



ATTACHMENT 5c

Community Workshops Presentation

Have Your Say

Options for Achieving a better Blue Mountains

Community Workshops
August - September 2014

WELCOME

- ❖ Workshop purpose
- ❖ Workshop Facilitators
- ❖ Housekeeping
- ❖ Ground rules

WORKSHOP PROGRAM

TIME	ITEM
10:00am	❖ Welcome & Introduction - Participant Introductions
10.20am	❖ Resourcing Our Future - City Context - Participant Questions/ Comments
11.00am	❖ Options for A Better Blue Mountains - Participant Questions / Comments
11.20am	Refreshment break
11.35am	❖ Impact of Options on Council service provision - Service Dashboards - Participants begin filling in workbooks - Participant Questions / Comments
12.30pm	❖ Summary overview of Draft Waste Strategy - Participant Questions / Comments
12.45pm	❖ Participants complete Workbooks
1.00pm	❖ Workshop concludes

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City Context

The City of Blue Mountains is unique

City in a World Heritage National Park



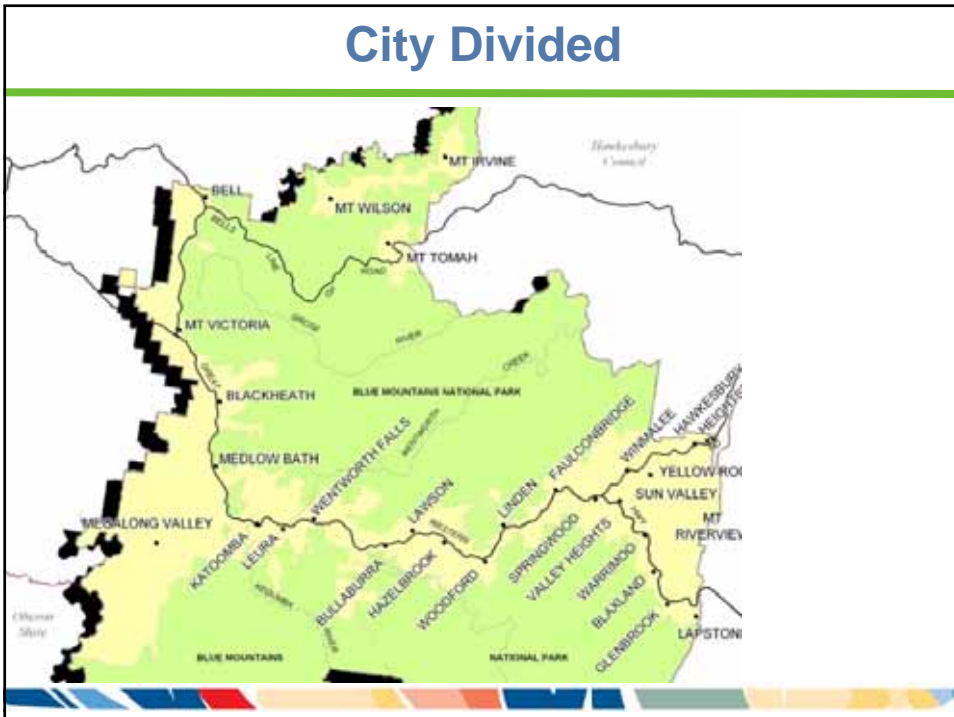
City on the Edge



City at Risk



City Divided



City as a Bridge



City for Visitors



OUR VISION

To build a successful future for the
Blue Mountains through improving
the wellbeing of our community
and the environment

