKS PACKAGE ID	MAP REFERENCE	LOCATION	DESCRIPTION	PRIORITY	WORKS IN BIKE PLAN	ESTIMATED COST
BHA01	Мар Н	Brunswick Heads	Construct 205m of new footpath on eastern side of Mullumbimbi Street between Tweed Street and Park Street. Upgrade 200m of existing footpath on southern side of Mullumbimbi Street between Tweed Street and Park Street. Construct new zebra crossing on northern leg of Park Street/Mullumbimbi Street intersection	А	Yes	\$149,100
BHA02	Мар Н	Brunswick Heads	Upgrade 205m of existing footpath on northern side and 205m on southern side of Fingal Street between Tweed Street and Park Street. Construct new zebra crossing on northern and southern leg and upgrade existing on western leg of Park Street/Fingal Street intersection	А	Yes	\$168,300
BHA03	Мар Н	Brunswick Heads	Upgrade 165m of existing footpath on southern side of Fingal Street between Park Street and Brunswick Terrace	А	Yes	\$49,200
BHA04	Мар Н	Brunswick Heads	Construct 75m of new footpath on eastern side of Brunswick Terrace	А	No	\$27,000
BRUNSWICK F	IEADS SUB-TO	TAL (PRIORITY A	A)			\$393,600
BHB01	Мар Н	Brunswick Heads	Construct 274m of new footpath on northern side of Park Street/Fawcett Street between Mona Lane and Mullumbimbi Street. Construct 82m of new footpath on southern side of Fawcett Street east of Tweed Street	В	Yes	\$128,160
внво2	Мар Н	Brunswick Heads	Upgrade 315m of existing footpath on western side of Tweed Street between Fawcett Street and Booyun Street. Upgrade 300m of existing footpath on eastern side of Tweed Street between end of existing footpath 30m south of Fawcett Street and Booyun Street. Construct new refuge on each leg of the Tweed Street/Nana Street, Tweed Street/Booyun Street, Tweed Street/Fingal Street and Tweed Street/Mullumbimbi Street intersections. Upgrade existing refuge on eastern leg of Tweed Street/Fawcett Street intersection	В	Yes	\$438,900
ВНВ03	Мар Н	Brunswick Heads	Construct 490m of new shared path on northern and eastern side of South Beach Road between east side of bridge and end of South Beach Road (south)	В	Yes	\$309,600
ВНВ04	Мар Н	Brunswick Heads	Construct 405m of new footpath on southern and western side of South Beach Road east of bridge	В	Yes	\$145,080
ВНВ05	Мар Н	Brunswick Heads	Construct 140m of new mixed traffic (shared zone) on Brunswick Terrace between Mullumbimbi Street and Fingal Street	В	Yes	\$41,400
внво6	Мар Н	Brunswick Heads	Construct 1,245m of new shared path on eastern and southern side of Park Street/The Terrace/Tweed Street/Old Pacific Highway south of Fingal Street. Construct 240m of new footpath on eastern side of Old Pacific Highway north of existing shared path	В	No	\$834,360

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WORKS PACKAGE ID	MAP REFERENCE	LOCATION	DESCRIPTION	PRIORITY	WORKS IN BIKE PLAN	ESTIMATED COST
внво7	Мар Н	Brunswick Heads	Construct 150m of new shared path on southern side of Old Pacific Highway north of Bayside Way. Construct 295m of new shared path on northern side of Bayside Way east of Old Pacific Highway	В	Yes	\$265,200
BRUNSWICK HEADS SUB-TOTAL (PRIORITY B)						
BHC01	Мар Н	Brunswick Heads	Upgrade 40m of existing footpath to shared path between Fawcett Street and Pandanus Court	С	No	\$20,000
BHC02	Мар Н	Brunswick Heads	Construct 150m of new footpath on northern side of Mullumbimbi Street and 160m on eastern side of Byron Street linking to existing paths on Fingal Street and Mullumbimbi Street	С	No	\$111,960
BHC03	Мар Н	Brunswick Heads	Construct 60m of new footpath on eastern side of Tweed Street between Mona Lane and proposed new shared path (BHC04)	С	No	\$21,240
внсо4	Мар Н	Brunswick Heads	Construct 650m of new shared path along Simpsons Creek between Tweed Street and Fingal Street pedestrian bridge	С	Yes	\$388,800
внс05	Мар Н	Brunswick Heads	Construct 110m of new footpath on western side of Park Street between Booyun Street and Nana Street. Upgrade 260m of existing footpath on northern side of Booyun Street and linking to existing path on Park Street	С	Yes	\$117,000
внсо6	Мар Н	Brunswick Heads	Construct 40m of new footpath on eastern side of Tweed Street south of Whittall Lane. Upgrade existing refuge on northern leg of Tweed Street/Short Street intersection	С	Yes	\$28,680
внс07	Мар Н	Brunswick Heads	Construct 140m of new footpath on western side of Tweed Street south of Teven Street.  Upgrade existing refuge across Tweed Street south of Minyon Street	С	Yes	\$65,760
BRUNSWICK H	IEADS SUB-TO	TAL (PRIORITY (				\$753,440
BHU01	Мар Н	Brunswick Heads	Construct 180m of new shared path on eastern side of Old Pacific Highway between Bayside Way and Eucalyptus Lane. Construct 2,025m of new shared path along southern side of Gulgan Road between Eucalyptus Lane and Mullumbimby Road. Construct new raised crossing on eastern leg of Old Pacific Highway/Bayside Way	U	Yes	\$9,390,800
BRUNSWICK HEADS SUB-TOTAL (UNPRIORITISED)						\$9,390,800
						\$12,700,540

Note: cost estimates are high level and based on assumed unit rates. Actual costs will vary depending on site conditions and construction methodology

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#### Table 12: Schedule of future works - Main Arm

WORKS PACKAGE ID	MAP REFERENCE	LOCATION	DESCRIPTION	PRIORITY	WORKS IN BIKE PLAN	ESTIMATED COST
MAB01	Map I	Main Arm	Construct 130m of new shared path on northern side of Main Arm Road west of existing footpath west of Blindmouth Road. Upgrade 20m of existing footpath to shared path on northern side of Main Arm Road west of Blindmouth Road. Construct 30m of new shared path on western side of Blindmouth Road north of Main Arm Road	В	Yes	\$104,200
MAIN ARM SUB-TOTAL (PRIORITY B)					\$104,200	
MAIN ARM TOTAL					\$104,200	

Note: cost estimates are high level and based on assumed unit rates. Actual costs will vary depending on site conditions and construction methodology

Table 13: Schedule of future works - Federal

WORKS PACKAGE ID	MAP REFERENCE	LOCATION	DESCRIPTION	PRIORITY	WORKS IN BIKE PLAN	ESTIMATED COST
FEB01	Map J	Federal	Construct 190m of new footpath on eastern side of Federal Drive between Binna Burra Road and Roses Road. Construct 20m of new footpath on eastern side of Federal Drive north of Roses Road. Construct 265m of new footpath on western side of Federal Drive south of existing footpath which connects to Coachwood Court. Construct new refuge on northern leg of Binna Burra Road/Federal Drive and new zebra crossing across Federal Drive	В	No	\$199,200
FEDERAL SUB-	FEDERAL SUB-TOTAL (PRIORITY B)					
FEC01	Map J	Federal	Construct 205m of new footpath between Roses Road and Wean Way	С	No	\$73,440
FEC02	Мар J	Federal	Construct 347m of new footpath on Coorabell Road between Binna Burra Road and Wean Way.	С	No	\$124,920
FEDERAL SUB-TOTAL (PRIORITY C)					\$198,360	
FEU01	Map J	Federal	Construct 377m of new shared path around the hill on Federal Drive.	U	Yes	\$226,200
FEDERAL SUB-TOTAL (PRIORITY U)						\$226,200
FEDERAL TOTAL						\$623,760

Note: cost estimates are high level and based on assumed unit rates. Actual costs will vary depending on site conditions and construction methodology

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^{*} Works are partially contained within Byron Shire Bike Plan

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#### 5.4 Funding

#### 5.4.1 Byron Shire Council

Funding from Byron Shire Council may contribute towards the walk and roll network packages through internal sources including:

- Footpath construction program
- · Open space programs
- · Major local road projects
- · Council road maintenance and upgrade programs
- · Streetscaping and masterplanning programs
- · Section 94 and/or 94A contributions.

#### 5.4.2 State and Federal Governments

Grant funding is available for a variety of community-based and pedestrian/safety programs or projects from key government sources including:

- Building Better Regions Fund (Federal)
- Active Transport (Walking and Cycling) Program (NSW)
- Local Government Road Safety Program (NSW).
- Regional Growth Fund (NSW).

Grant funding for non-infrastructure solutions may also be available through:

- Department of Education
- Department of Health.

#### 5.4.3 Other sources

Outside of the typical government funding sources the following opportunities may present themselves to better the walk and roll network or to implement non-infrastructure solutions for the Shire:

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- Opportunities for partnerships with private investment in public infrastructure either through development or community groups
- Department of Communities Sport and Recreation Participation
   Program which provides funding to not-for-profit organisations and local
   councils for projects designed to increase regular and ongoing
   participation in sport, recreation or structured physical activity.

### 5.5 Monitoring and evaluation

Monitoring and evaluation is important to ensure that the proposed future network and the PAMP document more broadly continues to reflect the needs, aspirations and vision of the community. Maintaining a current document (i.e. five years or less) also provides a better foundation for securing grant funding from RMS for applicable projects. This eases the financial burden on Byron Shire and means that key projects can be implemented sooner for the benefit of the community.

#### 5.5.1 Network monitoring and evaluation

One or more of the following items could be adopted to effectively monitor and evaluate the proposed network over the life of this PAMP:

- Work with the local community to undertake regular on-the-ground audits/inspections of the walk and roll network with a view to covering the entire Byron Shire every three years. Record and collate all findings in a central database with supporting GIS mapping. This could build on Council's current electronic approach to recording defects and issues with community assets. An opportunity may also exist to leverage and/or integrate with Council's existing transport asset management records and plan to reduce overlap. Developing an accurate and comprehensive database will help to:
  - Provide an accurate understanding of the network, including the types, lengths and qualities of existing paths
  - Determine the rate of progress towards implementation of the PAMP



so that the Shire is in the best possible position to receive grant funding from

development of the proposed network for the benefit of the community.

RMS. This will help ease the financial burden on Byron Shire while expediting the

- Measure important aspects such as the percentage of the network that is suitable for all ages and abilities. These 'all ages and abilities' routes could be integrated into Mobility Maps and included as part of information available to visitors to the Shire
- Undertake other measurements such as determining the percentage of bus stops serviced by connected and accessible pedestrian infrastructure
- Inform future planning.
- Consult with ACWG on progress and relevance of the PAMP.
- Undertake surveys (for example, online, intercept) to gain first-hand insights into the suitability and use of the network. Surveys could seek information relating to:
  - o The types of pedestrians using the network
  - o Rates of pedestrian activity
  - o The frequency, days/times and reasons for network use
  - o Average journey length and time
  - Origins and destinations
  - Levels of pedestrian comfort, safety and satisfaction while using the network and supporting facilities.
- Undertake regular pedestrian counts in key locations to determine the
  volume and behaviour of pedestrians and the change over time. This
  information could then be used to measure the success of any
  amendment to the pedestrian environment and to help to identify areas
  where interventions (for example, new crossings, kerb build outs) may
  be required.

### 5.5.2 PAMP monitoring and evaluation

This PAMP will be updated every four years to ensure it remains accurate and reflective of the needs and aspirations of the community. Aside from aligning with the review timeframe for the Bike Plan document which will help ensure planning is integrated, this timeframe will ensure that any future PAMP is current

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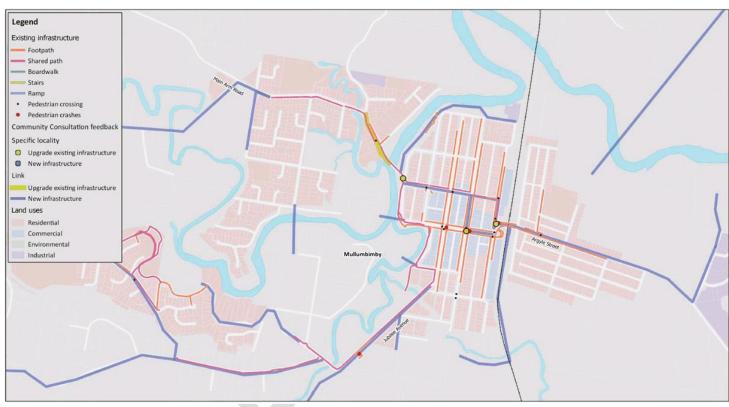


# APPENDIX 1 – COMMUNITY CONSULTATION NETWORK MAPS



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Community consultation network map - Mullumbimby

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Community consultation network map - Byron Bay (West)

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Community consultation network map - Byron Bay (Central)

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Community consultation network map – Byron Bay (South)

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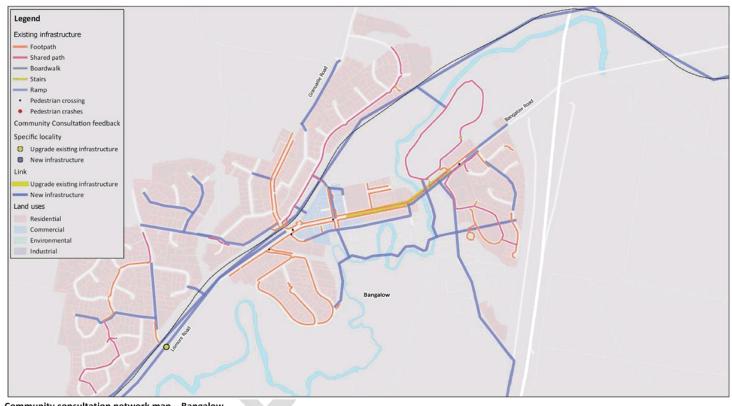




Community consultation network map – Suffolk Park

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Community consultation network map - Bangalow

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Community consultation network map – Ocean Shores, South Golden Beach, New Brighton and Billinudgel

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Community consultation network map – Brunswick Heads

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Community consultation network map - Federal

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# **APPENDIX 2 – PRIORITISED INFRASTRUCTURE MAPS**



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Prioritised infrastructure map - Mullumbimby

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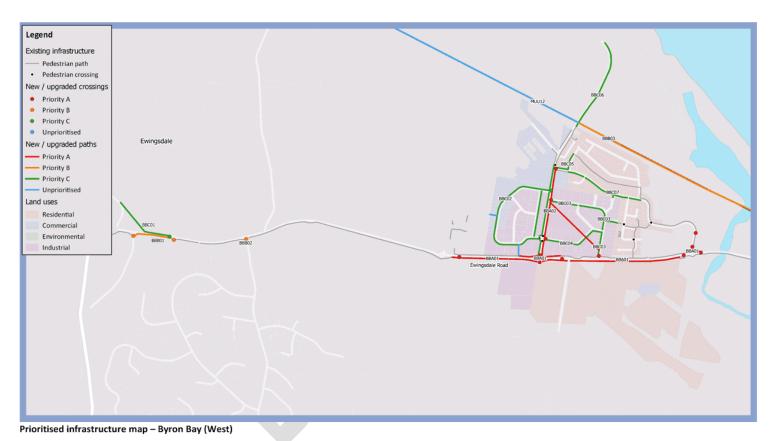




Prioritised infrastructure map – Mullumbimby Town Centre

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Prioritised infrastructure map - Byron Bay (Central)

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Prioritised infrastructure map – Byron Bay (Central) Town Centre

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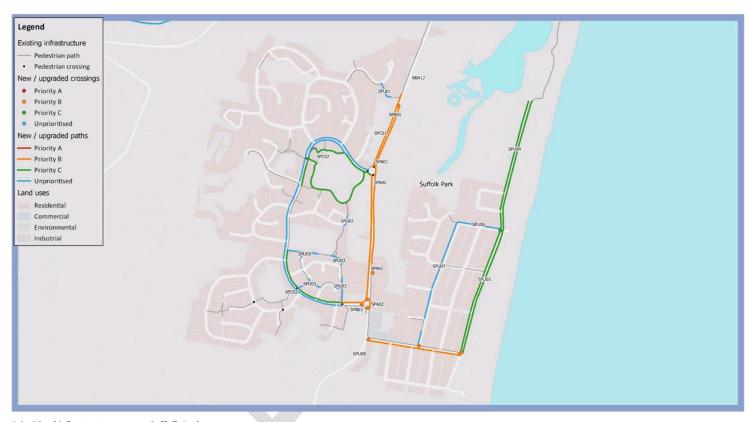
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Prioritised infrastructure map - Suffolk Park

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Prioritised infrastructure map - Bangalow Town Centre

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Prioritised infrastructure map - Ocean Shores, South Golden Beach, New Brighton and Billinudgel

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Prioritised infrastructure map - South Golden Beach and Billinudgel

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Prioritised infrastructure map – Ocean Shores and New Brighton

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Prioritised infrastructure map - Brunswick Heads

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Prioritised infrastructure map – Brunswick Heads Town Centre

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Prioritised infrastructure map - Main Arm

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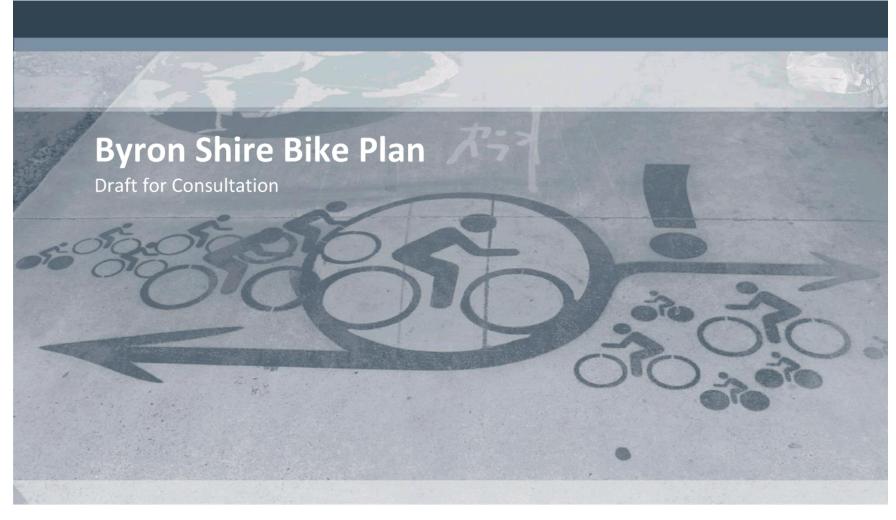
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Prioritised infrastructure map - Federal

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# **Document Control**

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# **Revision History**

VERSION	DATE	DETAILS	AUTHOR	AUTHORISATION
V9	7 June 2019	DRAFT FOR CONSULTATION	Aaron Donges Hannah Richardson	Hannah Richardson

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### BYRON SHIRE COUNCIL

### REPORTS OF COMMITTEES - INFRASTRUCTURE SERVICES

14.3 - ATTACHMENT 2

Byron Shire Bike Plan Draft for Consultation



### **FOREWORD**

Sincere thanks to everyone who got involved in creating our new 10 year Bike Plan for the Byron Shire by completing our online survey and attending design workshops. Your local knowledge and experience of our cycling networks across the Shire has made an invaluable contribution to the quality of this brand new plan.

I commend your efforts because this new plan not only builds on some of the work of our previous Bike Plan - it goes the extra mile in terms of setting out clear objectives, an impressive list of achievable actions and clearly articulates a plan for much-needed and eagerly anticipated future cycling networks for many of our towns and villages.

This is impressive strategic work because it sets us on a path (excuse the pun) to having cycle-friendly towns in our Shire, where the dream of safely and leisurely riding to the beach for the day, to meet friends at the park, to your school or workplace, can become a reality.

When you can choose to ride around town instead of driving your car, it becomes even more exciting because not only are you making choices that are incidentally healthier for you but you're also helping to reduce traffic, congestion and emissions.

Safety is a major concern that has been addressed through this new plan and we will be adopting national and international best practice and technical standards. We know that about 70 percent of people in NSW either ride regularly or would like to ride more if cycling was made easier for them, and I am sure that this applies to us locally. Our goal is to make riding a bike a naturally safe choice of transport for all ages and all abilities.

Some of the main types of improvements identified as actions in the 10 year Byron Shire Bike Plan include:

- Construction of new off and on-road cycle ways, shared paths and road crossings;
- Upgrade of existing cycling infrastructure;
- Amendment of road design to support safe cycling, and;
- Undertaking of non-infrastructure initiatives to encourage cycling as a fun and healthy transport alternative.

Council is fully committed to realising the dream of interconnected cycle networks in every town and village in this shire. Having a good long-term plan for cycling with a clear set of actions is a game changer because it puts the Byron Shire in the best position for attracting the infrastructure investment from the State Government that we need to become cycling towns in the future.

Byron Shire Acting Mayor, Michael Lyon

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LEP	Local Environmental Plan
LGA	Local Government Area
NSW	New South Wales
RMS	Roads and Maritime Services
TIAC	Transport Infrastructure and Advisory Committee

### LIST OF ACRONYMS

DCP	Development Control Plan	
GIS	Geographical Information System	



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# 1 Introduction

# 1.1 Background

Cycling is a healthier, cheaper, more enjoyable and environmentally-friendly alternative to private vehicle use. It has the potential to address transport equity issues that arise due to the high costs of car ownership, to improve user and environmental health and wellbeing and also to increase vibrancy and localised economic activity within towns and villages. The provision of a well-planned and integrated bicycle network combined with the implementation of supporting cycling programs provides a strong foundation for increasing both the number of cycling trips and the diversity of users in Byron Shire.

Over the years, Byron Shire Council (Council) has taken steps to develop its cycle network and encourage increases in the uptake of cycling across the local government area (LGA). Central to this was the development and adoption of the Byron Shire Bike Strategy and Action Plan (Bike Plan) in 2008. This document confirmed Council's commitment to cycling and outlined strategies and actions to increase cycling in Byron Shire. As the development of a Bike Plan is a New South Wales Government initiative, local governments are better positioned to receive grant funding for applicable projects if they have a Bike Plan that is less than five years old. Therefore, a new Bike Plan is required that builds on the successes of the 2008 plan and, importantly, provides a contemporary approach to bicycle network planning, design and promotion that reflects the current situation and also aligns with the future direction of Byron Shire. This new Bike Plan will help provide a coordinated and strategic approach to the delivery of cycling infrastructure and promotional programs in Byron Shire for the benefit of the community. Collaboration and partnerships between the community, state and local governments, developers and other stakeholders will therefore be critical to ensure the Bike Plan is representative of community needs and aspirations and supports the continual improvement of Byron Shire.

The Bike Plan has been prepared for the entire Byron Shire and considers cycling within the existing larger settlements of Bangalow, Brunswick Heads, Byron Bay, Ewingsdale, Mullumbimby, Ocean Shores and Suffolk Park, within smaller villages and also in rural locations and between key settlements. The study area is shown in Figure 1.



Figure 1: Byron Shire local government area

### 1.2 Developing the Bike Plan

This Bike Plan has been prepared in line with the *How to Prepare a Bike Plan* document which was released by the NSW Government's Roads and Maritime Services (RMS) in 2012. Due to the importance of the Bike Plan, however, and its ability to directly impact on both residents and visitors to Byron Shire, community consultation has been identified as a critical element in developing the Bike Plan. In light of this, the scope of consultation tasks has been expanded beyond that outlined in the RMS guideline in order to facilitate genuine community consultation and to provide as many opportunities as possible for the community to inform the Bike Plan and advise how and where Byron Shire's cycle network should evolve in the future.

The community, therefore, will essentially form part of the team assigned to develop the Bike Plan. This team currently consists of RMS, relevant teams within

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Council and Byron Shire's Transport Infrastructure and Advisory Committee (TIAC).

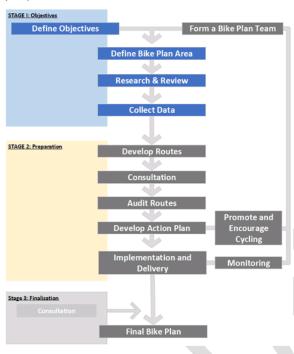


Figure 2: Bike Plan methodology

#### 1.3 Directing the Bike Plan

The ultimate outcome of the Byron Shire Bike Plan is to provide a consolidated, clear and representative plan that can be reliably used to coordinate the delivery of cycling infrastructure and promotional programs in Byron Shire for the benefit

of the community and visitors. The following objectives have been developed for this Bike Plan to help work towards this desired outcome:

- To improve access and connectivity for cyclists within and between residential, commercial and recreational areas regardless of age, ability or experience
- To increase the diversity of cyclists and the number and type of cycling trips undertaken
- To adopt a Safe Systems approach in the planning and design of cycling facilities in order to improve the real or perceived safety of all cyclists, particularly at identified cycle crash clusters
- To plan and design cycle facilities that are informed by national and international best practice and technical standards and that reflect the local context
- To ensure cycle facilities integrate with and support land uses, key natural assets, existing and proposed tourist attractions and other transport modes, where appropriate
- To raise community awareness of the benefits of cycling and the extent of the existing cycle network
- To develop a program of cycle infrastructure and non-infrastructure works that is integrated with other planning and that may attract funding from the NSW State Government to help increase rates of cycling.

#### 1.4 Structure of the Bike Plan

Beyond this first introductory section, the remainder of the Bike Plan is split into the following four sections.

#### Section 2: Existing cycling environment

This section provides a summary of the existing cycling environment in Byron Shire, including the existing policy context, demographics, land uses, attractors, and cycle and road networks. This section also identifies a range of opportunities and constraints which will be used as a basis for developing the future cycle network.

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#### Section 3: Community consultation

This section provides a summary of the findings of the community consultation undertaken to inform the Bike Plan.

#### Section 4: The future cycle network

This section presents the proposed cycle network for each of the key study areas within Byron Shire as well as the design philosophy and principles that underpinned its development.

#### Section 5: Action Plan

This section presents the detailed schedule of future works and identifies opportunities to fund, monitor and evaluate the Bike Plan. This section also provides a range of non-infrastructure actions to increase cycling.



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## PSA

#### 2 Existing cycling situation

The existing pedestrian and mobility situation in Byron Shire extends beyond the physical infrastructure that is currently provided to include consideration of all relevant plans and policies as well as town and Shire-wide demographics, current network use, and identified issues and opportunities. These elements, and their relevance to the Shire, are discussed in greater detail throughout this section.

This Bike Plan has been developed to align with and support all relevant plans and policies at all levels of government.

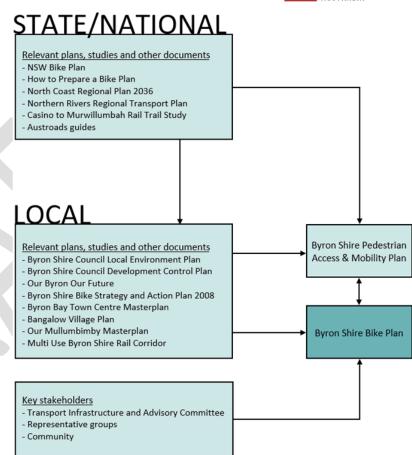


Figure 3: Policy and stakeholder context for developing the Bike Plan

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#### 2.1 State policy

#### **NSW Bike Plan**

The NSW Bike Plan outlines how the NSW Government will work in partnership with local councils, communities and businesses to grow bicycle riding over a ten year period. The Plan outlines a number of actions affecting local councils and regional areas and identifies funding sources available to local councils in order to increase cycling.

Some of the key actions from the Bike Plan that affect local councils and, by extension, Byron Shire include:

- Accelerate the delivery of regional and local cycleway networks
- Increase dollar-for-dollar assistance to fund local council bike plan actions that:
  - complete cycle networks in urban areas, making funding conditional (where relevant) on the development of networks that connect across local council boundaries
  - improve wayfinding signage for existing facilities
  - provide facilities in NSW country towns and cities, focusing on improving accessibility for short cycling trips to CBDs, education, shops and regional services
- Help local councils promote their cycle facilities and associated programs by providing seed funding for community cycling events during NSW Bike Week
- Install route signage on all new cycleways that highlights the distance and typical duration of bike travel to key destinations and aligns with existing public transport interchange signage guidelines
- Provide local cycle links to new public transport interchanges through the delivery of major projects
- Provide cycleways as part of all State Road projects in country NSW
- Maintain programs that enable the progressive completion of the NSW Coastline Cycleway, through dollar-for-dollar support for local councils

 Promote cycle access to and through designated NSW National Parks and Crown reserves, including the use of sustainable mountain bike tracks.

In addition, the Plan aims to implement strategies to encourage further bike usage through programs promoting cycling as a more accessible and attractive alternative.

#### How to Prepare a Bike Plan

The *How to Prepare a Bike Plan* document is a guideline prepared by RMS to assist policy and decision makers to prepare a Bike Plan for local councils or smaller communities.

The guideline outlines a process (refer to Figure 2) to ensure a Bike Plan is properly made and that the approach to achieve its aims is coordinated and strategic. At its core, this includes the development of a set of objectives and associated actions (for example, new cycle paths or educational initiatives) required in order to accomplish them. This ensures that the Bike Plan can be clearly interpreted to key stakeholders such as the community, whilst helping to validate the overall strategy to secure funding.

This document is the key guiding document for the development of the Byron Shire Bike Plan.

#### North Coast Regional Plan 2036

The North Coast Regional Plan 2036 is the NSW Government's blueprint to guide the development of the region over the next two decades. In support of this, the Plan outlines a vision with goals and actions that reflect community and stakeholder aspirations and that have been geared towards delivering greater prosperity for those who live, work and visit this important region.

Of particular relevance to the Bike Plan, the Plan identifies as an action the desire to facilitate more recreational walking and cycling paths and expand interregional and intra-regional walking and cycling links, including the NSW Coastline Cycleway. The Plan also identifies the potential to reuse parts of the Casino to Murwillumbah rail line to support nature-based tourism and recreation, subject to further community consultation and relevant legislative requirements.

#### **Northern Rivers Regional Transport Plan**

The Northern Rivers Regional Transport Plan outlines a variety of short, medium and long term actions and projects to support development and change and to

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address the unique challenges of the region. The Plan identifies three regional actions and one area-specific project of relevance to the Bike Plan.

#### These actions are:

 Support proposals to investigate walking and cycling trails including disused rail lines

The NSW Government has outlined their support for an investigation into the feasibility of a walking and cycling trail along the disused sections of the Casino-Murwillumbah rail line to the north-west of Byron Bay. This investigation will be subject to community and business interest in advancing this proposal.

Connecting Centres Cycling Program

The NSW Government outlined their commitment to working with councils and other stakeholders to identify bicycle network gaps and pinch points in the five kilometre catchments that surround regional towns. The Connecting Centres Cycling Program will help councils to complete local cycle networks to regional centres.

Roll out the Cycling Towns Program

The Cycling Towns Program focuses bicycle infrastructure provision and encouragement in a small number of regional centres with the aim to rapidly increase rates of cycling in these areas. Programs may include bicycle network construction and bicycle parking facilities, complemented by local government funded encouragement programs, and support for tourist routes and information for visitors. Byron Bay has been identified as a Cycling Town.

Improve information about walking and cycling routes and facilities

The NSW Government outlined their commitment to promoting the benefits of active transport, improving customer information, and developing guidelines and resources for local government in order to get people walking and cycling more. This will include improved on-line resources (for example, trip planning), other promotion programs and sponsorship of relevant events and community programs.

Improve opportunities for walking and cycling



Council has opportunities to seek support for new links through existing

### funding mechanisms. Casino to Murwillumbah Rail Trail Study

In 2012, the NSW Government commissioned the Casino to Murwillumbah Transport Study to explore the feasibility of reintroducing passenger services on the 130km long Casino to Murwillumbah Rail Line. Building on the findings of this report, the NSW Government commissioned the Casino to Murwillumbah Rail Trail Study to examine the feasibility of converting the rail corridor into a trail for walking and cycling.

The study concluded in 2014 that the preliminary cost for the development of a rail trail would be \$75.5 million due, in most part, to the significant number of bridges (roughly 160) along the corridor. An economic analysis showed that with a base scenario of 88,320 visitors annually and a net present value of \$121.8 million, the rail trail would be financially viable with a benefit cost ratio of 2.54; meaning that for every dollar invested, a return of \$2.54 may be possible. This analysis also concluded that to achieve a break-even scenario, the trail would have to receive at least 34,802 visitors annually.

These findings and the study more broadly focused on a largely single use for the corridor. Council is committed to the multi use of the corridor, which could include walking and cycling, as evidenced in the Council-funded Multi Use Byron Shire Rail Corridor study which is currently being prepared (refer to Section 2.2).

#### Austroads guides

Austroads is the peak organisation of Australasian road transport and traffic agencies. The organisation undertakes road and transport research, provides input to policy development and publishes guidelines on the design, construction and management of the road network.

The Cycling Aspects of Austroads Guides document (third edition, June 2017) presents key information concerning the planning, design and traffic management of cycling facilities. It has consolidated design guidance sourced predominantly from other Austroads guides including the Guide to Road Design, the Guide to Traffic Management. and the Guide to Road Safetv.

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The Cycling Aspects of Austroads Guides includes cross-references with relevant Austroads Guides that provide additional information or important design details for cyclist paths at road intersections, interchanges, or in relation to particular subject areas. This Guide, and the other supporting guidelines, will directly inform the development of the Bike Plan.

#### 2.2 Local policy

#### **Byron Shire Council Local Environment Plan**

The Byron Local Environmental Plan (LEP) is a legal document prepared by Council and approved by the State Government to regulate and guide Council's planning decisions regarding land use and development within Byron Shire. Through land zoning and development controls, the LEP is the main planning tool to shape the future of communities and to ensure local development is done appropriately and in an environmentally sensitive manner.

#### Byron Shire Council Development Control Plan

The Byron Development Control Plan (DCP) is a document that provides planning and building design guidelines for new development or alterations to existing development. The purpose of the DCP is to specify Council's requirements for quality development and sustainable environmental outcomes on land in the Shire.

The Byron DCP also outlines a range of controls that apply generally to developments. These controls include, but are not limited to, Access and Mobility; Traffic Planning, vehicle Parking, Circulation and Access; and Providing for Cyclists.

#### Our Byron Our Future - Our Community Strategic Plan 2028

This document outlines the collective long-term vision for Byron Shire and its residents for the next ten years. The Plan identifies a range of community objectives and supporting strategies that will help achieve this vision and also inform longer-term decision making.

Of relevance to the Bike Plan, the Plan provides an objective to have infrastructure, transport and services that meet community expectations. In support of this particularly objective, three strategies were identified. These are to provide a road network which is safe, accessible and maintained to an acceptable level of service; to provide essential services and reliable

infrastructure which meet an acceptable community standard; and to support, through partnership, a network of integrated sustainable transport options.

#### Byron Shire Bike Strategy and Action Plan 2008

In 2008, Council released the Byron Shire Bike Strategy and Action Plan (Bike Plan) to facilitate the expansion of the existing network of bicycle facilities in Byron Shire in a consistent and appropriate manner that meet the needs of different user groups.

The Plan outlined non-infrastructure actions (for example, policy review, educational information) to be implemented as well as a number of infrastructure actions (for example, shared paths, on-road paths, signage) for construction across the Shire. This Plan, including the planned path network, has been reviewed as part of the development of this updated Bike Plan.

#### Byron Bay Town Centre Masterplan

The Byron Bay Town Centre Masterplan, which was released in 2016, presents a vision and strategy to guide the future form of Byron's Town Centre and to set out realistic actions and projects to achieve that vision. Of the six core strategies outlined in the masterplan, the Access and Movement Strategy is of most relevance to the Bike Plan. This strategy is comprised of four sub-strategies, each of which relate to a different aspect of access and mobility in Byron Bay's town centre. Sub-Strategy 4: A People Prioritised Centre outlines a number of key actions and initiatives to guide pedestrian movement in the town centre. These are:

- Establish a pedestrian prioritised core, with a comprehensive of cycle network to create an active, safe and memorable town centre. This could be achieved by increasing footpath widths and crossings and introducing shared and pedestrianised streets where pedestrians and cyclists have priority
- Introduce shared and pedestrianised streets where pedestrians and cyclists have priority
- Strengthen Byron Street's role as the town centre's main east to west link, connecting the Arakwal National Park through to Belongil Creek
- Incorporate a pedestrian and cycle links along the rail corridor encouraging both pedestrian and cycle movement to neighbouring areas

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- Introduce cycle hire facilities at major access points to encourage Park and Ride initiatives
- Establish a continuous foreshore pedestrian walk that links seamlessly to the pedestrian and cycle links along the rail corridor.

#### **Bangalow Village Plan**

The Bangalow Village Plan was endorsed by Council in March 2019 as the plan to guide the improvement and development of Bangalow over the next 15 years. The plan outlines residents' aspirations for their village and aims to ensure that Bangalow's heritage, natural environment, village feel and sense of community are preserved and enhanced.

The 'Access and movement' theme, which is one of six in the plan, establishes a vision for Bangalow in which the different parts of the village are connected by a network of off-road walk/cycle paths through the open space network. These provide walking and riding opportunities for people of all ages and abilities. Pedestrian safety is prioritised. In practical terms, this includes the provision of new pedestrian and cycle path infrastructure to create a connected network, new recreational paths along Byron Creek and the showgrounds, a new pedestrian and cycle bridge to connect the showgrounds with the sports fields, multi use of the rail corridor, various intersection upgrades to improve safety and convenience, and the provision of a consolidated bus stop on Byron Street close to the public school.

#### **Our Mullumbimby Masterplan**

The Our Mullumbimby Masterplan is currently being developed by Council, in conjunction with the community. This plan will guide the development of Mullumbimby, including the cycle network, in the future and will also outline residents' aspirations for the town. The plan is expected to be released for public exhibition in mid-2019.

#### Multi Use Byron Shire Rail Corridor

A study investigating the benefits, costs and impacts of different transport uses in the currently disused rail corridor within Byron Shire is currently underway. This study includes an assessment of the current state of infrastructure along the rail corridor within Byron Shire, the development of an economic feasibility study to determine the costs and benefits of each option, and a social impact assessment to determine the social impacts. The study includes investigations into the activation and integration of the corridor for a range of uses, including walking

cyclists, provide new destinations and overcome the limitations of providing cycle facilities over long distances between urban centres and rural areas.

The study is expected to be completed in May 2019.

integration between cycle and rail transport has the ability to extend the range of

and cycling. This is of particular importance for the Bike Plan as effective

#### 2.3 Riding in Byron Shire

Byron Shire is a unique and picturesque part of the Northern Rivers region. It is located 800 kilometres north of Sydney, 200 kilometres south of Brisbane and is bounded by the Tweed, Lismore and Ballina LGAs. The Shire is currently home to approximately 34,000 people, spread across a number of distinctive towns, villages and rural environments. Despite a comparatively small population, Byron Shire has gained an international reputation with more than two million visitors each year enjoying the beautiful and respected natural environment, the creative and relaxed lifestyle and the friendly and diverse community. Enabling tourists to safely and enjoyably experience the Shire from the saddle of a bike will be important not only for catering for potential increases in tourist numbers in the future but, importantly, for addressing climate change by promoting more environmentally-sustainable methods of transport.

A number of towns and villages in the Shire have been specifically included in this Bike Plan. These locations are listed below and shown in Figure 4.

- Mullumbimby
- Byron Bay
- Suffolk Park
- Bangalow
- · Ocean Shores, South Golden Beach, New Brighton and Billinudgel
- Brunswick Heads
- · Main Arm and Federal.

The characteristics of each of these localities are discussed in the respective sections below. Although there are also a number of rural locations that contribute positively to the Shire, for the practical purpose of this Bike Plan these areas have not been addressed in great detail.

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As can be seen in Figure 4, there is currently very little dedicated cycling infrastructure in rural areas and only some of the more established towns and villages currently have cycle paths connecting one another in order to enable longer distance journeys. On-road cycle lanes on the Pacific Motorway provide a key north-south cycle connection linking some of these towns and villages and also connecting further south into Ballina Shire.



Figure 4: Existing cycle network in Byron Shire

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#### 2.4 Riding in Mullumbimby

Mullumbimby is a unique, inclusive and relaxed town that is bisected by the Brunswick River and set against a picturesque mountain backdrop. It is a key centre servicing the needs of both town residents and the surrounding rural areas. The heart of Mullumbimby is its community and its strength, optimism and ability to foster local enterprise and achieve practical solutions to pressing issues.

The Bike Plan study area for Mullumbimby is shown in Figure 5 and a snapshot of key community profile statistics is provided below.

Population	Median age	Largest age category
2 506	46	45 to 49
3,596	40	years (8.7%)
+274 (8.2%) since 2011	Regional NSW 43	Regional NSW 6.4%
11% of Byron Shire	NSW 38	NSW 6.6%
population	Australia 38	Australia 6.8%
Proportion of employed local residents who cycle to work	Proportion of residents needing assistance with core activities	Most popular industry of employment Health Care and Social Assistance
employed local residents who cycle to work 3.3%	residents needing assistance with core activities	of employment Health Care and
employed local residents who cycle to work	residents needing assistance with core	of employment Health Care and Social Assistance (16.8%) Regional NSW 14.4%
employed local residents who cycle to work 3.3%	residents needing assistance with core activities	of employment Health Care and Social Assistance (16.8%) Regional NSW 14.4% NSW 12.5%
employed local residents who cycle to work 3.3% (46 people)	residents needing assistance with core activities	of employment Health Care and Social Assistance (16.8%) Regional NSW 14.4%

Source: Australian Bureau of Statistics; ProfileID

#### 2.4.1 Existing cycle network

Although not extensive, Mullumbimby's current cycle network provides a good foundation for future expansion. As can be seen in Figure 5, the majority of the

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core commercial area in the town centre is currently serviced by a network of onroad cycle paths. These paths, however, currently only provide partial connectivity to the existing shared cycle path network and they do not extend further north, south or east into surrounding residential areas.

The existing shared path network currently enables off-road cycle and pedestrian movements between the town centre and residential areas located in the north west and south west of Mullumbimby. The connectivity and convenience of these paths, however, is affected by existing gaps in the network and also by the location of the paths either on one side of the road only or with locations alternating intermittently between both sides of the road.

Outside of these paths, cycle access to the town centre and between residential areas occurs either on-road (often between parked cars and adjacent vehicular traffic), on less trafficked roads where cyclists mix with vehicular traffic or on the existing footpath network.

Outside of the study area, there is currently no provision for longer distance cyclist movements to enable connections to nearby towns, villages and rural communities. This is evident along Mullumbimby Road and Gulgan Road to the east, Coolamon Scenic Drive to the north and south and Main Arm Road to the west. These roads generally are highly trafficked when compared with the rest of the local road network, are narrow, and lack shoulders and dedicated cycle infrastructure.

Between 2012 and 2017, no cyclist related crashes were recorded in the Mullumbimby study area. Notwithstanding and as show in Figure 4, one cyclist crash was recorded in 2017 outside the study area at the intersection of Mullumbimby Road and Gulgan Road.



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#### 2.4.2 Issues and opportunities

## MULLUMBIMBY – SUMMARY OF EXISTING ISSUES AND OPPORTUNITIES

#### Issues

- High volume of pedestrians and vehicles and regular car parking manoeuvres
- High number of tourists unfamiliar with local area
- Limited cycle network outside of the town centre

#### Opportunities

- Compact town centre with residential areas and attractors within close proximity
- Established network of onroad cycle paths in the town centre, servicing a number of key attractors
- Existing wide streets provide opportunities for more cycle paths
- Topography generally conducive to cycle movements for all ages and abilities
- Proximity to key attractors and natural assets (for example, rivers and parks) to support recreational cycling



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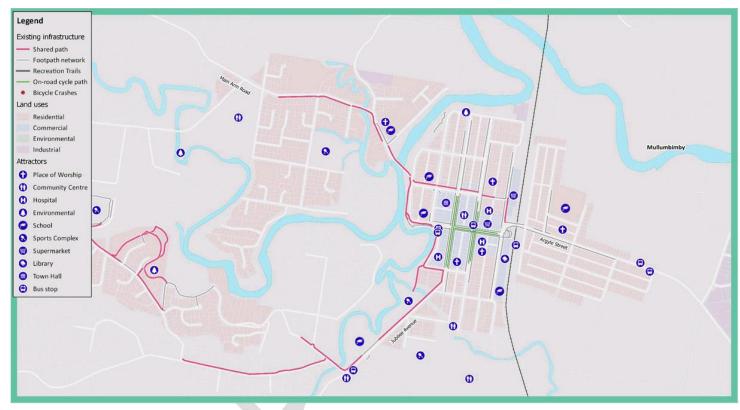


Figure 5: Existing cycle network - Mullumbimby

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Figure 6: Existing cycle network – Mullumbimby Town Centre

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#### 2.5 Riding in Byron Bay

Byron Bay is an iconic coastal town with a relatively low density urban environment and a compact, walkable commercial centre. Despite being a key destination for both domestic and international visitors, Byron Bay has maintained an engaged and active local community and a respectful relationship with its natural environment.