COUNCIL PLANNING FRAMEWORK

Council plans for delivery of service

NSW STATE GOVERNMENT'S LOCAL GOVERNMENT
INTEGRATED PLANNING & REPORTING FRAMEWORK



COUNCIL'S SERVICE DELIVERY

Wide range of services & facilities

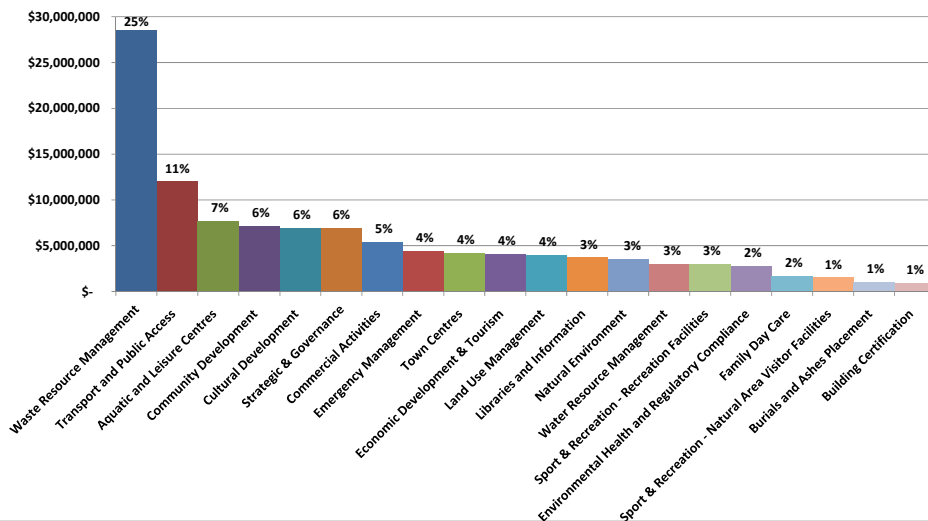
- Footpaths
- Roads
- Drainage
- Libraries
- Children
- Youth
- Seniors
- Development
- Environment
- Recreation
- Cultural events
- Local economy
- Stormwater
- Burials
- Building certification
- Leisure
- Waste
- Graffiti removal
- Town centres
- Emergency management
- Public health
- Family day care
- Visitor Information



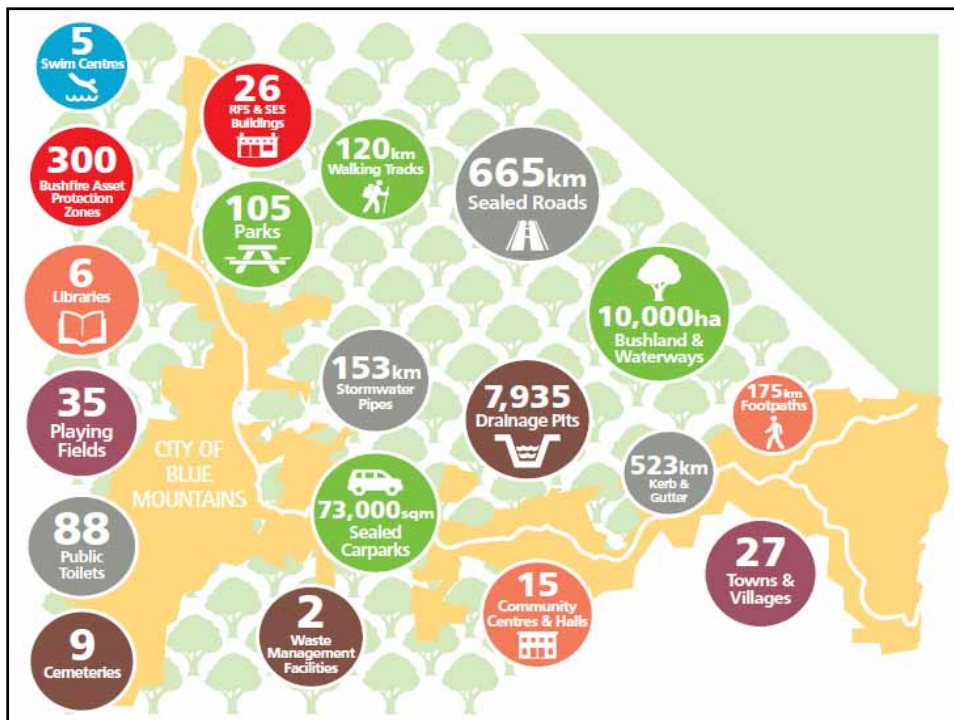
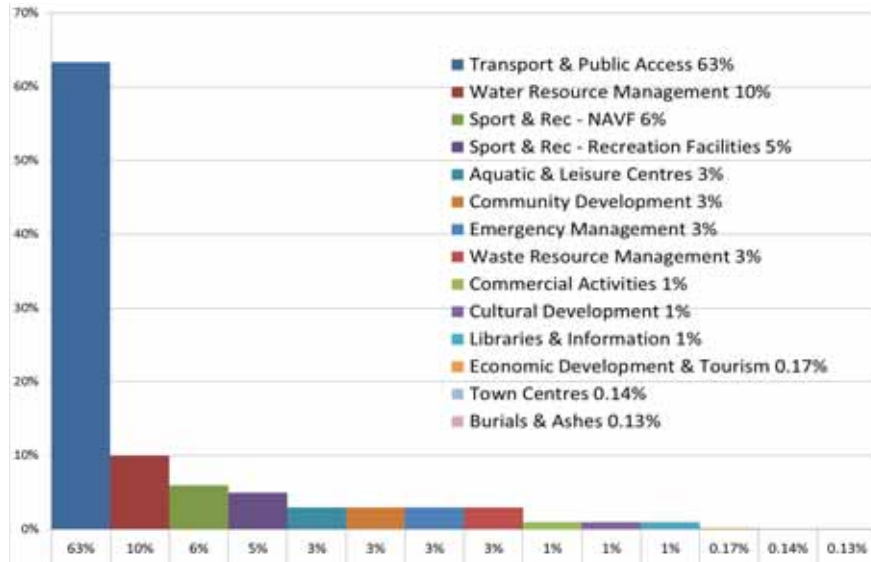
ANNUAL SERVICE COST 2014-2015