The Bike Plan study area for Byron Bay includes the town's western, central and southern areas as shown in Figure 9, Figure 10 and Figure 12 respectively. A snapshot of key community profile statistics for Byron Bay, including these three areas, is provided below.

Population  5,521  +401 (7.8%) since 2011 17% of Byron Shire population	Median age 42 Regional NSW 43 NSW 38 Australia 38	Largest age category 25 to 29 year (9.6%) Regional NSW 5.5% NSW 7.0% Australia 7.1%
Proportion of employed local residents who cycle to work 7.3% (172 people) Regional NSW 0.6% NSW 0.7% Australia 1.0%	Proportion of residents needing assistance with core activities  4.2% Regional NSW 6.3% NSW 5.4% Australia 5.1%	Most popular industry of employment Accommodation and Food Services (19.7%) Regional NSW 7.9% NSW 7.1% Australia 6.9%

Source: Australian Bureau of Statistics; ProfileID

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#### 2.5.1 Existing cycle network

The existing cycle network in the western, central and southern areas of Byron Bay is presented in Figure 9, Figure 10 and Figure 12 respectively. These maps provide an indication as to the current extent of the cycle network, the level of connectivity linking typical trip origins (for example, residential areas) and destinations (for example, commercial areas and major attractors), and the relationship with the existing footpath network. These maps also show the location of crashes involving cyclists but this is discussed in greater detail in Section 2.5.2.

The dominant cycle link to the west of Byron Bay (refer to Figure 9) is the existing shared cycle/pedestrian path that connects Myocum Road and the Pacific Motorway in the west to the township of Byron Bay in the east. Although the dominant connection, this path currently has two missing sections that affect the overall connectivity of the network and the safety of users. The location of this path also alternates between the northern and southern side of Ewingsdale Road which increases the need for users to cross the busy two lane, two way road to continue on a dedicated cycle path and/or to access nearby developments and attractors. Beyond this dominant connection, the majority of the existing development to the west of Byron Bay, particularly in the areas zoned industrial, currently has limited access to a connected cycle network.

As can be seen in Figure 10, Byron Bay's town centre currently does not contain any shared or on-road cycle paths. This affects not only the safety of cyclists in town as it requires interactions with vehicles, pedestrians or both, it also limits connectivity and access across Byron Bay. The remainder of central Byron Bay, which includes a significant proportion of the town's residential population, has only limited access to a dedicated and connected cycle network. As a result and as roads in these areas generally carry a reduced number of vehicles at slower speeds, cyclists generally mix with vehicular traffic.

The shared cycle/pedestrian path that connects the southern extent of Byron Bay's town centre to Suffolk Park is the dominant cycle connection in Byron Bay's south (refer to Figure 12). This path provides largely continuous access between residential areas in Byron Bay and Suffolk Park to St Finbarr's Catholic Primary School and Byron Bay High School. Although this forms the main north-south

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spine of the network, the path is currently only provided on the eastern side of Bangalow Road/Broken Head Road and its condition and width varies significantly over its length. As a result of this alignment, residents to the west are required to cross the busy two lane, two way road to continue on a dedicated cycle path.

#### 2.5.2 Cyclist crash history

There have been a total of 11 recorded crashes involving cyclists in Byron Bay over the five years between 2012 and 2017. As shown in Figure 9, Figure 10 and Figure 12, these crashes have tended to occur along busier roads that provide access to, from and within Byron Bay; namely, Ewingsdale Road, Jonson Road and Bangalow Road.

An analysis of all recorded cyclist crashes in Byron Bay over the last five years suggests that crashes involving cyclists peaked in 2014 in terms of quantity and severity (refer to Figure 7 and Figure 8). There were a number of common reasons for cyclist crashes in Byron Bay, including:

- Poor visibility/lack of awareness between motorists and cyclists, particularly at conflict points such as driveway entries and intersections
- Lack of road space for cyclists leading to pinch points (for example, between parked cars and general vehicular traffic)
- · Cyclists use of footpaths
- Lack of adherence to defined road crossing points
- · General motorist and cyclist error.



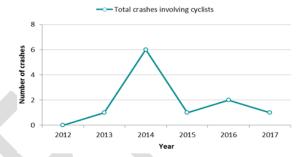


Figure 7: Annual cyclist crashes in Byron Bay (2012-2017)

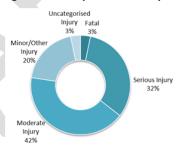


Figure 8: Cyclist crashes by severity in Byron Bay (2012-2017)

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#### 2.5.3 Issues and opportunities

## BYRON BAY - SUMMARY OF EXISTING ISSUES AND

#### **OPPORTUNITIES** Issues Opportunities High volume of pedestrians Compact town centre with and vehicles and regular car residential areas within close parking manoeuvres proximity High number of tourists Easy navigation and legibility unfamiliar with local area due to street grid design · Some gaps in existing cycle • Cyclists able to use local network, especially along key (residential) road network routes and to, from and due to reduced number of within residential and vehicles travelling at slower industrial areas speeds Topography generally conducive to cycling for all ages and abilities Proximity to key attractors and natural assets (for example, beaches) to support recreational cycling







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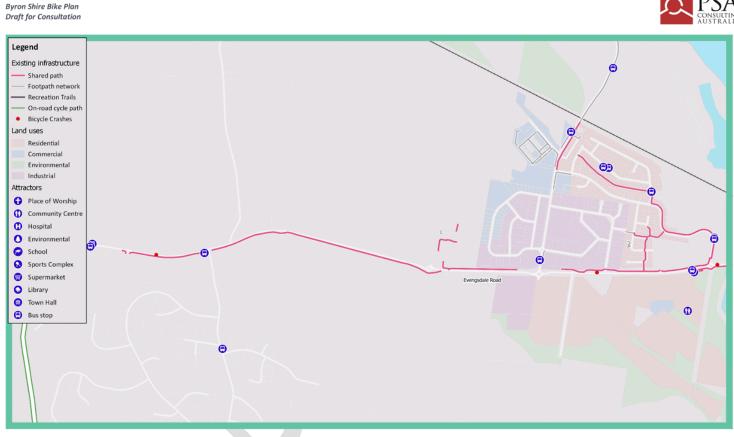


Figure 9: Existing cycle network and cycle crash locations – Byron Bay (West)

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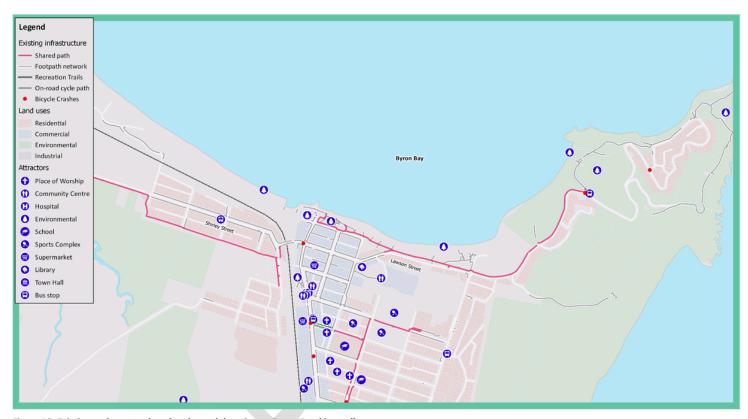


Figure 10: Existing cycle network and cycle crash locations – Byron Bay (Central)

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Existing infrastructure Footpath network Recreation Trails — On-road cycle path Bicycle Crashes Land uses Residential 0 Commercial Environmental 0 Industrial Attractors 0 Place of Worship Community Centre (1) Hospital Environmental School Sports Complex Supermarket Library Town Hall Bus stop 0 0 0

Figure 11: Existing cycle network and cycle crash locations – Byron Bay (Central) Town Centre

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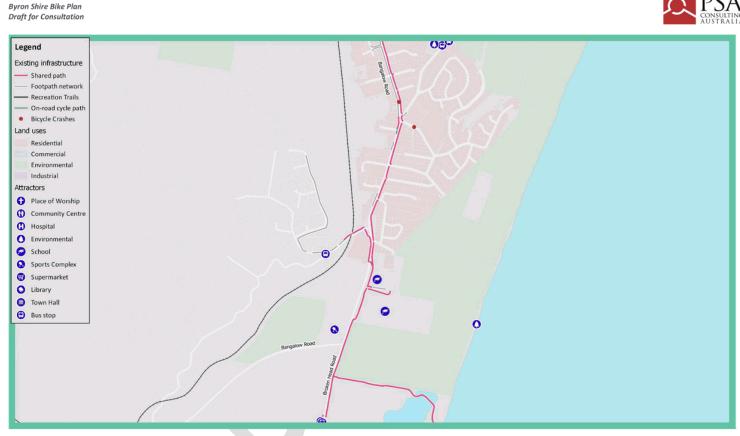


Figure 12: Existing cycle network and cycle crash locations – Byron Bay (South)

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#### 2.6 Riding in Suffolk Park

Suffolk Park, located roughly five kilometres south of Byron Bay, is a peaceful and distinct residential area popular with a broad spectrum of residents and holidaymakers. Situated on both sides of Broken Head Road, Suffolk Park provides access to key assets such as Tallow Beach, Tallow Creek and surrounding environmental area, Ti-Tree Lake Aboriginal Area, the Byron Bay Golf Course and a number of sporting facilities. The Bike Plan study area for Suffolk Park is shown in Figure 13 and a snapshot of key community profile statistics is provided below.

in rigure 13 and a snapshot of key community prome statistics is provided below.					
Population	Median age	Largest age category			
3,750	40	40 to 44			
3,730	40	years (8.8%)			
+214 (6.1%) since 2011	Regional NSW 43	Regional NSW 6.1%			
11% of Byron Shire	NSW 38	NSW 6.7%			
population	Australia 38	Australia 6.8%			
Proportion of	Proportion of	Most popular industry			
employed local	residents needing	of employment			
residents who cycle to	assistance with core	Accommodation			
work	activities	and Food			
3.4%	2 70/				
(62 1-)	3.7%	Services (15.3%)			

**3.** / %

Regional NSW

NSW

Australia

6.3%

5.4%

5.1%

Regional NSW

NSW

Australia

7.9%

7.1%

6.9%

Source: Australian Bureau of Statistics; ProfileID

0.6%

0.7%

1.0%

#### 2.6.1 Existing cycle network

As can be seen in Figure 13, the existing cycle network in Suffolk Park is currently limited. This is particularly critical along Broken Head Road where a gap in the cycle network between the Byron at Byron and the Beachbreak at Byron resorts significantly impairs the ability to conveniently cycle uninterrupted between Byron Bay and Suffolk Park. Away from Broken Head Road, there are currently only a handful of shared cycle paths and these typically do not provide connections to/from key attractors. Notwithstanding, the local road network in Suffolk Park generally carries a reduced number of vehicles at slower speeds. This provides opportunities for cyclists to mix with vehicular traffic, in lieu of dedicated cycle infrastructure, in order to access residential areas and attractors. The provision of suitable crossing locations will be important in order to provide safe and convenient access across Broken Head Road and to cater for cyclist and pedestrian movements between the key attractors in the east (for example, Tallow Beach) and the predominantly residential areas to the west.

#### 2.6.2 Cyclist crash history

Only one crash involving a cyclist was recorded in the study area between 2012 and 2017 (refer to Figure 13). This crash, which occurred on the existing shared path that runs parallel to Broken Head Road, occurred in 2017 when the cyclist clipped the edge of the path.

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(62 people)

Regional NSW

NSW

Australia

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#### 2.6.3 Issues and opportunities

#### SUFFOLK PARK – SUMMARY OF EXISTING ISSUES AND **OPPORTUNITIES** Opportunities Issues • No continuous cycle • Topography generally connectivity to the north conducive to cyclist movements for all ages and · Limited cycle network in abilities existing residential areas Cyclists able to use local Broken Head Road forms a (residential) road network barrier for access between due to reduced number of eastern and western parts of vehicles travelling at slower Suffolk Park. Cyclists speeds required to cross road Proximity to natural assets (for example, Tallow Beach, Ti-Tree Aboriginal Area) to support recreational cycling

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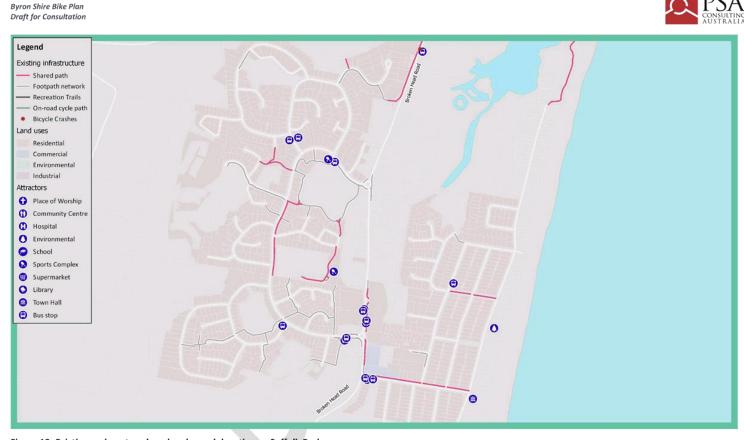


Figure 13: Existing cycle network and cycle crash locations - Suffolk Park

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#### 2.7 Riding in Bangalow

Bangalow is a scenic and vibrant rural community located in the south of the Shire. It is positioned close to the Pacific Motorway and Byron Creek and is bisected by Bangalow Road and the currently disused Casino to Murwillumbah rail line. As an environmentally, culturally and architecturally significant town with a thriving arts and crafts scene, it is a magnet for visitors.

The Bike Plan study area for Bangalow is shown in Figure 14 and a snapshot of key community profile statistics is provided below.

Population	Median age	Largest age category
2 021	43	40 to 44
2,021	43	years (9.5%)
+197 (11%) since 2011	Regional NSW 43	Regional NSW 6.1%
6.1% of Byron Shire	NSW 38	NSW 6.7%
population	Australia 38	Australia 6.8%
Proportion of employed local	Proportion of residents needing	Most popular industry of employment
residents who cycle to	assistance with core	Health Care and
		riculti cure una
work	activities	Social Assistance
work 0.0%		Social Assistance
0.0%	4.4%	Troutin our out and
		Social Assistance (16.1%)

5.1%

Source: Australian Bureau of Statistics; ProfileID

1.0%

Australia

#### 2.7.1 Existing cycle network

There are currently only a limited number of dedicated cycle paths in Bangalow; namely, along Rankin Drive in the north, around Bangalow sports fields in the east, and along Parrot Tree Place in the west.

As can be seen in Figure 14, there are currently no cycle paths along Bangalow Road in the vicinity of, or connecting to, existing commercial areas and attractors in the centre of town. This is important as it is a key location that is subject to a large amount of activity from pedestrians, parking cars and general traffic.

#### 2.7.2 Cyclist crash history

Only one crash involving a cyclist was recorded in the study area between 2012 and 2017. As shown in Figure 18, this crash occurred close to the intersection of Keith Street and Raftons Road. The crash, which resulted in minor injury, occurred in 2016 when a vehicle turned across the path of a cyclist in order to access a driveway.

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#### 2.7.3 Issues and opportunities

## BANGALOW – SUMMARY OF EXISTING ISSUES AND OPPORTUNITIES

#### Issues

- High volume of pedestrians and vehicles and regular car parking manoeuvres in the town centre
- High number of tourists unfamiliar with local area
- Limited cycle network outside of the town centre and no current connection to the Pacific Motorway
- Bangalow Road forms a barrier for access between residential areas to the north and south. Cyclists required to cross road
- Undulating topography across the town may impact on mobility

#### Opportunities

- Established town centre with residential areas and attractors within close proximity, including Bangalow sports fields
- Proximity to disused rail corridor and potential reuse as cycling route



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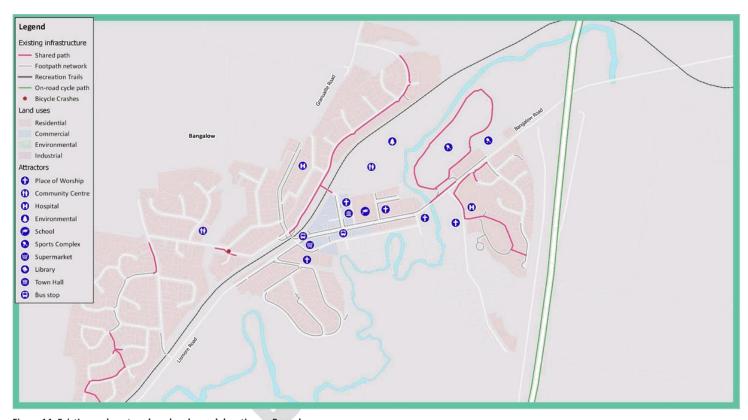


Figure 14: Existing cycle network and cycle crash locations – Bangalow

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Figure 15: Existing cycle network and cycle crash locations – Bangalow Town Centre

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## 2.8 Riding in Ocean Shores, South Golden Beach, New Brighton and Billinudgel

Ocean Shores, South Golden Beach, New Brighton and Billinudgel are coastal suburbs located to the north of Byron Shire. New Brighton and South Golden Beach are both beachside suburbs while Ocean Shores and Billinudgel are located further inland on either side of the Pacific Motorway.

With the exception of Billinudgel which has a small town centre comprised of a classic Australian country pub and a number of industrial trade outlets, these localities are generally residential in nature with only a limited number of key attractors. The largest concentration of attractors, which includes Ocean Village Shopping Centre, Ocean Shores Medical Centre and Ocean Shores Community Centre, is located along Rajah Road in Ocean Shores. Outside of this area, attractors primarily cater to local needs and include schools and community centres.

The Bike Plan study areas for Ocean Shores, South Golden Beach, New Brighton and Billinudgel are shown in Figure 18 and snapshots of key community profile statistics are shown below.

Ocean	Shores.	South	Golden	Beach	&	New	Brightor

Population 6,302 +487 (8.4%) since 2011 19% of Byron Shire population	Median age 43 Regional NSW 43 NSW 38 Australia 38	Largest age category 60 to 64  Years (8.5%) Regional NSW 6.7% NSW 5.6% Australia 5.6%
Proportion of employed local residents who cycle to work  0.4%  (10 people)  Regional NSW 0.6%  NSW 0.7%  Australia 1.0%	Proportion of residents needing assistance with core activities  4.6%  Regional NSW 6.3% NSW 5.4% Australia 5.1%	Most popular industry of employment Health Care and Social Assistance (16.8%) Regional NSW 14.4% NSW 12.5% Australia 12.6%

Source: Australian Bureau of Statistics; ProfileID

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#### Billinudgel

Population	Median age	Largest age category
317	47	50 to 54
+35 (11%) since 2011 1% of Byron Shire	Regional NSW 43 NSW 38	years (11%) Regional NSW 6.8% NSW 6.5%
population	Australia 38	Australia 6.5%
Proportion of employed local residents who cycle to work	Proportion of residents needing assistance with core activities	Most popular industry of employment Higher Education (6.6%)
employed local residents who cycle to work 0.0%	residents needing assistance with core	of employment Higher Education (6.6%) NSW 1.4%
employed local residents who cycle to work 0.0% (0 people)	residents needing assistance with core activities	of employment Higher Education (6.6%)
employed local residents who cycle to work 0.0%	residents needing assistance with core	of employment Higher Education (6.6%) NSW 1.4%

Source: Australian Bureau of Statistics: ProfileID

#### 2.8.1 Existing cycle network

The existing cycle network in Ocean Shores, South Golden Beach, New Brighton and Billinudgel is presented in Figure 18. The network is dominated by the Pacific Motorway and a number of key shared paths that provide cycle access between adjacent suburbs.

Continuous cycle access is currently available between Billinudgel and South Golden Beach via a combination of on-road and shared paths. This connection

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directly services a number of attractors, including a school. Continuous cycle access is also currently available between South Golden Beach and New Brighton via a shared cycle path.

The cycle network in Ocean Shores is currently limited with on-road cycle paths connecting to Billinudgel along Brunswick Valley Way and a shared path providing a connecting south to Brunswick Heads. Cycle access on dedicated paths is currently not available to the concentration of attractors along Rajah Road in Ocean Shores.

As can be seen in Figure 18, the cycle network in Billinudgel is currently limited despite relatively good cycle access to South Golden Beach and Ocean Shores, across the potentially divisive Pacific Motorway. Outside of the township of Billinudgel, there is currently no provision for longer distance cyclist movements to enable connections to nearby towns, villages and rural communities. This is particularly evident along The Pocket Road to the west which is a scenic, though narrow road that currently lacks shoulders and dedicated cycle infrastructure.

#### 2.8.2 Cyclist crash history

There have been a total of three recorded crashes involving cyclists in the study area over the five years between 2012 and 2017. All of these crashes, however, occurred specifically within the suburb of Ocean Shores.

As shown in Figure 18, these crashes have tended to occur within the vicinity of existing paths and/or higher order roads that carry greater quantities of vehicles.

An analysis of all recorded cyclist crashes in the study area over the last five years suggests that crashes involving cyclists have been declining since their peak in 2015 (refer to Figure 16 and Figure 17) and that the primary cause for these crashes can be attributed to either motorist negligence or cyclist error.

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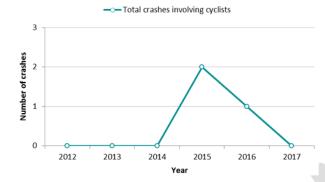


Figure 16: Annual cyclist crashes in Ocean Shores (2012-2017)

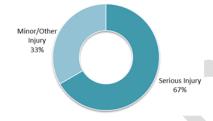


Figure 17: Cyclist crashes by severity in Ocean Shores (2012-2017)

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#### 2.8.3 Issues and opportunities

OCEAN SHORES, SOUTH GOLDEN BEACH, NEW BRIGHTON & BILLINUDGEL – SUMMARY OF EXISTING ISSUES AND OPPORTUNITIES

OPPOF	RTUNITIES	
Issues		Opportunities
	Many gaps in existing cycle network, particularly in Ocean Shores Undulating topography, particularly in Ocean Shores, may impact on mobility	<ul> <li>Some existing key cycle routes that link different suburbs. Provides spines from which the cycle network could be expanded</li> <li>Existing cycle connection south to Brunswick Heads</li> <li>Good access across the Pacific Motorway to inland areas</li> </ul>

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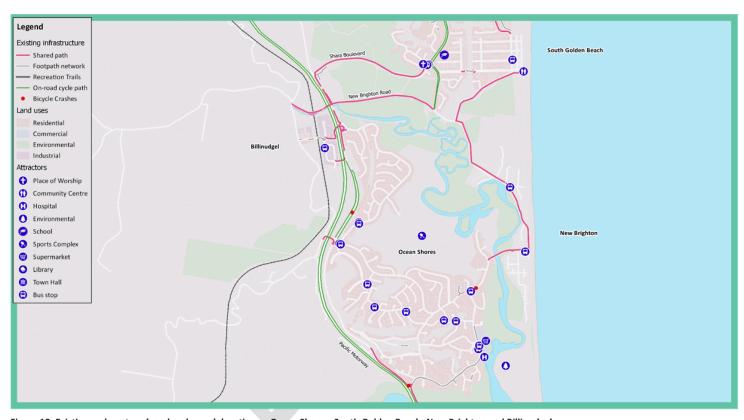


Figure 18: Existing cycle network and cycle crash locations – Ocean Shores, South Golden Beach, New Brighton and Billinudgel

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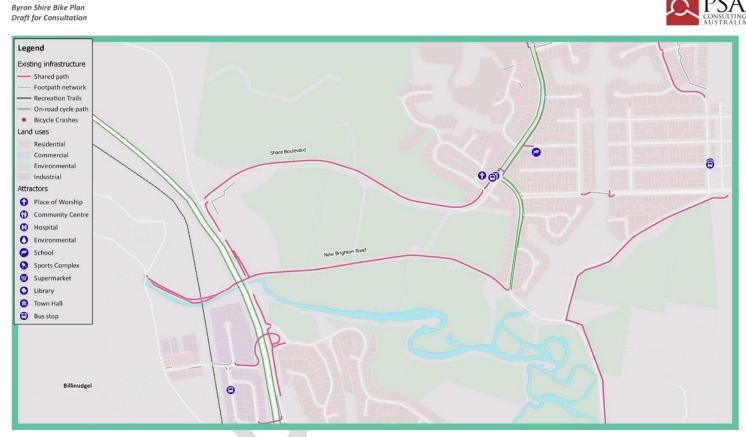


Figure 19: Existing cycle network - South Golden Beach and Billinudgel

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On-road cycle path
Bicycle Crashes
Land uses
Residential
Commercial
Environmental
Industrial
Attractors
Place of Worship



Community Centre
Hospital
Environmental
School
Sports Complex
Supermarket
Library
Town Hall
Bus stop

Figure 20: Existing cycle network and cycle crash locations – Ocean Shores and New Brighton

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#### 2.9 Riding in Brunswick Heads

Located at the mouth of the Brunswick River, Brunswick Heads – or *Brunz* as it is more affectionately known – is an idyllic town that provides direct access to pristine beaches, waterways and nature reserves. Brunswick Heads exudes a traditional seaside village atmosphere coupled with a town centre that continues to increase in vibrancy and activity at any number of the popular cafes, restaurants, specialty shops and accommodation options.

The Bike Plan study area for Brunswick Heads is shown in Figure 21 and a snapshot of key community profile statistics is provided below.

1,737 +90 (5.5%) since 2011 5.2% of Byron Shire population	Median age 49 Regional NSW 43 NSW 38 Australia 38	Largest age category 55 to 59  years (9.8%) Regional NSW 7.1% NSW 6.3% Australia 6.2%
Proportion of employed local residents who cycle to work  2.6% (18 people)  Regional NSW 0.6% NSW 0.7% Australia 1.0%	Proportion of residents needing assistance with core activities  6.3% Regional NSW 6.3% NSW 5.4% Australia 5.1%	Most popular industry of employment Health Care and Social Assistance (14.8%) Regional NSW 14.4% NSW 12.5% Australia 12.6%

Source: Australian Bureau of Statistics; ProfileID

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#### 2.9.1 Existing cycle network

As can be seen in Figure 21, there are currently a number of cycle paths in the Brunswick Heads study area. The wide shoulders on the Pacific Motorway enables cyclists to travel north to Billinudgel and south to Gulgan Road while the combination of on-road and shared cycle paths along Tweed Street connects the township of Brunswick Heads to a holiday park in the west and to Ocean Shores in the north. Two other shared cycle paths are located within the Brunswick Heads study area; along a portion of the Old Pacific Highway and along Bayside Way in an existing residential area. These paths primarily enable local cycle connections as they currently do not connect to the Pacific Motorway in the west or to the township of Brunswick Heads in the east. Cyclists travelling between these locations are required to travel on-road, either in the traffic lane or in the narrow road shoulder.

Although cycle access to the beach and residential areas on the eastern side of Brunswick Heads is permitted, there is currently no dedicated cycle infrastructure to facilitate movement between these areas and the town centre and residential areas to the west.

#### 2.9.2 Cyclist crash history

Only one crash involving a cyclist was recorded in Brunswick Heads between 2012 and 2017. As shown in Figure 21, this crash occurred on the Pacific Motorway (southbound). The crash, which resulted in moderate injury, occurred in 2014 when a vehicle veered into the highway shoulder and collided with a cyclist.

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#### 2.9.3 Issues and opportunities

## BRUNSWICK HEADS – SUMMARY OF EXISTING ISSUES AND OPPORTUNITIES

# Gaps in existing cycle network, particularly to existing residential areas in the south and the beach in the east Tweed Street forms a barrier for access between the

## for access between the majority of residential areas to the west and the town centre in the east. Cyclists required to cross road to access the two areas

#### Opportunities

- Compact town centre with residential areas within close proximity
- Easy navigation and legibility due to street grid design
- Existing cycle connection north to Ocean Shores
- Topography generally conducive to cyclist movements for all ages and abilities
- Proximity to key attractors and natural assets (for example, beaches) to support recreational cycling



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Figure 21: Existing cycle network and cycle crash locations – Brunswick Heads

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#### 2.10Riding in Main Arm and Federal

Main Arm, Federal and Eureka are all small inland villages located in the west of the Shire. The villages provide basic facilities for locals and visitors including general stores, community halls and some dining and accommodation.





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# 3 Community consultation

The strength of any plan is determined, to no small degree, by how well it reflects the needs and aspirations of those that it affects. In light of this, an extensive three-stage community consultation process was adopted to inform the development of the Bike Plan. These stages included:

- Stage 1 Online survey
- Stage 2 Local design workshops
- Stage 3 Consultation on the Draft Bike Plan.

The first two stages have been undertaken to develop this Draft Bike Plan with the third and final stage now being undertaken to determine the alignment of the plan with community expectations.

At the same time that this Bike Plan was being prepared, Council were also preparing the Byron Shire Pedestrian Access and Mobility Plan (PAMP). In order to align and integrate these plans as much as possible, the content presented and discussed at each consultation stage was integrated across both plans.

Different consultation methods and mediums were adopted in order to provide the greatest opportunity for meaningful community contribution. Similarly, the timing of each consultation stage was strategically sequenced so that community input directly shaped the development of each of the plans.

The specific methods that were adopted and some of the key findings that were discovered in the two consultation stages that occurred as part of the development of this Draft Bike Plan are summarised below.

## 3.1 Stage 1 consultation - online survey

In October 2018, an online survey questionnaire was launched on Council's website with the aim of gathering important quantitative and qualitative information from the community on the current use of the existing footpath and cycle networks, the motivations and reasons for their use, the community's experiences walking, cycling and rolling (including the use of wheelchairs,

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mobility scooters and walking frames), and existing challenges and barriers to increased participation. Recognising the need to ensure future networks reflect the needs and aspirations of all residents, parents and carers of dependent children were specifically asked to comment on their children's use and experience of the existing network.

The survey was widely promoted by Council through a range of available channels including eNewsletters, email databases, social media and video interviews. Roughly 700 survey responses were received, providing an excellent sample for analysis and for understanding the current community experience using the existing walk and cycle networks.

Some of the key recurring themes for the Shire that specifically related to cycling and the use of the cycle network included:

- New cycleways are needed
- Connectivity improvements are needed between cycleways within towns and also between towns
- Increased maintenance is needed for cycleways and roads
- Safety improvements are needed (for example, separation of pedestrians, cyclists and motorists, provision of safe crossing points, improved lighting)
- Support for the reuse of the currently disused Casino-Murwillumbah rail line, potentially to include opportunities for cycling.

As the foundation for the Bike Plan, the online survey was also used as a means of identifying those in the community who wished to contribute further to the development of the plan. Approximately 54% – or 380 of the 700 survey respondents – expressed an interest in further engagement, including through ensuing local design workshops.

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# 3.2 Stage 2 consultation – local design workshops

Following on from the online survey, hands-on local design workshops open to the entire community were held in October and November 2018 at four locations across the Shire. These workshops were held at Mullumbimby, Byron Bay, Bangalow and Ocean Shores to encompass major population areas as well as surrounding villages and towns. A further workshop was also held with Byron

Shire's community-led Access
Consultative Working Group to
better understand the specific
needs and aspirations of those in
the community with temporary or
permanent mobility impairments.
The purpose of these workshops
was to identify specific issues and
opportunities at the town,
regional and shire level and to
reach consensus as to which
initiatives should be prioritised
for implementation.



To achieve this purpose, the following simple three-step process was developed:

- Step 1 Group identification of issues and opportunities
- Step 2 Group prioritisation of issues and opportunities
- Step 3 Individual prioritisation of issues and opportunities.

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In the first step, each group was provided with a series of maps and red, yellow and green stickers which were to be used to identify critical issues (for example, infrastructure deficiency, serious safety concern), moderate issues (for example, a narrow or poorly maintained cycleway) and opportunities (for example, a new cycle connection to a school) respectively. Each group was also provided with post-it notes of corresponding colours to provide a commentary and justification of each issue and opportunity.

Using these marked-up maps for the second step, each group was then provided with a limited number of gold stickers to identify the group consensus on which of the issues or opportunities should be prioritised for further investigation. As a limited number of priorities were available, this exercise required a degree of critical thinking to be applied to each of the issues and opportunities and consideration of not only the needs and aspirations of the group but also the benefits and implications of each priority for the broader community.



Following the group prioritisation step, the maps were displayed and each participant was provided with two silver stickers. Each participant was asked to review the issues, opportunities and priorities of other groups and use their stickers to identify the initiatives which they personally believed should be prioritised for further investigation. This allowed for

independent peer review and confirmation of issues, opportunities and priorities and, through the adoption of what is in effect a system of 'voting', provided further indication of not only the initiatives to be investigated but also of their importance and required timeframes for implementation.

Some of the key statistics from the local design workshops include:

- Approximately 150 participants across the five design workshops
- 568 comments provided across both plans (202 critical issues, 128 moderate issues and 238 opportunities)

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- The greatest number of comments relating to the development of the Bike Plan were provided at the Byron Bay consultation session followed by the Mullumbimby, Ocean Shores, Bangalow and Access Consultative Working Group sessions
- 392 comments relating to the development of the Bike Plan (133 critical issues, 81 moderate issues and 178 opportunities)
- A little over 80% of comments relating to the development of the Bike Plan had direct spatial implications that were able to be mapped.

Following the workshops, all of the recorded comments and feedback were reviewed and analysed. Some of the key themes and findings that emerged from the local design workshops are listed below.

- Repurpose the discussed rail corridor to support pedestrian and cycle movements across the Shire
- Provide new cycleways
- Improve connectivity and safety within and between towns
- More cyclist and driver education and awareness are needed
- Provide mid and end of trip facilities (for example, toilets, drinking fountains).

The review of feedback also helped identify the most commonly mentioned words and phrases as documented by the community. These are shown graphically in a 'word cloud' in Figure 22. The larger the word in Figure 22, the more frequently it was mentioned. In addition to this, community comments with direct spatial implications were mapped using GIS software. This provided the following two key outputs for the development of this Bike Plan:

- Issues and Opportunities map / Priorities map
- · Community Consultation Network maps.

The Issues and Opportunities map and the Priorities map are essentially graphical, consolidated summaries of the exercises undertaken in Stage 2 consultation. These maps show the location of issues and opportunities across the Shire identified during the first exercise as well as which of these issues and opportunities were prioritised by the community through the



second and third exercise. The Issues and Opportunities map and the Priorities map are presented in Figure 23 and Figure 24 respectively.

The Community Consultation Network maps take this feedback one step further by identifying and then mapping the extent of those issues and opportunities that had spatial implications. As an example, this could include an identified opportunity to reuse the Casino to Murwillumbah rail line to provide a cycle connection between Mullumbimby and Byron Bay. These maps are provided in Appendix 1.

The contribution from the community was particularly important at this juncture as the timing of the local design workshops marked the turning point in the development of the plans; transitioning from a review of the existing situation to consideration of the desired future for walking and cycling in the Shire. The contributions directly informed the development of the Bike Plan and provided the basis for initiatives (for example, infrastructure, programs) to be delivered as part of this plan.

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Figure 22: Key words and phrases mentioned by the community during Stage 2 consultation

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Main Arm

Cent Shire side

Regional/Shirewide

Federal

Federal

Foreka

Bangings

Grant Bangings

Bangings

Bangings

Bangings

Bangings

Bangings

Bangings

Bangings

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Figure 23: Issues and opportunities identified by the community during Stage 2 consultation

Figure 24: Prioritised issues and opportunities as nominated by the community during Stage 2 consultation

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# 4 The future cycle network

The community consultation provided insight into not only on-the-ground experiences and possible initiatives for the cycle network but also the variety of users and the unique characteristics and needs of each. Understanding this is a pre-requisite for developing a future network with routes that are appropriately prioritised and with initiatives that suit user needs.

## 4.1 Designing for users

In developing the future cycle network, a concerted effort was made to understand and design for the actual users of the network. An overarching design philosophy with more detailed design principles was adopted to ensure consistency not only in the approach to planning the future network but also to inform finer details around the type of infrastructure which could be implemented. The design principles and some of the physical implications for the network are discussed in the relevant sections below.

#### 4.1.1 Design philosophy and principles

The guiding philosophy for developing the future cycle network was to design a cycle environment for the most vulnerable user so that it is suitable for all. A set of design principles were adopted to support this philosophy and to help apply it spatially across the Shire. These principles are:

- Provide a convenient, safe and connected network that offers route choice; that links residential areas, key attractors and public transport facilities; that considers the needs of users; that plans for where cyclists actually want to go rather than where they should go; that addresses existing hazards; and that reduces the need to cross roads
- Provide suitable crossings where the cycle network intersects with the road network that recognise that these locations are the most vulnerable parts of the cycle network
- Promote cycle priority where possible, where contextually appropriate and where the strategic intent of the cycle link is advanced.

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- Encourage the uptake of cycling across the Shire for residents and visitors by providing a coherent, direct, safe, attractive and comfortable network with sufficient end of trip facilities
- Provide a Shire-wide environment that encourages cycling as a form of transport, recreation and socialisation by promoting the cycle network and educating all road users on the safe use of the road system.

#### 4.1.2 Design typologies

The design philosophy and principles have direct implications for the type of infrastructure (paths and crossings) which could be implemented to complete the proposed future cycle network.

#### Path typologies

For the path network, the following path types will be implemented across the Shire:

- Off-road separated cycle paths for the exclusive use of cyclists.
   Separated from vehicle and pedestrian traffic and located outside of existing roadways
- On-road separated cycle paths for the exclusive use of cyclists.
   Separated from vehicle and pedestrian traffic but located on existing roadways. Separation could include but not limited to safety strips (for example, paint treatments with flexible bollards), temporary planter boxes or more permanent raised separation (for example, kerbs)
- Shared paths for the shared use of both pedestrians and cyclists (and other appropriate mobility devices of similar scale and operating characteristics). Separated from vehicle traffic and typically located outside of existing roadways
- On-road cycle lanes for the exclusive use of cyclists. Located within the existing roadway with minor separation from vehicle traffic, typically through line marking
- Mixed traffic street for the use of cyclists and motorists with priority given to cyclists. Suitable for application on low speed, low traffic environments. Street redesign may be required in addition to a

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reduction in posted speed limits. Examples of a mixed traffic street could include shared zones and cycle streets.

Examples of these path types are provided in Figure 25 below.



Off-road separated cycle path (Source: Cycling Embassy of Great Britain)



On-road separated cycle path (Source: TMR, 2015)



Shared path (Source: PSA Consulting)



On-road cycle lane (Source: RTA, 2011)



Mixed traffic - shared zone



Mixed traffic – cycle street (Source: TMR, 2015)

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#### Figure 25: Cycle path typology examples

Although the style and dimensions of these path types will vary across the Shire depending on the local context, the intent is to provide paths that satisfy, as a minimum, the dimensions provided in Table 1. The path dimensions presented in Table 1 were developed based on a review and synthesis of relevant national, state, regional and local standards.

Table 1: Path width guide

РАТН ТҮРЕ	SITUATION	DESIRABLE MINIMUM WIDTH
Off-road separated	One-way	2.0m
cycle path	Two-way	2.5m
On-road separated	One-way	1.5m
cycle path ^{1,2}	Two-way	2.5m
	Two-way local access path	2.5m
Shared path	Two-way regional path	3.0m
	Two-way recreational path	3.5m
On-road cycle lane ¹	One-way	1.5m

Note:

The path widths presented in Table 1 are provided as a guide only. The exact dimensions to be applied will depend on the local context and will consider user type, volumes and major travel directions, environmental features, and existing constraints.

Example cross-sections of each of these path typologies are provided in Figure 26 and Figure 27.

¹ Based on a posted speed limit of 60km/h in adjacent roadway

 $^{^2}$  Separation width of 1.0m (minimum) is required if path is located adjacent to parallel parked cars, otherwise 0.4m (minimum) is required

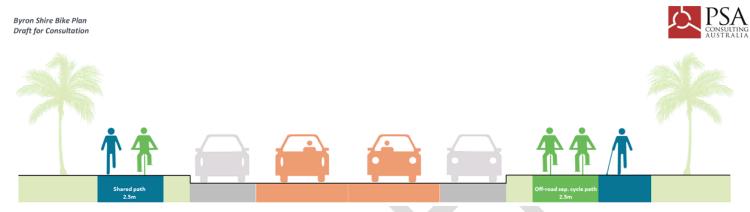


Figure 26: Example cross-sections of a 2.5m shared path and 2.5m off-road separated cycle path

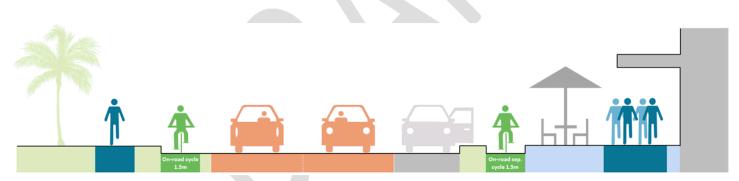


Figure 27: Example cross-sections of a 1.5m on-road cycle lane and 1.5m on-road separated cycle path

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#### Crossing typologies

The suitability and safety of any cycle network is determined as much, or arguably more, by the treatment applied to crossing points as to the type and quality of its paths. These points are the most vulnerable parts of the network as this is where cyclists and vehicles intersect.

As outlined in Section 4.1.1, a key design principle was to develop the network so as to reduce the need for road crossings (as far as possible) from the outset. In practical terms, this could mean providing a consistent path on both rather than one side of a road or providing infrastructure on cycle desire lines to form direct and convenient connections. Although it is unrealistic and impractical to fully design-out the need for cycle crossing points, providing contextually-appropriate crossing treatments at locations that are convenient and safe for cyclists is critical to providing a convenient, connected and safe cycle network that is suitable for all.

Crossing types suitable for implementation in the Shire are listed below with examples presented in Figure 28.

- Pedestrian/cycle refuges
- Zebra crossings
- Raised ('wombat') crossings
- Separated cycle crossing.





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#### Pedestrian refuge





Raised crossina

Separated pedestrian crossing (Source: Austroads, 2017)

#### Figure 28: Crossing typology examples

When selecting which crossing treatment to apply, consideration will be given to the different types of cyclists and their specific needs and characteristics (especially children), the volume of cyclists and vehicles, the local context, the strategic intent of the path, and the nature of the intersecting road.

# 4.2 Supporting facilities

Regardless of the path or crossing selected, the provision of appropriate supporting facilities is important to ensuring the cycle network is accessible, safe and suitable for use by all and is pleasant, inviting and interesting. Some of these facilities include:

- · Bicycle service stations
- Bike racks
- End-of-trip facilities
- Kerb build-outs
- Kerb ramps
- Lighting
- Path maintenance schedules
- Seating

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- Shade
- Signage, wayfinding and maps
- · Water fountains.

It is expected that the above listed facilities would be combined as required as part of the future network. As an example, this could include the provision of kerb ramps, signage and appropriate lighting at a crossing to ensure safe and accessible movement for all users. This could be further combined with a path maintenance schedule to ensure the path is regularly cleared of debris. Implementation of these supporting facilities is likely to differ across the Shire and as the local context requires.

## 4.3 Proposed cycle network

The proposed cycle network is the synthesis of the review of the existing network, the findings from two rounds of community consultation and the application of current, best practice transport planning. The proposed network embodies the stated design philosophy and principles and includes reference to the path and crossing design typologies.

The proposed cycle network has been prepared for the entire Shire, with a specific focus on the following towns and villages due to their comparatively high levels of local cycle activity:

- Mullumbimby
- Byron Bay
- Suffolk Park
- Bangalow
- Ocean Shores, South Golden Beach, New Brighton and Billinudgel
- Brunswick Heads
- Main Arm.

The future cycle network maps, which have been provided for each of these localities, are provided in Figure 29 to Figure 46 below. These maps show the

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existing and proposed future cycle networks in order to provide an indication of future connectivity once the entire network is constructed and also the path typology which could be implemented to achieve the objectives of the Bike Plan (refer to Section 1.3).



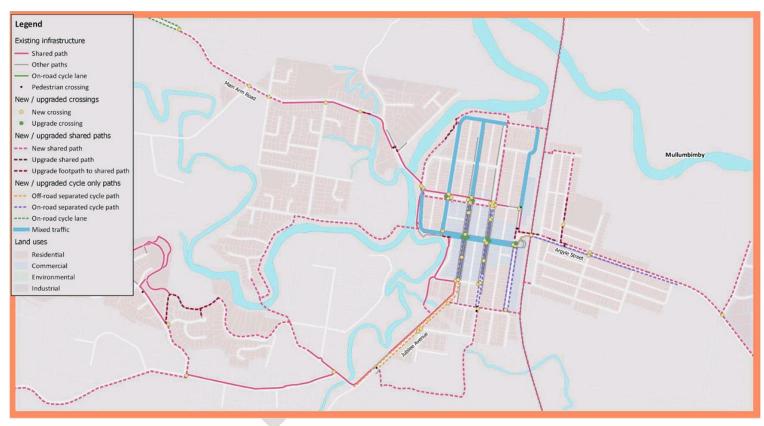


Figure 29: Future cycle network - Mullumbimby

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Figure 30: Future cycle network – Mullumbimby Town Centre

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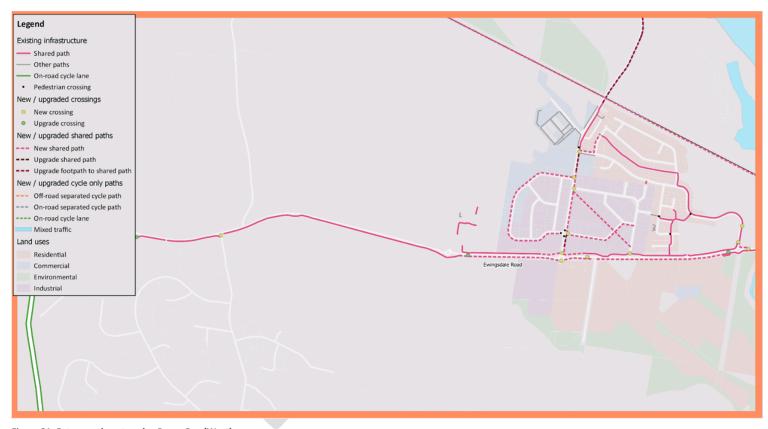


Figure 31: Future cycle network – Byron Bay (West)

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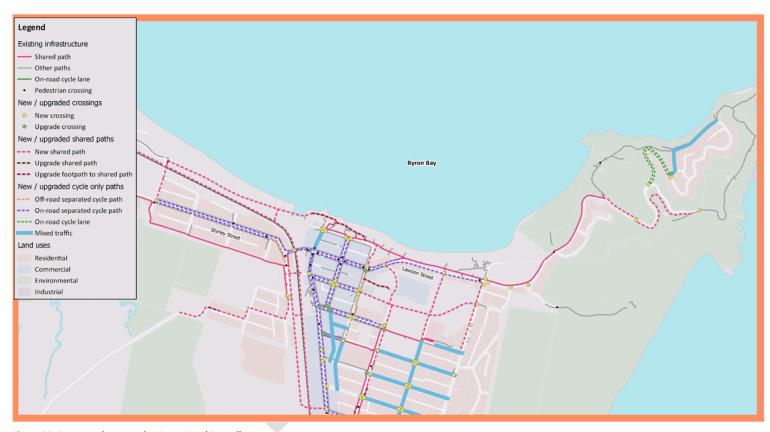


Figure 32: Future cycle network - Byron Bay (Central)

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Figure 33: Future cycle network – Byron Bay (Central) Town Centre

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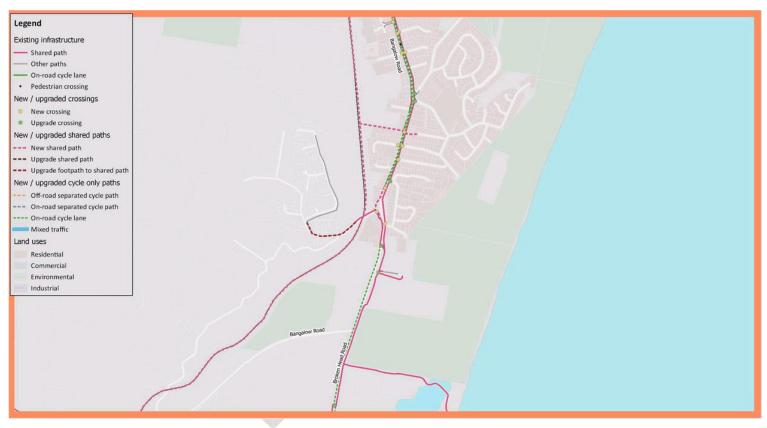


Figure 34: Future cycle network - Byron Bay (South)

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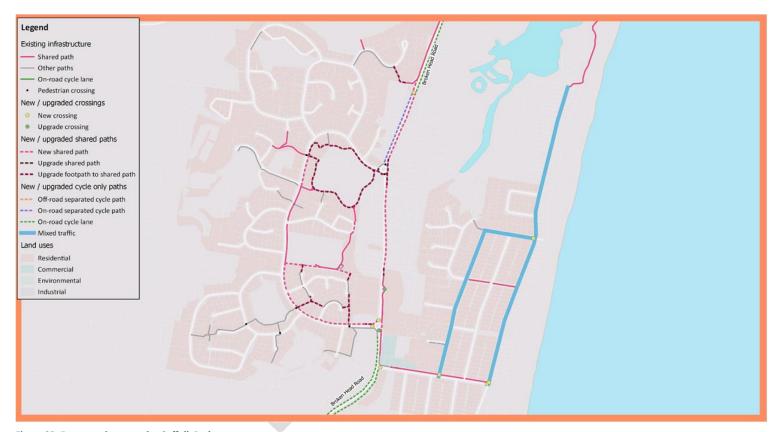


Figure 35: Future cycle network - Suffolk Park

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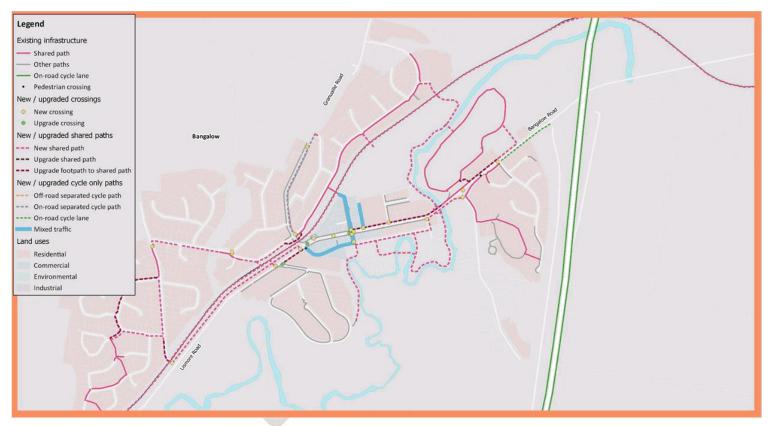


Figure 36: Future cycle network - Bangalow

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Figure 37: Future cycle network – Bangalow Town Centre

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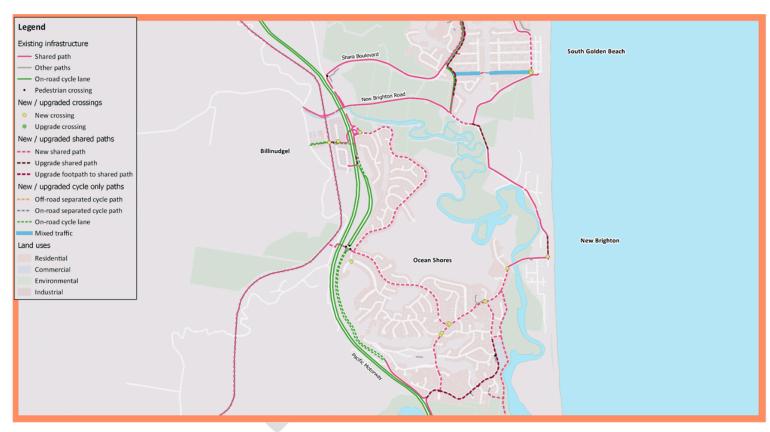


Figure 38: Future cycle network - Ocean Shores, South Golden Beach, New Brighton and Billinudgel

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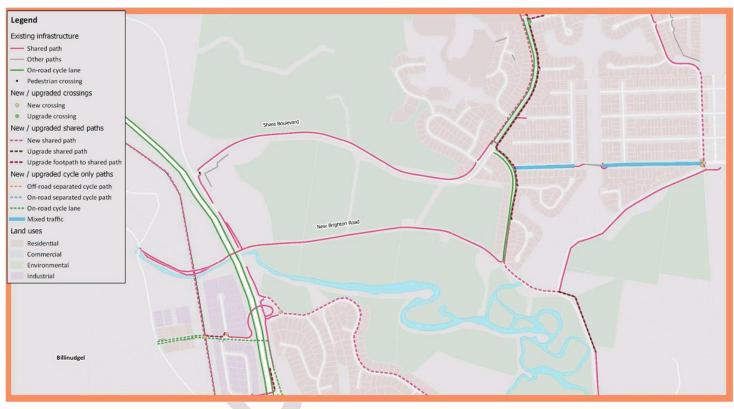


Figure 39: Future cycle network – South Golden Beach and Billinudgel

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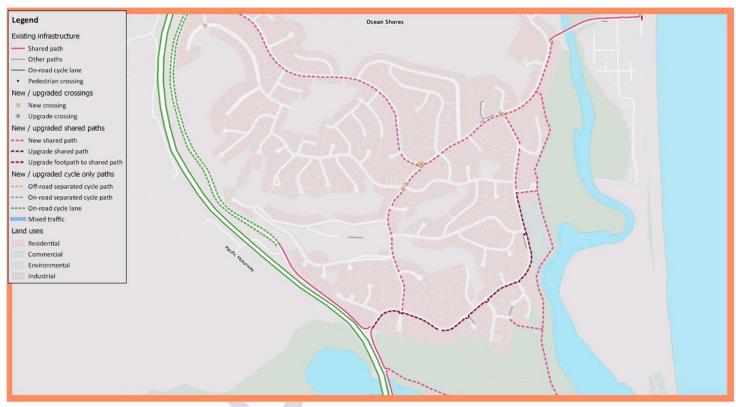


Figure 40: Future cycle network – Ocean Shores and New Brighton

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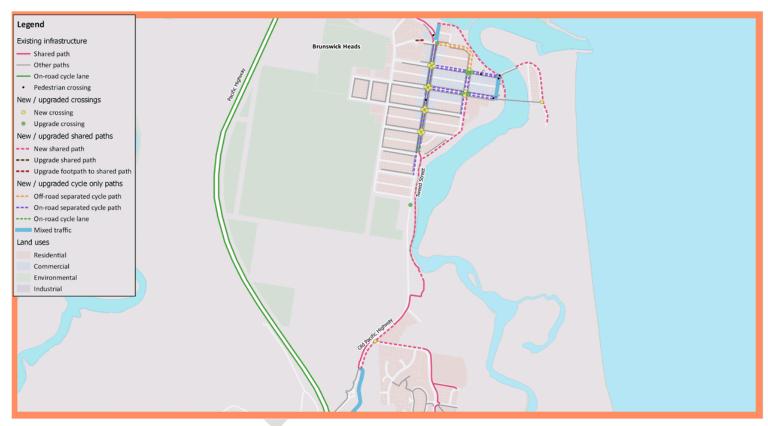


Figure 41: Future cycle network - Brunswick Heads

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Figure 42: Future cycle network – Brunswick Heads Town Centre

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Figure 43: Future cycle network - Main Arm

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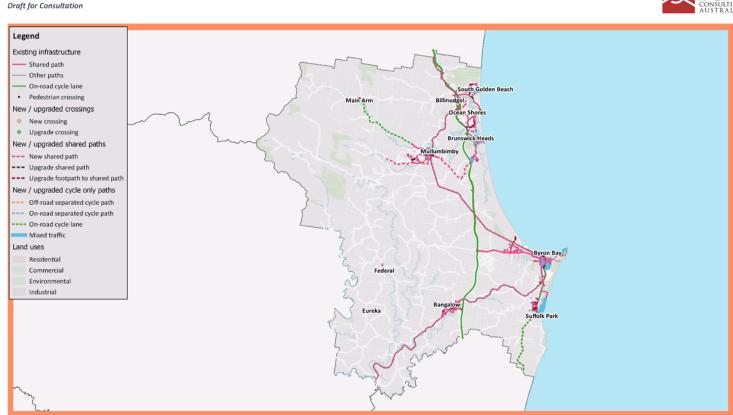


Figure 44: Future cycle network - Byron Shire

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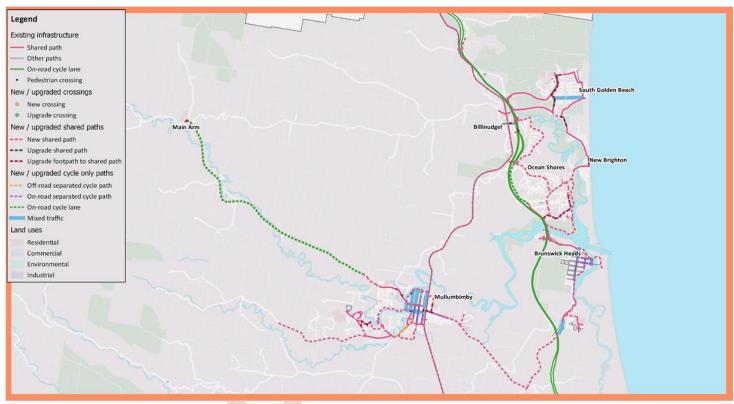


Figure 45: Future cycle network – Byron Shire (North)

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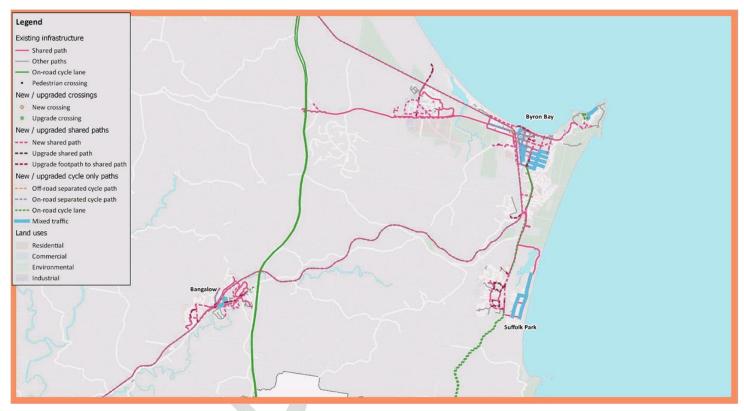


Figure 46: Future cycle network – Byron Shire (South)

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# 5 Action Plan

This section outlines how the future network will be translated into practical, implementable action. This includes the provision of a detailed schedule of future works, a discussion on potential funding sources to aid delivery, and the preparation of a monitoring and evaluation framework. This also includes a discussion on potential non-infrastructure actions which could be implemented in conjunction with infrastructure to increase rates of cycling in the Shire.

## 5.1 Action Plan methodology

The following methodology was adopted to develop this Action Plan:

- Review the proposed future cycle network and the route priorities as presented in Section 4.3
- Identify cycle infrastructure (paths and crossings) that could be packaged and delivered as one project. As outlined in Section 4.3, by providing 'complete links' this will help to provide convenient, connected and safe connections that benefit users even if delivered in stages
- Estimate the cost to deliver each piece of infrastructure, consolidated into appropriate works packages
- Prepare a schedule of future works to outline the extent, description, cost and priority of works to be undertaken over the life of this Bike Plan and beyond
- Identify potential funding sources to deliver the Bike Plan
- Develop a monitoring and evaluation framework to ensure the findings and strategic direction of the Bike Plan remains current and to track the Plan's rate of progress.

## 5.2 Works prioritisation and packaging

Consideration has been provided to the respective priority of implementing each of the identified paths and crossings as presented in Section 4.3. A description of each priority category is provided in Table 2 while Table 3 demonstrates the different components that make up the priority categories.

**Table 2: Implementation priority** 

Table 2. Implementation priority							
PRIORITY CATEGORY	PRIORITY DESCRIPTION						
Priority A	Highest priority for implementation.  Key criteria for consideration include whether the proposed facility:						
	<ul> <li>addresses an identified and significant safety issue;</li> </ul>						
	<ul> <li>significantly improves cycle access or is part of a broader connection that significantly improves cycle access;</li> </ul>						
	<ul> <li>connects a diverse number of residential areas and key attractors;</li> </ul>						
	<ul> <li>responds to existing/demonstrated high cycle demand;</li> </ul>						
	<ul> <li>facilitates significant growth in cycle volumes in the future;</li> </ul>						
	<ul> <li>reduces the need to cross roads.</li> </ul>						
Priority B	Medium priority for implementation						
	Key criteria for consideration include whether the proposed facility:						
	addresses an identified and moderate safety issue;						

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PRIORITY CATEGORY	PRIORITY DESCRIPTION
	<ul> <li>moderately improves cycle access or is part of a broader connection that moderately improves cycle access;</li> </ul>
	<ul> <li>connects a variety of residential areas and key attractors;</li> </ul>
	<ul> <li>responds to existing/demonstrated moderate cycle demand;</li> </ul>
	<ul> <li>facilitates moderate growth in cycle volumes in the future.</li> </ul>
Priority C	Low priority for implementation
	Key criteria for consideration include whether the proposed facility:
	<ul> <li>addresses an identified safety concern;</li> </ul>
	improves cycle access;
	<ul> <li>connects residential areas and attractors;</li> </ul>
	<ul> <li>responds to existing/demonstrated minor cycle demand.</li> </ul>
Unprioritised	No assigned priority for implementation
	This does not mean that the pedestrian facility is insignificant in the overall cycle network. Rather it recognises that there are significant constraints to its implementation. This could include:
	<ul> <li>existing land tenure arrangements,</li> </ul>
	environmental concerns; or

PRIORITY CATEGORY	PRIORITY DESCRIPTION
	<ul> <li>the availability of funding (for example, a large piece of infrastructure such as a bridge that is heavily- dependent on State or Federal Government funding).</li> </ul>
	The magnitude of applicable constraints could result in some of these unprioritised facilities being implemented outside of the 10 year timeframe of the Bike Plan

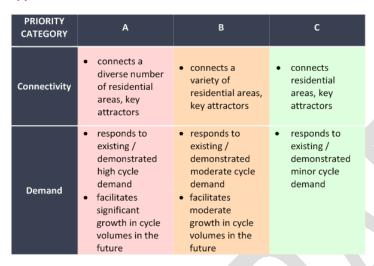
**Table 3: Priority Components by Category** 

PRIORITY CATEGORY	А	В	С
Safety	<ul> <li>addresses an identified and significant safety issue</li> </ul>	addresses an identified and moderate safety issue	addresses an identified safety concern
	<ul> <li>reduces the need to cross roads</li> </ul>		
Accessibility	significantly improves cycle access or is a component of a broader connection that significantly improves cycling access	moderately improves cycling access or is a component of a broader connection that significantly improves cycling access	improves cycling access

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Each of the proposed paths and crossings that make up the future walk and roll network have been assigned a priority categorisation based on the criteria presented in Table 2. The prioritised infrastructure was then grouped into appropriate works packages in order to provide 'complete links' as far as possible, even if the full extent of the connection is not able to be delivered all at once. This will help to maximise the return on any infrastructure investment and, importantly, to ensure that routes that are provided are convenient, connected and safe, even if provided in stages.

explain that the high priorities listed may not in actual fact be the ones that get funded. Projects are primarily driven by grants, and funding sources", "future priorities will be dynamic and change based on the development/delivery of facilities in the network")

While the works packages have been prioritised into four categories, with category A being considered the highest priority, it is important to note that there is opportunity for lower priority works packages to be delivered prior to the

delivery of all of the Priority A infrastructure. These priorities are based purely from the perspective of the bike plan. As a wholistic local government, Byron Shire Council will implement dynamic prioritisation that is influenced by several other funding, policy and infrastructure considerations. These priority considerations are outlined in Figure 47.

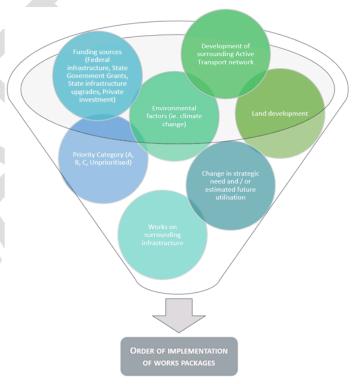


Figure 47: Factors influencing priority implementation

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Maps showing the prioritised infrastructure and grouping into appropriate works packages have been prepared for each of the previously identified towns and villages and are included as Appendix 2. These maps are a useful reference when reviewing the schedule of future works (refer to Section 5.3)

#### 5.3 Schedule of future works

A schedule of future works has been prepared which includes all prioritised works packages. These packages, in turn, are comprised of every pedestrian facility and treatment across the entire Shire as proposed in this Bike Plan. This schedule, which is best viewed in conjunction with the prioritised infrastructure maps in Appendix 2, provides a description, cost estimate and priority for each of the proposed works.

Proposed works were costed using unit rates for various cycle facilities and treatments. The majority of these works included the installation of on and offroad paths; shared paths; cycle lanes; kerb ramps; zebra, raised and separated path crossings; and pedestrian/cycle refuges.

Based on the approximate unit rates, the total cost to deliver all 185 proposed works packages is estimated to cost approximately \$107.12m. A breakdown of this cost estimate by priority category is shown in Figure 48. An additional graph (Figure 49) has been provided to help provide greater understanding and context around the cost and quantity of works by location across the Shire. Specifically, this graph compares estimated cost by priority category against quantity of proposed works by priority category at each location.

It should be noted that a significant proportion of the works proposed in this Bike Plan, primarily the construction of shared paths and crossings, are also proposed in the PAMP. In fact, roughly half of the total cost to deliver the \$207m of combined pedestrian and cyclist infrastructure in Byron Shire is shared between the PAMP and the Bike Plan. Despite this, Council recognises that at \$107.12m, the estimated cost to deliver all of the identified works in this Bike Plan is significant. In light of this, Council will be seeking opportunities to partner with the State Government, private enterprise and the community to help deliver this infrastructure over the life of this Bike Plan and beyond. This is discussed in greater detail in Section 5.5.

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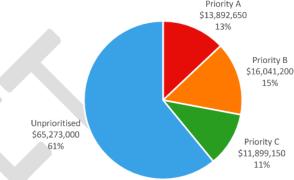
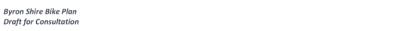


Figure 48: Bike Plan estimated cost by priority category



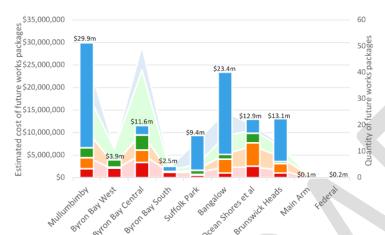


Figure 49: Bike Plan estimated cost and quantity of works packages by priority category and location

The estimates of cost provided in this section and in Table 4 to Table 12 below are high-level only and have been presented in order to provide an indication of the potential scale of the works proposed. These costs will be revisited when undertaking more detailed planning for the implementation of any future work.

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Table 4: Schedule of future works - Mullumbimby

WORKS PACKAGE ID	MAP REFERENCE	LOCATION	DESCRIPTION	PRIORITY	WORKS IN PAMP	ESTIMATED COST
MUA01	Мар А	Mullumbimby	Construct 95m of new off-road cycle path (one-way) on southern side of Argyle Street between rail line and Station Street. Construct 375m of mixed traffic (cycle street) on Burringbar Street between Station Street and Gordon Street. Upgrade 105m of existing footpath to shared path on northern side of Argyle Street between Prince Street and Station Street, 50m on western side of Station Street north of Burringbar Street and 40m on Burringbar Street between River Terrace and Gordon Street. Construct new zebra crossing on western leg, new raised separated crossing on southern and upgrade existing refuge on eastern leg of Burringbar Street/Station Street intersection. Construct new zebra crossing with cycle crossing facility on western and southern leg and upgrade existing crossing on northern and eastern leg of Burringbar Street/Stuart Street intersection to improve cycle crossing. Construct new zebra crossing with cycle crossing facility on northern leg and upgrade existing crossings on eastern, southern and western leg of Burringbar Street / Dalley Street intersection to improve cycle crossing. Construct new raised crossing on northern leg of Burringbar Street/Gordon Street intersection.	А	Yes*	\$506,400
MUA02	Map A	Mullumbimby	Construct 190m of mixed traffic (cycle street) on Gordon Street between Tincogan Street and Burringbar Street	А	No	\$56,700
MUA03	Мар А	Mullumbimby	Construct 185m of new on-road separated cycle path (one-way) on western side and 185m of new on-road separated cycle path (one-way) on eastern side of Dalley Street between Tincogan Street and Burringbar Street	А	No	\$125,700
MUA04	Map A	Mullumbimby	Construct 185m of new on-road separated cycle path (one-way) on western side and 185m of new on-road separated cycle path (one-way) on eastern side of Stuart Street between Tincogan Street and Burringbar Street	А	No	\$125,400
MUA05	Мар А	Mullumbimby	Construct 315m of new shared path on southern side of Tincogan Street between Brunswick Terrace and Stuart Street. Construct new raised crossing on northern leg and new refuge on eastern, southern and western leg of Tincogan Street/Stuart Street intersection. Construct new raised crossing on northern and southern leg, new refuge on western leg and upgrade existing refuge on eastern leg of Tincogan Street/Dalley Street intersection. Construct new raised crossing on northern and southern leg, new refuge on eastern leg and upgrade existing refuge on western leg of Tincogan Street/Gordon Street intersection. Construct new raised crossing on northern leg and new refuge on western leg of Tincogan Street/Brunswick Terrace intersection	А	Yes	\$518,400

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WORKS PACKAGE ID	MAP REFERENCE	LOCATION	DESCRIPTION	PRIORITY	WORKS IN PAMP	ESTIMATED COST
MUA06	Мар А	Mullumbimby	Construct 225m of new on-road separated cycle path (one-way) on western side and 225m of new on-road separated cycle path (one-way) on eastern side of Dalley Street between Burringbar Street and Whian Street	А	No	\$149,100
MUA07	Map A	Mullumbimby	Construct 220m of new on-road separated cycle path (one-way) on western side and 220m of new on-road separated cycle path (one-way) on eastern side of Stuart Street between Burringbar Street and Whian Street	А	No	\$147,300
MUA08	Map A	Mullumbimby	Amend 765m of existing shared path on western side of Jubilee Avenue to separated cycle path (two-way)	А	No	\$376,800
MULLUMBIMI	BY SUB-TOTAL	(PRIORITY A)				\$2,005,800
MUB01	Map A	Mullumbimby	Construct 565m of new off-road cycle path (one-way) on eastern side of Jubilee Avenue/Dalley Street between Whian Street and existing crossing outside Mullumbimby High School	В	No	\$286,400
MUB02	Мар А	Mullumbimby	Construct 185m of new shared path on eastern side of Stuart Street between Fern Street and end of Stuart Street (south)	В	Yes	\$110,400
MUB03	Map A	Mullumbimby	Construct 105m of new on-road separated cycle path (one-way) on western side and 125m of new on-road separated cycle path (one-way) on eastern side of Stuart Street between Whian Street and Fern Street	В	No	\$114,900
MUB04	Мар А	Mullumbimby	Construct 334m of new on-road separated cycle path (one-way) on western side and 334m of new on-road separated cycle path (one-way) on eastern side of Station Street south from Burringbar Street ending at intersection with Fern Street.	В	No	\$200,400
MUB05	Мар А	Mullumbimby	Construct 545m of new shared path (multi use corridor) north of Argyle Street. Construct 400m of new shared path (multi use corridor) south of Argyle Street. Construct 35m of new shared path on northern side of Mill Street between multi use corridor and Station Street. Construct 45m of new shared path east between multi use corridor and Prince Street. Construct 45m of new shared path east between multi use corridor and Ann Street. Construct 75m of new shared path west between multi use corridor and Station Street (near Fern Street intersection). Construct new refuge on northern leg of Station Street/Fern Street intersection. Construct new raised crossing across Argyle Street along multi use corridor	В	Yes	\$718,800
MUB06	Мар А	Mullumbimby	Upgrade 85m of existing footpath to shared path on eastern side of Morrison Avenue between Crown Street and Argyle Street. Construct new refuge on eastern leg of Morrison Avenue/Crown Street	В	Yes*	\$57,500
MUB07	Мар А	Mullumbimby	Construct 35m of new shared path on northern side of Argyle Street east of Prince Street. Upgrade 50m of existing footpath to shared path on northern side of Argyle Street west	В	Yes	\$367,800

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WORKS PACKAGE ID	MAP REFERENCE	LOCATION	DESCRIPTION	PRIORITY	WORKS IN PAMP	ESTIMATED COST
			of Morrison Avenue. Upgrade 30m of existing footpath to shared path on northern side			
			of Argyle Street east of Morrison Avenue. Construct 125m of new shared path on northern side of Argyle Street west of Queen Street. Construct 310m of new shared path			
			on northern side of Argyle Street west of Queen Street. Construct 310m of new shared path on northern side of Argyle Street east of Queen Street. Construct new raised crossing on			
			northern leg and new refuge on southern leg of Queen Street/Argyle Street intersection			
			Construct 805m of new on-road separated cycle path (one-way) on southern side of	_		4244.000
MUB08	Map A	Mullumbimby	Argyle Street between rail line and James Street	В	No	\$241,800
MUB09	Мар А	Mullumbimby	Upgrade 40m of existing shared path on southern side of Main Arm Road east of Palm Avenue. Construct 85m of new shared path on southern side of Main Arm Road east of Chinbible Avenue. Construct new raised crossing on southern side of Main Arm Road at Palm Avenue and Pine Avenue and new refuge at Chinbible Avenue	В	Yes	\$148,200
			Construct 290m of new shared path on eastern side of Tuckeroo Avenue between Left			
MUB10	Мар А	Mullumbimby	Bank Road and Hottentot Crescent. Construct new refuge on eastern leg of Tuckeroo	В	Yes	\$187,800
			Avenue/Hottentot Crescent intersection			
MULLUMBIME	BY SUB-TOTAL	(PRIORITY B)				\$2,434,000
			Upgrade 465m of existing footpath to shared path between Tuckeroo Avenue and Azalea			
MUC01	Map A	Mullumbimby	Street. Upgrade 50m of existing footpath to shared path between Hottentot Crescent and upgraded path	С	Yes	\$257,500
			Construct 575m of new shared path on southern side of Main Arm Road between			
MUC02	Map A	Mullumbimby	Chinbible Avenue and Hinterland Christian College. Construct new refuge across Main Arm Road outside Hinterland Christian College and on southern leg of Main Arm Road/Coral Avenue intersection	С	Yes	\$375,600
			Upgrade 30m of existing footpath to shared path on northern side of Murwillumbah			
MUC03	Map A	Mullumbimby	Road west of Casuarina Street	С	Yes	\$14,000
MUC04	Мар А	Mullumbimby	Construct 300m of mixed traffic (cycle street) on Brunswick Terrace/Burringbar Street between Tincogan Street and Gordon Street	С	No	\$90,600
MUC05	Мар А	Mullumbimby	Construct 380m of mixed traffic (cycle street) on Gordon Street between Tincogan Street and Mill Street	С	No	\$114,300
MUC06	Map A	Mullumbimby	Construct 15m of new shared path between Gordon Street and existing path	С	Yes*	\$8,400
MUC07	Map A	Mullumbimby	Construct 255m of mixed traffic (cycle street) on Mill Street between Gordon Street and Stuart Street	С	No	\$76,200
MUC08	Мар А	Mullumbimby	Construct 420m of mixed traffic (cycle street) on Dalley Street between Mill Street and Tincogan Street	С	No	\$125,400

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WORKS PACKAGE ID	MAP REFERENCE	LOCATION	DESCRIPTION	PRIORITY	WORKS IN PAMP	ESTIMATED COST
MUC09	Map A	Mullumbimby	Construct 280m of new shared path on eastern side of Stuart Street between Tincogan Street and Train Street	С	Yes*	\$167,400
MUC10	Map A	Mullumbimby	Construct 115m of new shared path on eastern side of Stuart Street between Mill Street and Train Street	С	Yes*	\$67,800
MUC11	Map A	Mullumbimby	Construct 430m of mixed traffic (cycle street) on Station Street between Mill Street and Tincogan Street	С	No	\$128,400
MUC12	Мар А	Mullumbimby	Construct 130m of new shared path on northern side of Poinciana Street and 220m on eastern side of Morrison Avenue. Upgrade 120m of existing footpath to shared path on eastern side of Morrison Avenue	С	Yes	\$269,900
MUC13	Map A	Mullumbimby	Construct 445m of new shared path on northern side of Argyle Street west from Manns Road	С	Yes	\$267,600
MUC15	Map A	Mullumbimby	Construct 280m of new shared path on northern side of Fern Street	С	Yes*	\$166,800
MULLUMBIME	BY SUB-TOTAL			\$2,192,900		
MUU01	Map A	Mullumbimby	Construct 400m of new shared path on western side of Manns Road between Mullumbimby Road and end of Manns Road (north)	U	Yes	\$240,000
MUU02	Мар А	Mullumbimby	Construct 2,695m of new shared path on northern side of Mullumbimby Road between Manns Road and Gulgan Road. Construct new raised crossing on northern leg of Manns Road/Mullumbimby Road and new refuge on eastern leg of Mullumbimby Road/Gulgan Road	U	Yes	\$1,662,600
MUU03	Мар А	Mullumbimby	Construct 795m of new shared path through community garden between Jubilee Avenue and Stuart Street	U	Yes	\$475,800
MUU04	Мар А	Mullumbimby	Construct 2,785m of new shared path on southern side of Left Bank Road between Tuckeroo Avenue and Mullumbimby Steiner School. Construct new refuge on eastern leg of Tuckeroo Avenue/Left Bank Road intersection	U	Yes	\$1,685,400
MUU05	Map A	Mullumbimby	Construct 555m of new shared path on northern side of Azalea Street between Coolamon Avenue and end of Azalea Street (west)	U	Yes	\$332,400
MUU06	Мар А	Mullumbimby	Construct 180m of new shared path on northern side of Azalea Street south of Coolamon Avenue. Construct 210m of new shared path (including bridge) across Brunswick River north of Coolamon Avenue	U	Yes	\$1,234,600
MUU07	Мар А	Mullumbimby	Construct 110m of new shared path between south of Kamala Court and Brunswick River. Construct 1240m of new shared path on southern side of Riverside Drive between Kamala Court proposed river crossing and Burringbar Street across Brunswick River (including bridge)	U	Yes	\$2,811,200

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WORKS PACKAGE ID	MAP REFERENCE	LOCATION	DESCRIPTION	PRIORITY	WORKS IN PAMP	ESTIMATED COST		
MUU08	Мар А	Mullumbimby	Construct 7,455m of new on-road cycle lane (one-way) on northern side and 7,430m of new on-road cycle lane (one-way) on southern side of Main Arm Road between Main Arm and Hinterland Christian College	U	No	\$4,071,500		
MUU09	Мар А	Mullumbimby	Construct 580m of new shared path along river between Murwillumbah Road and Stuart Street	U	Yes	\$416,700		
MUU10	Map A	Mullumbimby	Construct 175m of new shared path on northern side of Mill Street between Stuart Street and multi use corridor (east)	U	Yes	\$103,800		
MUU11	Мар А	Mullumbimby	Construct 70m of new shared path along northern boundary of tennis courts on Jubilee Avenue to connect to existing shared path to the north	U	Yes	\$43,200		
MUU12	Map A	Mullumbimby	Construct 12,032m of new shared path (multi use corridor) between Fern Street and Bayshore Drive (Byron Bay West)	U	Yes	\$7,219,200		
MUU13	Map A	Mullumbimby	Construct 5,005m of new shared path (multi use corridor) between Mill Street and Coolamon Scenic Drive (Ocean Shores)	U	Yes	\$3,002,400		
MULLUMBIMBY SUB-TOTAL (UNPRIORITISED)								
MULLUMBIME	MULLUMBIMBY TOTAL							

Note: cost estimates are high level and based on assumed unit rates. Actual costs will vary depending on site conditions and construction methodology

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^{*} Works are partially contained within Byron Shire Pedestrian Access and Mobility Plan



Table 5: Schedule of future works – Byron Bay (West)

Table 5. Selledule of Iddale World Sylver buy (West)									
WORKS PACKAGE ID	MAP REFERENCE	LOCATION	DESCRIPTION	PRIORITY	WORKS IN PAMP	ESTIMATED COST			
BBA01	Мар В	Byron Bay West	Construct 1,540m of new shared path on southern side of Ewingsdale Road between Cavanbah Centre and Sunrise Boulevard. Construct 310m of new shared path on the northern side of Ewingsdale Road on both approaches to Bayshore Drive. Construct 85m of new shared path at the Ewingsdale Road/Sunrise Boulevard intersection. Upgrade existing refuge across Ewingsdale Road near Cavanbah Centre. Construct new raised crossing on northern and southern leg of Ewingsdale Road/Bayshore Drive intersection, across Banksia Drive and Sunrise Boulevard. Construct new refuge across Ewingsdale Road east of Bayshore Drive and on western and eastern leg of Ewingsdale Road/Sunrise Boulevard intersection. Construct new refuge along Sunrise Boulevard across holiday park entrance	А	Yes	\$1,417,200			
BBA02	Мар В	Byron Bay West	Construct 365m of new shared path on the eastern side of Bayshore Drive between Grevillea Street and Centennial Circuit. Upgrade 185m of existing footpath to shared path along eastern side of Bayshore Drive between Ewingsdale Road and Grevillea Street and between Centennial Circuit and Sunrise Boulevard. Construct new raised crossing on eastern side of Bayshore Drive at Sunrise Boulevard, Banksia Drive and Grevillea Street	А	Yes	\$399,800			
BBA15	Мар В	Byron Bay West	Construct 499m of new shared path through the diagonal easement between Banksia Drive and the intersection of Bayshore Drive and Banksia Drive.	А	Yes	\$299,400			
BYRON BAY (V	VEST) SUB-TO	TAL (PRIORITY A)				\$2,116,400			
BBB01	Мар В	Byron Bay West	Construct 250m of new shared path on southern side of Ewingsdale Road between Byron Central Hospital and William Flick Lane. Construct new raised crossing on southern side of Ewingsdale Road/William Flick Lane and Ewingsdale Road/Byron Central Hospital entry road intersection	В	Yes	\$211,200			
BBB02	Мар В	Byron Bay West	Construct new raised crossing on southern leg of Ewingsdale Road/McGettigans Lane intersection	В	Yes	\$30,000			
BYRON BAY (V	VEST) SUB-TO	TAL (PRIORITY B)				\$241,200			
BBC01	Мар В	Byron Bay West	Construct 445m of new shared path on northern side of Ewingsdale Road between Ewingsdale Road and Woodford Lane. Construct new raised crossing on western side of Ewingsdale Road/Byron Central Hospital entry road intersection	С	Yes	\$296,400			
BBC02	Мар В	Byron Bay West	Construct 995m of new shared path on western side of Centennial Circuit. Construct new refuge on northern leg of Bayshore Drive/Centennial Circuit intersection	С	Yes	\$597,000			
BBC04	Мар В	Byron Bay West	Construct 445m of new shared path on southern side of Grevillea Street between Bayshore Drive and Banksia Drive	С	Yes	\$267,600			

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WORKS PACKAGE ID	MAP REFERENCE	LOCATION	DESCRIPTION	PRIORITY	WORKS IN PAMP	ESTIMATED COST		
BBC05	Мар В	Byron Bay West	Construct 205m of new shared path on western side of Julian Rocks Drive/northern side of Sunrise Boulevard	С	Yes	\$123,600		
BBC06	Мар В	Byron Bay West	Upgrade 640m of existing footpath to shared path on western side of Bayshore Drive north from rail line	С	Yes	\$320,500		
BBC07	Мар В	Byron Bay West	Construct 20m of new shared path from Sunrise Boulevard to Ti-Tree Place	С	Yes*	\$12,000		
BYRON BAY (WEST) SUB-TOTAL (PRIORITY C)								
BYRON BAY (V	BYRON BAY (WEST) TOTAL							

Note: cost estimates are high level and based on assumed unit rates. Actual costs will vary depending on site conditions and construction methodology

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^{*} Works are partially contained within Byron Shire Pedestrian Access and Mobility Plan

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#### Table 6: Schedule of future works – Byron Bay (Central)

WORKS PACKAGE ID	MAP REFERENCE	LOCATION	DESCRIPTION	PRIORITY	WORKS IN PAMP	ESTIMATED COST
BBA03	Map C	Byron Bay Central	Construct 880m of new shared path east from Kendall Street and 15m along beach foreshore. Upgrade 145m of existing footpath to shared path along beach foreshore	А	Yes	\$606,700
BBA04	Мар С	Byron Bay Central	Construct 120m of mixed traffic (shared zone) on Jonson Street between Lawson Street and Bay Street. Construct new zebra crossings on each leg of Jonson Street/Bay Street intersection (subject to Jonson Street mixed traffic treatment)	А	Yes	\$132,600
BBA05	Мар С	Byron Bay Central	Construct 370m of new on-road separated cycle path (one-way) on western side and 375m of new on-road separated cycle path (one-way) on eastern side of Fletcher Street between Bay Street Marvell Street	А	No	\$435,600
BBA06	Map C	Byron Bay Central	Construct 135m of new shared path on eastern side of Middleton Street from beach foreshore to Lawson Street	А	Yes	\$80,400
BBA07	Мар С	Byron Bay Central	Construct 660m of new on-road separated cycle path (one-way) on northern side and 555m of new on-road separated cycle path (one-way) on southern side of Lawson Street between Shirley Street and Gilmore Crescent	А	No	\$424,800
BBA08	Мар С	Byron Bay Central	Construct 270m of new on-road separated cycle path (one-way) on northern side and 255m of new on-road separated cycle path (one-way) on southern side of Byron Street between Jonson Street and Middleton Street	А	No	\$248,100
BBA09	Мар С	Byron Bay Central	Construct 175m of new on-road separated cycle path (one-way) on northern side and 185m of new on-road separated cycle path (one-way) on southern side of Marvell Street between Jonson Street and Middleton Street	А	No	\$167,700
BBA10	Мар С	Byron Bay Central	Construct 1,055m of new on-road separated cycle path (one-way) on western side and 990m of new on-road separated cycle path (one-way) on eastern side of Jonson Street/Browning Street between Lawson Street and Tennyson Street	А	No	\$687,900
BBA11	Мар С	Byron Bay Central	Upgrade 15m of existing footpath to shared path at the Browning Street/Bangalow Road intersection. Upgrade 65m of existing footpath to shared path on western side of Tennyson Street from Browning Street to Ruskin Lane and 40m from Ruskin Street to Kingsley Lane. Construct 325m of new shared path from Kingsley Lane to Marvell Street. Construct new raised crossing on each leg of Tennyson Street/Browning Street intersection and Tennyson Street/Ruskin Street intersection. Construct new raised crossing on western and eastern leg of Tennyson Street/Kingsley Street intersection and eastern leg of Tennyson Street/Carlyle Street intersection. Construct new refuge on each leg of Tennyson Street/Marvell Street intersection	А	Yes*	\$600,100
BYRON BAY (C	ENTRAL) SUB-	TOTAL (PRIORIT				\$3,383,900

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WORKS PACKAGE ID	MAP REFERENCE	LOCATION	DESCRIPTION	PRIORITY	WORKS IN PAMP	ESTIMATED COST
BBB03	Мар С	Byron Bay Central	Construct 820m of new shared path (multi use corridor) between Bayshore Drive and Shirley Street. Construct 15m of new shared path on eastern side of Kendall Street. Upgrade 15m of existing footpath to shared path on eastern side of Kendall Street. Construct 70m of new shared path from multi use corridor to proposed new shared path (BBA03)	В	Yes	\$1,857,800
BBB04	Map C	Byron Bay Central	Upgrade 195m of existing footpath to shared path near Byron Bay Surf Life Saving Club west	В	Yes	\$96,500
BBB05	Map C	Byron Bay Central	Construct 85m of new shared path across multi use corridor from new Butler Street shared path to laneway west of Jonson Street/Byron Street intersection. Construct new zebra crossing on northern leg of Jonson Street/Byron Street intersection	В	Yes	\$75,000
BBB06	Мар С	Byron Bay Central	Construct 375m of new off-road cycle path (two-way) on eastern side of Middleton Street between Lawson Street and Carlyle Street	В	No	\$180,800
BBB07	Map C	Byron Bay Central	Construct 180m of new on-road separated cycle path (one-way) on northern side and 180m of new on-road separated cycle path (one-way) on southern side of Marvell Street between Middleton Street and Tennyson Street	В	No	\$107,100
BBB08	Мар С	Byron Bay Central	Construct 125m of new on-road separated cycle path (one-way) on northern side and 120m of new on-road separated cycle path (one-way) on southern side of Carlyle Street between Jonson Street and Middleton Street	В	No	\$102,600
BBB09	Map C	Byron Bay Central	Construct new raised crossing on northern, eastern and southern leg of Lawson Street/Massinger Street intersection	В	Yes	\$90,000
BBB10	Мар С	Byron Bay Central	Construct 290m of new shared path on western side of Massinger Street between Lawson Street and Marvell Street	В	Yes*	\$232,200
BYRON BAY (	CENTRAL) SUB-	TOTAL (PRIORI	TY B)			\$2,742,000
BBC08	Мар С	Byron Bay Central	Construct 175m of new shared path on eastern side of Kendall Street between rail line and Shirley Street. Construct new refuge on eastern leg of Ewingsdale Road/Kendall Street intersection	С	Yes	\$120,000
BBC09	Map C	Byron Bay Central	Construct 735m of new on-road separated cycle path (one-way) on northern side of Shirley Street east from Kendall Street	С	No	\$220,500
BBC10	Мар С	Byron Bay Central	Construct 685m of new on-road separated cycle path (one-way) on southern side of Shirley Street between Kendall Street and Wordsworth Street. Construct 180m of new off-road separated cycle path (one-way) on southern side of Shirley Street east from Wordsworth Street	С	No	\$277,800
BBC11	Map C	Byron Bay Central	Construct 965m of new shared path (multi use corridor) between Shirley Street and Browning Street. Construct 125m of new shared path across rail line between Jonson	С	Yes*	\$759,600