\$123M annual service expenditure:

49% rates funded & 51% grants, fees & charges funded



\$1BILLION PORTFOLIO OF BUILT ASSETS



CURRENT FINANCIAL POSITION

NSW Treasury Corporation Financial Assessment Report 2013

“we consider Council to currently be in a satisfactory financial position ” “Council has been well managed”

- ❖ Cash liquidity & financial flexibility is sound
- ❖ Expenditure is well managed
- ❖ Revenue trending favourably
- ❖ Majority of key financial performance measures are above industry benchmarks

Independent auditors also confirm this position

CHALLENGES FOR ALL NSW COUNCILS

1. Share of taxation revenue

- ❖ Councils are responsible for providing **36%** of built assets (roads, footpaths, drainage, parks, pools etc)
- ❖ But receive less than **3%** of total taxation revenue

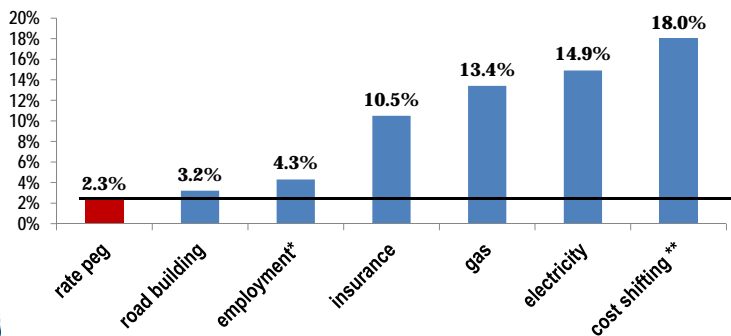


CHALLENGES FOR ALL NSW COUNCILS

2. Costs rising faster than revenue

Constrained rate revenue: for 37 years NSW Government has limited amount councils can increase their rate income (irrespective of actual costs increases)