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WORKS PACKAGE ID	MAP REFERENCE	LOCATION	DESCRIPTION	PRIORITY	WORKS IN PAMP	ESTIMATED COST
			Street and Butler Street. Construct 50m of new shared path between Butler Street and multi use corridor, north of Burns Street. Construct new raised crossing across Shirley Street along multi use corridor and on western and southern leg of Butler Street/Somerset Street intersection. Construct new refuge on northern leg of proposed Jonson Street/Byron Bypass intersection			
BBC12	Мар С	Byron Bay Central	Construct 135m of mixed traffic (shared zone) on Keesing Lane between Marvell Street and Carlyle Street	С	No	\$41,100
BBC13	Мар С	Byron Bay Central	Construct 95m of mixed traffic (shared zone) on Marvell Lane between Keesing Lane and Middleton Street	С	No	\$27,900
BBC14	Мар С	Byron Bay Central	Construct 135m of mixed traffic (shared zone) on Keesing Lane between Carlyle Street and Kingsley Street	С	No	\$40,200
BBC15	Map C	Byron Bay Central	Construct 135m of mixed traffic (shared zone) on Middleton Street between Carlyle Street and Kingsley Street	С	No	\$40,800
BBC16	Map C	Byron Bay Central	Construct 150m of mixed traffic (shared zone) on Middleton Street between Kingsley Street and Ruskin Street	С	No	\$44,400
BBC17	Map C	Byron Bay Central	Construct 535m of new on-road separated cycle path (one-way) on southern side of Lawson Street between Gilmore Crescent and Massinger Street	С	No	\$160,800
BBC18	Мар С	Byron Bay Central	Construct 235m of new shared path on northern side of Lighthouse Road between Brooke Drive and a new pedestrian crossing. Construct new pedestrian crossing across Lighthouse Road. Construct 590m of new shared path on southern side of south Lighthouse Drive between new pedestrian crossing and existing footpath. Construct new refuge across Palm Valley Drive	С	Yes	\$540,000
BBC19	Мар С	Byron Bay Central	Construct 435m of new on-road cycle lane (one-way) on northern side and 415m of new on-road cycle lane (one-way) on southern side of Palm Valley Way between Lighthouse Road and Marine Parade	С	No	\$213,000
BBC20	Map C	Byron Bay Central	Construct 150m of mixed traffic (cycle street) on Marvell Street west from Massinger Street	С	No	\$45,900
BBC21	Мар С	Byron Bay Central	Construct 120m of mixed traffic (cycle street) on Cowper Street between Marvell Street and Carlyle Street	С	No	\$36,600
BBC22	Map C	Byron Bay Central	Construct 135m of mixed traffic (cycle street) on Cowper Street between Carlyle Street and Kingsley Street	С	No	\$41,100
BBC23	Мар С	Byron Bay Central	Construct 140m of mixed traffic (cycle street) on Cowper Street between Kingsley Street and Ruskin Street	С	No	\$41,700

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WORKS PACKAGE ID	MAP REFERENCE	LOCATION	DESCRIPTION	PRIORITY	WORKS IN PAMP	ESTIMATED COST
BBC24	Map C	Byron Bay Central	Construct 140m of mixed traffic (cycle street) on Cowper Street between Ruskin Street and Browning Street	С	No	\$41,700
BBC25	Map C	Byron Bay Central	Construct 205m of mixed traffic (cycle street) on Browning Street between Tennyson Street and Cowper Street	С	No	\$62,100
BBC26	Мар С	Byron Bay Central	Construct 215m of mixed traffic (cycle street) on Ruskin Street between Tennyson Street and Cowper Street	С	No	\$80,100
BBC27	Map C	Byron Bay Central	Construct 230m of mixed traffic (cycle street) on Ruskin Street between Massinger Street and Cowper Street	С	No	\$114,300
BBC28	Map C	Byron Bay Central	Construct 220m of mixed traffic (cycle street) on Kingsley Street between Tennyson Street and Cowper Street	С	No	\$81,300
BBC29	Map C	Byron Bay Central	Construct 235m of mixed traffic (cycle street) on Kingsley Street between Massinger Street and Cowper Street	С	No	\$115,200
BBC30	Map C	Byron Bay Central	Construct 220m of mixed traffic (cycle street) on Carlyle Street between Tennyson Street and Cowper Street	С	No	\$81,600
BBC31	Map C	Byron Bay Central	Construct 235m of mixed traffic (cycle street) on Carlyle Street between Massinger Street and Cowper Street	С	No	\$115,800
BYRON BAY (C	ENTRAL) SUB-	TOTAL (PRIORIT	YC)			\$3,343,500
BBU01	Мар С	Byron Bay Central	Construct 730m of new shared path along Skinners Shoot Road/Gordon Street/Wordsworth Street/Burns Street/Butler Street. Upgrade 60m of existing footpath to shared path along Gordon Street	U	Yes	\$468,200
BBU02	Map C	Byron Bay Central	Construct 820m of new shared path adjacent proposed Byron Bypass between Byron Street and Browning Street	U	Yes	\$492,600
BBU03	Map C	Byron Bay Central	Upgrade 160m of existing footpath to shared path through Sandhills to east opposite Lateen Lane	U	Yes	\$79,500
BBU04	Мар С	Byron Bay Central	Construct 195m of new shared path through Sandhills to east opposite Byron Street.  Construct new raised crossing on northern, southern and western leg of Middleton  Street/Byron Street intersection	U	Yes	\$116,400
BBU05	Мар С	Byron Bay Central	Construct 120m of new shared path on eastern side of Tennyson Street north of Marvell Street. Construct 250m new shared path on western side of Gilmore Crescent south of Lawson Street. Construct new refuge on western leg of Lawson Street/Gilmore Crescent intersection	U	Yes*	\$237,000
BBU06	Map C	Byron Bay Central	Construct 215m of new shared path on northern boundary of Byron Bay Recreational Grounds between Tennyson Street and Cowper Street	U	Yes	\$130,200

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WORKS PACKAGE ID	MAP REFERENCE	LOCATION	DESCRIPTION	PRIORITY	WORKS IN PAMP	ESTIMATED COST
BBU07	Мар С	Byron Bay Central	Construct 385m of new shared path on western boundary of Cowper Street road reserve between Marvell Street and Lawson Street. Construct new refuge across Lawson Street	U	Yes	\$247,200
BBU08	Map C	Byron Bay Central	Construct 275m of new shared path through Sandhills to west opposite Kipling Street.  Construct new refuge on northern leg of Massinger Street/Kipling Street intersection	U	Yes	\$180,600
BBU09	Мар С	Byron Bay Central	Construct 435m of mixed traffic (shared zone) on Marine Parade west from Palm Valley Drive	U	No	\$130,500
BYRON BAY (CENTRAL) SUB-TOTAL (UNPRIORITISED)						
BYRON BAY (C	ENTRAL) TOTA	AL .				\$11,551,600

Note: cost estimates are high level and based on assumed unit rates. Actual costs will vary depending on site conditions and construction methodology

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^{*} Works are partially contained within Byron Shire Pedestrian Access and Mobility Plan



#### Table 7: Schedule of future works - Byron Bay (South)

WORKS PACKAGE ID	MAP REFERENCE	LOCATION	DESCRIPTION	PRIORITY	WORKS IN PAMP	ESTIMATED COST	
BBA12	Map D	Byron Bay South	Construct 1,000m of new on-road cycle path (one-way) on western side and 650m of new on-road cycle path (one-way) on eastern side of Bangalow Road	А	No	\$412,500	
BBA13	Map D	Byron Bay South	Construct 1,250m of new on-road cycle lane (one-way) on western side and 1,135m of new on-road cycle lane (one-way) on eastern side of Bangalow Road between Browning Street and Mahogany Drive. Construct 155m of new shared path on western side of Bangalow Road north of Old Bangalow Road. Construct 50m of new shared path on western side of Bangalow Road south of Old Bangalow Road. Construct new refuge on western side of Bangalow Road at Constellation Close, Keats Street, Oakland Court and Old Bangalow Road. Construct new refuge on eastern side of Bangalow Road at Wollumbin Street and Keats Street. Construct new raised crossing on southern leg of Bangalow Road/Wollumbin Street intersection. Construct new refuge across Bangalow Road south of Mahogany Drive	А	Yes*	\$794,250	
BYRON BAY (SOUT	H) SUB-TOTAL	(PRIORITY A)				\$1,206,750	
BBC32	Map D	Byron Bay South	Upgrade 375m of existing footpath to shared path on northern side of Old Bangalow Road/Cemetery Road from Lilli Pilli Drive to existing path	С	Yes	\$187,500	
BYRON BAY (SOUT	H) SUB-TOTAL	(PRIORITY C)				\$187,500	
BBU10	Map D	Byron Bay South	Construct 1,455m of new shared path (multi use corridor) between Byron Bypass and Old Bangalow Road. Construct 340m of new shared path between multi use corridor and Wright Place. Construct new refuge across Bangalow Road near Wright Place	U	Yes	\$1,091,400	
BYRON BAY (SOUT	BYRON BAY (SOUTH) SUB-TOTAL (UNPRIORITISED)						
BYRON BAY (SOUT	H) TOTAL					\$2,485,650	

Note: cost estimates are high level and based on assumed unit rates. Actual costs will vary depending on site conditions and construction methodology

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^{*} Works are partially contained within Byron Shire Pedestrian Access and Mobility Plan



Table 8: Schedule of future works - Suffolk Park

WORKS PACKAGE ID	MAP REFERENCE	LOCATION	DESCRIPTION	PRIORITY	WORKS IN PAMP	ESTIMATED COST
SPA01	Map E	Suffolk Park	Construct 60m of new shared path on western side of Broken Head Road south of existing shared path which connects to Redgum Place. Construct 300m of new shared path on eastern side of Broken Head Road between Beech Drive (north) intersection and new crossing. Upgrade 115m of existing footpath to shared footpath on eastern side of Broken Head Road/Beech Drive (north) intersection. Construct new refuge across Broken Head Road outside The Byron at Byron resort	А	Yes*	\$288,900
SPA02	Map E	Suffolk Park	Construct 40m of new shared path on eastern side of Broken Head Road/Beech Drive (south) intersection connecting to existing shared path. Upgrade 35m of existing footpath to shared path on eastern side of Broken Head Road north of existing shared path. Construct 350m of new shared path on eastern side of Broken Head Road south from Beech Drive (north) intersection. Upgrade existing crossing at the entrance to Beachbreak at Byron resort to raised crossing	А	Yes	\$281,900
SUFFOLK PARI	K SUB-TOTAL (	PRIORITY B)				\$570,800
SPB03	Map E	Suffolk Park	Construct 30m of new shared path on northern side of Broken Head Road/Beech Drive (south) intersection east of existing footpath. Upgrade 40m of existing footpath to shared path on northern side of Beech Drive each of Broken Head Road/Beech Drive (south) intersection. Construct 70m of new shared path on northern side of Beech Drive west of shared path upgrade. Construct new raised crossing on northern, southern and western leg of Broken Head Road/Beech Drive (south) intersection	В	Yes	\$166,600
SUFFOLK PARI	K SUB-TOTAL (	PRIORITY B)				\$166,600
SPC01	Map E	Suffolk Park	Construct 315m of new on-road separated cycle path (one-way) on western side of Broken Head Road between Beech Drive (north) and Byron at Bryon resort	С	No	\$95,100
SPC02	Map E	Suffolk Park	Construct 550m of new shared path on eastern side of Beech Drive. Upgrade 980m of existing footpath to shared path surrounding lake	С	Yes	\$819,500
SUFFOLK PARI	K SUB-TOTAL (	PRIORITY C)				\$914,600
SPU01	Map E	Suffolk Park	Upgrade 90m of existing footpath between Broken Head Road and Redgum Place	U	Yes*	\$44,500
SPU02	Map E	Suffolk Park	Construct 55m of new shared path on eastern side of Dehnga Place between existing shared paths	U	Yes	\$31,800
SPU03	Map E	Suffolk Park	Construct 150m of new shared path east of Beech Drive to existing paths parallel to Pepperbush Street. Construct 65m of new shared path east of existing paths parallel to Pepperbush Street. Upgrade 30m of existing footpath to shared path from Pepperbush Street north to proposed shared path. Upgrade 140m of existing footpath to shared path	U	Yes	\$300,300

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WORKS PACKAGE ID	MAP REFERENCE	LOCATION	DESCRIPTION	PRIORITY	WORKS IN PAMP	ESTIMATED COST	
			between Beech Drive, Silky Oak Court and Tamarind Court. Upgrade 150m of existing footpath to shared path between Pepperbush Street, Tamarind Court and Beech Drive				
SPU04	Map E	Suffolk Park	Construct 655m of mixed traffic (cycle street) on Alcorn Street from Wareham Street north	U	No	\$196,200	
SPU05	Map E	Suffolk Park	Construct 650m of mixed traffic (cycle street) on Alcorn Street between Wareham Street and Clifford Street	U	No	\$193,200	
SPU06	Map E	Suffolk Park	Construct 215m of mixed traffic (cycle street) on Wareham Street between Alcorn Street and Armstrong Street	U	No	\$64,200	
SPU07	Map E	Suffolk Park	Construct 645m of mixed traffic (cycle street) on Armstrong Street between Wareham Street and Clifford Street	U	No	\$193,800	
SPU08	Map E	Suffolk Park	Construct 6,770m of new on-road cycle lane (one-way) on western side and 6,615m of new on-road cycle lane (one-way) on eastern side of Broken Head Road between Clifford Street and southern LGA boundary	U	No	\$3,345,250	
SPU08	Map E	Suffolk Park	Construct 6,770m of new on-road cycle lane (one-way) on western side and 6,615m of new on-road cycle lane (one-way) on eastern side of Broken Head Road between Clifford Street and southern LGA boundary	U	No	\$3,345,250	
SUFFOLK PARK	SUB-TOTAL (	UNPRIORITISED				\$7,714,500	
SUFFOLK PARK	SUFFOLK PARK TOTAL						

Note: cost estimates are high level and based on assumed unit rates. Actual costs will vary depending on site conditions and construction methodology

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Table 9: Schedule of future works - Bangalow

WORKS PACKAGE ID	MAP REFERENCE	LOCATION	DESCRIPTION	PRIORITY	WORKS IN PAMP	ESTIMATED COST
BAA01	Map F	Bangalow	Upgrade 380m of existing footpath to shared path on northern side of Byron Street between Byron Creek and Station Street. Construct 100m of mixed traffic (shared zone) on Station Lane. Construct new raised crossing at the Byron Street/Market Street intersection and the Byron Street/Station Street intersection	А	Yes	\$264,000
BAA02	Map F	Bangalow	Construct 100m of mixed traffic (shared zone) on Station Lane north from Byron Street	А	Yes*	\$58,800
BAA03	Map F	Bangalow	Construct 220m of mixed traffic (shared zone) on Station Street between rail line and Deacon Street	А	No	\$126,300
BAA04	Map F	Bangalow	Construct 760m of new shared path on northern side of Lismore Road between Rifle Range Road and Deacon Street. Upgrade 100m of existing footpath to shared path on southern side of Lismore Road between Deacon Street and Robinson Street. Construct new raised crossing on the western leg of the Lismore Road/Granuaille Road intersection and the southern leg of the Lismore Road/Robinson Street intersection. Construct new refuge on the western leg of the Lismore Road/Rifle Range Road intersection	А	Yes	\$581,500
BANGALOW S	UB-TOTAL (PR	IORITY A)				\$1,030,600
BAB01	Map F	Bangalow	Construct 3,930m of new shared path (multi use corridor) between Bangalow Road and Dudgeons Lane. Construct 30m of new shared path on southern side of Corlis Crescent between multi use corridor and Rankin Drive. Construct 70m of new shared path from Bangalow Showgrounds to Rankin Drive. Construct 25m of new shared path from multi use corridor to Bangalow Road. Construct 30m of new shared path from multi use corridor to Raftons Road/Leslie Street. Construct new refuge across Lismore Road	В	Yes	\$2,510,400
BAB02	Map F	Bangalow	Construct 450m of new on-road separated cycle path (two-way) on eastern side of Granuaille Road. Construct 10m of new shared path between Granuaille Road and Campbell Street. Construct new refuge at the Granuaille Road/Leslie Street intersection and new zebra crossing across Granuaille Road	В	Yes*	\$155,700
BAB03	Map F	Bangalow	Construct new zebra crossing across Granuaille Road	В	Yes*	\$15,000
BAB04	Map F	Bangalow	Construct 220m of mixed traffic (cycle street) on Deacon Street between Lismore Road and Station Street	В	No	\$81,600
BAB05	Map F	Bangalow	Construct 320m of new shared path on southern side of Deacon Street between Station Street and Ashton Street. Construct 90m of new shared path on eastern and southern sides of Ashton Street and Bangalow Road north of Deacon Street. Construct 35m of new shared path on southern side of Bangalow Road as underpass of Bangalow Road. Construct 35m of new shared path on northern side of Bangalow Road as underpass of Bangalow Road.	В	Yes*	\$315,600

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WORKS PACKAGE ID	MAP REFERENCE	LOCATION	DESCRIPTION	PRIORITY	WORKS IN PAMP	ESTIMATED COST
			Construct new zebra crossing on the northern leg of the Station Street/Deacon Street intersection, new raised crossing on the southern leg of the Byron Street/Ashton Street intersection and new refuge on the eastern leg of the Byron Bay Road/Ballina Road intersection			
BANGALOW S	UB-TOTAL (PR	IORITY B)				\$3,078,300
BAC01	Map F	Bangalow	Construct 260m of new on-road cycle lane (one-way) on southern side of Bangalow Road	С	No	\$79,750
BAC02	Map F	Bangalow	Construct 200m of new shared path on northern side of Byron Street from Blackwood Crescent to existing recreational path at Bangalow sports fields. Upgrade 165m of existing footpath to shared path on northern side of Byron Street from Blackwood Crescent to existing vehicle entrance to Bangalow sports fields	С	Yes	\$201,400
BAC03	Map F	Bangalow	Upgrade 50m of existing footpath to shared path on eastern side of existing vehicle entrance to Bangalow sports fields	С	Yes	\$23,000
BAC04	Map F	Bangalow	Construct 370m of new shared path on southern side of Raftons Road from multi use corridor access to Rifle Range Road. Construct new refuge on eastern and southern legs of Raftons Road/Keith Street intersection and across Rifle Range Road	С	Yes	\$235,800
BAC05	Map F	Bangalow	Upgrade 380m of existing footpath to shared path on northern/western side of Sansom Street from Rifle Range Road to Tristania Street	С	Yes	\$189,000
BAC06	Map F	Bangalow	Construct 240m of new shared path on southern side of Tristania Street from intersection with existing path to Rifle Range Road	С	Yes	\$144,000
BAC07	Map F	Bangalow	Construct 225m of new shared path on western side of Rifle Range Road between Sansom Street and Tristania Street. Upgrade 95m of existing footpath to shared path on western side of Rifle Range Road between Tristania Street and Lismore Road	С	Yes	\$183,000
BANGALOW S	UB-TOTAL (PR	IORITY C)				\$1,055,950
BAU01	Map F	Bangalow	Construct 145m of new shared path on southern side of Leslie Street north of Raftons Road/Leslie Street. Upgrade 95m of existing footpath north of new shared path	U	Yes	\$135,600
BAU02	Map F	Bangalow	Construct 360m of new shared path along river between Deacon Street (Station Street access) and existing path from Charlotte Street	U	Yes	\$216,000
BAU03	Map F	Bangalow	Construct 215m of new shared path (including bridge) across river between Deacon Street and new shared path	U	Yes	\$1,129,600
BAU04	Map F	Bangalow	Construct 580m of new shared path along river between Deacon Street and west of Byron Creek bridge	U	Yes	\$1,347,400
BAU05	Map F	Bangalow	Construct 685m of new shared path along river between west of Byron Creek bridge and multi use corridor	U	Yes	\$1,411,000

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WORKS PACKAGE ID	MAP REFERENCE	LOCATION	DESCRIPTION	PRIORITY	WORKS IN PAMP	ESTIMATED COST
BAU06	Map F	Bangalow	Construct 45m of new shared path (including bridge) across river between Bangalow Showgrounds and sports fields	U	Yes	\$2,025,800
BAU07	Map F	Bangalow	Construct 125m of new shared path on southern side of Bangalow Road west of Ballina Road. Construct new raised crossing on the southern leg of the Byron Bay Road/Ballina Road intersection	U	Yes	\$103,800
BAU08	Map F	Bangalow	Construct 8,910m of new shared path (multi use corridor) between Bangalow Road and Old Bangalow Road (Brunswick Heads)	U	Yes	\$5,345,400
BAU09	Map F	Bangalow	Construct 10,890m of new shared path (multi use corridor) south of Dudgeons Lane	U	Yes	\$6,534,000
BANGALOW SUB-TOTAL (UNPRIORITISED)						\$18,248,600
BANGALOW TOTAL						\$23,413,450

Note: cost estimates are high level and based on assumed unit rates. Actual costs will vary depending on site conditions and construction methodology

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Table 10: Schedule of future works - Ocean Shores, South Golden Beach, New Brighton and Billinudgel

WORKS PACKAGE ID	MAP REFERENCE	LOCATION	DESCRIPTION	PRIORITY	WORKS IN PAMP	ESTIMATED COST
OSA01	Map G	Ocean Shores et al	Construct 620m of new shared path between housing, park and Bindaree Way between Orana Road and Rajah Road	А	Yes	\$371,400
OSA02	Map G	Ocean Shores et al	Construct 475m of new shared path on eastern side of Kolora Way/northern side of New Brighton Road between Larelar Court and Redgate Road. Upgrade 320m of existing footpath to shared path on eastern side of Kolora Way between Shara Boulevard and Larelar Court. Upgrade 330m of existing shared path on northern side of New Brighton Road west from Redgate Road	А	Yes	\$579,600
OSA03	Map G	Ocean Shores et al	Construct 380m of new shared path on eastern side of Rangal Road/Beach Avenue between Rangal Road and Redgate Road. Construct new refuge on northern and southern leg and new raised crossing on eastern leg of Beach Avenue/Helen Street intersection	А	Yes	\$289,200
OSA04	Map G	Ocean Shores et al	Construct 2,010m of new shared path along river between Bindaree Way and Brunswick Valley Way. Construct 165m of new shared path from river path to Gara Court	U	Yes	\$1,306,800
OCEAN SHORE	S, SOUTH GOL	DEN BEACH, NE	EW BRIGHTON AND BILLINUDGEL SUB-TOTAL (PRIORITY A)			\$2,547,000
OSB01	Map G	Ocean Shores et al	Upgrade 805m of existing footpath to shared path on southern side of Rajah Road between Brunswick Valley Way and Miram Place. Upgrade 255m of existing footpath to shared path on eastern side of Rajah Road north of Miram Place	В	Yes	\$528,000
OSB02	Map G	Ocean Shores et al	Construct 425m of new shared path on southern side of Orana Road between Warrambool Road and Yengarie Way. Construct new raised crossing on southern leg and new refuge on eastern and western leg of Orana Road/Warrambool Road intersection. Construct new raised crossing on southern leg and new refuge on western leg of Orana Road/Yengarie Way intersection	В	Yes*	\$359,400
OSB03	Map G	Ocean Shores et al	Construct 1,395m of new shared path on southern side of Orana Road between Warrambool Road and existing shared path north of Kuringai Way. Upgrade existing refuge on southern leg of Orana Road/Brunswick Valley Way intersection	В	Yes*	\$852,600
OSB04	Map G	Ocean Shores et al	Construct 2,350m of new shared path on eastern side of Balemo Drive between Orana Road and Brunswick Valley Way (north). Construct new refuge on northern leg of Balemo Drive intersection near pedestrian/cycle bridge to Billinudgel	В	Yes	\$1,425,600
OSB05	Map G	Ocean Shores et al	Construct 1,390m of new on-road cycle lane (one-way) on western side and 1,370m of new on-road cycle lane (one-way) on eastern side of Brunswick Valley Way south from Orana Road	В	No	\$690,250

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WORKS PACKAGE ID	MAP REFERENCE	LOCATION	DESCRIPTION	PRIORITY	WORKS IN PAMP	ESTIMATED COST
OSB06	Map G	Ocean Shores et al	Construct 460m of new on-road cycle lane (one-way) on southern side of Wilfred Street between Brunswick Street and Pacific Motorway underpass and 380m of new on-road cycle lane (one-way) on eastern side of Brunswick Valley Way from Pacific Motorway underpass to existing cycle lane. Construct 210m of new on-road cycle lane (one-way) on northern side of Wilfred Street between Brunswick Street and rail line. Upgrade 95m of existing footpath to shared path on western side of Brunswick Valley Way north of Bonanza Drive. Construct 10m of new shared path on northern side of Wilfred Street east from rail line. Upgrade 90m of existing footpath to shared path on northern side of Wilfred Street west from Mogo Place. Construct new refuge on northern leg of Wilfred Street/Mogo Place intersection	В	Yes*	\$374,650
OSB07	Map G	Ocean Shores et al	Construct 450m of new shared path on western side of Shara Boulevard north of Palmer Avenue. Construct 120m of new shared path on western side of Shara Boulevard south of Palmer Avenue	В	Yes	\$340,800
OSB08	Map G	Ocean Shores et al	Construct 820m of new shared path on southern side of Orana Road/eastern side of Yengarie Way from Wirree Drive to Bindaree Way. Upgrade 205m of existing footpath to shared path on eastern side of Rajah Road south from Bindaree Way. Construct new refuge on eastern leg of Orana Road/Wiree Drive intersection	В	Yes	\$607,800
OCEAN SHORE	S, SOUTH GOL	DEN BEACH, NE	EW BRIGHTON AND BILLINUDGEL SUB-TOTAL (PRIORITY B)			\$5,179,100
OSC01	Map G	Ocean Shores et al	Upgrade 230m of existing footpath to shared path on northern side of Kallaroo Circuit west from Shara Boulevard	С	Yes	\$116,000
OSC02	Map G	Ocean Shores et al	Upgrade 585m of existing footpath to shared path on eastern side of Shara Boulevard between Kallaroo Circuit and Kolora Way. Upgrade existing refuge on eastern leg of Shara Boulevard/Kallaroo Circuit intersection to a raised crossing	С	Yes	\$321,500
OSC03	Map G	Ocean Shores et al	Construct 480m of mixed traffic (cycle street) on Helen Street between Kolora Way and Beach Avenue	С	No	\$203,700
OSC04	Map G	Ocean Shores et al	Construct 1,510m of new shared path (multi use corridor) between Marshalls Creek and Stock Route Road. Construct new raised crossing across Wilfred Street along multi use corridor	С	Yes	\$937,200
OSC05	Map G	Ocean Shores et al	Upgrade 240m of existing footpath to shared path on eastern side of New Brighton Road north from Strand Avenue. Construct 10m of new shared path on northern side of New Brighton Road from Strand Avenue. Construct new refuge on northern leg of The Esplanade/Strand Avenue intersection	С	Yes	\$116,200
OSC06	Map G	Ocean Shores et al	Construct 690m of new shared path on eastern side of Warrambool Road between Orana Road and Rajah Road	С	Yes	\$444,600

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WORKS PACKAGE ID	MAP REFERENCE	LOCATION	DESCRIPTION	PRIORITY	WORKS IN PAMP	ESTIMATED COST
OCEAN SHORE	OCEAN SHORES, SOUTH GOLDEN BEACH, NEW BRIGHTON AND BILLINUDGEL SUB-TOTAL (PRIORITY C)					
OSU01	Map G	Ocean Shores et al		U	Yes	
OSU03	Map G	Ocean Shores et al	Construct 165m of new shared path on southern side of Tweed Valley Way and northern side of Yelgun Road between North Byron Parklands and multi use corridor	U	Yes	\$307,200
OSU04	Map G	Ocean Shores et al	Construct 4,670m of new shared path (multi use corridor) north of New Brighton Road (Billinudgel)	U	Yes	\$2,802,600
OCEAN SHORES, SOUTH GOLDEN BEACH, NEW BRIGHTON AND BILLINUDGEL SUB-TOTAL (UNPRIORITISED)						
OCEAN SHORES, SOUTH GOLDEN BEACH, NEW BRIGHTON AND BILLINUDGEL TOTAL						

Note: cost estimates are high level and based on assumed unit rates. Actual costs will vary depending on site conditions and construction methodology

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Table 11: Schedule of future works - Brunswick Heads

WORKS PACKAGE ID	MAP REFERENCE	LOCATION	DESCRIPTION	PRIORITY	WORKS IN PAMP	ESTIMATED COST
вна01	Мар Н	Brunswick Heads	Construct 325m of new off-road cycle path (one-way) on western side and 350m of new off-road cycle path (one-way) on eastern side of Park Street between Tweed Street and Mullumbimbi Street. Construct 260m of new on-road separated cycle path (one-way) on western side of Park Street between Mullumbimbi Street and Booyun Street and 125m of new on-road separated cycle path (one-way) on eastern side of Park Street between Mullumbimbi Street and Fingal Street. Upgrade existing refuge on eastern, southern and western leg of Park Street/Mullumbimbi Street intersection to improve cycle crossing	А	No	\$473,900
BHA02	Мар Н	Brunswick Heads	Construct 400m of new on-road separated cycle path (one-way) on northern side and 400m of new on-road separated cycle path (one-way) on southern side of Mullumbimbi Street between Tweed Street and Brunswick Terrace. Construct new crossing on northern leg of Park Street/Mullumbimbi Street intersection to improve cycle crossing	А	No	\$281,200
BHA03	Мар Н	Brunswick Heads	Construct 415m of new on-road separated cycle path (one-way) on northern side and 405m of new on-road separated cycle path (one-way) on southern side of Fingal Street between Tweed Street and Brunswick Terrace	А	No	\$276,300
BRUNSWICK H	EADS SUB-TO	TAL (PRIORITY A	Α)			\$1,031,400
внво1	Мар Н	Brunswick Heads	Construct 140m of new mixed traffic (shared zone) on Brunswick Terrace between Mullumbimbi Street and Fingal Street	В	Yes	\$82,800
внво2	Мар Н	Brunswick Heads	Construct 800m of new on-road separated cycle path (one-way) on western side of Tweed Street between Fawcett Street and Teven Street and 650m of new on-road separated cycle path (one-way) on eastern side of Tweed Street between Fawcett Street and Short Street. Construct new refuge on each leg of the Tweed Street/Nana Street, Tweed Street/Booyun Street, Tweed Street/Fingal Street and Tweed Street/Mullumbimbi Street intersections. Upgrade existing refuge on eastern leg of Tweed Street/Fawcett Street intersection	В	Yes*	\$690,600
ВНВ03	Мар Н	Brunswick Heads	Construct 490m of new shared path on northern and eastern side of South Beach Road between east side of bridge and end of South Beach Road (south)	В	Yes	\$309,600
внво4	Мар Н	Brunswick Heads	Construct 1,245m of new shared path on eastern and southern side of Park Street/The Terrace/Tweed Street/Old Pacific Highway south of Fingal Street	В	Yes*	\$747,600
внво5	Мар Н	Brunswick Heads	Construct 150m of new shared path on southern side of Old Pacific Highway north of Bayside Way. Construct 295m of new shared path on northern side of Bayside Way east of Old Pacific Highway	В	Yes	\$265,200
BRUNSWICK H	EADS SUB-TO	TAL (PRIORITY E	3)			\$2,095,800

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WORKS PACKAGE ID	MAP REFERENCE	LOCATION	DESCRIPTION	PRIORITY	WORKS IN PAMP	ESTIMATED COST	
BHC01	Мар Н	Brunswick Heads	Upgrade 40m of existing footpath to shared path between Fawcett Street and Pandanus Court	С	Yes	\$20,000	
внсо2	Мар Н	Brunswick Heads	Construct 80m of mixed traffic (shared zone) on Tweed Street near caravan park	С	No	\$24,600	
внс03	Мар Н	Brunswick Heads	Construct 650m of new shared path along Simpsons Creek between Tweed Street and Fingal Street pedestrian bridge	С	Yes	\$388,800	
BHC04	Мар Н	Brunswick Heads	Upgrade existing refuge on northern leg of Tweed Street/Short Street intersection	С	Yes*	\$15,000	
BRUNSWICK H	EADS SUB-TOT	TAL (PRIORITY C				\$448,400	
BHU01	Мар Н	Brunswick Heads	Construct 180m of new shared path on eastern side of Old Pacific Highway between Bayside Way and Eucalyptus Lane. Construct 370m of mixed traffic (shared zone) on Eucalyptus Lane. Construct 2,025m of new shared path along southern side of Gulgan Road between Eucalyptus Lane and Mullumbimby Road. Construct new raised crossing on eastern leg of Old Pacific Highway/Bayside Way	U	Yes	\$9,501,500	
BRUNSWICK HEADS SUB-TOTAL (UNPRIORITISED)							
BRUNSWICK H	BRUNSWICK HEADS TOTAL						

Note: cost estimates are high level and based on assumed unit rates. Actual costs will vary depending on site conditions and construction methodology

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#### Table 12: Schedule of future works - Main Arm

WORKS PACKAGE ID	MAP REFERENCE	LOCATION	DESCRIPTION	PRIORITY	WORKS IN PAMP	ESTIMATED COST
MAB01	Мар I	Main Arm	Construct 130m of new shared path on northern side of Main Arm Road west of existing footpath west of Blindmouth Road. Upgrade 20m of existing footpath to shared path on northern side of Main Arm Road west of Blindmouth Road. Construct 30m of new shared path on western side of Blindmouth Road north of Main Arm Road	В	Yes	\$104,200
MAIN ARM SUB-TOTAL (PRIORITY B)						\$104,200
MAIN ARM TOTAL						\$104,200

Note: cost estimates are high level and based on assumed unit rates. Actual costs will vary depending on site conditions and construction methodology

Table 13: Schedule of future works - Federal

WORKS PACKAGE ID	MAP REFERENCE	LOCATION	DESCRIPTION	PRIORITY	WORKS IN PAMP	ESTIMATED COST
MAU01	Map I	Federal	Construct 377m of new shared path around the hill on Federal Drive	U	Yes	\$71,630
FEDERAL SUB-	FEDERAL SUB-TOTAL (PRIORITY U)					
FEDERAL TOTAL						\$71,630

Note: cost estimates are high level and based on assumed unit rates. Actual costs will vary depending on site conditions and construction methodology

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#### 5.4 Non-infrastructure actions

While the construction of the proposed infrastructure actions will provide residents of Byron Shire Council with a safe and secure bicycle network, in order to provide a wholly safe system for users, non-infrastructure improvements must be considered also including education, encouragement and enforcement. The aim is to make cycling safer and more convenient as an attractive means of alternative transport.

Austroads Cycling Aspects of Austroads Guides states that it is necessary to accompany the development of a network of bicycle routes with the following:

- Materials and activities to promote the network (encouragement). For example, maps, pamphlets, advertising and activities
- Teach the residents to use the network safely and courteously (education) and
- Ensure that relevant laws and regulations are obeyed for the benefit of all road users (enforcement). For example, parking enforcement or passing laws.

In order to achieve the design philosophy of the future cycle network being a convenient, safe and connected network in an environment designed for the most vulnerable road user, the following actions are proposed for Council implementation in collaboration with other government departments and community groups.

#### 5.4.1 Encouragement

- Introduce a bicycle fleet in Council's workplace for site visits and meetings
- Promote bicycle fleets in workplaces throughout Byron
- Support and encourage workplaces to introduce marketing campaigns
- Work with the community to promote bicycle hire schemes



- Investigate the introduction of an e-bike hire scheme for both locals and tourists across Byron Shire with linkages to surrounding local governments to access the multi use corridor
- Support community events that promote local bicycle networks and encourage people to ride for transport (including Ride2Work day and Ride2School day)
- Install bicycle counters on new major infrastructure to aid in the monitoring and evaluation of new infrastructure into the future
- Undertake on-going social marketing activities to promote the environmental, recreational, social and health benefits for both individuals and the community
- Provision of information, maps and signs to guide cyclists to appropriate routes and facilities
- Consider multi-modal travel (for example, walking, rolling and riding) as attractive alternatives to the private motor vehicle when reviewing and setting parking pricing policies.

#### 5.4.2 Education

- Support programs that promote cycling skills in schools and promote cycling as a form of transport to and from schools (both primary and secondary)
- Provide courses for inexperienced adult cyclists interested in learning to ride to and from work
- Work with the community to deliver media campaigns on critical cycling safety issues
- Provide opportunities for education of motorists and cyclists to better understand the needs of all road users.

#### 5.4.3 Enforcement

Monitor developments and ensure compliance with green travel plans

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- On-going parking enforcement to ensure that vehicles do not park in marked on-road bicycle lanes
- Collaboration with enforcement agencies to ensure minimum passing distances are adhered to
- A police-in-schools program as part of general traffic safety education, including bicycle safety checks and basic road law.

## 5.5 Funding

#### 5.5.1 Byron Shire Council

Funding from Byron Shire Council may contribute towards the walk and roll network packages through internal sources including;

- · Footpath construction program
- · Open space programs
- · Major local road projects
- · Council road maintenance and upgrade programs
- Streetscaping and master planning programs
- Section 94 and/or 94A contributions.

#### 5.5.2 State and Federal Governments

Grant funding is available for a variety of community-based and cycling/safety programs or projects from key government sources including:

- Building Better Regions Fund (Federal)
- Active Transport (Walking and Cycling) Program (NSW)
- Local Government Road Safety Program (NSW)
- Regional Growth Fund (NSW)
- NSW Bike Week event funding.

Grant funding for non-infrastructure solutions may also be available through:

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- · Department of Education
- Department of Health

#### 5.5.3 Other sources

Outside of the typical government funding sources the following opportunities may present themselves to better the walk and roll network or to implement non-infrastructure solutions for the shire:

- Opportunities for partnerships with private investment in public infrastructure either through development or community groups
- Department of Communities Sport and Recreation Participation
   Program which provides funding to not-for-profit organisations and local
   councils for projects designed to increase regular and ongoing
   participation in sport, recreation or structured physical activity

#### 5.6 Monitoring and evaluation

Monitoring and evaluation is important to ensure that the proposed future network and the Bike Plan document more broadly continues to reflect the needs, aspirations and vision of the community. Maintaining a current document (i.e. five years or less) also provides a better foundation for securing grant funding from RMS for applicable projects. This eases the financial burden on Byron Shire and means that key projects can be implemented sooner for the benefit of the community.

#### 5.6.1 Network monitoring and evaluation

One or more of the following items could be adopted to effectively monitor and evaluate the proposed network over the life of this Bike Plan:

 Work with the local community to undertake regular on-the-ground audits/inspections of the cycle network with a view to covering the entire Byron Shire every three years. Record and collate all findings in a central database with supporting GIS mapping. This could build on Council's current electronic approach to recording defects and issues with community assets. An opportunity may also exist to leverage and/or integrate with Council's existing transport asset management

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records and plan to reduce overlap. Developing an accurate and comprehensive database will help to:

- Provide an accurate understanding of the network, including the types, lengths and qualities of existing paths and cycle lanes
- Determine the rate of progress towards implementation of the Bike Plan
- Measure important aspects such as the percentage of the network that is suitable for all ages and abilities. These 'all ages and abilities' routes could be integrated into Mobility Maps and included as part of information available to visitors to the Shire
- Undertake other measurements such as the number of instances a cyclist is required to stop along a given route or the number of available route options, including those that would be suitable for all users.
- Inform future planning.
- Undertake surveys (for example, online, intercept) to gain first-hand insights into the suitability and use of the network. Surveys could seek information relating to:
  - The types of cyclists using the network
  - Rates of cycle activity
  - The frequency, days/times and reasons for network use
  - o Average journey length and time
  - Origins and destinations
  - Levels of cycle comfort, safety and satisfaction while using the network and supporting facilities.
- Undertake regular cycle counts in key locations to determine the volume and behaviour of cyclists and the change over time.

#### 5.6.2 Bike Plan monitoring and evaluation

This Bike Plan will be updated every four years to ensure it remains accurate and reflective of the needs and aspirations of the community. Aside from aligning with the review timeframe for the Pedestrian Access and Mobility Plan (PAMP) document which will help ensure planning is integrated, this timeframe will ensure that any future Bike Plan is current so that the Shire is in the best possible position to receiving grant funding from RMS. This will help ease the financial burden on Byron Shire while expediting the development of the proposed network for the benefit of the community.

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# APPENDIX 1 – COMMUNITY CONSULTATION NETWORK MAPS



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Community consultation network map - Mullumbimby

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Community consultation network map - Byron Bay (West)

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Community consultation network map - Byron Bay (South)

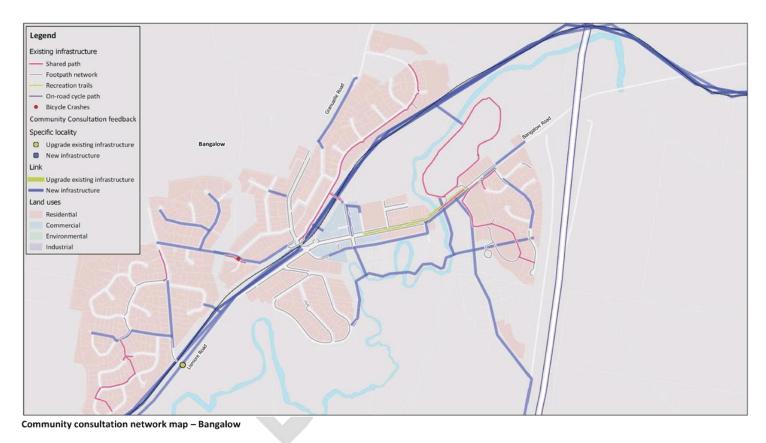
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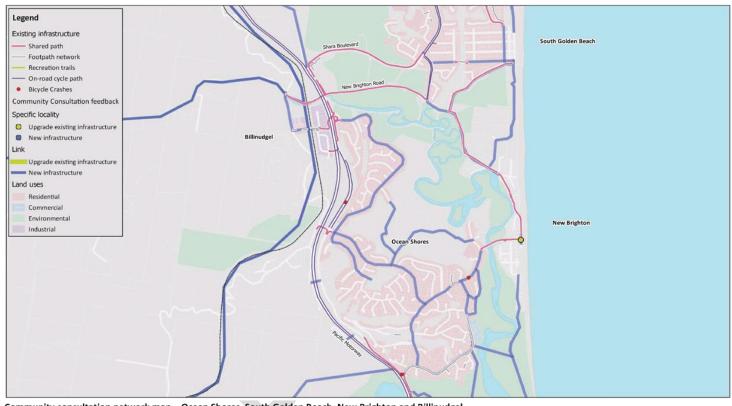




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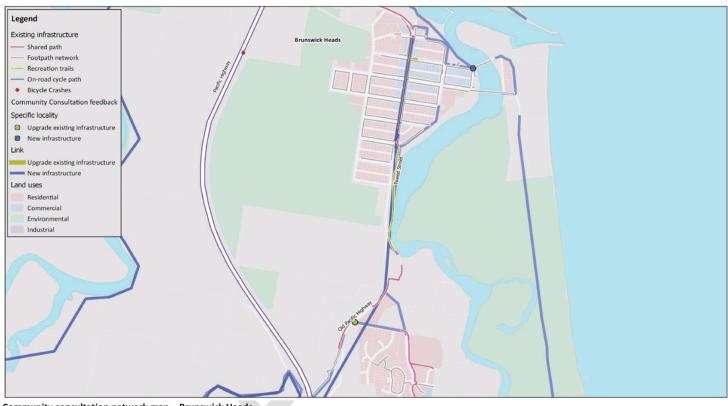




Community consultation network map - Ocean Shores, South Golden Beach, New Brighton and Billinudgel

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Community consultation network map – Brunswick Heads

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Community consultation network map – Main Arm

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Community consultation network map - Federal

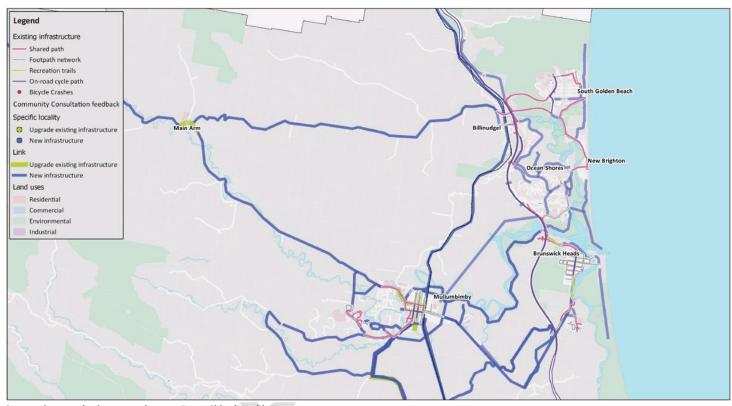
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Community consultation network map - Byron Shire (North)

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Community consultation network map - Byron Shire (South)

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# **APPENDIX 2 – PRIORITISED INFRASTRUCTURE MAPS**



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Prioritised infrastructure map - Mullumbimby

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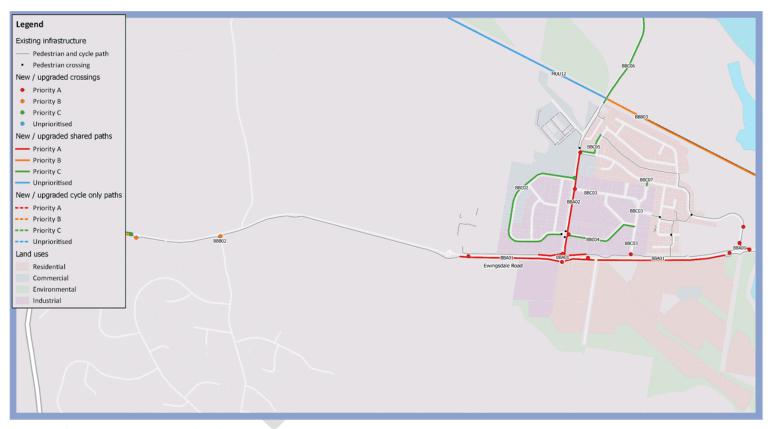


Prioritised infrastructure map - Mullumbimby Town Centre

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Prioritised infrastructure map - Byron Bay (West)

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Prioritised infrastructure map - Byron Bay (Central)

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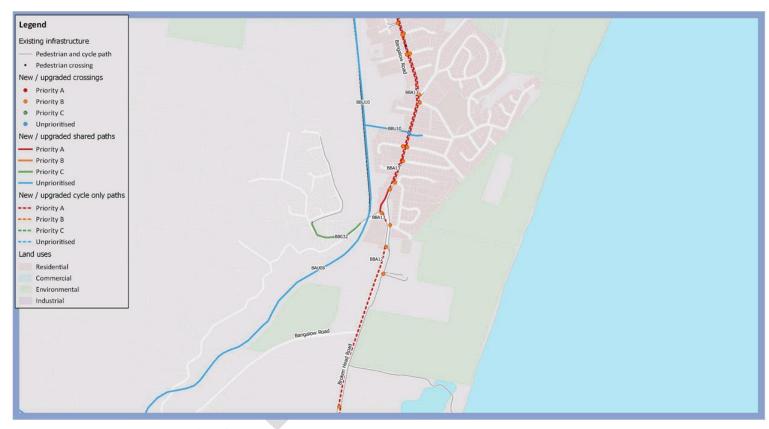


Prioritised infrastructure map – Byron Bay (Central) Town Centre

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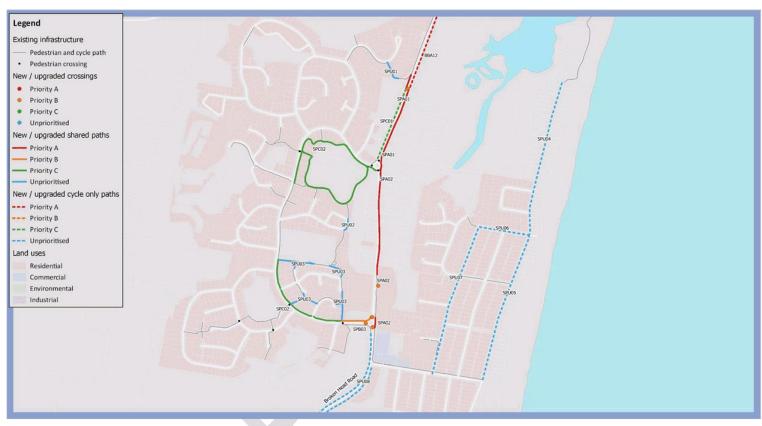




Prioritised infrastructure map - Byron Bay (South)

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Prioritised infrastructure map – Suffolk Park

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Prioritised infrastructure map - Bangalow

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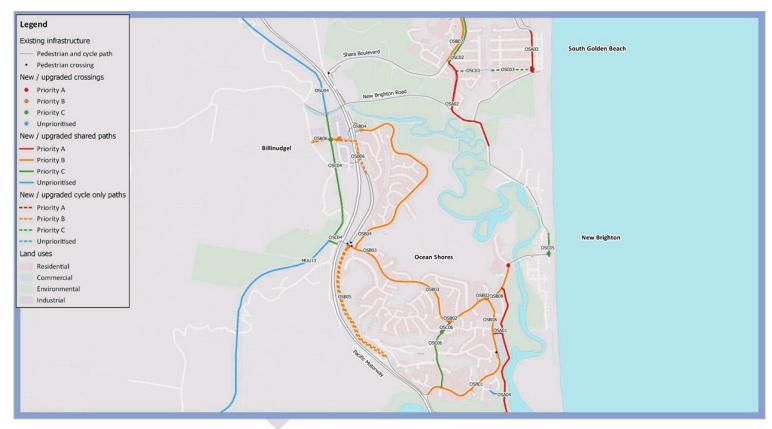




Prioritised infrastructure map - Bangalow Town Centre

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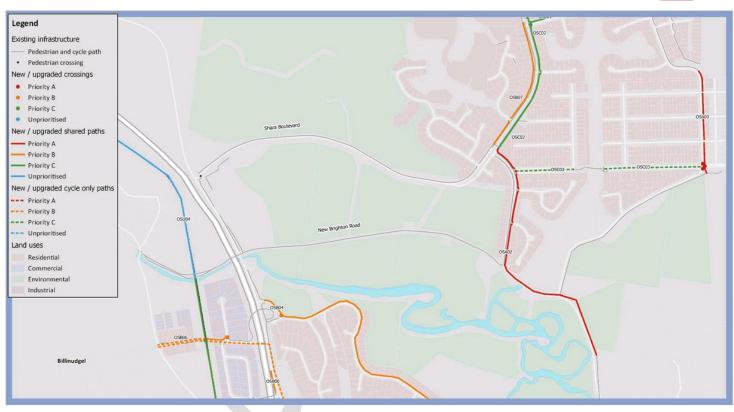




Prioritised infrastructure map - Ocean Shores, South Golden Beach, New Brighton and Billinudgel

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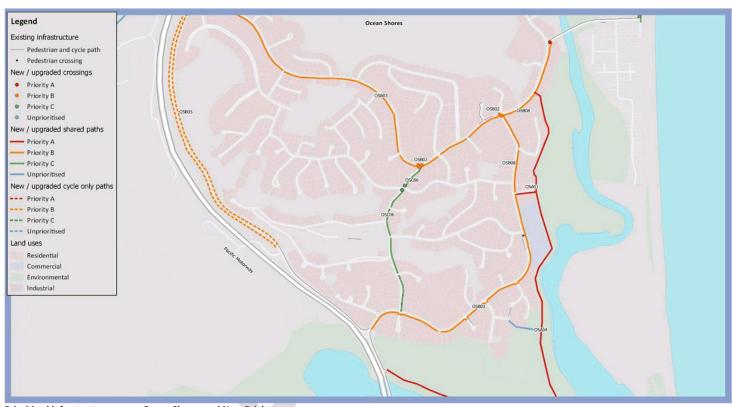


Prioritised infrastructure map - South Golden Beach and Billinudgel

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Prioritised infrastructure map – Ocean Shores and New Brighton

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Byron Shire Bike Plan Draft for Consultation





Prioritised infrastructure map - Brunswick Heads

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Prioritised infrastructure map – Brunswick Heads Town Centre

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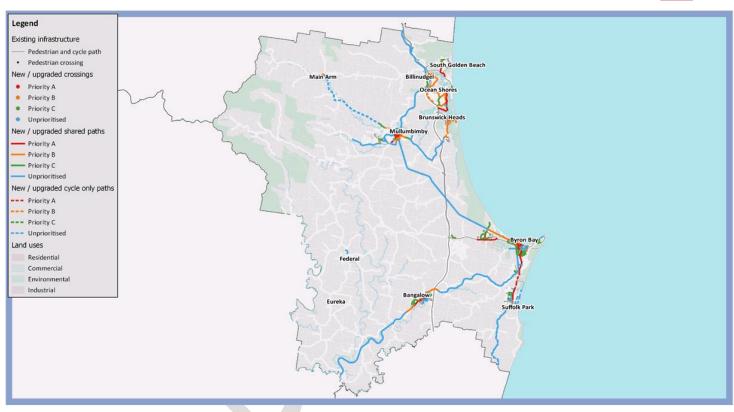




Prioritised infrastructure map - Main Arm

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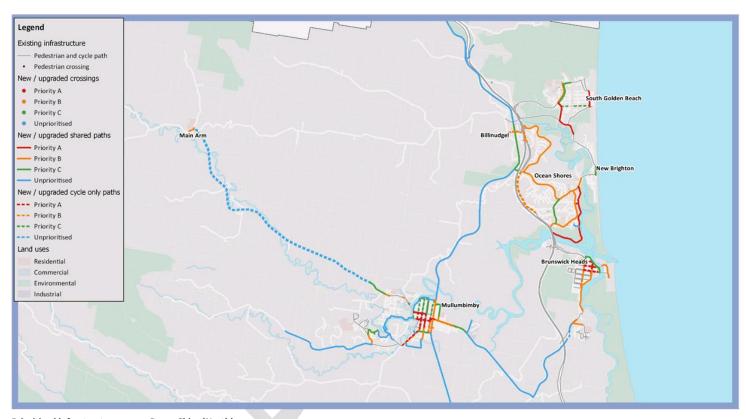




Prioritised infrastructure map - Byron Shire

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Prioritised infrastructure map - Byron Shire (North)

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Prioritised infrastructure map - Byron Shire (South)

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#### Byron Shire PAMP and Bike Plan

PSA response to TIAC comments on Draft PAMP and Bike Plan 1/05/2019

BSC comment	PSA response
Add commentary on the Draft Transport Strategy ("include discussion of this work, its objectives and potential	As discussed with D. Strzina on 29/04/19, the Draft Transport Strategy is very much still in its infancy (has not yet gone
to better guide a strategic approach to development of the Bike/PAMP Plan") – Dan to confirm if required	to tender) so cannot be mention with any confidence. Sentence added to Section 2 in PAMP and Bike Plan stating that
	each plan supports and aligns with state and local planning
Review/add in 'Cape Byron Masterplan (2017)'	As per phone call on 29/04/19, D. Strzina happy that all relevant documents already discussed in PAMP and Bike Plan.
	With above sentence added, no need for further reviews
Prepare plan integration graphic	Plan integration graphic prepared and inserted into Section 2 of both plans
"Expand discussion on Multi-Use Byron Shire Rail Corridor Study to make clear that study includes activation of	
rail within the corridor. Also note potential benefit of this more integrated model. Eg Bikes linking with and on	
rail transport extend the cyclists range and potential destinations. Can assist to overcome the limitations of	
providing bike lanes throughout rural areas by linking to urban centres"	
providing since unless throughout rotal areas by linking to aroun territors	
Amend discussion on the Casino to Murwillumbah Rail Trail Study – "the 'rail trail' study is a proposal for a	Discussion of the Casino to Murwillumbah Rail Trail study amended in both plans as requested
single use of the corridor and is not consistent with Council's commitment to the multi use study. What	
purpose does the reference to 'estimated \$950 million required to reintroduce passenger services to the line'	
serve for the Bike/PAMP? The study ihat produced the estimate is divisive and largely discredited (for example	
the solar train refurbishment of the line had significantly lower actual per kilometre costs)"	
"Omit all references to the 'rail trail' as this is identified in the public mind as a specific proposal and is	All references to the rail trail removed from both plans. Replaced with multi use corridor throughout
unnecessarily divisive for the purposes of the Bike/PAMP. Cycling and walking in the rail corridor are being	
considered as part of a mulit use corridor and routes within the corridor would be better referred to as a multi	
use corridor rather than 'the rail trail'"	
Add commentary re: visitor numbers	Additional commentary re: visitor numbers and their relationship to walking and cycling added to Section 2 in Bike Plar
	Specific visitor numbers by locality not available
Add commentary re: the importance of linking bike and pedestrian paths/routes with known and critical public	Additional commentary re: passenger transport and integration with walking added to PAMP under 'Passenger
transport infrastructure and stops ("Promotes increased cycling and walking as is more practical and useful")	transport' sub-headings in Section 2
,	
Add "the integration of networks and transport modes (eg bus stops and other modes of public transport) as a	Reference is made to the integration between networks and transport modes in the design principles and the
strategic philosophy"	prioritisation table. Therefore no further reference added
Show on the plans the proposed bus terminal in Butler Street	This has not been added as the PT attractors (and other land use attractors) have purposefully not been added to the
	maps due to the distraction from the works packages and route priorities. Connections between Butler Street and
	Jonson Street (across rail line) amended to align with Railway precinct planning.
Prepare prioritisation graphic	Additional text, table and graphic added to section 5.2 to further outline the prioritisation process and the multiple
	components to it.
Improve clarity of prioritisation and implications (mention Climate Change, "explain that the high priorities	Additional text, table and graphic added to section 5.2 to further outline the prioritisation process and the multiple
listed may not in actual fact be the ones that get funded. Projects are primarily driven by grants, and funding	components to it.
sources", "future priorities will be dynamic and change based on the development/delivery of facilities in the	
network")	
Review Byron Bay prioritised routes following DM comment	Routes in Byron Bay reviewed. Connections between Butler Street and Jonson Street (across rail line) amended to align
	with Railway precinct planning. No change to route priorities
Add cost graphs from presentation to both plans	Cost graphs and additional commentary added to both plans

# MINUTES OF MEETING



# EXTRAORDINARY TRANSPORT AND INFRASTRUCTURE ADVISORY COMMITTEE MEETING

Venue Conference Room, Station Street, Mullumbimby

Tuesday, 14 May 2019

Time 1:00pm

#### REPORTS OF COMMITTEES - INFRASTRUCTURE SERVICES

14.3 - ATTACHMENT 4

Minutes of the Extraordinary Transport and Infrastructure Advisory Committee Meeting held on Tuesday, 14 May 2019

**File No:** 12019/716

PRESENT: Cr S Richardson (Mayor), Cr B Cameron

Staff: Tony Nash (Manager Works)
Daniel Strzina (Project Engineer)
Dominika Tomanek (Minute Taker)

Community Representatives: Graham Hamilton, Sapoty Brook and David Michie

Visitors: Hannah Richardson (PSA Consulting Australia)

Cr Cameron (Chair) opened the meeting at 1:06 pm and acknowledged that the meeting was being held on Bundjalung Country.

# **APOLOGIES:**

Cr J Martin

Phil Holloway (Director Infrastructure Services)

Andi Maclean

Non-Voting Representatives: Katrina Ross (Transport Development Officer, Social Futures)

# DECLARATIONS OF INTEREST – PECUNIARY AND NON-PECUNIARY

There were no declarations of interest.

#### ADOPTION OF MINUTES FROM PREVIOUS MEETINGS

#### **Committee Recommendation:**

- 1) That the minutes of the Transport and Infrastructure Advisory Committee Meeting held on 8 March 2019 be confirmed.
- 2) The minutes of the meeting held on 8 March 2019 were noted, and the Committee Recommendations adopted by Council, at the Ordinary Meeting held on 28 March 2019 without changes.
- 3) Extraordinary Transport and Infrastructure Advisory Committee Meeting held on 12 April 2019 be confirmed.
- 4) There was no quorum on the meeting held on 12 April 2019 therefore no recommendations have been made.

(Michie/Cameron)

The recommendation was put to the vote and declared carried.

#### **BUSINESS ARISING FROM PREVIOUS MINUTES**

There was no business arising from previous minutes.

# STAFF REPORTS - INFRASTRUCTURE SERVICES

REPORTS OF COMMITTEES - INFRASTRUCTURE SERVICES

14.3 - ATTACHMENT 4

Report No. 4.1 Presentation of revised versions of the Draft Bike Plan and Draft

**PAMP** 

**File No:** 12019/686

# **Committee Recommendation:**

1. That the Draft Bike Strategy and Action Plan (#E2019/31495) and Draft Pedestrian Access and Mobility Plan (#E2019/31496) be updated as discussed today and when updated be endorsed and placed on public exhibition for the subsequent development and adoption of final versions of both plans.

2.	That the recommend	ded public	exhibition process	be undertake	n, as deta	iled in this	report.
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(Hamilton/Richardson)

The recommendation was put to the vote and declared carried.

There being no further business the meeting concluded at 2:59pm.

2019.0033 - Byron Shire Integrated Transport Management Strategy



# REQUEST FOR QUOTATION - CONSULTANCY 2019.0033 - BYRON SHIRE INTEGRATED TRANSPORT MANAGEMENT STRATEGY 05 JUNE 2019

Deadline for lodgement of quotations:	2:00pm on Friday 26 July 2019		
Submit Quotations to:	www.tendersonline.com.au/byron		
Council's nominated contact person:	Name:	Daniel Strzina	
	Email:	dstrzina@byron.nsw.gov.au	
СМ9	E2019/37213		

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2019.0033 – Byron Shire Integrated Transport Management Strategy PART A1 – Information for Proponents – Read and keep this part

# PART A1 - INFORMATION FOR PROPONENTS

#### 1. Overview of Quotation Process

Proponent to inform itself

- •Read Request for Quotation Documents and any related documents
- •Request clarification of any queries or doubts from the Contact
- •Rely on own knowledge and enquiries in submitting a Quotation

Completion of

•Complete Returnable Schedules in accordance with the RFQ Documents

Submission of Quotation

- •Submit Quotation by the Closing Time electronically in accordance with the RFQ Documents
- Quotes will remain open for acceptance during the Validity Period
- Proponents must provide any further information in connection with a Quote on request of Council

Consideration of Quotations

•The Evaluation Panel will assess Quotes against consistent predetermined criteria

Acceptance of Quotation

- •Any or no Quote may be accepted and the Quote for the lowest Quotation Price will not necessarily be successful
- •Both successful and unsuccessful Proponents will be notified in writing

Formation of Contract

- •Following acceptance of a Quote, the successful Proponent and Council will enter into a Contract
- •The Contract will constitute an offer by the successful Proponent(s) to supply the Services at the Quotation Price for the Term.

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2019.0033 – Byron Shire Integrated Transport Management Strategy PART A1 – Information for Proponents – Read and keep this part

# 2. Key Information about this Request for Quotation

Name of Project:	Byron Shire Integrated Transport Management Strategy		
Quotation Number:	2019.0033		
Quotation Validity Period:	90 days		
How to Submit Quote	Electronic lodgement at tendersonline.com.au/byron:         Response Schedules         All attachments to be in separate files         Each file should be clearly labelled as to its contents		
RFQ Documents	Part A – Information for Proponents (read and keep this Part)		
	Information for Proponents		
	2. Invitation to Quote		
	3. Conditions of Contract		
	Part B		
	1 Returnable Schedules		
	1.1 Compliance Assessment		
	1.2 Price		
	1.3 Capability Assessment		
Contract	The general conditions of contract for this RFQ are set out in Part A3.		

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2019.0033 – Byron Shire Integrated Transport Management Strategy PART A2 – Invitation to Quote – Read and keep this part

# PART A2 INVITATION TO QUOTE

#### 1. THE BRIEF

#### 1. Introduction

This project is known as the Byron Shire Integrated Transport Management Strategy.

The Integrated Transport Management Strategy [the Strategy] will be Byron Shire Council's parent transport document; an overarching, policy-level strategic document that will act at high level to guide how Byron Shire Council (Council) proceeds with funding. It will provide a direction for the Byron Shire transport network through the next 20 years, and will identify priorities and have a coordinated set of actions that will be achieved within clearly identifiable five year goals.

It will be supported by Council's Bicycle Strategy and Action Plan (Bike Plan) and Pedestrian Access and Mobility Plan (PAMP), and will inform other Council plans and strategies, while also functioning as a mechanism by which to support projects and initiatives.

Council is seeking to engage a suitably qualified and highly experienced consultant to prepare an Integrated Transport Management Strategy, using the outcomes of Transport and Infrastructure Advisory Committee (TIAC) workshops and meetings to date as a foundation for the development of the Strategy. The ideal consultant will have expertise in the context and issues of Byron Shire, data collection and analysis, a degree of innovation, experience in presenting as an expert at workshops and a demonstrated track record in successfully delivering projects of similar nature.

It is considered that much of the information required for the development of the Strategy is already available and the successful consultant is expected to have sufficient knowledge and experience to bring all the relevant information, facts and figures together to develop an excellent strategic document with a clear action plan. However, it is acknowledged that some data gathering may be required, and indeed may become apparent during the process of community consultation.

The primary goal is to develop an integral consensus document; a strategic plan based on high quality data and research to ensure that it is effective in influencing Council; a strategy that is practical, focused and achievable, and one that incorporates the existing undertakings of Council and – most importantly – responds to the needs of community and transport providers alike.

For this key information to shape Byron Shire towards 2040 and beyond requires a high level of diligence. This is an excellent opportunity for the appropriate consultancy to develop a benchmark document that would be used by a number of organisations as example of best practice.

#### 2. Purpose

The purpose of this project is to prepare an Integrated Transport Management Strategy, with a horizon of 2040, to provide a strong and clear direction to Council to address and improve transport in Byron Shire, and facilitate a coordinated approach by all relevant agencies to the planning, implementation and monitoring of transport programs and projects.

Provision of transport infrastructure and services is one of the most important needs of our community and is a vital support to our economy. Although funded by all levels of government and the private sector, local government plays a key coordinating role in planning and delivery of infrastructure and services. Increasingly, local government planning for transport infrastructure and services needs to be considered in the context of a range of pressing environmental, economic and social challenges.

Planning reforms in NSW require Council's to develop 10 year Community Strategic Plans that identify community needs and include long term asset management plans. Strategic transport planning provides the opportunity to give consideration to transport challenges so as to maximise the

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2019.0033 – Byron Shire Integrated Transport Management Strategy PART A2 – Invitation to Quote – Read and keep this part

benefits and reduce the economic, environmental and social costs of an integrated transport network that meets the long term needs of the community.

#### 3. PROJECT BACKGROUND

There is no current integrated plan for managing transport in Byron Shire. Separate processes are used to consider and prioritise road infrastructure upgrades, cycleways, pedestrian access, traffic, parking and public transport.

Between 1990 and 2003 Council received 16 reports regarding traffic and parking management in the Byron Bay area alone. Some of these reports are quite simple and provide limited factual information, while others are more comprehensive and have a strategic approach, recommending specific actions or works to improve traffic management.

In June 2006 Council considered a report (DM589879) recommending that Council adopt a recommended project scope for a Transport Management Study for the Byron Bay area (DM589880). It was envisaged that Council staff would then draft a project brief and seek expressions of interest.

At the Council meeting held 13 June 2006, the following was resolved (DM600947):

- 1. That a review of the draft Transport Management Strategy project scope document (DM589880) take place at a workshop in August including key stakeholders, regional groups, representatives of councils represented by NOROC, the Northern Rivers Social Development Council, the Northern Rivers Regional Development Board and Northern Rivers Trains for the Future.
- 2. That the workshop considers the strategy as a shire wide document and the role of adjoining councils and state and federal government.

The Byron Shire Transport Management Strategy Workshop was held Tuesday 29 August 2006. The workshop was attended by Councillors, staff, representatives from the Police, RTA, Ballina Council, Northern Rivers Trains for the Future and Council's Bikeway Committee. At the workshop a draft aim was developed for the Transport Management Strategy and the participants ranked objectives in order of perceived priority. The outcomes of this workshop were used to develop a Shire-wide Transport Strategy Project Scope (DM651408).

In 2008, Council resolved (08-776) to develop a strategic transport plan. Council's resolution referred to "core community concerns requiring consideration of specific actions in the development of a low carbon polluting transport network as part of a financially, ecologically and socially sustainable transport strategy".

In 2009, Council adopted the Strategic Transport Statement (aka Transport Policy, DM861019), the intention of which was to guide the development of a Transport Strategy. In January of 2019, Council reviewed for currency and adopted an amended version of this document (Transport Policy, E2019 10347).

Following the adoption of this policy, a Draft Transport Strategy Discussion Paper (DM1030717) was developed in 2010. The purpose of this document was to discuss the 'core community concerns' and identify an approach to 'specific actions' that may be appropriate to meet the aims of a shire-wide Transport Strategy.

Over the subsequent six years, the content of the Draft Transport Strategy was refined and developed by the Transport Project Reference Group, followed by the Transport Advisory Committee (TrAC), which has since become the Transport and Infrastructure Advisory Committee (TIAC).

The following reports detail the most recent history and relevant content generated by TIAC for the development of the Transport Strategy, now known and referred to in this document as the Integrated Transport Management Strategy:

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#### REPORTS OF COMMITTEES - INFRASTRUCTURE SERVICES

14.4 - ATTACHMENT 1

2019.0033 – Byron Shire Integrated Transport Management Strategy PART A2 – Invitation to Quote – Read and keep this part

- 2016 03 10 I2016 194 Report Transport Advisory Committee Proposed Development and Contents of a Council Transport Strategy
- 2016 08 16 I2016 884 Report Transport Advisory Committee Development of a Shire-wide Transport Strategy
- 2018 03 15 I2018 411 Report Transport and Infrastructure Advisory Committee Development of a Shire-wide Transport Strategy
- 2018 04 20 I2018 685 Report to TIAC on Development of a Shire-wide Transport Strategy
- 2018 06 22 E2018 50848 Development of a Shire-wide Transport Strategy TIAC Workshop
   2 Working Document
- 2018 06 22 I2018 1107 Report Transport and Infrastructure Advisory Committee
   Development of a Shire-wide Transport Strategy Extraordinary
- 2018 11 15 I2018 2035 Report Transport and Infrastructure Advisory Committee Development of a Shire-wide Transport Strategy
- 2019 03 08 I2019 80 Report Transport and Infrastructure Advisory Committee Development of a Shire-wide Transport Strategy (Attachment 1)

TIAC at its meeting on 15 March 2018 considered a report on Development of a Shire-wide Transport Strategy (I2018/411) that sought to establish a process to move forward with to develop a Shire-wide Transport Strategy with reference to resolution 16-516 as the basis of the framework for the strategy.

At its extraordinary meeting on 20 April 2018, TIAC considered a report (I2018/685) that identified any useful existing strategies developed by other councils, regional bodies and other sources of information relevant to the development of the Transport Strategy. This meeting became the first of three workshops, the outcomes of which are intended to be used by a consultant as the basis for the development of an Integrated Transport Management Strategy.

At its most recent meeting on the 8th of March 2019 TIAC considered a report (I2019/80 - **Attachment 1**) that summarised the agreed outcomes from previous workshops and recommended that a specialist consultant be engaged to complete the Strategy. TIAC endorsed the content of the report and opted to form an Integrated Transport Management Strategy Working Group (TSWG) to:

- a) Develop a RFQ for the engagement the engagement of a specialist consultant to undertake the preparation of the Shire-wide Transport Strategy (now ITMS);
- b) Consider the method of consultation, and;
- c) Meet as frequently as required.

Following the development of this RFQ, it is the intention that the TSWG will work with the successful consultant in the development of the ITMS.

# 4. BASIS FOR DEVELOPMENT

The following is a summary of the agreed outcomes from the most recent TIAC workshop (8th March 2019) on the subject matter:

# Transport Strategy Scope and Context

- 1. Shire-wide.
- 2. Regional links.
- Interregional and interstate links and influences (South East Queensland border, airports, freight, etc.)
- 4. Inform future transport use.
- 5. Write flexibility into strategy.
- 6. Consider technological change (drones, autonomous vehicles, electric vehicles, etc.).
- 7. Consider demographical change.

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#### Vision

An integrated, innovative and equitable transport system, providing a range of sustainable, efficient, accessible and safe ways for people and goods to reach their destination.

#### Purpose - How is this document used?

The purpose of this document is to:

- 1. Inform Council on how to implement the vision.
- Support and integrate with existing and future planning documents e.g. Council strategies, Community Strategic Plan, DCP, LEP, etc.
- 3. Ensure infrastructure projects satisfy strategic goals.
- 4. Support funding applications and opportunities.
- 5. Support and promote general health and wellbeing.
- 6. Cultivate environmental stewardship.
- 7. Foster economic growth.
- 8. Encourage change in modes.
- 9. Coordinate with other Councils across the region.
- 10. Framework to be developed.

#### **Principles**

- 1. Encourage transport options that meet the needs of both locals and visitors.
- 2. Prioritise our focus on moving people and goods rather than moving cars.
- Provide infrastructure and services that are designed to give priority to pedestrians, cyclists, scooters and public transport over private cars.
- 4. Improve and promote the safety and amenity of pedestrians, cyclists and vulnerable road users in our transport infrastructure. (safety amenities vs behaviour)
- 5. Address peak time traffic congestion by reducing traffic rather than increasing road capacity.
- 6. Take advantage of changes in transportation technology.
- 7. Align transport options and usage with Council's Emission Reduction Strategy.
- 8. Design for, encourage and facilitate transport options that reduce the emissions produced by our community.
- Recognise the need for transport options in rural areas and evoke a sense of equity within transport planning.
- 10. Integration Strengthen connections between different forms of transport, land use and transport planning, and to regional and metropolitan networks.
- Equity Support a range of accessible and affordable transport options for all people, neighbourhoods and future generations.
- 12. Efficiency Build a more reliable and effective transport system that supports skills development, business and employment growth and provides competitive alternatives to private car travel.
- 13. Encourage the use of ride sharing and car sharing services.
- 14. Encourage active transport and healthy transport options.
- 15. Promote behavioural change to improve safety.

# Challenges and Opportunities

- Number of visitors.
- 2. Congestion at peak times.
- 3. Car dependence.

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- a. Sedentary issue.
- b. Love affair with cars.
- c. Fossil fuel and associated financial, environmental and sociological costs.
- d. On demand transport.
- 4. Topography and climate.
- 5. Funding.
- 6. Shortfalls in services and infrastructure.
- 7. Public transport.
  - a. Affordability
  - b. Frequency
  - c. Coverage
  - d. Connectivity
  - e. Policy and advocacy
  - f. Tourism infrastructure
- 8. Regional, state and federal transport planning, including funding.
- 9. Demographics (large proportions of younger and older residents in Byron Shire).
- 10. Lack of population density due to the rural nature of Byron Shire.
- 11. Disruptive technology.
- 12. Advances in technology.
- 13. Distinguish differences between different sets of users (e.g. tourist, leisure, resident, commuter, commercial) and their different needs.
- 14. Internet as a way to avoid unnecessary transport.
- 15. Support of high speed broadband.

#### Population Dispersal Discussion

It was highlighted during the workshop that the primary distributors in Byron Shire (Pacific Hwy running North-South and Bangalow/Lismore Rd running East-West) present opportunities to be taken advantage of in preparing the Shire-wide Transport Strategy.

- Different sets of users (e.g. tourist, resident, commuter, business) have different needs.
- Acknowledge that there are different patterns (mapping and demand) for local, regional and interstate users.
- Behavioural aspects must be addressed for safety e.g. dropping kids at school.

#### Targets and desired outcomes

- Residents and workers of Byron Shire are able to go about their everyday business without having to be reliant on private vehicles.
- The transport network is designed to facilitate and encourage an overall modal shift away from private car use towards more sustainable transport modes including walking, cycling, public transport, electric vehicles and motor scooters/cycles.
- The transport system supports the preferred pattern of development including the local centres hierarchy, and is consistent with our planning scheme. (Note - add bike friendly and pedestrian friendly schemes)
- Key regional destinations such as hospitals, airports and universities are readily accessible by public transport from Byron Shire.
- 5. All schools are safely and conveniently accessible by walking, cycling and public transport.
- 6. Parking is closely managed through effective controls.
- There has been a change in behaviour by people in Byron with a reduction in the number choosing to drive and park cars in congested coastal areas.

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- 8. Park-and-Ride facilities have been provided to assist with managing visitor travel demand where supported by transport services.
- The transport system supports the local lifestyle and also tourism by delivering both active and public transport infrastructure that meets the needs of locals and visitors.
- Local public transport routes offer efficient and frequent services. (Note: frequency, connectivity etc. Include reference to regional and interregional networks)
- Transport movement associated with events in line with strategies principles. Apply DTA standards.
- 12. Vehicles being flexible to meet emission targets.
- 13. On demand public transport including driverless vehicles.
- 14. Provision of multimodal HUBs with accessible infrastructure footpaths.
- 15. Road crossings and associated pedestrian networks are safe and accessible for mobility scooters, cyclists and pedestrians.
- 16. The community at all levels is educated about the costs and benefits of their travel choices, allowing people to make informed decisions.
- Alternative transport is cost effective for users and providers as compared with private car use.
- 18. New technologies are being used in our transport solutions; transport initiatives result in significantly reduced greenhouse gas emissions.
- Add point about the Electrification of transport and provision of renewable energy to match the growth.

Further information to be considered in the development of the ITMS is available in the report presented to the meeting (I2019/80 – **Attachment 1**). Of particular interest to the successful consultant are the Targets and Desired Outcomes of the Hobson's Bay Integrated Transport Plan (p10) considered by TIAC for inclusion in the ITMS and the comments/amendments made during their review.

Examples of desired document structure and relevant content:

- https://www.moreland.vic.gov.au/globalassets/areas/transport/draft-mits.pdf
- https://www.noosa.qld.gov.au/documents/40217326/40227860/Noosa_Transport_Strategy.pdf
- https://www.hobsonsbay.vic.gov.au/files/assets/public/documents/council/roads-etc/integratedtransport-plan-background-paper-january-2018 1.pdf

#### 8. Consultancy Objectives

The consultancy objectives are to:

- Work closely with Council Project Manager, other relevant Council staff, and the TSWG/TIAC
  to plan, prepare and deliver the Integrated Transport Management Strategy in accordance
  with NSW legislation to co-ordinate the transport and traffic management priorities and
  actions that will deliver integrated management activities across all areas of council's
  operations under a continuous improvement approach.
- Undertake a literature review of best practice in the field of integrated transport.
- Review the project history and understand the context by which the information to date has been developed to ensure continuity and alignment with Council's vision.
- Prepare an Integrated Transport Management Strategy using the outcomes of TIAC workshops and meetings to date as a foundation for the development of the Strategy.
- Present on integrated transport matters at TSWG/TIAC and Stakeholder workshops.
- Attend staff, TSWG/TIAC meetings where required and also present and record outcomes.
- Participate in engagement processes with the community and stakeholders to inform and consult on the development of the strategy and gain feedback during delivery of the project.

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- Analyse, consolidate and present community and stakeholder feedback received, as well as outcomes and proposed next steps to the TSWG/TIAC.
- Use community and stakeholder feedback, data, and critical, professional analysis and expertise to prepare a draft Integrated Transport Management Strategy.
- Present the draft Integrated Transport Management Strategy to a TSWG/ TIAC workshop and revise as necessary to develop a final draft to be presented to Council for endorsement in May 2020 for public exhibition in June 2020.
- Analyse, consolidate and use community and stakeholder feedback received during the public
  exhibition of the draft Integrated Transport Management Strategy to develop a final Integrated
  Transport Management Strategy, to be presented to the TSWG/TIAC in August 2020 for
  Council adoption in September 2020.
- Present the final version of the draft Integrated Transport Management Strategy to Council at a Strategic Planning Workshop in October 2020.

#### 9. PROJECT OBJECTIVES

The project objectives are:

- (a) To consider and expand where necessary on the prevailing issues and opportunities, together with other relevant data and information analysis, to create a comprehensive picture of current travel conditions in Byron Shire.
- (b) Review strategic fit and relationships with Council's other strategies, including the need for additional, separate or consolidated strategies.
- (c) To consolidate, analyse and present all community, stakeholders' and providers' feedback regarding issues and opportunities and use to inform the development of the draft Integrated Transport Management Strategy.
- (d) Prepare a draft Integrated Transport Management Strategy, based on data, information and community feedback.
- (e) To undertake community consultation on the draft Integrated Transport Management Strategy, as well as consolidate, analyse and present all community, stakeholders' and providers' feedback, and prepare a final Integrated Transport Management Strategy, which takes into account all feedback received during the consultation period.

The draft and final versions of the Integrated Transport Management Strategy shall at a minimum:

- Be resilient, robust and clear.
- · Set out a clear implementation plan for the strategy.
- Provide early identification of further strategic planning work necessary, with particular reference to parking provisions. This will include: Identifying and detailing the necessary strategic planning work to effectively reduce high car dependency traditionally supported by high levels of parking provision. This can include, but is not limited to: planning scheme parking provisions for medium and high density residential development, cash in lieu parking waiver schemes.
- Be understandable and readable to the community, while containing information necessary for transport professionals to derive value from it.
- Incorporate degrees of feasibility. E.g. social and environmental, not just economics.
- Consider accessibility and users with restricted mobility, especially with respect to regulations imposed on transport providers to cater to this group of users.
- Be a reflection of best practice and based on a literature review on best international practice and also councils' philosophies, transport statements and strategies.
- Take into account relevant State and regional level strategies and plans, as well as strategies and plans from bordering LGAs.

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- Consider QLD State, regional and local strategies and plans that affect Byron Shire, including
  a focus on current and future transport across the boarder (Gold Coast Airport, freight, etc.).
- Provide a strong and clear direction for Council from now until 2040, both for working with other transport stakeholders and autonomously.
- Set clear vision and strategic objectives that flow down to corresponding policy direction and actions and also to all work undertaken by Council with regard to transport
- Note key strategic projects that will provide the most benefit, while also having actions anticipated to be reasonably achievable.
- Identify, rank and prioritise all opportunities to increase the level of modal shift from car dependent to all other sustainable modes of travel.
- Identify integrated transport issues and opportunities and assess importance of each to the
  overall transport network performance based on agreed criteria, and develop an action
  Strategy that addresses, including roles, responsibilities, budget and timeframes. Part of this
  will involve:
  - Identifying gaps in networks for each mode, and optimal opportunities to close these gaps (not discounting potential for purchase acquisition overlays).
  - Identifying top ten transport infrastructure priorities for Byron Shire, based on impact on overall network.
  - Identifying top ten quick and effective wins Council could directly achieve, with minimal reliance on stakeholder approval.
  - o Identifying top ten programs or measures to address key desired behaviour changes.
  - o Identifying key projects towards which developer contributions could be channelled.
  - Considering the impact of additional travel in Byron Shire due to development both within and surrounding the municipality.
  - o All necessary maps, diagrams, images and graphs.
  - o Specify actions within the action Strategy that are likely to need review in five years.
- Provide analysis of potential impacts and opportunities that could be realised through emerging trends including:
  - o Public provision of charging for electric vehicles.
  - o Autonomous vehicles.
  - Software and mobile applications.
  - Other emerging technologies.
- Benchmark Byron Shire against neighbouring councils in terms of travel behaviour, network connectivity, public transport supply etc.
- Incorporate measurable benchmarks and targets by which Council can track progress of the community's transport practices.
- Take into account the effects of major committed or likely future land-use and infrastructure projects in and affecting Byron Shire.
- Review the road classification hierarchy for non-arterial roads in Byron Shire, providing recommended changes where necessary.
- Reflect the community values by involving the community in the development and implementation of the Integrated Transport Management Strategy.
- Meaningfully engage the community in a process of consultation during the project and to instil the community with a feeling of ownership of the project.

# 10.PROJECT TASKS

It is envisaged that the project will require completion of the tasks described below. Alternative approaches to completing the project should be outlined in consultant submissions.

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### Stage 1 - Inception

- Review and refinement of the project requirements as outlined in this Project Brief in consultation with Council's Project Manager.
- Prepare and finalise a Project Plan that sets out the proposed project methodology, timeline and payment schedule.
- c. 1 x 2 hour inception meeting with Council's Project Manager and the TSWG/TIAC.
- d. Register of base data information/data and review for adequacy.
- e. Assist with further development and implementation of the Communication and Engagement Plan.
- f. Review the consultation planned and assistance that is required.
- g. Participate in the engagement process to inform, consult and gain feedback during the development of the Strategy.
- Participate in weekly update meetings (phone/skype acceptable) with Council's Project Manager.

### Stage 2 - Literature review

- a. Review of international best practise in integrated transport planning.
- b. Review of existing Byron Shire Council Strategies, including (but not limited to):
  - · Bike Strategy and Action Plan
  - · Pedestrian Access and Mobility Plan
  - Locality Masterplans including Access and Movement Strategies (Byron Bay, Bangalow, Mullumbimby, Brunswick Heads)
  - Policy 09/004 Strategic Transport Statement
  - Byron Shire .id Statistical and Demographic Data
  - MR525 Study
  - Multi Use of the Byron Shire Rail Corridor
  - Community Strategic Plan Delivery Program and Operations Plan
  - Disability Inclusion Access Plan
  - Northern Rivers Carpool
  - Northern Rivers Electric Vehicle Strategy
  - Net Zero Emissions Strategy for Council Operations 2025
  - Climate Change Strategic Planning Policy
  - Development Control Plan (2010 & 2014)
  - Byron Local Environment Plan (1988 & 2014)
  - · Residential Strategy
  - Employment Lands Strategy
  - · Economic Development Strategy
  - Rural Land Use Strategy
  - Byron Tourism Impact (2017)
  - · Arts and Industrial Estate Precinct Plan
  - Strategic Asset Management Plan (2017)
  - Transport Asset Management Plan (2018)
  - Long Term Financial Plan
- c. Review of State and other non-Council sources including (but not limited to):
  - NSW Future Transport Strategy 2056 (2018)
  - NSW Long Term Transport Master Plan (2012)
  - · NSW Connected and Automated Vehicles Plan
  - NSW Electric and Hybrid Vehicle Plan
  - NSW Older Persons Transport and Mobility Plan 2018-2022

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- NSW Freight and Ports Plan 2018-2023
- NSW Tourism and Transport Plan
- NSW Disability Inclusion Action Plan 2018-2022
- NSW Fast Rail Project
- Northern Rivers Regional Transport Plan (2013)
- Northern Rivers Transport Mapping Project (2017)
- Sustain Northern Rivers Transport Survey (2013)
- Northern Rivers Freight and Supply Chain Report
- NSW On Demand Transport EOI
- NSW Autonomous Transport EOI
- · Lismore Regional City Action Plan
- Northern Rivers Regional Economic Development Strategy
- Cape Byron Preliminary Visitor Master Plan (2017)
- DNC Destination Management Plan (2018)
- · NSW Regional Development Framework
- · State and federal funding streams
- Australian Infrastructure Plan
- · Northern Rivers Unmet Aboriginal Transport Need
- · National Long Term Tourism Strategy
- d. Council's other strategic documents, neighbouring councils' transport strategies and other strategies or plans that affect transport into and out of the region, including relevant Queensland State, regional and local strategies, with a particular focus on transport across the border (e.g. Gold Coast Airport, freight, rail, etc.).

## Stage 3 - Undertake additional data analysis to build on the information supplied

- Identify and undertake additional data analysis / information gathering necessary to assist in the development of the draft Integrated Transport Management Strategy.
- b. Present data in several formats graphs and written.
- c. Identify and analyse locations impacting on overall network function.
- d. Participate in weekly update meetings (phone/skype acceptable) with Council's Project Manager.

### Stage 4 - Consultation with external and internal parties

- a. Present on integrated transport matters in Byron Shire (with PowerPoint you have prepared) and form part of a discussion panel at up to four (4) stakeholder consultation workshops. Before commencing this particular task, the approach taken to seeking information shall be discussed with and approved by the Project Manager. The Consultant will be required to assist with the compilation of a list of stakeholders for inclusion in the consultation. Stakeholder representatives are to be across a range of technologies and services, not just representing a business. Council will assist the appointed consultant in making contact with the relevant stakeholders and an appointed facilitator.
- b. Review, summarise and analyse feedback to all consultation including community submissions and recommendations, drop in sessions, intercept surveys, shopping centres displays, online surveys etc., with a view to develop the draft Strategy based on this.
- c. Update of PowerPoint presentation to include all findings from stakeholder, community and internal consultation.
- d. Presentation on integrated transport matters including findings from community consultation (with PowerPoint you have prepared) and attendance at a post-consultation TSWG/TIAC meeting/workshop for additional feedback.

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- e. Consolidate all information and related correspondence.
- Participate in weekly update meetings (phone/skype acceptable) with Council's Project Manager.

### Stage 5 - Draft Integrated Transport Management Strategy

- a. Preparation of Draft Integrated Transport Management Strategy (to be endorsed by Council in May 2020 for public exhibition in June 2020. See Objectives section about minimum inclusions in draft Integrated Transport Strategy.)
- b. Develop an implementation plan for the strategy, with clearly measurable deliverable items.
- c. Prior to the draft Strategy being presented to Council, presentation at a TSWG/TIAC workshop and recording of all feedback from the workshop and related correspondence, as well as integration of feedback into the Draft Strategy as required.
- d. Consultants should provide for at least two revisions of the draft Strategy prior to public consultation to enable changes to be made prior to and following consideration of the Draft Strategy by the TSWG/TIAC.
- e. Participate in weekly update meetings (phone/skype acceptable) with Council's Project Manager.