ESTIMATED BMCC COSTS COMPARED TO RATE PEG 2014-2015



CHALLENGES FOR ALL NSW COUNCILS

3. Cost shifting

IMPACT TO COUNCIL
2006/07 to 2011/12

\$33.3 million

Example: Emergency Services

Councils must pay to NSW Government 11.7% of local budget for Rural Fire Service, State Emergency Service & Fire & Rescue NSW

For BMCC this means:

- ❖ **\$1.8M** in contributions in 2013-14
- ❖ **For Fire & Rescue NSW alone:**
 - \$670,000 - 2012/13
 - \$910,000 - 2013/14 (36% increase)
 - \$1.1M est- 2014/15 (21% increase)



CHALLENGES FOR ALL NSW COUNCILS

4. Funding reductions from Federal & State Governments

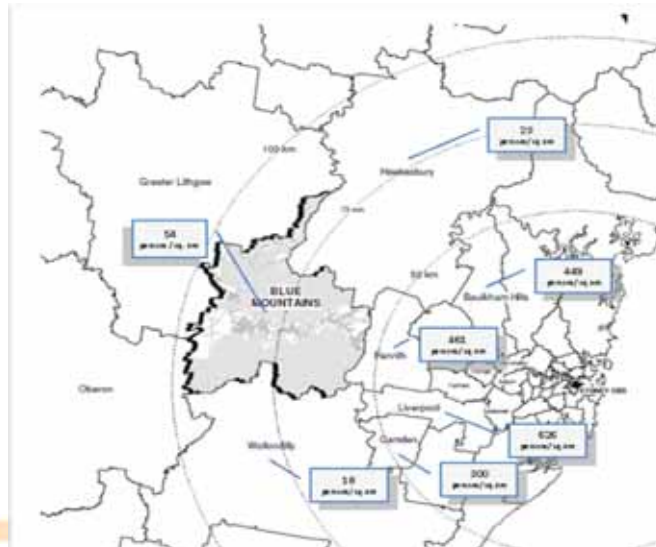
- ❖ 2014 Federal Budget reduced Financial Assistance Grant Funding to all Australian local governments **(for BMCC reduction of \$2.9 million over next four years)**
- ❖ Federal Government proposed cuts to Family Day Care funding
- ❖ Library funding hasn't increased since 1988

CHALLENGES FOR OUR CITY

1. Large local government area

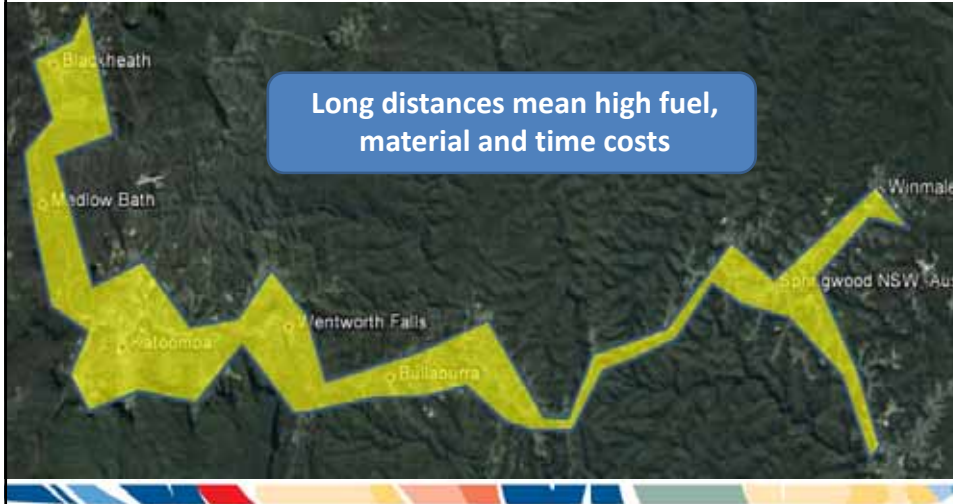
27 dispersed towns & villages, along 100 kilometres mountainous terrain