### Stage 6 - Final Integrated Transport Management Strategy

- a. Assist with the public exhibition of the Draft Integrated Transport Management Strategy.
- Tabulate and analyse all feedback received regarding the Draft Integrated Transport Management Strategy.
- c. Develop final Integrated Transport Management Strategy in close consultation with the Project Manager that incorporates changes required following public consultation. This must be ready to be presented to the TSWG/TIAC in August 2020 for Council adoption in September 2020.
- d. Attendance and presentation of the final Integrated Transport Management Strategy at a TSWG/TIAC meeting/workshop when revised.
- e. Consultants should provide for at least two revisions of the final Integrated Transport Management Strategy and actions following consultation to enable changes to be made prior to and following considerations of the final report by the TSWG/TIAC.
- f. Presentation of the final Integrated Transport Management Strategy to a meeting of Council's Strategic Planning Workshop following Council adoption.
- g. Participate in weekly update meetings (phone/skype acceptable) with Council's Project Manager.

## 11. CLIENT AND STAKEHOLDERS

Byron Shire Council will be the project client.

Project Manager: Daniel Strzina – Infrastructure Planning Project Engineer

**Council Stakeholders:** Councillors, Transport and Infrastructure Advisory Committee (TIAC), Transport Strategy Working Group (TSWG), the Local Traffic Committee and other Council planning project groups.

**External Stakeholders:** Transport for New South Wales, Roads and Maritime Services, Chambers of Commerce, Community Groups, Transport Providers and others to be identified.

Transport Strategy Working Group

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A Transport Strategy Working Group has been established and represented by members of TIAC and relevant Council staff including management & operational staff from Infrastructure Planning, Works and Sustainable Environment & Economy.

#### 12. COMMUNICATION

The Consultant is required to participate in the following meetings/workshops with TIAC/Working Group:

- Inception Meeting a meeting/workshop with the Project Manager and TSWG/TIAC. The
  Consultant will prepare a Project Plan (using the suggested template (Attachment 2) or
  other) outlining proposed dates of key deliverables for discussion and finalisation at this
  meeting.
- Post-consultation Meeting presentation of findings-to-date and proposed strategic direction including objectives and actions).
- Presentation of the Draft Integrated Transport Management Strategy.
- Presentation of the Final Integrated Transport Management Strategy.

Additionally, the Consultant is required to present the Final Integrated Transport Management Strategy to a meeting of Council's Strategic Planning Workshop.

The Consultant will provide **weekly updates** on the progress of the project to the Council Project Manager. Updates will be provided as emails and make reference to the Project Plan supplied. The Consultant should also allow for a phone/skype meeting of up to 1h to discuss project progress and direction

A cost for participating in any additional meetings, teleconferences, fieldtrips or providing presentations is required as part of the proposal.

#### 13. Consultation and Engagement

A Communication and Engagement Plan has been developed by Staff and will be provided to the successful Consultant. It will involve the following stages:-

# Stage 1 - General online survey to inform general public and attract key stakeholders.

This stage involves an online survey using Council's Bang the Table Platform and will engage members of the public by first educating them of the Strategy and the development processes involved, and then inviting them to contribute their ideas on what they would like to see included during the development process.

During this stage of consultation, the desired outcomes are:

- · Input from members of the broader community
- Initial engagement of potential stakeholders
- · Delivery of an understanding of the project and the process timeline.
- · Preliminary input from community and stakeholders on strategic concepts for consideration.
- Any additional data required by the Consultant from the broader community.

The survey will be publicised through a dedicated web page, newspaper advertising, social media, direct engagement of known stakeholders and media releases.

Stage 2 – Targeted consultation and engagement with key stakeholders through meetings/workshops organised by Council Staff, facilitated by consultant.

This stage will be undertaken during the initial phase of the project to assist the Consultant with direction and content for further development of the Strategy.

During this stage of consultation, the desired outcomes are:

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- A high level of stakeholder involvement.
- · Delivery of an understanding of the project and the process timeline.
- · High quality input from stakeholders on strategic concepts for consideration.
- · Any additional data required by the Consultant from stakeholders.

This stage involves the identification and engagement of key stakeholders so as to invite them to participate in one of a series of workshops on the development of the ITMS. Four (4) workshops are planned to take place to allow for representatives from a broad range of stakeholder groups to attend. Stakeholder representatives are to be across a range of technologies and services, not just representing a particular business. The Consultant will be required to work with Council to compile a stakeholder list that includes and builds upon those mentioned. The Consultant will also be required to structure and facilitate the workshops so as to ensure the information collected is of high quality and valuable to the development of the Strategy.

### Stage 3 - Public exhibition of draft document.

This stage of consultation involves a full public exhibition of the Draft ITMS for comment. The goal of this stage is to inform the community and stakeholders of each plan, as well as involve them by inviting them to comment prior to the preparation of the Final ITMS.

This campaign will involve the delivery of the Draft ITMS, an engagement survey, a dedicated web page, newspaper advertising, social media, direct engagement of known stakeholders and media releases.

A facilitated workshop will also be held to present the DRAFT ITMS to the TSWG/TIAC to develop outcomes for consideration in finalising the report.

Delivery of the final document in each case will be accompanied by an informative set of communications to thank the community for their input and advise how their input influenced the process. This will be undertaken through the project dedicated web page, social media, direct engagement of known stakeholders and media releases.

The Consultant will be required to participate in all engagement processes to inform, consult and gain feedback for use in the development of the strategy. The Consultant will also be required to assist with the production of written and visual communications for the purposes of publicising the various stages of consultation, including web content, newspaper advertising, social media, emails, letters and media releases.

### 14. Proposed Project Timeline

The following project timeline is approximate and subject to change based on the requirements of the project, the Consultant and the availability of the TSWG/TIAC.

Date	Action
August 2019	Engage Consultant.
September 2019	Inception meeting with TSWG/TIAC.
October 2019	Consultation Stage 1 – General online survey to inform the community and attract key stakeholders.
November 2019	Consultation Stage 2 – Targeted consultation and engagement with key stakeholders through meetings/workshops organised by Council Staff, facilitated by Consultant.
December 2019	Post-consultation meeting with TSWG/TIAC (presentation of findings-to-date and proposed strategic direction including objectives and actions).

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March 2020	Presentation of the Draft ITMS to TSWG/TIAC.
April 2020	Revision and preparation of the final Draft ITMS for Public Exhibition.
May 2020	Final Draft ITMS goes to Council for endorsement for Public Exhibition.
June 2020	Consultation Stage 3 – Public exhibition of Draft ITMS.
July 2020	Preparation of the Final ITMS.
August 2020	Presentation of the Final ITMS to TSWG/TIAC.
September 2020	Council adoption of the Final ITMS.
October 2020	Presentation of the Final ITMS to the SPW.

#### 15. COUNCIL TO PROVIDE

Access to relevant Council staff.

Council data and information relevant to the Brief.

### 16. FORMAT FOR DELIVERABLES

The consultant shall supply the client with:

- An electronic copy of the Project Plan to be provided for approval by the Project Manager.
- Fortnightly updates on the progress of the project to the Council Project Manager. Updates will be provided as emails and make reference to the Project Plan supplied.
- · Summaries of all feedback & consultation outcomes.
- Minutes of relevant meetings/workshops.
- All reports, maps etc. in native format.
- Electronic copies in WORD and PDF formats (inclusive of relevant appendices, illustrations, figures, plates and references) of the draft and final versions of the Integrated Transport Management Strategy.
- The document will include the following acknowledgement: Byron Shire Council has prepared
  this document with assistance from [consultant]. This document does not necessarily
  represent the opinions of the [consultant].'
- Front covers of documents shall bear the logo of Byron Shire Council.
- The Consultants logo and details should not appear on the front cover.
- The structure and headings of the reports will be confirmed with Council prior to provision of each draft report.
- Information should be presented in appropriate form and in language that can be readily understood by the layperson.
- Text sections of the report should be in black text minimum Arial 11 font or equivalent (A4 sized paper). Graphics, photographs and maps should be presented in colour where appropriate. A3 sized paper may be used for maps and figures where necessary.
- Both draft and final reports should be provided in Microsoft Word and PDF versions.
   Graphics or maps should be provided in JPEG or TIFF format.
- Three copies of the final reports, two suitably bound, plus one unbound, reproducible copy. All
  copies shall be double-sided. Noting that, in accordance with Council resolution 04-17, no
  document to Council is to be printed single-sided, unless specifically requested.
- The Deliverables arise from the original work of the Contractor, and upon delivery or creation
  the Principal will obtain absolute and unencumbered legal and beneficial ownership of the
  Deliverables and all Intellectual Property rights in the Deliverables.

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### 17. LIST OF ATTACHMENTS

Att1 - 2019 03 08 - I2019 80 Report to Transport and Infrastructure Advisory Committee Development of a Shire-wide Transport Strategy

Att2 - E2015 36109 Project Plan Template

## 2. PERFORMANCE REVIEW

Byron Shire Council will use the following General Key Performance Indicators to evaluate performance of the successful bidder.

Performance will be evaluated regularly, at least monthly and always upon completion of the contract. Each assessment will form the basis of the Performance Review.

Should one or more of the KPIs be considered irrelevant or unworkable, the parties must meet in good faith and agree on an alternative KPI as may be required under the contract.

## General Key Performance Indicator Score Rating Scale

- 1. Unacceptable/deficient
- 2. Limited/flawed
- 3. Adequate/satisfactory/appropriate
- 4. Competent/proficient
- 5. Strong/superior/exceeds expectations

Key Performance Indicator		Rating					Comments
		1	2	3	4	5	
1.	Key objectives/deliverables*						
2.	Quality of work						
3.	Time						
4.	Reporting						
5.	Communication						
6.	WH&S compliance						

^{*} The Key Objectives/Deliverables have been set out in this Request for Quotation. These are the results that the Supplier is expected to deliver to meet Council's key contract requirements.

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## 3. STANDARD CONDITIONS OF QUOTATION

### 1. AGREEMENT TO THESE CONDITIONS OF QUOTATION

By submitting a Quotation, Proponents are indicating their acceptance to be bound by the conditions set out in this section.

### 2. PROPONENTS NOT TO SOLICIT COUNCIL PERSONNEL

Proponents must not at any time before Council makes a final decision to accept a Quotation, interview or attempt to interview or discuss or attempt to discuss any matter about the Request for Quotation with Council's officials or personnel other that Council's Contact named in this RFQ. Any Quotation submitted by a Proponent that contravenes this clause 2 may be rejected.

### 3. PROPONENT WARRANTIES

The Proponent warrants to Council that by submitting a Quotation:

- It has carefully examined the contents of the RFQ documents and any other information made available by or on behalf of Council for the purposes of quoting;
- It has examined all information relevant to the risks, contingencies, and other circumstances having an effect of the Quotation;
- It has informed itself of the nature of the obligations to be performed under the Contract, including the labour, plant, materials, mechanical plant and other resources necessary, suitable or desirable to perform these obligations;
- d) It has satisfied itself to the sufficiency of its Quotation for the supply of the Goods and/or Services and obligations in the Quotation documents and that the quoted price includes compliance with all of its obligations under the Contract and all things necessary for the proper performance and completion of the Contract;
- It has not relied on information provided, or represented to be provided, by or on behalf of Council without independently verifying that information and independently satisfying itself of the adequacy, accuracy, and correctness of the information;
- f) It has not approached Council officials or personnel, other than the Contact in respect of this RFQ; and
- g) Information included in the Quotation is accurate and that the delivery of the proposed Goods and/or Services will comply with all applicable laws.

The Proponent acknowledges that Council will rely on the warranties given in this clause 3 in considering the Quotation. Failure by the Proponent to do any or all of the things it warrants to have done will not relieve the Proponent (if its Quotation is successful) of its liability to perform and complete the Contract in accordance with its terms, and in particular, in accordance with the quoted price.

### 4. SUBMISSION OF QUOTATION

## (a) LODGEMENT OF QUOTATION

Quotations must be submitted in writing by the Closing Time at the place for submission identified on the cover page of this RFQ.

It is the Proponent's responsibility to submit a Quotation in accordance with the conditions of Quotation, in a legible form and, in the case of electronic submission, in an uncorrupted format and by secure means.

All Quotations lodged will become the property of Council and on no account will they be returned to the Proponent.

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### (b) ELECTRONIC LODGEMENT

The following conditions apply to Quotations lodged electronically:

- (a) Each file submitted should be no greater than 8 megabytes in size;
- (b) Proponents must ensure that transmission of all files is completed and receipted before the Closing Time.
- (c) The time displayed on the Nominated Quotation Website is deemed to be the correct time and will be the means by which the Quotation Panel will determine that Quotations have been lodged by the Closing Time.
- (d) Quotations received after the Closing Time will not be accepted unless the delay in receipt is caused by an error with the Nominated Quotation Website (eg a system outage).
- (e) The judgement of the Quotation Panel as to the time a Quotation has been lodged will be final.
- (f) Late Quotations, incomplete Quotations, including those with electronic files that cannot be read or decrypted or otherwise in an incompatible format, Quotations which the Quotation Panel believes to potentially contain any virus, malicious code or anything else that might compromise the integrity or security of the Nominated Quotation Website and/or the recipient's computing environment, will be excluded from evaluation.

#### (c) QUOTATION VALIDITY PERIOD

All Quotations submitted will remain open for acceptance during the Quotation Validity Period. The Proponent may not withdraw or, unless permitted by the Contact, amend a Quotation during the Quotation Validity Period.

### 5. ASSESSMENT CRITERIA

The Quotation Panel will assess Quotations against consistent predetermined criteria. The following assessment criteria apply.

## **Mandatory Requirements**

- Proponent has a valid Australian Business Number
- Substantial conformance to Conditions of Contract and the Specification
- Holds, or is able to obtain, the required insurances
- Proponent confirms they have no involvement in the development and operation of the Carmichael mine or otherwise have ties to Adani.
- Proponent confirms they do not gain any financial benefit from Australia's offshore detention centres.

## Qualitative Criteria

- Price
- Staff experience and capability
- Relevant organisational experience
- · Proposed program and methodology

The qualitative criteria are not necessarily of equal weighting or presented in any particular order.

## 6. ACCEPTANCE OF QUOTATION

## (a) COUNCIL'S RIGHTS

Without limiting its rights at law or otherwise, Council may, in is absolute discretion, accept any or no quotation and reject any quotation.

Council is not bound to accept the lowest-priced or any quotation.

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### (a) METHOD OF ACCEPTANCE

A Quotation will be accepted only when the Proponent receives a notice in writing from Council that the quotation is accepted.

#### (a) NOTIFICATION OF PROPONENTS

All unsuccessful Proponents will be notified in writing by Council as soon as practicable after a Contract is entered into with the successful Proponent or a decision is made not to accept any of the Quotations.

## 7. FORMATION OF CONTRACT

Following notification of acceptance, Council and the successful Proponent will enter into a Contract in the same or substantially similar form as Part A3. Lodgement of a Quotation will be an acknowledgement and representation by the Proponent that it agrees to comply with the Contract in its entirety.

## 8. Release of Information

By submitting a Quotation, the Proponent acknowledges that:

- Council is under statutory obligations concerning the management and public release of information held by it; and
- (ii) The Proponent will not object to the release of any information contained in a Quotation in accordance with those statutory requirements or claim damages from Council arising from the release of such information.

### 9. COLLUSIVE CONDUCT

In consideration of being invited to quote, the Proponent promises as a fundamental condition that it will not engage in any uncompetitive behaviour or other practice which denies legitimate business opportunities to other Proponents or other participants in the Quotation process. In particular, the Proponent promises that:

- (a) It has, at the time of submission of its Quotation:
  - No knowledge of the Quotation Price of any other Proponent;
  - ii. Not entered into any agreement with other Proponents as to who should be the successful Proponent:
  - iii. Not been involved in any meetings of Proponents to discuss Quotations prior to the submission of the Quotations, if a representative of Council is not present;
  - Not been involved in the exchange of information with other Proponents about the Quotation.
- (b) Is not, at the time of submission of its Quotation, a party to any contract arrangement or understanding:
  - Pursuant to which there is or will be a payment or allowance of money or the securing of reward or benefit for unsuccessful Proponents by the successful Proponent;
  - Between it and any other Proponent pursuant to which prices or conditions relating to the Quotation for the Goods and/or Services or any contract for the Goods and/or Services are fixed;
  - To pay or allow any money or secure any reward or benefit directly or indirectly to a trade or industry association (above the standard fees) in relation to this Quotation (except as disclosed in the Quotation); and
- (c) The Proponent will not submit a cover Quotation (that is a Quotation that purports to be genuine but which has been deliberately prices in order not to win the Contract or commission) and will not provide any assistance to another Proponent to do so.

If a Proponent is in breach of this clause 9, Council may:

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- (i) Refuse to consider its Quotation; and
- (ii) Take such other action as it is entitled to take at law, including referring any evidence of collusive Quoting to the Australian Competition and Consumer Commission.

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# PART A3- CONDITIONS OF CONTRACT

This Contract is made on [insert date]

Parties	Parties		
Between	Byron Shire Council ABN 14 472 131 473 of 70 – 90 Station Street MULLUMBIMBY NSW 2482 (Principal)		
And	[insert Contractor's name] ABN [insert] of [insert address] (Contractor)		

### RECITALS

- A. The Principal issued a Request for Quotation in relation to the Requirements.
- B. The Contractor lodged the Quotation with the Principal.
- C. The Principal has accepted the Quotation.
- D. This document records the terms upon which the Requirements will be satisfied by the Contractor.

## **OPERATIVE PROVISIONS**

1. Definitions and Interpretation

### 1.1. DEFINITIONS

In this Contract, unless contrary to or inconsistent with the context:

**Background IP** means in relation to a party all Intellectual Property rights owned by or licensed to that party at the Commencement Date of the Contract and which are necessary or desirable for the provision of the Services.

Business Day means a day which is not a Saturday, a Sunday, nor a public holiday in Sydney;

Commencement Date means the date specified in Item 2 of Schedule 1;

Confidential Information means the terms of this Contract and all know-how, technical and financial information, Deliverables, and any other commercially valuable or sensitive information in whatever form, including customer lists, products or past, existing or future business operations, administration or strategic plans, trade secrets, technical knowledge, concepts, ideas, samples, devices, models and any other materials or information of whatever description, which the Principal regards as confidential, proprietary or of a commercially sensitive nature that may be in the possession of the Principal's employees or management. The following are exceptions to such information:

- (a) Information which is lawfully in the public domain prior to disclosure by the Principal;
- (b) Information which enters the public domain otherwise than as a result of an unauthorised disclosure;

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- (c) Information which is or becomes lawfully available to the Contractor from a third party who has the lawful power to disclose such information to the Contractor on a nonconfidential basis; and
- (d) Information which is rightfully known by the Contractor (as shown by its written record) prior to the date of disclosure.

**Contract** means this agreement between the Principal and the Contractor, including Special Conditions (if any), annexures, exhibits, appendices, schedules and other documents incorporated by reference and forming part of this Contract;

**Contractor's Representative** means the person set out in Item 5 of Schedule 1 or any approved replacement notified to the Principal from time to time;

**Deliverables** means all deliverables which are to be provided to the Principal under the Contract, and are identified as "deliverables" in the Quotation Documents;

Early Settlement Discount means the early payment discount (if any) described in Item 9 of Schedule 1;

**Financial Year** means the period from 1 July to 30 June and, if the Commencement Date is later than 1 July, will include such lesser period from the Commencement Date to 30 June;

Goods and/or Services means the goods and/or services to be provided by the Contractor as described in the Quotation documents;

Initial Term has the meaning given in Item 3 of Schedule 1;

**Intellectual Property** means statutory and other proprietary rights in respect of copyright and neighbouring rights, all rights in relation to inventions, patents, know-how, plant varieties, registered and unregistered trademarks, registered and unregistered designs, circuit layouts, and rights to maintain the confidentiality of information, but does not include Moral Rights that are not transferable.

Moral Rights means any moral rights including the rights described in Article 6bis of the Berne Convention for Protection of Literary and Artistic Works 1886 (as amended and revised from time to time) being "droit moral" or other analogous rights arising under a statute (including the Copyright Act 1968 (Cth) or any other law of the Commonwealth of Australia), that exist or that may come to exist, anywhere in the world.

Payment Claim has the meaning give in clause 5.4(a);

**Personnel** mean, in respect of a party, its officers, employees, agents and (in respect of the Contractor) approved subcontractors;

**Principal's Representative** means the person set out in item 5 of Schedule 1 (or such person's authorised delegate) or any other person so appointed by the Principal as notified to the Contractor from time to time:

Quotation has the meaning given in Item 1 of Schedule 1;

**Quotation Documents** mean the Request for Quotation, the Quotation and any other document incorporated by reference and forming part of those documents;

 $\label{eq:Quotation Price} \textbf{Quotation Price} \ \ \text{means the rate}(s) \ \ \text{or price}(s) \ \ \text{Quotationed by the Contractor in the Quotation to provide the Goods and/or Services; and}$ 

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Renewal Term has the meaning given in Item 4 of Schedule 1;

Request for Quotation has the meaning give in Item 1 of Schedule 1;

**Specifications** means the specifications in respect of the Goods and/or Services, as set out in the Quotation Documents;

**Special Conditions** means those terms and conditions contained in Item 10 of Schedule 1 (if any) (which modify and take precedence over the terms in the body of this Contract);

Term means the Initial Term and any Renewal Term.

### 1.2. INTERPRETATION

**Headings** are for convenience only and do not affect interpretation. The following rules of interpretation apply unless the context requires otherwise:

- (a) The singular includes the plural and vice versa;
- (b) Where a word or phrase is defined, its other grammatical forms have a corresponding meaning;
- (c) A reference to a party includes the Principal and the Contractor and in each case includes the party's successors and permitted assigns;
- (d) A reference to a person includes a firm, a body corporate, an unincorporated association or an authority and vice versa;
- (e) A reference to this **Contract** includes any variation, novation, replacement, or supplement to any of them from time to time;
- (f) A reference to a part, clause, exhibit, appendix or schedule is a reference to a part of, clause of, exhibit, appendix or schedule to this Contract;
- (g) A reference to any legislation or to any provision of any legislation includes any modifications or re-enactment of it, any legislative provision substituted for it and any regulations and statutory instruments issued under it;
- (h) A reference to conduct includes any omissions, representation, statement or undertaking, whether or not in writing;
- Specifying anything in this Contract with the words including, includes or for example or similar expressions does not limit what else might be included unless there is express wording to the contrary;
- No rule of construction applies to the disadvantage of a party because that party was responsible for the preparation of a document; and
- (k) A reference to any thing (including any amount) is a reference to the whole or each part of it and a reference to a group of persons is a reference to any one or more of them.

### 2. TERM AND RENEWAL

- (a) This Contract commences on the Commencement Date and, subject to earlier termination by either Party under this Contract or at law, will remain in force for the Term.
- (b) The Principal may at its sole discretion renew this Contract for a Renewal Term by giving the Contractor written notice one month prior to the expiry of the then current term.

### 3. Special Conditions

- (a) If this Contract contains any Special Conditions, the terms in the body of this Contract are modified by those Special Conditions.
- (b) In the event of any inconsistency between the Special Conditions and the terms in the body of this Contract, the provisions in the Special Conditions will prevail to the extent of any inconsistency.

## 4. GOODS AND/OR SERVICES

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#### 4.1. PROVISION OF GOODS AND/OR SERVICES

The Contractor must provide the Goods and/or Services to the Principal in accordance with this Contract.

#### 4.2. DELIVERY

- (a) The Contractor must deliver the Goods and/or Services to the Principal at the place(s) specified in the Quotation Documents or as subsequently advised to the Contractor by the Principal in writing.
- (b) Risk in any Goods passes to the Principal upon physical delivery to the Principal (or its nominee). Property to the Goods passes to the Principal upon the earlier of physical delivery to the Principal (or its nominee) or payment for those Goods, unless payment is bona fide in dispute in which case property passes upon physical delivery to the Principal (or its nominee).

### 4.3. PERSONNEL AND RESOURCES

- (a) The Contractor will:
  - ensure its Personnel are suitably qualified to provide the Goods and/or Services:
  - allocate sufficient Personnel and resources to the Goods and/or Services;
     and
  - ensure its Personnel are aware of and comply with the Contractor's obligations under this Contract.
- (b) The Contractor will, at all times, be liable and responsible for the behaviour and actions of its Personnel.
- (c) If directed by the Principal, the Contractor will immediately remove from involvement in delivering the Goods and/or Services, any Personnel who, in the reasonable opinion of the Principal, should be removed by reason of his/her misconduct or inefficiency and replace such Personnel with a suitable replacement.

## 4.4. CO-OPERATION, INFORMATION AND ASSISTANCE

The Contractor will:

- (a) Cooperate with the Principal in all matters relating to the Goods and/or Services;
- (b) Not interfere with the Principal's activities or the activities of any other person at the place for delivery of the Goods and/or Services;
- (c) Provide all such reasonable information and assistance as the Principal requires in connection with any statutory, local Government, work, health and safety or any environment investigation or requirement in connection with the supply of the Goods and/or Services.

## 5. QUOTATION PRICE AND PAYMENT

## 5.1. QUOTATION PRICE

The Quotation Price must remain fixed for the Term.

# 5.2. PAYMENT

The Principal will, subject to the terms and conditions of this Contract, pay to the Contractor the amounts due for payment from time to time in accordance with an accepted Payment Claim.

# 5.3. PAYMENT CLAIMS

(a) The Contractor shall make a written claim for payment at the frequency specified in Item 10 of Schedule 1.

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(b) A Payment Claim must include details of the Goods and/or Services for which payment is claimed and any additional information the Principal may reasonably require from time to time for the purposes of assessing the Payment Claim.

#### 5.4. ASSESSMENT OF PAYMENT CLAIMS

- (a) The Principal will assess a Payment Claim within 10 Business Days of receipt from the Contractor and notify the Contractor whether it accepts or rejects the Payment Claim.
- (b) The Principal may reject a Payment Claim which it reasonably considers is not in accordance with this Contract in which case it must notify the Contractor of any reasons for rejection of a Payment Claim and the action the Contractor must take to render the Payment Claim correctly.
- (c) If the Principal accepts a Payment Claim, it will pay in accordance with this Contract subject to the Early Settlement Discount (if applicable).

### 5.5. GOODS & SERVICES TAX

- (a) In this clause 5.6:
  - GST and GST Act have the meanings given in the A New Tax System (Goods and Services) Act 1999 (Cth) and
  - ii. the expressions input tax credit, supply, tax invoice, recipient and taxable supply have the meanings given to those expressions in the GST Act.
- (b) Unless otherwise expressly stated, all amounts stated to be payable in this Contract are exclusive of GST.
- (c) If GST is imposed on any supply made under or in accordance with this Contract, the recipient of the taxable supply must pay to the supplier an additional amount equal to the GST payable on or for the taxable supply. Payment of an additional amount will be made at the same time as payment for the taxable supply is required to be made in accordance with this Contract, subject to the provision of a tax invoice.
- (d) If this Contract requires a party to pay for, reimburse or contribute to any expense, loss, indemnity or outgoing (reimbursable expense) suffered or incurred by another party, the amount required to be paid, reimbursed or contributed by the first party will be the sum of:
  - The amount of the reimbursable expense less the input tax credits (if any) to which the other party is entitled in respect of the reimbursable expense; and
  - If the other party's recovery from the first party is a taxable supply, any GST payable in respect of that supply.

## 6. REPORTING AND RECORDS

# 6.1. RECORDS

The Contractor will maintain complete and accurate records in relation to the Goods and/or Services provided to the Principal in accordance with good business practice and applicable laws and regulations.

# 6.2. REPORTS

- (a) The Contractor must submit reports at the frequency, and containing the information, as specified in Item 11 of Schedule 1.
- (b) Reports must be provided no later than the time specified in Item 11 of Schedule 1.

## 6.3. ADDITIONAL INFORMATION

Upon reasonable notice from time to time, the Principal may request that the Contractor supplement its reports by providing the Principal any other information relevant to the provision of the Goods and/or Services.

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### 6.4. RIGHT OF INSPECTION

The Principal, or its duly authorised representatives, after giving reasonable notice, will have the right during business hours:

- (a) To inspect and take copies of the accounts and records of the Contractor relating to the Goods and/or Services; and
- (b) To enter upon the premises of the Contractor to inspect the circumstances of the supply of the Goods and/or Services.

## 6.5. GOVERNMENT INFORMATION (PUBLIC ACCESS) ACT 2009 (GIPA ACT)

- (a) In addition to the Contractor's reporting and record keeping obligations under this clause 6, the Contractor must, within 7 days of receiving a written request from the Principal, immediately provide from the records held or controlled by the Contractor:
  - Information that relates directly to the provision of the Goods and/or Services:
  - Information collected by the Contractor from members of the public to whom it provides, or offers to provide, the Goods and/or Services; and
  - Information received by the Contractor from the Principal to enable it to provide the Goods and/or Services.
- (b) For the purposes of sub-clause 6.5(a), the Contractor need not provide information:
  - That discloses or would tend to disclose the Contractor's financing arrangements, financial modelling, cost structure or profit margin;
  - That the Contractor is prohibited from disclosing to the Principal by provision made by or under any Statute, whether of any State or Territory, or of the Commonwealth; or
  - iii. That, if disclosed to the Principal, could reasonably be expected to place the Contractor at a substantial commercial disadvantage in relation to the Principal whether at present or in the future.
- (c) Any failure by the Contractor to comply with any request by the Principal under this clause 6.5 will be considered a breach of an essential term of this Contract.
- (d) The Principal will take all reasonably practicable steps in accordance with section 54 of the GIPA Act to consult with the Contractor before providing any person with access to information relating to this Contract, in response to any access application under the GIPA Act, if it appears that:
  - i. The information:
    - a. Includes personal information about the Contractor or its employees; or
    - Concerns the Contractor's business, commercial, professional, or financial interests.
  - The Contractor may reasonable be expected to have concerns about disclosure of the information; and
  - iii. Those concerns may reasonably be expected to be relevant to the question of whether there is a public interest consideration against disclosure of the information.
- (e) The Contractor will ensure that the Principal has access in accordance with this clause 6.5 to such information held or controlled by the Contractor's sub-contractors in respect of the Goods and/or Services.

## 7. REVIEW MEETINGS AND MONITORING AND EVALUATION

## 7.1. DESIGNATED REPRESENTATIVES

- (a) The Contractor and Principal must both nominate a person as their representative.
- (b) The Contractor must notify the Principal within 5 Business Days of any change to its representative. If the Principal, acting reasonably, objects to the Contractor's replacement representative, the Contractor must use its best endeavours to promptly find a replacement who is satisfactory to the Principal.

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#### 7.2. REVIEW MEETINGS

The Principal and the Contractor agree to meet at least at the frequency specified in Item 12 of Schedule 1 in order to discuss provision of the Goods and/or Services to the Principal and this Contract generally. The Principal's Representative and the Contractor's Representative must be present at all review meetings.

### 7.3. MONITORING AND EVALUATION

- (a) The Principal will monitor the Contractor's performance during the Term, considering:
  - i. Timeliness of provision of Goods and/or Services;
  - ii. Regular reporting:
  - iii. Compliance with any KPIs and Specifications;
  - iv. Inspections undertaken by the Principal; and
  - v. Communication protocols.
- (b) If the Contractor, in the Principal's reasonable opinion, is not performing in accordance with its obligations under this Contract, the Principal may notify the Contractor that it is unsatisfied with the Contractor's performance. Within 10 Business Days from the date of service of that notice, the Contractor's Representative and the Principal's Representative will meet and together:
  - . Review the Contractor's performance against the requirements of this Contract; and
  - Draft a plan of corrective action to enable the Contractor to rectify the areas of nonperformance.
- (c) If:
  - The Contractor is unwilling or unable (without reasonable excuse) to meet with the Principal's Representative within 10 Business Days of the date of service of the notice referred to in subclause 7.3(b) above; or
  - ii. The Contractor's Representative and the Principal's Representative fail within 10 Business Days of the first date of meeting to agree upon a plan of corrective action to enable the Contractor to rectify the areas of non-performance; or
  - iii. The Contractor fails to undertake the agreed corrective action to the reasonable satisfaction of the Principal within 30 days of agreement on the plan or other such time as is specified in the plan;

then the Principal may terminate the Contract with immediate effect by serving notice of termination on the Contractor.

### 8. CONFIDENTIALITY

## 8.1. PROTECTION OF CONFIDENTIAL INFORMATION

The Contractor must:

- (a) Take all reasonable steps to keep the Confidential Information confidential at all times;
- (b) Only use the Confidential Information to the extent necessary for compliance with this Contract; and
- (c) Only disclose the Confidential Information to those of its Personnel who need to know such information for the purposes of providing the Goods and/or Services. The Contractor must inform such Personnel of the confidential nature of the Confidential Information and ascertain that such Personnel agreed to strictly abide by the terms of this clause 8.1.

The Contractor acknowledges and agrees that it will be responsible for any breach of this clause 8.1 by any of its Personnel and any such breach shall be deemed to be a breach of this Contract by the Contractor.

## 8.2. DISCLOSURES REQUIRED BY LAW

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The Contractor may disclose Confidential Information if legally compelled to do so by any judicial or administrative body having authority to compel such disclosure in connection with any action or investigation. The Contractor must take all reasonably available legal measures to avoid such disclosure before doing so, and must notify the Principal as soon as practicable after such disclosure is sought or ordered, so that the Principal may seek an appropriate protective order or other remedy.

#### 8.3. RETURN OF CONFIDENTIAL INFORMATION

The Contractor must deliver to the Principal or destroy, at the Principal's option, all documents and other materials in any medium in its possession or under its control which contain or refer to any Confidential Information on the earlier of demand by the Principal, expiry or termination of this Contract for any reason, or the time such documents and other materials are no longer required to provide the Goods and/or Services.

### 8.4. MEDIA RELEASES AND PUBLIC ANNOUNCEMENTS

The Contractor may not use the Principal's name in any press release, advertising or other promotional material without the prior written consent of the Principal.

### 9. PRIVACY

Each party will comply with the Australian Privacy Principles (APPs) under the *Privacy Act* 1998 (Cth) and all applicable State legislation relating to the collection, holding, use and disclosure of personal information.

### 10. WARRANTIES

The Contractor warrants that:

- (a) It has the necessary skills, experience, qualifications, resources, capacity and know-how to provide the Goods and/or Services in accordance with this Contractor:
- (b) Any Goods will be of acceptable quality and fit for any purpose specified in writing in the Quotation Documents: and
- (c) The Deliverables arise from the original work of the Contractor, and upon delivery or creation the Principal will obtain absolute and unencumbered legal and beneficial ownership of the Deliverables and all Intellectual Property rights in the Deliverables.

### 11. INDEMNITY

- (a) The Contractor releases and indemnifies the Principal, their employees, consultants and agents from and against all actions, claims, proceedings and demands (including those brought by third parties) which may be brought against it or them, whether on their own or jointly with the Contractor and whether at common law, under tort (including negligence), in equity, pursuant to statute or otherwise, in respect of any loss, death, injury, illness or damage (whether personal or property, and whether direct or consequential, including consequential loss) arising out of:
  - i. A breach of the Contractor's warranties or obligations contained in this Contract; or
  - ii. The death of or personal injury to persons or property damage arising out of or in connection with the Goods and/or Services; or
  - iii. The failure of any Personnel of the Contractor to use reasonable care in carrying out the Contractor's obligations under this Contract;
  - iv. The breach of Intellectual Property rights of any person arising out of or in connection with the Goods and/or Services.

and from and against all damages, reasonable costs and expenses incurred in defending or settling any such claim, proceeding or demand.

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(b) The Contractor's liability under the indemnity in clause 11(a) will be reduced proportionately to the extent that any act or omission involving fault on the part of the Principal or its Personnel contributed to the relevant cost, liability, loss, damage or expense.

### 12.Insurance

#### 12.1. EFFECT AND MAINTAIN INSURANCE

- (a) The Contractor must, at its cost, take out and maintain for the Term and, with respect to professional indemnity insurance, for 7 years thereafter, with an insurer authorised under the Insurance Act 1973 (Cth) to carry on insurance business in Australia (Authorised Insurer) except for workers' compensation insurance where a license compliant with applicable law may apply, the following policies or insurance in relation to the Goods and/or Services provided:
  - i. A comprehensive public and products liability policy to cover all sums which it may become legally liable to pay as compensation consequent upon:
    - a. Death or, or bodily injury (including disease or illness) to, any person; and
    - Loss of, or damage to, property; arising out of or in connection with the Goods and/or Services. The limit of liability provided by this policy for each and every event must be not less than the amount specified in Item 6 of Schedule 1;
  - Workers compensation insurance for all employees, regardless of full, casual or parttime employment;
  - Comprehensive or unlimited third party property insurance (as applicable) for registered vehicles, equipment and plant;
  - iv. Professional indemnity insurance; and
  - Other insurances on such terms as required by law or as reasonably required by the Principal;
- (b) The effecting of insurance does not limit the liabilities or obligations of the Contractor under this Contract.

## 12.2. GENERAL INSURANCE REQUIREMENTS

All insurances required under this clause 12:

- (a) (exclusions): must not contain any unusual condition, exclusion, endorsement or alteration not usually included in policies of the relevant class provided by Authorised Insurers to a reasonably and commercially prudent contractor in respect of goods and/or services the same as or similar to the Goods and/or Services, in light of all relevant circumstances, including the Contractor's obligations under this Contract, unless it is first approved in writing by the Principal;
- (b) (named insured): in the case of public liability insurance referred to in clause 12.1(a)i must name the Principal as named insured for its respective rights, interests and liabilities:
- (c) (waiver and cross liability clause): which name more than one insured must include a waiver and cross liability clause in which the insurer agrees:
  - To waive all rights of subrogation or action that it may have or acquire against all or any of the persons comprising the insured;
  - ii. That the term "insured" applies to each of the persons comprising the insured as if a separate policy of insurance had been issued to each of them (subject always to the overall sum insured not being increased as a result); and
  - iii. That any non-disclosure, breach of any duty or act or omission by one insured does not prejudice the right of any other insured to claim under any insurance;

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## REPORTS OF COMMITTEES - INFRASTRUCTURE SERVICES

14.4 - ATTACHMENT 1

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- (d) (prior notice): in the case of public liability insurance referred to in clause 12.1(a)i must contain a term which requires the insurer to give the Principal 20 Business Days notice prior to:
  - i. The insurer giving the Contractor a notice of cancellation;
  - ii. The insurer cancelling the policy on the Contractor;
  - iii. The Contractor allowing the policy to expire; or
  - iv. The insurer giving either party any other notice in respect of the policy;

## 12.3. GENERAL INSURANCE OBLIGATIONS

The Contractor must

- (a) Not do or permit, or omit to do, anything which prejudices any insurance policy or recovery;
- (b) Rectify anything which might, if not rectified, prejudice any insurance policy or recovery;
- (c) Reinstate any insurance policy if it lapses
- (d) Not cancel, vary or allow any insurance to lapse without the prior written consent of the Principal;
- (e) Ensure that the insurance policy wordings are governed by and construed in accordance with the law in force in the relevant jurisdiction;
- Immediately notify the Principal of any fact or circumstance or change in circumstances which may prejudice an insurance policy or recover;
- (g) Fully and promptly disclose every matter known to it, being a matter that:
  - It knows to be a matter relevant to the decision of the insurer whether to accept the risk and, if so, on what terms; or
  - A reasonable person in the circumstances could be expected to know to be a matter so relevant.

to too insurers (and any persons action on their behalf) relating to the insurance policies (whether held solely or jointly with others) in all respects, including where failure to do so would violate or invalidate the relevant policy;

- (h) Diligently pursue recovery of claims made under the insurance policies; and
- (i) Comply at all times with the terms of each insurance policy.

## 12.4. SUBCONTRACTORS TO EFFECT AND MAINTAIN INSURANCE

The Contractor must ensure that all subcontractors engaged in connection with this Contract, before commencing delivery under their respective, are either:

- (a) Covered by the insurances that the Contractor is required to maintain in accordance with this clause 12 or such other amounts and periods as the Principal may determine or which the Quotation Documents may require; or
- (b) Effect and maintain policies of insurance of the same types and for amounts and periods set out in this clause 12 or such other amounts and periods as the Principal (acting reasonably) may determine or which the Quotation Documents may require.

Nothing in this clause relieves the Contractor from its obligation to ensure that the Contractor's public liability and professional indemnity insurance indemnify the Contractor for liability arising from the conduct of its subcontractors.

## 12.5. EVIDENCE OF CURRENCY

Within 5 Business Days of a request from the Principal, the Contractor must provide written evidence satisfactory to the Principal that it is (or its subcontractors are) maintaining the insurances required by this clause 12.

## 12.6. POTENTIAL CLAIMS

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## REPORTS OF COMMITTEES - INFRASTRUCTURE SERVICES

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If any event occurs which may give rise to a claim involving the Principal under any policy of insurance described in clause 12 then the Contractor must:

- (a) Notify the Principal as soon as is reasonably practicable but in any event within 5 Business Days of the occurrence of that event; and
- (b) Ensure that the Principal is kept fully informed of any subsequent actions and developments concerning the relevant claim.

## 12.7. FAILURE TO INSURE

Without limiting any other rights or entitlements the Principal may have, until such time as the Contractor complies with its obligations under this clause 12, the Principal may withhold any payment otherwise due to the Contractor under this Contract.

### 13. TERMINATION

### 13.1. TERMINATION BY PRINCIPAL

The Principal may terminate this Contract immediately by giving written notice to the Contractor if:

- (a) The Principal is entitled to terminate this Contract under clause 7.4(c) or clause 15(c); or
- (b) The Contractor is convicted of any offence which, in the opinion of the Principal, is relevant to the discharge of its obligations under this Contract.

#### 13.2. TERMINATION FOR CAUSE

- (a) In addition to the Principal's rights under clause 13.1, the Principal may terminate this Contract immediately by giving written notice to the Contractor if the Contractor:
  - Fails to provide the services within the agreed timeframe and/or in accordance with the specifications;
  - ii. Fails to rectify any serious breaches within 30 days of receiving a notice in writing from Council's Representative which specifies the relevant breach;
  - Assigns the rights under, or subcontracts the whole or part of the Contract without the written consent of Council;
  - iv. Becomes bankrupt, goes into liquidation, enters into an arrangement or composition with its creditors or if a receiver or manager is appointed in respect of the Contract.

### 13.3. EFFECT OF TERMINATION

- (a) Without limiting any other rights or entitlements the Principal may have, if the Principal terminates this Contract under clause 13.1 or clause 13.2:
  - Any losses that have been incurred by the Principal may be recoverable from the Contractor;
  - The Principal may recover from the Contractor any sums paid for undelivered Goods and/or Services:
  - The Principal may engage an alternative supplies to fulfil its immediate requirements;
     and
  - The Principal will not be liable to pay compensation in any way for termination of this Contract.

### 13.4. SURVIVAL OF PROVISIONS

Expiry or termination of this Contract does not affect any right of a party that has accrued prior to the expiry or termination or the provisions of clauses 6.1 (Records), 6.4 (Right of Inspection). 6.5 (Government Information (Public Access) Act 2009 (GIPA Act), 8 (Confidentiality), 9 (Privacy), 10 (Warranties), 11 (Indemnity), 12 (Insurance), 16 (Dispute Resolution), and 17 (General).

### 14. Work Health & Safety and Environment

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- (a) The Contractor must comply with:
  - i. The Work Health and Safety Act 2011 (NSW);
  - ii. The Protection of the Environment Operations Act 1997 (NSW); and
  - All other applicable Commonwealth, State or Territory statutory or regulatory requirements concerning the health and safety of its Personnel and the protection of the environment.
- (b) Without limiting any other provision of this Contract, the Contractor must:
  - Comply, and ensure that its Personnel comply, with all health and safety rules and regulations and environmental, security, quality and other directions or procedures applying at each location where the Goods and/or Services are provided. The Principal reserves the right to refuse or limit the Contractor's Personnel access to the Principal's premises;
  - ii. Notify the Principal as soon as it becomes aware of any health and safety hazards or issues which arise in relation to the Goods and/or Services and provide related reports and statements as requested by the Principal; and
  - iii. Before the date on which the Goods and/or Services are to start, obtain and at all times maintain, all necessary licenses and consents.
- (c) The Principal is committed to the protection of the built and natural environment. The Contractor must effect adequate controls to ensure protection of the environment through the development of management plans, training of staff, and the provision of suitable emergency equipment and supplies. Information, such as contingency plans, relating to these controls need to be available for the Principal's review during the Term.

### 15. CONFLICT OF INTEREST

- (a) The Contractor warrants that, to the best of its knowledge, as at the Commencement Date, neither the Contractor nor any of its Personnel have, or are likely to have, a conflict of interest in the performance of the Contractor's obligations under this Contract.
- (b) The Contractor must during the Term:
  - Take all reasonable measures to ensure that it or its Personnel do not engage in any activity or obtain any interest which is in conflict with the Contractor's ability to provide the Goods and/or Services for the Principal in good faith and objectively; and
  - Immediately give written notice to the Principal of any circumstances or relationships that will constitute a conflict or potential conflict of interest.
- (c) On receiving a notice from the Contractor under clause 16(b)ii or if it is shown that the Contractor failed to disclose as Part of its Quotation any conflict of interest or potential conflict of interest, the Principal may, at its absolute discretion, terminate this Contract immediately by giving written notice to the Contractor.

## 16. DISPUTE RESOLUTION

## 16.1. PARTIES TO USE ALTERNATIVE PROCESSES

If a dispute arises out of or related to this Contract no party may commence court or arbitration proceedings (other than proceedings for urgent interlocutory relief) unless it has complied with this clause 16.

## 16.2. GOOD FAITH NEGOTIATION

A party claiming that a dispute has arisen under or in relation to this Contract, must give written notice to the other party specifying the nature of the dispute. On receipt of that notice by the other party the parties' representatives must endeavour in good faith to resolve the dispute expeditiously and failing agreement within 5 Business Days must use informal dispute resolution techniques such as mediation, expert evaluation or determination or similar techniques agreed to by them.

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#### 16.3. COMPULSORY PROCESSES

If the parties do not agree within 5 Business Days of receipt of the notice referred to in clause 16.2 as to the dispute resolution technique and procedures to be adopted, the timetable for all steps in those procedures, and the selection of compensation of the independent person required for such a technique, then the parties must mediate the dispute in accordance with the Mediation Rules of the Law Society of New South Wales and the President of the Law Society of New South Wales or the President's nominee will select the mediator and determine the mediator's remuneration.

### 17. GENERAL

## 17.1. ENTIRE AGREEMENT

This Contract contains the entire agreement between the relevant parties with respect to its subject matter. They set out the only conduct relied on by the relevant parties and supersede all earlier conduct by the relevant parties with respect to its subject matter. Any terms that may be subsequently presented by the Contractor to the Principal in respect of the supply of the Goods and/or Services (on an invoice or otherwise) do not form part of this Contract, unless specifically agreed by the parties in writing.

#### 17.2. VARIATION

Any variation of this Contract must be in writing and signed by the parties thereto, unless this Contract expressly provides otherwise.

#### 17.3. ASSIGNMENT

- (a) The Contractor's obligations under this Contract are personal and the Contractor must not assign any of its rights or obligations under this Contract without the Principal's prior written consent:
- (b) The Principal may assign its rights or obligations under this Contract provided it gives written notice to the Contractor as soon as practicable afterwards.

### 17.4. NO SUB-CONTRACTING

The Contractor must not sub-contract the performance of any of its obligations under this Contract unless permitted under Item 7 of Schedule 1 or the Principal has given its prior written consent.

### 17.5. NO PARTNERSHIP OR AGENCY

This Contract does not constitute any party the agent of the other or imply that the parties intend constituting a partnership, joint venture or other form of association in which any party may be liable for the acts or omissions of the other.

### 17.6. NOTICES

Any notice under this Contract may be served by hand delivery or by being forwarded by prepaid post to the attention of the representative of a party to the address set out in Item 5 of Schedule 1 of this Contract or to such other address as may be notified in writing by the party from time to time and in the case of service by post is deemed to have been received within four days after posting (7 days if sent to or from a place outside of Australia). Notices may be served by facsimile transmission or email and are valid if in fact received, as demonstrated by a valid transmission report or notification of delivery to the recipient's computer.

### 17.7. FURTHER ASSURANCES

Each party must take all steps, execute all documents and do everything reasonably required by the other party to give effect to the transactions contemplated by this Contract.

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#### 17.8. SEVERABILITY

If any provision of this Contract (or part of any provision) is found by a court or other authority of competent jurisdiction to be invalid, illegal or unenforceable, that provision of part-provision shall to the extent required, be deemed not to form part of this Contract, and the validity and enforceability of the other provisions of this Contract shall not be affected.

### 17.9. WAIVER

No delay or indulgence by a party in enforcing this Contract will prejudice or restrict the rights of that party, nor will a waiver of those rights operate as a waiver of a subsequent breach.

#### 17.10. Costs

Each party is to bear its own costs arising out of the negotiation, preparation, execution and (subject to other provisions of Contract) performance of this Contract.

### 17.11. COUNTERPARTS

This Contract may be executed in any number of counterparts. All counterparts taken together will be taken to constitute one agreement. An executed counterpart may be delivered by facsimile or other electronic means.

#### 17.12. SIGNATORIES

The signatories to this Contract warrant that they have authority to enter into this Contract, respectively, on behalf of the party they are stated to represent.

#### 17.13. GOVERNING LAW

This Contract is governed by the laws of New South Wales, and the parties submit to the non-exclusive jurisdiction of the courts of that State.

# 18. Force Majeure

- 18.1. For the purposes of the Contract, the term Force Majeure means:
  - War and other hostilities (whether war be declared or not), invasion, terrorist activity, act of foreign enemies, mobilisation, requisition or embargo;
  - ii. Rebellion, revolution, insurrection, military or usurped power or civil war;
  - Riot, commotion or disorder except where solely restricted to employees of the Contractor or its subcontractor;
  - Earthquake, flood, fire or other natural physical disasters except to the extent that any such disaster is caused by, or its effects contributed to be, the party claiming the force majeure;
  - A general industrial dispute not limited to the employees of the Contractor or the employees of any of its subcontractors.
- If either party considers that any circumstances of Force Majeure has occurred which may substantially alter the performance of its obligation then he shall forthwith notify the other in writing to the effect giving full details of the circumstances giving rise to the Force Majeure event.
- Neither party shall be considered to be in default of its obligations under the Contract to the
  extent that it can establish that the performance of such obligations is prevented by any
  circumstances of Force Majeure which arise after the Commencement Date of the Contract
  and which is not foreseeable at the Commencement Date of the Contract.
- If the performance of the obligations of either Party under the Contract is so prevented by
  circumstances of Force Majeure and shall continue to be so prevented for a period of less
  than 30 days then during that period the contract shall be considered as suspended. Upon the
  ending of the Force Majeure event the contractual obligations of the Parties shall be
  reinstated with such reasonable modification to take account of the consequences of the

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## REPORTS OF COMMITTEES - INFRASTRUCTURE SERVICES

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- Force Majeure event as agreed by the Parties. Not withstanding such suspension, the Contractor shall use his best endeavours to assist Council in the performance of the Contract.
- If the performance of such obligations of either Party under the Contract is so prevented by
  circumstances of Force Majeure and shall be so prevented for a period of 30 days or more
  then the Contract may be terminated by mutual consent and, subject to clause 18(f) neither
  party shall be liable to the other as a result of such termination.
- If the Contract is so terminated then subject to the transfer to Council of the benefit referred to in 18(g), Council shall pay to the Contractor such reasonable sum as may be agreed between the Parties in respect of costs incurred and commitments already entered into by the Contractor at the date of the Force Majeure notice, less the amount of any payments already made to the Contractor at the date of the Force Majeure notice. If the amount of such advance payments made to the Contractor exceeds the sum due to the Contractor under this sub-clause then the Contractor shall repay the balance to Council.
- The Contractor shall transfer to Council the benefit of all work done by him or his subcontractors in the performance of the Contract up to the date of the Force Majeure notice.

## 19. INTELLECTUAL PROPERTY

### 19.1. BACKGROUND IP

- (a) Each party acknowledges that all Background IP remains the sole property of its owner and that it acquires no right, title, or interest in or to the Background IP of any other party by virtue of this Contract, other than as expressly set out in this Contract.
- (b) Each party grants to each other party (as required) a royalty-free, non-exclusive, non-transferable license during the term of this Contract to use the Background IP owned by it for the sole purpose of providing the Goods and/or Services.

### 19.2. DELIVERABLES

- (a) All Intellectual Property rights in the Deliverables vests in and is hereby assigned to the Principal upon its creation. Upon request, the Contractor must at its cost sign all documents (including assignment deeds) and do all things (including requiring its Personnel to sign documents) as may be necessary to vest, confirm, perfect and record ownership by the Principal in accordance with this clause 19.
- (b) The Contractor must promptly and fully disclose to the Principal all Intellectual Property rights in the Deliverables on completion of the Goods and/or Services or earlier termination of the Contract.
- (c) The Contractor grants to the Principal a royalty-free, non-exclusive, perpetual, irrevocable license to its Background IP to permit the Principal to use the Deliverables (including its right to sublicense) and to exercise the ownership rights conferred on the Principal by this clause 19.
- (d) The Contractor must not, whether directly or indirectly or through any third party, take any action or assist any other person to take any action which may challenge the validity or ownership of the Confidential Information or the Intellectual Property rights in the Deliverables.
- (e) The Contractor must on request by the Principal obtain from its relevant Personnel written, unconditional and irrevocable consents to any act or omission that would otherwise infringe any Moral Rights they may have in the Deliverables, other than the Moral Rights prohibiting false attribution of works. Copies of the consents must be provided to the Principal within 10 days of request.

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# REPORTS OF COMMITTEES - INFRASTRUCTURE SERVICES

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# SCHEDULE 1 - CONTRACT DETAILS

Item 1	Quotation and Request for Quotation	Quotation dated [insert date] lodged by the Contractor in response to the Request for Quotation, Quotation Number 2019.0033 – Byron Shire Integrated Transport Management Strategy		
Item 2	Commencement Date	[The date on which this Contract is last signed]		
Item 3	Initial Term	15 months		
Item 4	Renewal Term	Nil		
Item 5	Representatives	Contractor	Name: [insert] Position: [insert] Address: [insert] Email: [insert]	
			Phone: [insert]	
		Council	Name: Daniel Strzina  Position: Project Engineer  Address: 70 – 90 Station Street  MULLUMBIMBY NSW 2482  Email: dstrzina@byron.nsw.gov.au  Phone: 02 6626 7241	
Item 6	Insurance	Public liability insurance: \$20,000,000 Professional indemnity insurance: \$10,000,000		
Item 7	Sub-contracting	[insert details of any approved sub-contractors]		
Item 8	Special Conditions	[insert details of any agreed special conditions Note: include in separate schedule if not enough space]		
Item 9	Early Settlement Discount	[insert details of any agreed early settlement discount here]		
Item 10	Frequency of Payment Claims	[insert details]		
Item 11	Reports Required	[insert details]		
Item 12	Frequency of Review Meetings	Weekly Phone/Skype meetings with the Project Manager Four (4) TIAC/TSWG meetings Four (4) Stakeholder Consultation Workshops One (1) Presentation to the Strategic Planning Workshop		

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<u>14.4 - ATTACHMENT 1</u>

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Executed as an Agreement	
Signed for an on behalf of	
Byron Shire Council	[insert Contractor's name]
ABN 14 472 131 473	ABN [insert]
Authorised Signatory	Authorised Signatory
Name (printed)	Name (printed)
Position	Position
Date	Date

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2019.0033 – Byron Shire Integrated Transport Management Strategy PART B – Information to be provided by Proponents – Returnable Schedules

# PART B – INFORMATION TO BE PROVIDED BY PROPONENTS

## 1. RETURNABLE SCHEDULES

Proponents must complete the following Returnable Schedules and include them with their
Quotations.

The Proponent, having read, understood and fully informed itself of the contents, requirements and obligations of the Request for Quotation, submits this Quotation to supply the Goods and/or Services to Byron Shire Council for the Quotation Price in accordance with the Quotation Documents and the Contract and confirms that each of the following documents which are required to be delivered as part of the Quotation are attached.

Schedule	Description of Document	Complete (please initial)			
B1.1	Compliance Assessment				
	A. Instrument of Quotation				
	B. Conflicts of Interest Declaration				
	C. Statement of Conformance				
	D. Insurance Details				
B1.2	Price				
B1.3	Capability Assessment				
	A. Profile and Relevant Experience				
	i. Proposed Key Personnel				
	ii. Proposed Staff				
	iii. Proponent's and Proposed Subcontractor's				
	Insurance				
	iv. Previous Relevant Experience				
	v. Referees				
	B. Delivery Plan				
	i. Proposed Program				
	ii. Proposed Methodology				
B1.4	Sustainability Assessment				

This Quotation remains open for acceptance for the Validity Period.

Signature of authorised signatory
Name of authorised signatory
Position of authorised signatory
Data
Position of authorised signatory  Date

Signed by or on behalf of the Proponent:

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# REPORTS OF COMMITTEES - INFRASTRUCTURE SERVICES

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# 1.1. COMPLIANCE ASSESSMENT

# A. Instrument of Quotation

Details of Proponent and Quotation			
Legal Name of Proponent	(Include full legal name)		
	Note: if the Quotation is on behalf of a trust, include the trustee's name as the Proponent with the words "as trustee for" in front of the name of the trust. The trustee must execute this Quotation as trustee for the trust in accordance with the trust documents.		
Trading Name(s)	(Include details of any trading name of the Proponent)		
Legal capacity of Proponent	(Company/Partnership/Trust/Individual)		
ABN			
Street Address			
Postal Address			
Email			
Phone			
Contact	Name: Phone: Email:		
License details/details of membership of professional bodies	(Include current details of any license numbers or membership details which you are required to have by law or by the Quotation Documents to provide the Goods and/or Services or which you propose to use to provide the Goods/Services)		

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## REPORTS OF COMMITTEES - INFRASTRUCTURE SERVICES

14.4 - ATTACHMENT 1

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#### B. Conflicts of Interest

Byron Shire Council's employees, suppliers and customers are bound by Council's **Business Ethics Policy** when conducting all interaction. A copy of Council's Business Ethics Policy is available from its website at <a href="www.byron.nsw.gov.au/files/publications/business">www.byron.nsw.gov.au/files/publications/business</a> ethics policy.pdf. This requires probity in all dealings including those conducted with prospective or successful suppliers. Council has adopted the Business Ethics Policy to ensure that functions are undertaken efficiently, impartially and with integrity. Conniving or inducing a breach of the Business Ethics Policy may constitute grounds for termination of the Contract.

## Proponents must

- (a) Disclose any affiliation or associated with Byron Shire Council that could be deemed to constitute a conflict of interest; and
- (b) Include any other circumstances or relationships that will constitute a conflict, potential conflict or perceived conflict of interest if their Quotation is accepted:

If any conflict, whether actual, potential or perceived, exists, the Quotation should advise how it proposed to address and eliminate this conflict.

Council may terminate the Contract if it is shown that a successful Proponent has failed to disclose as part of its Quotation any conflict of interest. Council may reject any future Quotations from a Proponent who fails to disclose details of actual, potential or perceived conflicts of interest.

Provide answer here:		

### C. STATEMENT OF CONFORMANCE

Compliance with this Request for Quotation refers to all clauses in all Parts and means that, where applicable:

- i. The Proponent has noted and understood the clause;
- ii. The Quotation complies fully with the clause;
- iii. The Proponent has provided all information requested in the Clause.
- (a) List in the table below all areas of non-conformance with the Specification and the reason(s) for the non-conformance:

Area of non-conformance	Reason(s) for non-conformance

(b) List in the table below all areas of non-conformance with the Conditions of Contract as set out in Part A5.

Area of non-conformance	Reason(s) for non-conformance

(c) List in the table below any other non-conformances with this RFQ not mentioned above:

Area of non-conformance	Reason(s) for non-conformance

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# REPORTS OF COMMITTEES - INFRASTRUCTURE SERVICES

Provide answer here

Provide answer here

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Carmichael mine or otherwise have ties to Adani?

14.4 - ATTACHMENT 1

PART B – Information to be provided by Proponents – Returnable Schedules

(d) Does the Proponent have any involvement with the construction or operation of the

(e) Does th	e Proponent gair	n any financial be	enefit from Austral	ia's offshore deter	ition centres?	
Provide	answer here					
(a) Propone by the leand/or certificate	ents must comple Proponent and a Services under thetes. Successful to include Byron bilities in connect	ete the following ny proposed sul ne Contract. Pro Proponents will Shire Council as	ocontractor, applic ponents must inc be required to ar s named insureds	S INSURANCES the details of curre cable to the provise dude copies of all mend their public for their respective able as required for	ion of the Go related insura liability insura ve rights, inte	oods ance ance erest
Insurance	Policy Number	Extent of Cover		Expiry Date		of
Туре		Per Claim	Aggregate		Insurer	
Workers Compensation						
Public Liability (\$20 Million)						
Professional Indemnity						
Other						

(b) If you do not currently hold the required levels of insurance, please indicate below your willingness and ability to obtain the required insurances should you be awarded the contract.

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2019.0033 – Byron Shire Integrated Transport Management Strategy PART B – Information to be provided by Proponents – Returnable Schedules

## 1.2. PRICE

## A. PRICE SCHEDULE

Proponents must complete the pricing schedule below (**Pricing Schedule**) for the rate(s) or price(s) to supply the Goods and/or Services. Proponents must not alter the contents or formatting of the Pricing Schedule.

Rate(s) or price(s) included in the Pricing Schedule:

- (a) Must be listed as GST-exclusive;
- (b) Must include all overheads, profit and other expenses which the successful Proponent may incur in relation to the supply of the Goods and/or Services and performance of the successful Proponent's obligations under the Contract.
- (c) Will remain fixed for the term of the Contract. There is no provision for rate(s) or price(s) variations during the Term.

Item Number	Description	Hours Required	Hourly rate (\$/hr)	Amount (ex GST)	Amount (inc GST)
Stage 1	Inception			\$	\$
Stage 2	Literature Review			\$	\$
Stage 3	Additional Data Analysis			\$	\$
Stage 4	Consultation			\$	\$
Stage 5	Prepare Draft Strategy			\$	\$
Stage 6	Prepare Final Strategy			\$	\$
	TOTAL OF QUOTATION:			\$	\$

## B. Additional Charges

Please describe any additional charges that apply:

Consultant to supply a cost for participating in any additional meetings, teleconferences, fieldtrips or providing presentations is required as part of the proposal.

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2019.0033 – Byron Shire Integrated Transport Management Strategy PART B – Information to be provided by Proponents – Returnable Schedules

## 1.3. CAPABILITY ASSESSMENT

## A. PROFILE AND RELEVANT EXPERIENCE

### i. PROPOSED KEY PERSONNEL

Provide details of the key personnel who will have prime responsibility and accountability for the performance of the contract. The successful proponent shall ensure that the personnel named in this schedule are engaged throughout the Term of the Contract.

Staff member name	Position Held	Qualifications	Levels of Expertise	Responsibilities under the contract	% of time on the project

^{*}Attach a resume for each of the people nominated above

# ii. PROPOSED STAFF

iii.

Provide a list of all other staff who will be nominated to work on the project.

Staff member name	Position Held	Qualifications	Years Experience	Responsibilities under the contract

DETAILS OF SESTIMATE TO SESTIMATE THE SESTIMATE TO SESTIMATE SESTIMATE TO SESTIMATE TO SESTIMATE TO SESTIMATE TO SESTIMATE TO SESTIMATE SESTIM	SUBCONTRACT al percentage (	 er this	Contract	that	will	be	undertaken	by
	%							
Provide the follow of the Contract (rused.	•		-					
Subcontractor Na	me							
ABN								
Address								
		_						

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2019.0033 – Byron Shire Integrated Transport Management Strategy PART B – Information to be provided by Proponents – Returnable Schedules

Contact Name	
Telephone	
Type of work	
% of this type of work to be undertaken by this subcontractor	
Please describe any formal contractual arranger named subcontractors.	ments you have in place with any of the above-
Describe the procedures you have in place to en required insurances:	sure any subcontractors obtain and maintain the
Proponents must provide details of up to four rodemonstrate expertise applicable to the Goods with Local Government.	ecent contracts (within the past two years) that and/or Services and/or experience contracting
Example 1	
Company Name	
Contact Name, Phone and Email	
Description of the Services Provided	
Contract Value	
Contract Period	
Example 2	
Company Name	
Contact Name, Phone and Email	
Description of the Services Provided	
Description of the Services Provided  Contract Value	

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2019.0033 – Byron Shire Integrated Transport Management Strategy PART B – Information to be provided by Proponents – Returnable Schedules

Example 3	
Company Name	
Contact Name, Phone and Email	
Description of the Services Provided	
Contract Value	
Contract Period	
Example 4	
Company Name	
Contact Name, Phone and Email	
Description of the Services Provided	
Contract Value	
Contract Period	
Proponents must provide details of no fewer than  Company Name	
Contact Name	
Phone	
Email	
Company Name	
Contact Name	
Phone	
Email	
Company Name	
Contact Name	

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2019.0033 – Byron Shire Integrated Transport Management Strategy PART B – Information to be provided by Proponents – Returnable Schedules

	Email	
E	B. DELIVERY PLAN	
ir n	PROPOSED PROGRAM Proponents are to submit a proposed program for indicating the proposed hours of work and working damajor milestones and duration of the project. The required by the Contract.	ays and a Gantt Chart or similar showing the
F	Provide answer here	
	Proponents must set out the proposed methodolog under the Contract.	y and sequence of works to be performed
	Provide answer here:	
	END OF RETURNABLE S	SCHEDULES

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#### BYRON SHIRE COUNCIL

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Report No. 4.5 Development of a Shire-wide Transport Strategy

Directorate: Infrastructure Services

Report Author: Daniel Strzina, Project Engineer

File No: 12019/80

5

#### Summary:

The first iteration of this report was delivered to the Committee at their meeting on 15 November 2018. Due to a lack of quorum, no recommendations were made. This iteration includes notes generated during the last meeting and an update on the RFQ process.

The purpose of this report is to:-

15

20

- Provide background information on the development of a Shire-wide Transport Strategy;
- Summarise the outcomes of the first two TIAC workshops on the development of the Shirewide Transport Strategy, held on 20 April 2018 and 22 June 2018; and
- Identify any useful existing strategies developed by other Councils, regional bodies and other sources of information for TIAC to continue to workshop the development of the Shire-wide Transport Strategy.
- Recommend the engagement of a specialist consultant to build upon and complete the Shire-wide Transport Strategy.

#### RECOMMENDATION:

- That the Committee recommend to Council the following sections of a Shire-wide Transport Strategy:-
  - Scope and context
  - Vision
  - Principles
  - Issues and challenges
- 2. That the Committee review the following sections of a Shire-wide Transport Strategy and develop recommendations to Council for:-
  - · Targets and desired outcomes
  - Key actions to achieve objectives
  - Community and stakeholder engagement
- 4. That an RFQ be issued for the engagement of a specialist consultant to undertake the preparation of the Shire-wide Transport Strategy, using the outcomes of Workshops and meetings to date as a foundation for the development of the Strategy.

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#### REPORTS OF COMMITTEES - INFRASTRUCTURE SERVICES

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#### BYRON SHIRE COUNCIL

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#### **REPORT**

Notes from Previous Meeting (15 November 2018)

Report No. 4.4 Development of a Shire-wide Transport Strategy File No: 12018/2035

#### Notes:

- That an RFQ be prepared and issued for the engagement of a specialist consultant to undertake the preparation of the Shire-wide Transport Strategy, using the outcomes of Workshops and meetings to date as a foundation for the development of the Strategy.
- 2. These outcomes include the Committee's recommendations:
  - a. that the Strategy include the following sections
    - i. Scope and context
    - ii. Vision
    - iii. Principles
    - iv. Issues and challenges
  - b. The finalised sections for
    - i. Targets and desired outcomes
    - ii. Key actions to achieve objectives
  - c. The draft section for
    - i. Community and stakeholder engagement

#### 5 BUSINESS ARISING:

- 1. Climate Change Emergency Motion discussed; central focus that bring together all policies.
- 2. Item from Sapoty Brooke: IBCC Report:

10

- a) Transport has a huge impact on climate change, Council to encourage share transport, electric public transport, electric bikes, charging stations. Council should consider impact on climate with all his actions for example building new roads, buildings etc.
- b) Council to make sure that climate change is not just a sentence in the strategy but consider real actions. Local Government to provide incentives programs.
  - The sustainability of the company to be considered while going for tender for Transport Strategy.

20

d) Council should establish targets for electric vehicles in the shire for example 50% electric vehicles by 2020.

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#### Update

An RFQ has been prepared for the engagement of a specialist consultant to undertake the preparation of the Shire-wide Transport Strategy, using the outcomes of Workshops and meetings to date as a foundation for the development of the Strategy.

The following sections of this report up to 'Strategic Considerations' are as per the first iteration of this report.

#### 10 Background

The previously considered reports referred to in the following pages contain information significant to the progression and development of a Shire-wide Transport Strategy. As such, they have been summarised in this section for reference and guidance moving forward.

15

Council, at its meeting of 10 October 2016, resolved in support of the 16 August 2016 Transport Advisory Committee (TrAC) recommendation as follows:-

#### Resolution 16-516

20 Report No. 5.1 Development of a Shire-wide Transport Strategy

File No: 12016/884

#### Committee Recommendation 5.1.1

1. That the Committee develop a Shire-wide Transport Strategy which includes:

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opportunities.

#### BYRON SHIRE COUNCIL

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<u>4.5</u>

		a) CONTEXT to include consideration of:
_		<ul> <li>congestion</li> <li>high tourist numbers</li> <li>lack of local public transport connectivity and regional integration</li> </ul>
5		<ul> <li>high carbon emissions</li> <li>safety</li> <li>high costs of running private vehicles</li> <li>road condition and the cost of maintenance</li> </ul>
10		<ul> <li>demographics – (difficult for people who can't drive or don't have a licence)</li> <li>access - mobility</li> <li>lack of cycleway connectivity</li> <li>lack of connectivity in general</li> <li>poor location of services – making them more distant than they could otherwise be</li> </ul>
15		<ul> <li>high growth area – need to plan for future</li> <li>transport costs to community from planning and commercial decisions</li> <li>impact of future technological and social developments</li> </ul>
20		<ul> <li>b) OBJECTIVES to include consideration of:</li> <li>reduce the need for and/or dependency on private motor vehicle trips</li> <li>improve public transport</li> <li>support community transport</li> <li>increase the bike network and/or use</li> </ul>
25		<ul> <li>improve pedestrian and residential amenity</li> <li>support advocacy, partnerships and/or community involvement</li> <li>improve road user safety</li> <li>improve integration and regional connectivity</li> <li>support climate change adaptation and mitigation</li> </ul>
30		<ul> <li>further defining and obtaining of these objectives will be the role of the proposed transport strategy</li> <li>support of each objective can be sought via relevant Council instruction through available mechanisms regarding any proposed and/or existing activity, all of which will be explored via development of the proposed transport strategy that will be guided by Council's vision.</li> </ul>
35		c) ACTIONS to include the consideration of:
40		<ul> <li>understanding user experience – feedback, surveys</li> <li>develop priorities from user feedback, eg improve user experience by means of improved bus shelters, safer road crossings, shorter travel times, for example</li> <li>develop measurement methods for baseline and future actions</li> <li>integrated land use planning</li> </ul>
45	2.	That a draft strategy commence with a review of relevant local, state and federal programs, plans and strategies in efforts to identify funding and partnership

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- That Council note staff will apply by 9 September 2016 to meet the RMS Active Transport Funding deadline and it will include seeking 2017/18 funding for the revision of Council's bike plan and PAMP. (Richardson/Hunter)
- 5 TIAC at its meeting on 15 March 2018 considered a report on Development of a Shire-wide Transport Strategy (File No: I2018/411) that sought to establish a process to move forward with to develop a Shire-wide Transport Strategy with reference to resolution 16-516 as the basis of the framework for the strategy. Committee recommendations were adopted by Council, who resolved as follows:

10

Resolution 18-251

Resolved that Council adopt the following Committee Recommendation(s):

Report No. 4.5 Development of a Shire-wide Transport Strategy

File No: I2018/411

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Committee Recommendation 4.5.1

- That the Committee have an extraordinary meeting in April 2018 to workshop the development of Shire-wide Transport Strategy.
- That a report be prepared for TIAC that identify any useful existing strategies developed by other councils, regional bodies and other sources of information.
- That the Committee members be encourage to research and share ideas (Richardson/Cameron)
- At its extraordinary meeting on 20 April 2018, TIAC considered a report in accordance with point 2 of the above resolution (File No: I2018/685) and conducted a workshop on the development of a Shire-wide Transport Strategy. Committee recommendations were adopted by Council, who resolved as follows:
- 30 Resolution 18-305

Resolved that Council adopt the following Committee Recommendation(s):

Report No. 4.1 Development of a Shire-wide Transport Strategy

File No: I2018/685

35 Committee Recommendation 4.1.1

That Council note that the Committee develop recommendations to Council for the following sections of a Shire-wide Transport Strategy:

- Scope and context
- 40 Vision
  - Principles
  - Issues and challenges
  - Targets and desired outcomes
  - · Key actions to achieve objectives
- Community and stakeholder engagement (Richardson/Cameron)

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#### BYRON SHIRE COUNCIL

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#### Report

During the first Transport Strategy workshop on 20 April 2018, the following points were initially raised:

- The Shire-wide Transport Strategy will be an overarching, policy-level strategic document that will act at high level to guide how Council proceeds with funding.
- It will be a mechanism by which to support projects and initiatives.
- It will inform other Council plans and strategies.
  - It will contain a hierarchy of principles, prioritised by the community.
  - Community involvement will be critical to making this an integral document.
  - A desired outcome is that it will become a consensus document; high quality data and research to ensure that it is effective in influencing Council.

A discussion was had regarding the potential to engage a consultant to undertake the preparation of the Shire-wide Transport Strategy. It was concluded that a more efficient and cost effective approach would be to workshop the subject matter so as to define the content prior to engaging a consultant.

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As such, examples of existing local council Transport Strategies were tabled for analysis The Committee proceeded to workshop the deliverables outlined in Resolution 18-305. The outcomes of this process are detailed in the following section of this report.

25 Two strategies that were of interest due to the relevance of their content were Noosa's Transport Strategy (2017) and Hobsons Bay's Integrated Transport Strategy (2017).

#### 1. Outcomes of the 1st Transport Strategy Workshop (for adoption)

- 30 The following agreed outcomes are listed below and in the attached working document for adoption during the ordinary meeting of 15 November 2018.
  - Italics indicate sections or ideas that have been directly referenced from the original documents with little or no amendment.
- Red text indicates additions or amendments made during workshop 2.

#### Transport Strategy Scope and Context

- 1. Shire-wide.
- 2. Regional links.
- 40 3. Interregional and interstate links and influences (border, airports, freight, etc.)
  - 4. Inform future transport use.
  - 5. Write flexibility into strategy.
  - 6. Consider technological change (drones, autonomous vehicles, electric vehicles, etc.).
  - 7. Consider demographical change.
- 45 8. 40 year strategy.
  - 9. Review frequency: 3-5 years?

#### Vision

An integrated, innovative and equitable transport system, providing a range of sustainable, efficient, accessible and safe ways for people and goods to reach their destination.

#### Purpose

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1. Purpose of document is to inform Council on how to implement the vision.

- 2. Integrate with existing and future planning documents.
- 3. Ensure infrastructure projects satisfy strategic goals.
- 4. Support funding applications and opportunities.
- 5. Support and promote general health and wellbeing.
- 6. Cultivate environmental stewardship.
- 7. Foster economic growth.
- 8. Encourage change in modes.
- 9. To coordinate with other Councils across the region.
- 10. How does the document get used? Framework to be developed.

#### Principles

5

- 1. Encourage transport options that meet the needs of both locals and visitors.
- 15 2. Prioritise our focus on moving people and goods rather than moving cars.
  - 3. Provide infrastructure and services that are designed to give priority to pedestrians, cyclists, scooters and public transport over private cars.
  - 4. Improve and promote the safety and amenity of pedestrians, cyclists and vulnerable road users in our transport infrastructure. (safety amenities vs behaviour)
- Address peak time traffic congestion by reducing traffic rather than increasing road capacity.
  - 6. Take advantage of changes in transportation technology.
  - 7. Align transport options and usage with Council's Emission Reduction Strategy.
- 8. Design for, encourage and facilitate transport options that reduce the emissions produced by our community.
  - 9. Recognise the need for transport options in rural areas and evoke a sense of equity within transport planning.
  - Integration Strengthen connections between different forms of transport, land use and transport planning, and to regional and metropolitan networks.
  - Equity Support a range of accessible and affordable transport options for all people, neighbourhoods and future generations.
    - 12. Efficiency Build a more reliable and effective transport system that supports skills development, business and employment growth and provides competitive alternatives to private car travel.
- 35 13. Encourage the use of ride sharing and car sharing services.
  - 14. Encourage active transport and healthy transport options.
  - 15. Promote behavioural change to improve safety.

#### Challenges and Opportunities

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- 1. Number of visitors.
- 2. Congestion at peak times.
- 3. Car dependence.
  - Sedentary issue.
- Love affair with cars.
  - Fossil fuel and associated financial, environmental and sociological costs.
  - o On demand transport.
  - 4. Topography and climate.
  - 5. Funding.
- 50 6. Shortfalls in services and infrastructure.
  - 7. Public transport.
    - Affordability
    - Frequency
- CoverageConnectivity

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- 8. Regional, state and federal transport planning, including funding.
- 9. Demographics (large proportions of younger and older residents in Byron Shire).
- 10. Lack of population density due to the rural nature of Byron Shire.
- 11. Disruptive technology.
- 12. Distinguish differences between different sets of users (e.g. tourist, leisure, resident, commuter, commercial) and their different needs.
- 13. Internet as a way to avoid unnecessary transport.
- 14. Support of high speed broadband.

#### 10 Population Dispersal Discussion

It was highlighted during the workshop that the primary distributors in Byron Shire (Pacific Hwy running North-South and Bangalow/Lismore Rd running East-West) present opportunities to be taken advantage of in preparing the Shire-wide Transport Strategy.

- Different sets of users (e.g. tourist, resident, commuter, business) have different needs.
- Acknowledge that there are different patterns (mapping and demand) for different users.
- Behavioural aspects must be addressed for safety e.g. dropping kids at school.

#### 2. Outcomes of the 2nd Transport Strategy Workshop (for review)

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The following outcomes are listed below and in the attached working document for review during the ordinary meeting of 15 November 2018. This section contains excerpts from existing relevant local council Transport Strategies (in *italics* or as images), collated for the purposes of continuing to workshop the development of the Shire-wide Transport Strategy. The full excerpts are available as appendices to the attached working document.

- Italics indicate sections or ideas that have been directly referenced from the original
  documents with little or no amendment.
- Red text indicates additions or amendments made during workshop 2.
- Highlighted text indicates where review or further work is needed.
  - 1. Targets and desired outcomes
    - a) Noosa Transport Strategy (2017, page 7).
- Residents and workers of Noosa Byron Shire are able to go about their everyday business without having to be reliant on private vehicles.
  - 2. The transport network is designed to facilitate and encourage an overall modal shift away from private car use towards more sustainable transport modes including walking, cycling, public transport, electric vehicles and motor scooters/cycles.

40

Points 1&2 summarise to: Reduce impact and reliance on Transport Infrastructure.

3. The transport system supports the preferred pattern of development including the local centres hierarchy, and is consistent with our planning scheme.

45

Point 3 – add bike friendly and pedestrian friendly schemes.

Note: Ask Shannon Burt's staff to help us to develop this document and invite for the next meeting. E.g. SEE planner to discuss future planning DEP/LEP.

50

4. Key regional destinations such as hospitals, airports and universities are readily accessible by public transport from Neesa Byron Shire. Point 4 OK.

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#### BYRON SHIRE COUNCIL

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- All schools are safely and conveniently accessible by walking, cycling and public transport. Point 5 OK.
- 6. Parking is closely managed through effective controls. Point 6 OK.

5

- 7. There has been a change in behaviour by people in Noosa with a reduction in the number choosing to drive and park cars in congested coastal areas. Point 7 OK.
- 8. Park-and-Ride facilities have been provided to assist with managing visitor travel demand where supported by transport services. Point 8 OK.
  - 9. The transport system supports the local lifestyle and also tourism by delivering both active and public transport infrastructure that meets the needs of locals and visitors. Point 9 OK.
- 15 10. Local public transport routes offer efficient and frequent services. Point 10 OK frequency, connectivity etc. Include reference to regional and interregional networks.
  - NEW: Transport movement associated with events in line with strategies principles. Apply DTA standards.

20

- NEW: Vehicles being flexible to meet emission targets.
- NEW: On demand public transport including driverless vehicles.
- 25 NEW: Provision of multimodal HUBs with accessible infrastructure footpaths.
  - 11. Road crossings and associated pedestrian networks are safe and accessible for mobility scooters, cyclists and pedestrians.
- 30 12. The community at all levels is educated about the costs and benefits of their travel choices, allowing people to make informed decisions.
  - 13. Alternative transport is cost effective for users and providers as compared with private car use.
- 35 14. New technologies are being used in our transport solutions.
  - 15. Transport initiatives result in significantly reduced greenhouse gas emissions.
  - Note: Combine Points 14 and 15 together.

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NEW: Add point about the Electrification of transport and provision of renewable energy to match the growth.

b) Hobsons Bay Integrated Transport Plan (2017, page 24-35).

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#### REPORTS OF COMMITTEES - INFRASTRUCTURE SERVICES

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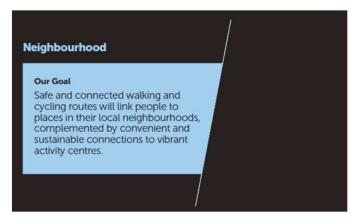
	Neighbourhood	Regional
Examples of key destinations	Shops, schools, parks, doctors, libraries, work	University, TAFE, hospitals, medical specialists, major shopping centres, entertainment arenas, work, freight networks
Typical travel time and distance	Shorter	Longer
Typical sustainable travel options	Walking, cycling, bus, bike share	Cycling, bus, train, car share, electric bikes, electric vehicles
Primary planning factors	People and place	Vehicles and movement
Common issues	Footpath connections, managing parking demand, limited bus services	Arterial road congestion, limited train services, on-road cycling conditions, conflicts between modes
Council's typical role	More direct, e.g. deliver and maintain infrastructure	Less direct, e.g. advocate to Victorian Government, regional planning
Our goal	Safe and connected walking and cycling routes will link people to places in their local neighbourhoods, complemented by convenient and sustainable connections to vibrant activity centres.	Convenient, safe and sustainable connections between neighbourhoods and to regional destinations will generate more efficient movement of people and goods, attracting and providing links to jobs, services, industry and recreational activities.

Typical sustainable travel options (Neighbourhood): Add car share/car pool and EV.

5 Common issues (Regional): Connection issues - add reference to integration. Also add point about cycling facilities, footpath connections, and cycleway connections.

Council's typical role: What we do is beyond the advocacy, policy support etc.

Typical sustainable travel options: Electrification of transport – encouraging it – add point (we have already charging station).



"Vibrant Activity Centres"

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#### **Strategic directions**

To achieve our goal, Council will:

- Deliver and advocate for safe, connected and accessible walking and cycling infrastructure
- Deliver and support behaviour change and community education initiatives to promote road and shared trail safety and encourage mode shift toward sustainable transport options
- Deliver and support urban design, land use planning and place making projects to encourage more innovative, engaging and easily navigable places, streetscapes, developments and transport hubs
- Encourage development in areas with convenient access to sustainable transport, and ensure that the impact on transport networks is appropriately identified, addressed and monitored
- Prioritise an integrated approach to car parking, underpinned by regular monitoring of capacity and usage, responsible and sustainable provision, progressive and flexible permit and restriction systems, and consistent and equitable enforcement
- Develop safe, connected and efficient routes for all local road users, including cyclists and pedestrians, supported by related advocacy, planning and infrastructure projects

#### Consider/include points on the following:

- Tourism and management.
- Rail corridor investigation it is beyond advocacy.
- Carshare/carpool.
- Electrification of transport.

5

# Our Goal Convenient, safe and sustainable connections between neighbourhoods and to regional destinations will generate more efficient movement of people and goods, attracting and providing links to jobs, services, industry and recreational activities.

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#### Strategic directions

To achieve our goal, Council will:

- Deliver and advocate for safe, connected and accessible walking and cycling infrastructure
- Deliver and support behaviour change and community education initiatives to promote road and shared trail safety and encourage mode shift toward sustainable transport options
- Deliver and support urban design, land use planning and place making projects to encourage more innovative, engaging and easily navigable places, streetscapes, developments and transport hubs
- Encourage development in areas with convenient access to sustainable transport, and ensure that the impact on transport networks is appropriately identified, addressed and monitored
- Prioritise an integrated approach to car parking, underpinned by regular monitoring of capacity and usage, responsible and sustainable provision, progressive and flexible permit and restriction systems, and consistent and equitable enforcement
- Develop safe, connected and efficient routes for all local road users, including cyclists and pedestrians, supported by related advocacy, planning and infrastructure projects

#### Consider/include points on the following:

- Provide links to jobs, services, industry and recreational activities.
- Consider Employment Lands Strategy

Location Highway vs Ewingsdale road (congestion?)

- Modal use
- Distribution HUBs warehouses in the industrial estate people buy online
- Need for distribution centres click and collect
- Align transport strategy objectives and outcomes with our Community Strategy/Plan

10

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c) Newcastle Transport Strategy (2016, page 27).

Content considered OK, though not as relevant as Noosa, Hobsons Bay.

d) Northern Rivers Regional Transport Plan (2013, page 44).

Not a good source/reference.

- 15 Only good recommendation is a consistent and regular town loop service.
  - 2. Key actions to achieve objectives

Note: It was generally agreed that 'Key Actions to Achieve Objectives' are specific and directly related to 'Targets and Desired Outcomes'. As such, these actions should be developed once the desired outcomes have been finalised. It is recommended that this is undertaken by a specialist consultant with the skills and resources to finalise the desired outcomes and propose a suitable set of actions to achieve them.

a) Noosa Transport Strategy (2017, page 12).

25

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#### REPORTS OF COMMITTEES - INFRASTRUCTURE SERVICES

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Content is generally OK, actions are specific to desired outcomes.

b) Hobsons Bay Integrated Transport Plan (2017, page 30, 36).

Content is generally OK, actions are specific to desired outcomes.

5

c) Newcastle Transport Strategy (2016, page 34-51).

Content is generally OK, actions are specific to desired outcomes.

P10, P11, consider lower speed limits as a safety measure (captured in P12).

10

A12: Review Contributions Plan to include the design for residential subdivisions.

NEW: Explore possible funding options: State, federal, section 94.

15 A17: Reinvestment of paid parking revenues in transport infrastructure Identify local, regional and interregional freight corridor and access.

#### Target outcomes of the ordinary meeting of 15 November 2018 (For Development)

For discussion during the ordinary meeting of 15 November 2018:

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30

35

- Recommendations as to what would be considered suitable community and stakeholder engagement for the development of the Shire-wide Transport Strategy.
- · Review of the Path Forward below.

#### 25 Path Forward

- Form a Transport Strategy Working Group under the guidance of TIAC to continue to workshop the strategy using a consultant with the goal of finalising recommendations to TIAC then Council in accordance with Resolution 18-305.
- 2. Invite other skillsets and disciplines to focussed sessions (walking, cycling, public transport, etc.) to assist the Working Group in developing recommendations.
- Continue to review and consider existing local council Transport Strategies for content and layout.
- 4. Prepare a document that shows connection into IP&R documents and other internal and external strategies.
- 5. Research: Scope, context and path forward Add some graphs about safety, surveys.

#### 4. Recommendation: Engagement of a specialist consultant

It is recommended that an RFQ be prepared and issued for the engagement of a specialist consultant to undertake the further development and preparation of a Shire-wide Transport Strategy using the outcomes above as a foundation for the development of the document.

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#### REPORTS OF COMMITTEES - INFRASTRUCTURE SERVICES

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#### **BYRON SHIRE COUNCIL**

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#### STRATEGIC CONSIDERATIONS

#### Community Strategic Plan and Operational Plan

Ot	bjective: 1:	We have infrastructure, transport and services which meet our expectations				
St	rategy: 1.3:	y: 1.3: Support, through partnership, a network of integrated sustainable transport				
		options				
Ac	ction 1.3a)	Ensure an integrated and accessible transport network (SP)				
Ac	ctivity:	Prepare an Integrated Transport and Movement Plan (ITMP)				

5

#### Legal/Statutory/Policy Considerations

There are no negative legal, statutory or policy compliance implications associated with this report.

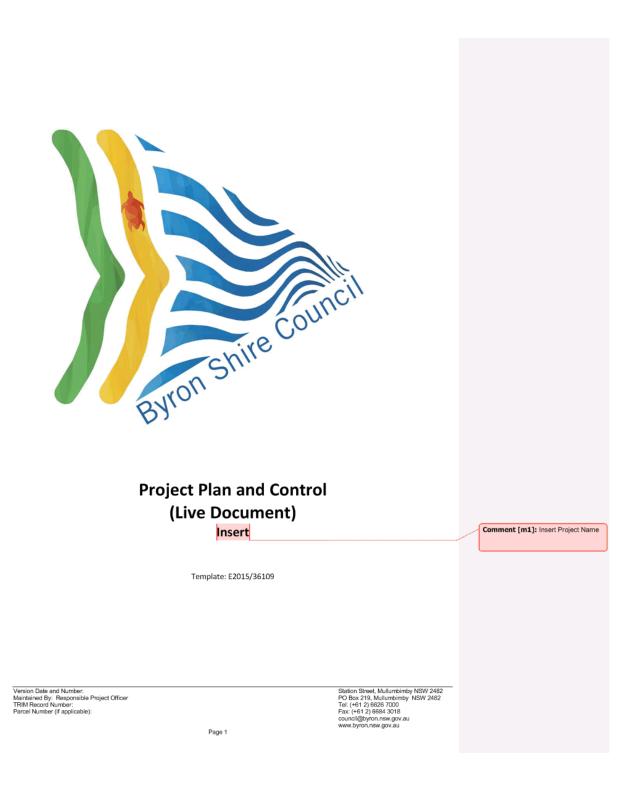
#### 10 Financial Considerations

Funding of \$75,000 has been allocated to this project as part of the 2018/19 budget, of which there is \$70,712 remaining (as of 8/11/2018).

#### 15 Consultation and Engagement

No consultation or engagement is necessary for this project at this time.

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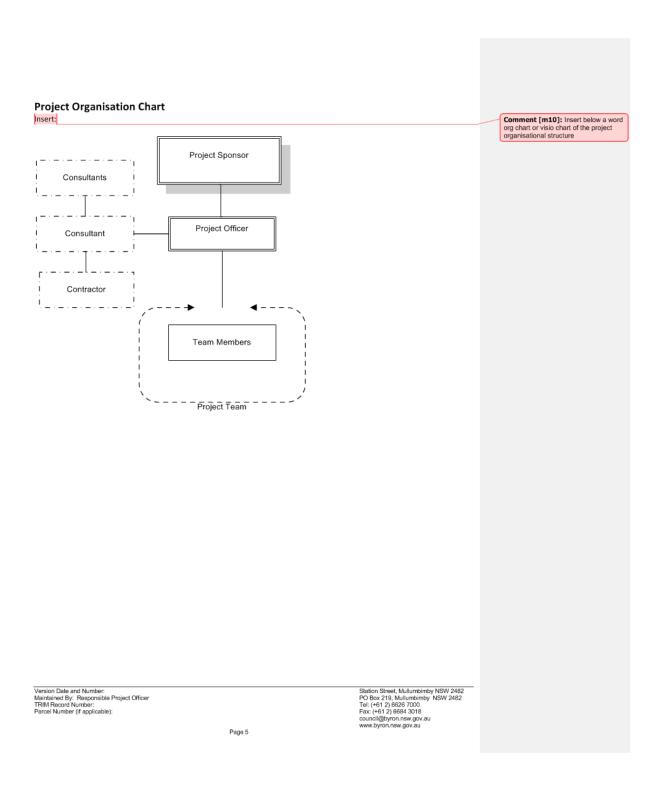


Project Plan	Approva	al				
Insert						Comment [n2]: Project authoriser to sign on satisfactory completion of the
determine that t	Project Plan Document signifying the completion of the 'plan project' phase					
Project Authorise	r Name					and beginning of the 'implement proje phase.
Title						
Signature						
Date						
	ersion C	Control (Live	Document Updates)			
Insert						Comment [n3]: Insert in the table below successive versions of the Project Plan leading to its authorisatio
Issue/Revision Version 1	Date	TRIM Number	Brief Description of Change	Author		and following that, updates relating to control actions during the implementation phase.
Version Date and Num Maintained By: Respo TRIM Record Number: Parcel Number (if appli	nsible Project 0	Officer		Station Street, M PO Box 219, Mul Tel: (461 2) 6625	tullumbimby NSW 2482 lumbimby NSW 2482	

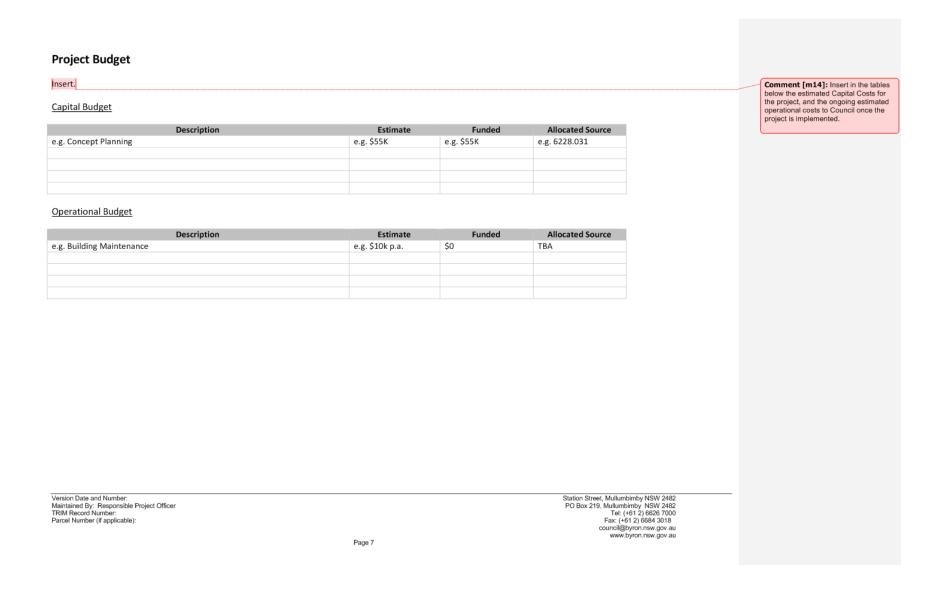
Project Control Information  Project Number Insert.  Project No:  TRIM Folder:  Job/Work Order Number:  Contract Number:  Parcel Number:  Grant Number (from funding body):	on			Comment [m4]: Insert in the table below the Project Number from the Authority Project Register.
Approvals				
Approval Process e.g. Project Definition Document  Project Sponsor and Project Office	Dates e.g. 2 May 201	References/TRIM re E20xx/xx	ecord number	Comment [m5]: Insert in the table below the information relating to the decision-making process of the project. That is, the approval information relevant to this stage of the project. For example, completion of the Project Plan document, approval by appropriate delegated officer, Executive Team approval, or resolution of the council that authorizes the project, DA, building certification or Director approvals under ISEPP, Approved Project Change Requests etc. Update as required.
nsert: Project Authoriser	Email:			Comment [m6]: Insert in the table below the project sponsor, who will be a member of the Management Team and their contact details. Include the name of the responsible Project Officer.
(Management Sponsor):  Project Officer:	Direct Phone:			C. ale responding ringer amount
Project Definition and Sconsert:  Refer to the Project Definition Docur Strategic Alignment Project Objective Subject Land (initial research planning report, REF, SEE, Elencies Project Assumptions Project Constraints Identified Risks (initial) — Reelencies Project Key Dates (initial) — Project Resources (initial) — Project Resources (initial)	nent (E20xx/xx) for the h) — Refer to Project P S etc) and their approv fer to Project Risk Plan Refer to Project Progra entification) — Refer to I	rogram for the project's details al in the Approvals section abov below for detailed risk assessm m below for detailed milestones	ent. s and program. Program/Gantt below for currency.	Comment [m7]: Insert the TRIM reference number for the approved Project Definition document. Provide additional information at each bullet point to record updates if required (where not allowed for further in the Project Plan) or additional information to the Project Definition Document.
Version Date and Number: Maintained By: Responsible Project Officer TRIM Record Number: Parcel Number (if applicable):	Pag	e 3	Slation Street, Mullumbimby NSW 2482 PO Box 219, Mullumbimby NSW 2482 Tel: (+61 2) 6626 7000 Fax: (+61 2) 6684 3018 council@byron.nsw.gov.au www.byron.nsw.gov.au	

#### REPORTS OF COMMITTEES - INFRASTRUCTURE SERVICES

_							
	oject Program						
	ject Program/Gantt						
Inse	rt						Comment [m8]: Insert below either:  • The TRIM number of the project program or Gantt chart. This may be in
Pro	ect Program/Gantt TRIN	M Number:					the project officers preferred form e.g. MS Project, Excel or Word. Example
<mark>OR</mark>							MSExcel Simple Weekly Gantt Template: E2016/27076. MSExcel Dail Gantt Template: E2016/27074. Other
1.	Task Description e.g. Develop RFQ Documentation	Duration e.g. 4 weeks	Start 8 Sep 2017	Finish 6 Oct 2017	Precedents	Resources e.g. Project Team	Gantt templates available with TRIM 'title word' search 'projectiools2016'.  Or complete the MSWord table program provided below.
2.	e.g. Issue RFQ	e.g. 2 weeks	6 Oct 2017	20 Oct 2017	1	e.g. Project Team	The program/Gantt should be a detailed
							list of all the tasks required during the project to achieve the project objectives and deliverables, an estimate of how
							long each task will take, who will be responsible for each task, what the star
							and finish dates are for each task, and which tasks are dependant on other
							tasks either being started or being completed.
Inse		ect Phase/Milestone			Completion	Date	Comment [m9]: Insert in the table below, a summary of the anticipated completion dates for each key phase of
	ate Project	ect i nase/ winestone			completion	Date	the project and key milestones.
Plar	Project						
lmp	lement Project						
Con	plete Project						
Verr	on Date and Number:					Station Street, Mullumbimby NSV	W 2482
Main	on pare and Number:					otation otreet, Mullumpiffiby No.	V 2402
TRIN	tained By: Responsible Project I Record Number: al Number (if applicable):	Officer				PO Box 219, Mullumbimby NSW Tel: (+61 2) 6626 7000 Fax: (+61 2) 6684 3018 council@byron.nsw.gov.au www.byron.nsw.gov.au	2982



Project Resour	ce Plan				
Insert: Project Team					Comment [m11]: Insert here the position title of the staff required implement the project, and the cost for those staff to the project (if any).
Position Title	Manager / Supervisor		Estimated Cost (if applicable)		
e.g. Project Officer	e.g. Manager XX		e.g. \$10,000		
Project Resources					
nsert.					Comment [m12]: Insert here what resources are required (beyond staffin requirements) to implement the project
Resource Type	Resource D		Estimated Costs (For Review)		and the cost for those resources to the project.
e.g. Architect	e.g. Concep	t Design	e.g. \$15,000		
Resource Responsib	nility Assignments				
Insert:	Jiirty Assignments				Comment [m13]: Ensure resources
Refer to Project Progr	ram above.				are assigned against each task/activity in your prepared program/Gantt chart. E.g. this can be done by inserting a column in the Gantt and noting the resource name/title against each task (as allowed for in the Project Program table provided above). Alternatively, provide separate detail of responsibility assignments here.
Version Date and Number: Maintained By: Responsible TRIM Record Number: Parcel Number (if applicable			Station Street, Mullun PO Box 219, Mullumb Tel: (+61 2) 6626 700 Fax: (+61 2) 6684 30 council@byron.nsw.g	oimby NSW 2482 0 18 ov.au	
		Page 6	www.byron.nsw.gov.a	au	



Communicatio	n Plan (Project Stakeholders)									
						Comment [m15]: Insert here either:  • Stakeholder information for all stakeholders to the project (including the project team, project control group,				
	Consultation and Engagement Plan TRIM Number:									
OR						community. Detail how and when communication will be undertaken with each identified stakeholder; Or				
Name & Position Title	Contact Details	Relationship to Project	Method	Frequency		<ul> <li>For larger/high risk projects, please complete a 'Consultation and Engagement Plan' Template:</li> </ul>				
e.g. Phil Warner Manager Assets & Major Projects	e.g. phil.warner@byron.nsw.gov.au	e.g Program Manager	e.g. Email/Phone/Monthly team meetings/ Monthly PSR	e.g. As required		E2014/11898 and insert the TRIM reference number here.				
The John Trojects										
Version Date and Number: Maintained By: Responsible TRIM Record Number: Parcel Number (if applicable	•	Page 8		Station Street, Mullumbimby NSW 2482 PO Box 219, Mullumbimby NSW 2482 Tel: (+61 2) 6826 7000 Fax: (+61 2) 6826 7000 Fox: (+61 2) 6864 3018 council@byron.nsw.gov.au www.byron.nsw.gov.au						

#### **Project Procurement Plan**

Insert:

Product or Service	Type of Purchase	Type of Procurement	Responsible Officer	Date Required	Special Requirements
e.g. Quantity Surveyor	e.g. Consulting	e.g. Quotation	e.g. Project Officer	e.g. 2 May 2017	e.g. Knowledge of local available product and supplier resources

Comment [m16]: Insert here all the procurement processes that are required to meet the project objectives and deliverables, including the type of procurement process and contract, the responsible project team member, the date the service/product is required, and any special comments relevant for the procurement process to be planned and carried out.

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#### **Project Quality Plan**

Insert

Deliverable	Criteria	Assessment/Testing	Responsible
e.g. Develop & Finalise RFT Documentation	e.g. Comprehensive detailed RFT documentation	e.g. Robust review (including legal) prior to issuing	e.g. P.Team/Legal Svcs

Comment [m17]: Insert here the criteria by which you ensure the quality of the project outcomes. Quality criteria may be things like Building Codes, Australian Standards, Legislative requirements, product performance, OSH requirements, internal risk guidelines, professional codes; or may involve building inspections, planning approvals, software testing, audit processes, etc; and will include the performance standard for the project deliverables.

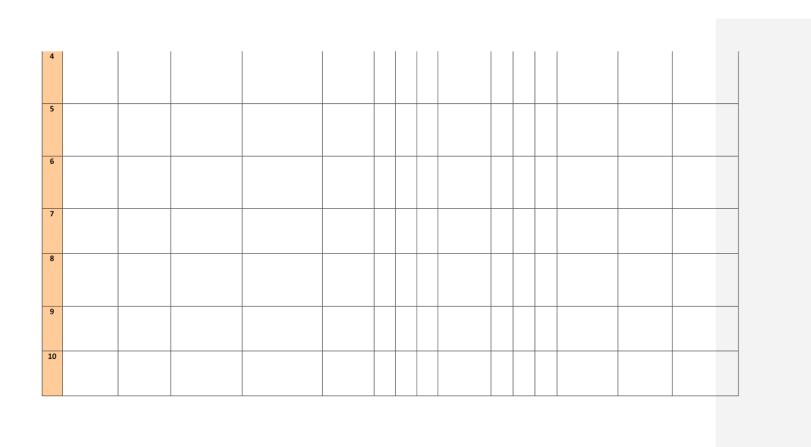
Version Date and Number: Maintained By: Responsible Project Officer TRIM Record Number: Parcel Number (if applicable):

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27 June 2019 page 1069 Attachments

Insert:	RISK CATEGORY & DATE IDENTIFIED	THE RISK	VULNERABILITIES  Potential causes	IMPACT/OUTCOME  What will be the	RISK OWNER	RATI	RENT NG - N TROLS	0	RISK CONTROL MEASURES Actions,	RATI	DUAL F	RISK	CONTROL OWNER	ACTION COMPLETE DATE Specify	MONITORING AND REVIEWING	Comment [m18]: Insert here identified risks relating to the project. Identifying risks will involve thinking about what could go wrong, determining their likelihood, their probable impact on the project, and detailing ways of treating (mitigating, avoiding, or transferring) each risk.
Risk Reference Number	Governance, Contractual and Legal - O H & S - Public Liability Environment - Financial - Political, Reputation and Image	happen, a description of the risk		consequences if the risk event occurs	responsible for managing the risk	Consequence	Likelihood	Current Risk Rating	treatment, strategies to remove, minimise or transfer risk.	imple	Likelihood of Consequences		responsible officer implementing risk control measure	deadline or may be ongoing	responsible officer, including details about frequency and final review.	Use Council's adopted risk matrix tool, refer E2013/32370 which is reproduced below.
1	e.g. Public Liability Feb 2016	e.g. Site works on a busy intersection	e.g. Works spilling onto the road reserve	e.g. Physical injury Pedestrian and traffic disruption	e.g.BSC Compliance Site Contractor	4	3	High	e.g. Hoarding Temp fencing TMP Public Safety Plan Public awareness media campaign.	4	1	Medium	e.g. Site Contractor	e.g. During construction period	e.g. Fortnightly site meetings Random site inspections	
3																
Maintaine TRIM Rec	ate and Number: d By: Responsible Pord Number: mber (if applicable):	oject Officer			Page 11							Statio PO E	Fax: (+61 2) council@byror	NSW 2482 9 6626 7000 6684 3018		



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#### Likelihood and Consequence Descriptors

Consequence Descriptors					
	Insignificant	Minor	Moderate	Major	Catastrophic
Governance, Contractual and Legal - Risks relating to leases, contract works, compliance with legislation and policy, public private partnerships	Isolated non-compliance or breach; minimal failure of internal controls managed by normal operations; negligible financial impact.	Contained non- compliance or breach with short term significance, some impact on normal operations and minor financial impact.	Serious breach involving statutory authority or investigation; significant failure of internal controls; prosecution possible with significant financial impact.	Major breach with fines and litigation; critical failure of internal controls; long term significance and major financial impact.	Extensive fines and litigation with possible class action; threat to viability of organisation, program or service.
Public Liability  - Risks that could lead to injury or fatality of Council workers, including registered volunteers.	Injuries or ailments not requiring medical treatment; minimal loss to organisation.	Minor injury or First Aid Treatment Case; medium loss to organisation.	Serious injury causing hospitalisation or multiple medical treatment cases; high loss to organisation.	Life threatening injury or multiple serious injuries causing hospitalisation; very high loss to organisation.	Death or multiple life threatening injuries; worst case loss to organisation.
WH & S - Risks that could lead to injury or fatality of Council workers, including registered volunteers.	Injuries or ailments not requiring medical treatment	Minor injury or First Aid Treatment Case	Serious injury causing hospitalisation or multiple medical treatment cases	Life threatening injury or multiple serious injuries causing hospitalisation	Death or multiple life threatening injuries
Environment - Risks relating to potential release of pollutants or damage to the natural environment.	Minimal environmental impact; isolated release only	Minor environmental impact; on-site release immediately controlled.	Significant environmental impact; on-site release contained with assistance.	Major environmental impact; release spreading off-site; contained with external assistance.	Fatalities occur; extensive release off-site; requires long term remediation.
Financial - Risks relating to financial losses that impact on Council programs and business operations.	1% of Budget or <\$5K	2.5% of Budget or <\$50K	> 5% of Budget or <\$500K	> 10% of Budget or <\$5M	>25% of Budget or >\$5M
Political, Reputation & Image - Risks that result in community concern or criticism and/or negative media attention.	Isolated, internal or minimal adverse attention or complaint. No impact on funding or political support.	Heightened local community concern or criticism. Possible minor impact on funding and political support at local level.	Significant public criticism with or without media attention. Significant impact on funding and/or political support at local level.	Serious public or media outcry, broad media attention. Major impact on funding and/or political support at local and state level.	Extensive public outcry; potential national media attention. Complete removal of funding source and/or political support at local, state and federal level.

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#### REPORTS OF COMMITTEES - INFRASTRUCTURE SERVICES

			Matrix	1. Insignificant	2. Minor	3. Moderate	4. Major	5. Catastrophic
Likelihood Descriptors	Almost Certain	Is expected to occur in most circumstances	5	Medium	High	High	Extreme	Extreme
	Likely	Will probably occur	4	Medium	Medium	High	High	Extreme
	Possible	Might occur at some time in the future	3	Low	Medium	Medium	High	Extreme
	Unlikely	Could occur but doubtful	2	Low	Medium	Medium	High	High *
	Rare	May occur but only in exceptional circumstances	1	Low	Low	Medium	Medium	High *

#### Risk Treatment Level

Priority	Action Required			
Extreme	This rating level is not acceptable Report immediately to Senior Management Consider alternate activity unless appropriate controls are implemented Develop specific Treatment/Action Plan for immediate implementation to address extreme risks Allocate actions and budget for implementation within one month Report to Senior Management on effectiveness of control			
High	Develop and implement a specific treatment/Action Plan for high risks Consider alternate activity unless appropriate controls are implemented Allocate actions and budget to minimise risk; monitor implementation Report to Senior Management on effectiveness of control			
Medium	Develop and implement a specific Treatment/Action Plan for medium risks Allocate actions and budget to minimise risk where existing controls deemed inadequate; monitor implementation Management to consider additional controls			
Low	Accept and Monitor low-priority risks Manage via routine procedures where possible; monitor via normal internal reporting			
	attention - Action ould be taken to act as soon as possible to implement risk control measures wherever possible or to take action to fix the problem. Extreme and High risk especially			
	to taken to a cas soon as possible to implement tak control measures winelever possible or to take action of it the problem. Extreme and right has especially kerelates to people and personal injury require us to act immediately to take steps to fix the problem.			
	d timing of treatment does not mean that immediate action ought not be taken or that the timing can not be completed sooner than suggested.			

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#### RFQ for the Integrated Transport Management Strategy

TIAC Comments on the RFQ for the Integrated Transport Management Strategy at TIAC Extraordinary Meeting held 17 May 2019 28/05/2019

TIAC Comment	Staff response
Consultation and Engagement shall be proposed in the RFQ for direction and comparison of quotes:  - Stage 1: General online survey to inform general public and attract key stakeholders.  - Stage 2: Targeted consultation and engagement with key stakeholders through meetings/workshops organised by Council Staff, facilitated by consultant.  - Stage 3: Public exhibition of draft document.	A Communication and Engagement Plan will be written to reflect this Comms strategy.  The RFQ will be revised to reflect that Council has developed a Communication and Engagement Plan, and that the Consultant will participate in the engagement process to inform, consult and gain feedback during the development of the strategy.
Key stakeholders include transport providers and community groups as identified in principles e.g. Social Futures, Tony Davies, Damien Brown (TA Group), Blanches, operators (tourism, busses, taxies, community transport, etc.), Chambers of Commerce, Progress Associations, manufacturers (BusTech, sustainable option suppliers), Zero Emissions Byron, etc Representatives to be across a range of technologies and services, not just representing their business.	The RFQ will be revised to include a requirement for the Consultant to work with BSC to compile a stakeholder list that includes and builds upon those mentioned.
Include mention of High Speed Rail in RFQ .	The RFQ will be amended to ensure the High Speed Rail project (including 2010 and 2017 studies) is included in the literature review.
The literature review includes a large number of reports, plans, strategies and documents that may take a long time for a consultant to review, which will likely be expensive.	The literature review is necessary for the Consultant to understand and correctly convey the context of the work done to date, as well as to ensure integration of all existing Council and Non-Council plans and strategies with the Strategy being developed. This being said, responses will be vetted to ensure that an appropriate amount of time and cost has been allocated to the lit review to ensure costs are managed.
An inception meeting should be included to meet with the working group.	The RFQ will include a requirement for the Consultant to attend the following meetings with TIAC/Working Group: - Inception Meeting - Post-consultation Meeting (presentation of findings-to-date and proposed strategic direction including objectives and actions) - Presentation of the Draft Integrated Transport Management Strategy - Presentation of the Final Integrated Transport Management Strategy Additionally, the RFQ will include a requirement for the Consultant to present the Final Integrated Transport Management Strategy to the Strategic Planning Workshop.
Quotes shall be split into stages for comparison.	The RFQ will be revised to ensure that quotes returned are split into comparable portions.
RFQ must take freight into consideration: Include Northern Rivers Freight and Supply Chain Report in literature review.	RFQ will be amended to ensure the Northern Rivers Freight and Supply Chain Report will be included in literature review.
The final strategy must incorporate degrees of feasibility. E.g. social and environmental, not just economics.	The RFQ will be revised to include this as a requirement.
The final strategy must consider accessibility and users with restricted mobility, especially with respect to regulations imposed on transport providers to cater to this group of users.	The RFQ will be revised to include this as a requirement.
Immediate Next Steps - TIAC agree revised RFQ to go directly to Council (June meeting) for endorsement.	Staff to update RFQ as per above by 31 May 2019 to allow for reporting to June meeting.
Next Steps - 31 May 2019: Staff to update RFQ as per above to allow for reporting to June meeting 27 June 2019: Council endorse RFQ at their ordinary meeting and allocate funding for the engagement of a Consultant to undertake the work 28 June 2019: RFQ goes live for 4 weeks - 26 July 2019: RFQ open period ends, all submissions received 9 August 2019: Transport Strategy Working Group meet at extraordinary TIAC meeting to review submissions and choose a preferred consultant 9 August 2019: Successful consultant notified and engaged.	

#### MINUTES OF MEETING



## EXTRAORDINARY TRANSPORT AND INFRASTRUCTURE ADVISORY COMMITTEE MEETING

Venue Conference Room, Station Street, Mullumbimby

Pate Friday, 17 May 2019

Time 11:30am

#### REPORTS OF COMMITTEES - INFRASTRUCTURE SERVICES

Minutes of the Extraordinary Transport and Infrastructure Advisory Committee Meeting held on Friday, 17 May 2019

File No: Error! Unknown document property name.

PRESENT: Cr S Richardson (Mayor), Cr B Cameron,

Staff:

Tony Nash (Manager Works)
Daniel Strzina (Project Engineer)
Andrew Pearce (Traffic Engineer)
Dominika Tomanek (Minute Taker)

Community Representatives: Sapoty Brook, Graham Hamilton, and David Michie

Non-Voting Representatives: Katrina Ross (Transport Development Officer, Social Futures)

Cr Cameron (Chair) opened the meeting at 11:35 am and acknowledged that the meeting was being held on Bundjalung Country.

#### APOLOGIES:

Phil Holloway (Director Infrastructure Services) Cr J Martin Andi Maclean Chris Soulsby

#### DECLARATIONS OF INTEREST - PECUNIARY AND NON-PECUNIARY

There were no declarations of interest.

#### ADOPTION OF MINUTES FROM PREVIOUS MEETINGS

#### **Committee Recommendation:**

- 1. That the minutes of the Transport and Infrastructure Advisory Committee Meeting held on 8 March 2019, Extraordinary Transport and Infrastructure Advisory Committee Meeting held on 12 April 2019 and Extraordinary Transport and Infrastructure Advisory Committee Meeting held on 14 May 2019 be confirmed
- 2. The minutes of the meeting held on 8 March 2019 were noted, and the Committee Recommendations adopted by Council, at the Ordinary Meeting held on 28 March 2019 without changes.
- 3. The minutes of the extraordinary meeting held on 14 May 2019 were noted, and the Committee Recommendations be presented to Council, at the Ordinary Meeting held on 27 June 2019.

(Hamilton/Cameron)

The recommendation was put to the vote and declared carried.

#### **BUSINESS ARISING FROM PREVIOUS MINUTES**

There was no business arising from previous minutes.

#### STAFF REPORTS - INFRASTRUCTURE SERVICES

REPORTS OF COMMITTEES - INFRASTRUCTURE SERVICES

<u>14.4 - ATTACHMENT 5</u>

Report No. 4.1 Integrated Transport Management Strategy - Draft RFQ Review

**File No:** 12019/706

#### **Committee Recommendation:**

That the Draft RFQ for the development of the Integrated Transport Management Strategy (previously known as the Shire-wide Transport Strategy) be modified as discussed including the consultation strategy and adopted for the engagement of a specialist consultant to undertake the work.

(Hamilton/Brook)

The recommendation was put to the vote and declared carried.

There being no further business the meeting concluded at 12:55 pm.

#### MINUTES OF MEETING



### TRANSPORT AND INFRASTRUCTURE ADVISORY COMMITTEE MEETING

Venue Conference Room, Station Street, Mullumbimby

Thursday, 13 June 2019

**9.00am** 

#### REPORTS OF COMMITTEES - INFRASTRUCTURE SERVICES

14.5 - ATTACHMENT 1

Minutes of the Transport and Infrastructure Advisory Committee Meeting held on Thursday, 13 June 2019

File No: Error! Unknown document property name.

PRESENT: Cr S Richardson (Mayor), Cr B Cameron

Staff: Phil Holloway (Director Infrastructure Services)

Phil Warner (Manager Assets and Major Projects)

Daniel Strzina (Project Engineer) Dominika Tomanek (Minute Taker)

Community Representatives: Sapoty Brook, Graham Hamilton

Cr Cameron (Chair) opened the meeting at 9:06 am and acknowledged that the meeting was being held on Bundjalung Country.

#### **APOLOGIES:**

Cr J Martin

**David Michie** 

Andi Maclean

Non-Voting Representatives: Katrina Ross (Transport Development Officer, Social Futures)

#### DECLARATIONS OF INTEREST - PECUNIARY AND NON-PECUNIARY

There were no declarations of interest.

#### ADOPTION OF MINUTES FROM PREVIOUS MEETINGS

#### **Committee Recommendation:**

That the minutes of the extraordinary Transport and Infrastructure Advisory Committee Meetings held on 14 May and 17 May 2019 be confirmed.

The minutes of the extraordinary Transport and Infrastructure Advisory Committee Meetings held on 14 May and 17 May were noted, and the Committee Recommendations be presented to Council, at the Ordinary Meeting hold on 27 June 2019.

(Cameron/Michie)

The recommendation was put to the vote and declared carried.

#### **BUSINESS ARISING FROM PREVIOUS MINUTES**

There was no business arising from previous minutes.

#### STAFF REPORTS - INFRASTRUCTURE SERVICES

REPORTS OF COMMITTEES - INFRASTRUCTURE SERVICES

14.5 - ATTACHMENT 1

Report No. 4.1 Update: Development of the Integrated Transport Management

Strategy

**File No:** 12019/797

## **Committee Recommendation:**

1. That the update on the development of the Integrated Transport Management Strategy be noted.

- 2. That the extraordinary meeting of TIAC be organised in early 2020 (February) to discuss Integrated Transport Management Strategy.
- 3. That the timetable for completion of the project be revised so that the final report can be adopted by Council prior to the end of this Council term.
- 4. That the final strategy must consider high level of degrees of feasibility that inform the priority deliverables.

(Cameron/Brook)

The recommendation was put to the vote and declared carried.

Report No. 4.2 Buildings Asset Management Plan - Community Level of Service

Survey

**File No:** 12019/860

## **Committee Recommendation:**

1. That the committee note the Community Levels of Service survey associated with the preparation of the Building Asset Management Plan (BAMP).

2. That committee receive a report on the contractual arrangements currently in place for the maintenance of non-Council owned toilets.

(Richardson/Cameron)

The recommendation was put to the vote and declared carried.

Comments from the committee:

- To distinguish conditions of the buildings and conditions of the facilities
- To consider the acoustic performance of halls
- To confirm Council contribution towards Byron Bay Surf Club Grant Program

There being no further business the meeting concluded at 10:33am.

# MINUTES OF MEETING



# BYRON SHIRE FLOODPLAIN RISK MANAGEMENT COMMITTEE MEETING

Venue Conference Room, Station Street, Mullumbimby

Thursday, 13 June 2019

Time **2.00pm** 

#### REPORTS OF COMMITTEES - INFRASTRUCTURE SERVICES

14.6 - ATTACHMENT 1

Minutes of the Byron Shire Floodplain Risk Management Committee Meeting held on Thursday, 13 June 2019

File No: Error! Unknown document property name.

PRESENT: Cr Richardson, Cr J Hackett, Cr A Hunter and Cr M Lyon

Staff: James Flockton (Flood and Drainage Engineer)

Dominika Tomanek (Minute Taker)

Invited Members: Andrew Page (Cape Byron Marine Park), Peter Mair (SES)

Community: Robyn Bolden, Rebecca Brewin, Karl Allen, Steve Keefe, Duncan

Dey and Matthew Lambourne

Visitors: Ella Harrison (WMA Water)

Cr Hunter opened the meeting at 2:03 pm and acknowledged that the meeting was being held on Bundjalung Country.

#### **APOLOGIES**:

Phil Holloway (Director Infrastructure Services)
Toong Chin (Environment and Heritage)
Martin Rose (Environment and Heritage)

### **DECLARATIONS OF INTEREST – PECUNIARY AND NON-PECUNIARY**

There were no declarations of interest.

#### ADOPTION OF MINUTES FROM PREVIOUS MEETINGS

#### **Committee Recommendation:**

- 1. That the minutes of the Byron Shire Floodplain Risk Management Committee Meeting held on 19 February 2019 be confirmed.
- 2. The minutes of the meeting held on 19 February 2019 were noted, and the Committee Recommendations adopted by Council, at the Ordinary Meeting held on 23 March 2019

(Dey/Bolden)

The recommendation was put to the vote and declared carried.

#### **BUSINESS ARISING FROM PREVIOUS MINUTES**

There was no business arising from previous minutes.

#### STAFF REPORTS - INFRASTRUCTURE SERVICES

REPORTS OF COMMITTEES - INFRASTRUCTURE SERVICES

14.6 - ATTACHMENT 1

Report No. 4.1 North Byron Floodplain Risk Management Study and Plan - Update

**File No:** 12019/840

#### **Committee Recommendation:**

- 1. That Council approve the design event modelling mapping for inclusion in the final Floodplain Risk Management Study and Plan documentation noting that design levels near the Billinudgel bridges will be crosschecked.
- 2. That Council approve the following mitigation options as the second set of flood mitigation options for assessment in the study:
  - a) Lowering of the Ocean Shores Golf Course Weir spillway
  - b) Combination of 4 Ocean Outlets, Marshalls Creek Dredging, Marshalls Creek Rockwall Modifications and Kallaroo Circuit Bund Modifications
  - c) Removal of the Brunswick River Training Walls
  - d) Billinudgel Infrastructure improvements (including railway bridges)
  - e) Reduction of debris collection risk at Federation Bridge
  - f) Dredging extended to side tributaries in Mullumbimby (including waterway openings under railway at Saltwater Creek and Kings Creek)
  - g) Avocado Court Overland Flow Path
- 3. That, in order for project delivery and grant milestone targets to be met, Council approve changes to the current 2019 Floodplain Management Committee Meeting Schedule. The 31 October 2019 meeting be moved to the end of September 2019 and an additional meeting is added at the end of November 2019.

(Lyon/Dey)

The recommendation was put to the vote and declared carried.

There being no further business the meeting concluded at 4:04 pm.

# MINUTES OF MEETING



# EXTRAORDINARY COASTAL ESTUARY CATCHMENT PANEL MEETING

Venue Conference Room, Station street, Mullumbimby

Friday, 7 June 2019

Time 12pm

REPORTS OF COMMITTEES - INFRASTRUCTURE SERVICES

14.7 - ATTACHMENT 1

Minutes of the Extraordinary Coastal Estuary Catchment Panel Meeting held on Friday, 7 June 2019

File No: Error! Unknown document property name.

PRESENT: Cr C Coorey, Cr J Hackett

Staff: Phillip Holloway (Director, Infrastructure Services)

Cameron Clark (Manager, Utilities)

Jeff Begovic (Development Engineering Supervisor)

Chloe Dowsett (Coastal Estuaries Officer)

Dominika Tomanek (Minute Taker)

Community Representatives: Mary Gardner, Mathew Lambourne, , Tim Hochgrebe

and Duncan Dey

Cr Coorey (Chair) opened the meeting at 12:10pm and acknowledged that the meeting was being held on Bundjalung Country.

#### **APOLOGIES:**

Cr M Lyon

James Flockton (Flood and Drainage Engineer)

#### DECLARATIONS OF INTEREST - PECUNIARY AND NON-PECUNIARY

There were no declarations of interest.

## ADOPTION OF MINUTES FROM PREVIOUS MEETINGS

#### **Panel Recommendation:**

That the minutes of the Coastal Estuary Catchment Panel Meeting held on 14 March 2019 be confirmed.

The minutes of the meeting held on 14 March 2019 were noted, and the Panel Recommendations adopted by Council, at the Ordinary Meeting held on 18 April 2019.

(Dey/Coorey)

The recommendation was put to the vote and declared carried.

#### **BUSINESS ARISING**

Tony Flick resigned from The Coastal Estuary Catchment Panel.

#### STAFF REPORTS - INFRASTRUCTURE SERVICES

Report No. 4.1 File No:

Climate Change Strategic Planning Policy - Discussion and Review

12019/775

# **Panel Recommendation:**

- 1. That staff review its current Climate Change Policy based on the outcomes and recommendations from 7 June workshop, including:
  - a) Reinsert rainfall increases in Table 1, not just as sensitivity tests
  - b) Simplify first objective to read "to set out parameters for strategic, infrastructure and operational planning"
  - c) Delete second objective
  - d) Replace third objective with "to set out ways and means of updating these parameters as new information arrives" or similar
  - e) Consider 100-year ocean water levels at specific river mouths (Agenda page 9) including ways of deriving future equivalent water levels
  - f) Include reference to Climate Adaptation Planning (Agenda page 12) for example: adaptation of building construction methods such that buildings be built on piers that enable simple house - raising instead of slab on ground.
- 2. That Council consider future planning documents based on ocean levels for which there may be timed predictions rather than on calendar year for which there may be ocean level predictions.
- That Council draft future planning documents to separate consideration of existing development from future development.
- 4. That Panel supports the funding and development of Council's Climate Change Adaptation Implementation Plan.

New Item: Tony Flick resignation from the Coastal Estuary Catchment Panel:

#### **Panel Recommendation:**

That Panel recognises the contribution of Tony Flick both as a member of this Panel and his work in revitalising the Belongil Catchment Drainage Board - Interim Drainage Management Plan - Jan 2019 (previously Belongil Swamp Drainage Union).

(Dey/Hackett)

The recommendation was put to the vote and declared carried.

There being no further business the meeting concluded at 2:13pm. Additional Notes regarding Report 4.1:

#### **Current Documents:**

Drought management plane

#### REPORTS OF COMMITTEES - INFRASTRUCTURE SERVICES

<u>14.7 - ATTACHMENT 1</u>

Belongil Opening
All floodplain studies
Emission reduction
Belongil Catchment Drainage Management Plan
Risk Management doc (confidential)
DISPLAN – Tweed Byron Shire Council Biodiversity
Catchment Issues Study
Estuary Plans
Community Health?

Documents to consider:

**LEPs** 

### In Draft/Progress:

Water Supply Safe yield analysis
WSUD
Belongil Opening strategy
North Byron Floodplain....MP cape Byron to SGB
Design investigation JSPW
Biodiversity Conversation Strategy
Sustainable Visitations Strategy
Integrated Transport Management Strategy

### **Docs external to Council:**

Federal mapping document/tool (Coast Adapt) 2016/17? Coastal Risk Australia OEH – NSW Science unit doc Nature Magazine IPCC latest

## Other considerations:

- Monitoring
- King Tides
- Coastal Watch
- Citizen Science
- Climate Change Policy
- Climate Emergency Action Plan

# MINUTES OF MEETING



# WATER, WASTE AND SEWER ADVISORY COMMITTEE MEETING

Venue Conference Room, Station Street, Mullumbimby

Thursday, 13 June 2019

Time 11.30am

14.8 - ATTACHMENT 1

Minutes of the Water, Waste and Sewer Advisory Committee Meeting held on Thursday, 13 June 2019

File No: Error! Unknown document property name.

PRESENT: Cr Richardson and Cr S Ndiaye, Cr C Coorey, Cr M Lyon

Staff: Phil Holloway (Director Infrastructure Services)

Jason Stanley (System Planning Officer)

Cameron Clark (Manager Utilities)

Claudio Germany (Assistant Environment Officer) Michael Matthews (Manager Open Spaces)

Lucy Wilson (Resource Recovery Projects and Education Officer

Dominika Tomanek (Minute Taker)

Community: Col Draper, David Fligelman, Madeleine Green, Duncan Dey, and Ben

Fawcett

Visitor: Katrina Curran (Australian Wetlands Consulting)

Cr Ndiaye (Chair) opened the meeting at 11:37am and acknowledged that the meeting was being held on Bundjalung Country.

#### **APOLOGIES**:

Mary Gardner

# **DECLARATIONS OF INTEREST – PECUNIARY AND NON-PECUNIARY**

Madeleine Green declared a non-pecuniary interest. The nature of the interest being that she resides next to the tip.

#### ADOPTION OF MINUTES FROM PREVIOUS MEETINGS

#### **Committee Recommendation:**

- 1. That the minutes of the Water, Waste and Sewer Advisory Committee Meeting held on 31 January 2019 be confirmed.
- 2. The minutes of the meeting held on 31 January 2019 were noted, and the Committee Recommendations adopted by Council, at the Ordinary Meeting held on 28 February 2019 with the changes in Report 4.1 Murtagh Wetlands Report Update:
  - 5. That Council **consider to** undertake piezometric monitoring along the track in preparation for in depth hydrological studies to determine the possible role or impact of the mining drain in the upper Belongil catchment **as part of an Integrated Belongil Catchment Management Plan.**
  - 6. That the outcomes of point 5 are reported back to the Waste, water and Sewer Committee for Consideration.

Instead of:

5. That Council undertake piezometric monitoring along the track in preparation for in depth hydrological studies to determine the possible role or impact of the mining drain in the upper Belongil catchment.

# REPORTS OF COMMITTEES - INFRASTRUCTURE SERVICES

<u>14.8 - ATTACHMENT 1</u>

(Dey/Fawcett)

The recommendation was put to the vote and declared carried .

# **BUSINESS ARISING FROM PREVIOUS MINUTES**

- 1. Mark Tidswell resigned from Water, Waste and Sewer Advisory Committee.
- 2. That the committee recognises the contribution of Mark Tidswell as a member of this Committee.

#### REPORTS OF COMMITTEES - INFRASTRUCTURE SERVICES

#### STAFF REPORTS - INFRASTRUCTURE SERVICES

## **PROCEDURAL MOTION**

#### **Committee Recommendation:**

That Council change the order of business to deal with Reports 4.3 first on the Agenda.

(Dey/Ndiaye)

The recommendation was put to the vote and declared carried.

Report No. 4.3 Items Requested by Duncan Dey

**File No:** 12019/646

#### **Committee Recommendation:**

### That Council:

- 1. acknowledge that management of centralised urban sewage requires periodical assessment with annual reporting of the capacities of its 3 main elements:
  - a) the sewer collection system;
  - b) the sewage treatment plant; and
  - c) receiving environments.
- 2. acknowledge that receiving environments potentially include:
  - a) waterways,
  - b) wetlands,
  - c) irrigation areas;
  - d marine environments, and
  - e) recycled water schemes which are generally downstream of the EPA licence point for the STP.
- 3. receive reports on the capacities of environments that receive effluent from the Byron Bay STP, including the details of modelling parameters.
- 4. That Committee notes Condition 9 of the development consent for the operation of the STP is that the new load connected from December 2002 onwards is matched by new re-use. The purpose of this Condition as explained in the EIS and its supporting documents was that there would be no increase in flow to the Belongil Catchment and receive the report on the following questions:
  - a) What was the inflow to the STP in December 2002 and what is it now, noting that another consent Condition is that inflow reaching 80% of the plant's capacity (6.95 ML/day) would trigger steps towards the next expansion.
  - b) What was the re-use from the STP in December 2002 and what is it now?
  - c) What is the current inflow to the STP and when is it estimated to reach 5.56 ML/day (80% of capacity)?
- 5. That Committee members and staff meet to discuss further.

#### REPORTS OF COMMITTEES - INFRASTRUCTURE SERVICES

14.8 - ATTACHMENT 1

(Dey/Coorey)

The recommendation was put to the vote and declared carried.

Report No. 4.1 Belongil Catchment Drainage Board Draft Plan of Management

**File No:** 12019/13

### **Committee Recommendation:**

1) That ongoing discussion between Council and Belongil Catchment Board (BCDB) continue in respect of producing a memorandum of understanding (MOU).

- 2) That a workshop between representatives of BCDB, Council and NSW Department of Primary Industries (NSW DPI) be held as soon as possible to discuss management plan comments
- 3) That workshop outcome be reported to the next committee meeting.

(Coorey/Green)

The recommendation was put to the vote and declared carried.

Report No. 4.2 Murthagh Wetlands Report Update

**File No:** 12019/645

#### Notes:

That Council note that the Committee meeting ran over time and the this item has been not discussed and have been referred to a future meeting of this Committee as the second item in the Agenda.

Report No. 4.4 Towards Zero - Byron Shire's Draft Waste Management and Resource

**Recovery Strategy** 

**File No:** 12019/841

#### Notes:

That Council note that the Committee meeting ran over time and the this item has been referred to a future meeting of this Committee for further discussion.

Report No. 4.5 Inflow and Infiltration update

**File No:** 12019/848

#### Notes:

That Council note that the Committee meeting ran over time and that this item has been not discussed and have been referred to a meeting of this Committee as the first item in the Agenda.

Report No. 4.6 Schedule of Extraordinary Meetings of Water, Waste and Sewer Committee in 2019

REPORTS OF COMMITTEES - INFRASTRUCTURE SERVICES

<u>14.8 - ATTACHMENT 1</u>

**File No:** 12019/877

# **Committee Recommendation:**

- 1. That Council ask that the extraordinary meetings of Water, Waste and Sewer Advisory Committee (WWSAC) be scheduled on:
  - a) Thursday, 29 August 2019 at 9 am; and
  - b) Thursday 14 November 9 am
- 2. That the constitution for the WWSAC be amended to reflect 5 meetings per year.

(Dey/Ndiaye)

The recommendation was put to the vote and declared carried.

There being no further business the meeting concluded at 1:41.