Blue Mountains
LGA = 1,431
kms²



CHALLENGES FOR OUR CITY

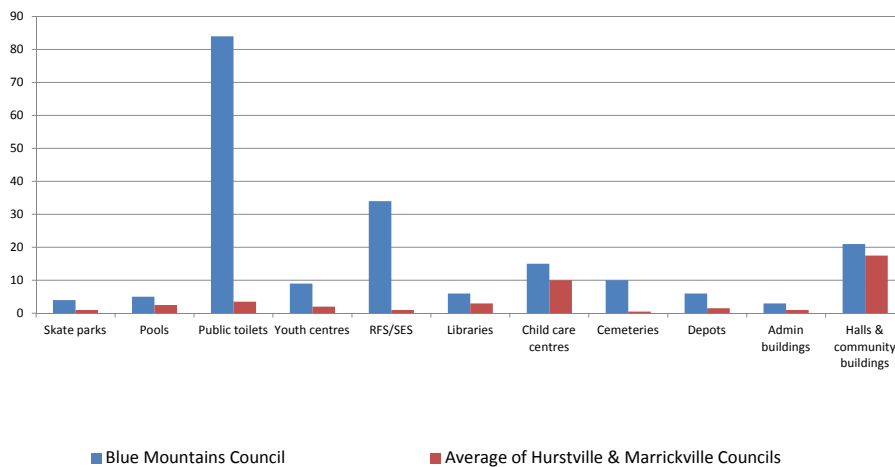
- ❖ Infrastructure is spread-out
- ❖ Very high infrastructure cost per person



CHALLENGES FOR OUR CITY

2. Duplication of Assets & Services

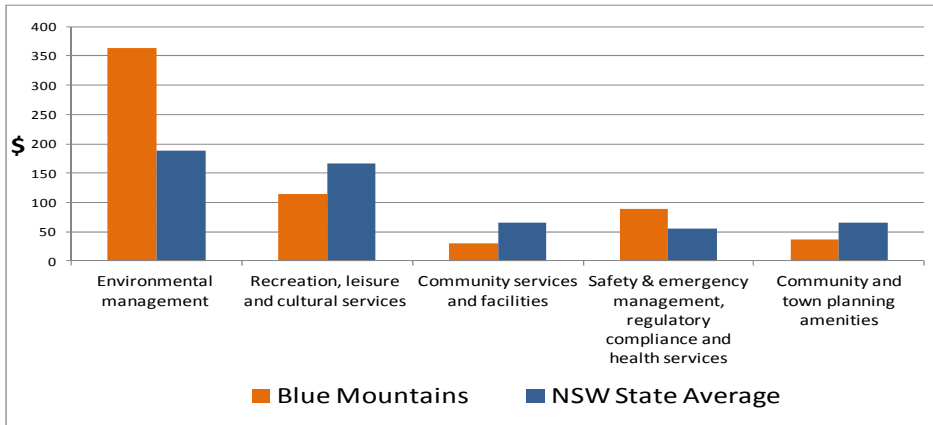
COUNCIL ASSETS COMPARED TO COUNCILS WITH SIMILAR POPULATIONS



CHALLENGES FOR OUR CITY

3. Emergency management & environment responsibilities – World Heritage area

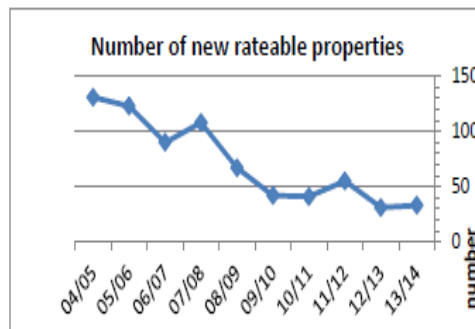
EXPENDITURE ON SERVICES PER RESIDENTS—BMCC AND NSW STATE AVERAGE



CHALLENGES FOR OUR CITY

4. Limited opportunity for additional rates

- ❖ World Heritage National Park limits growth
- ❖ Lowest population growth in Greater Sydney
- ❖ Minimal new properties
- ❖ Limited s94 Contributions

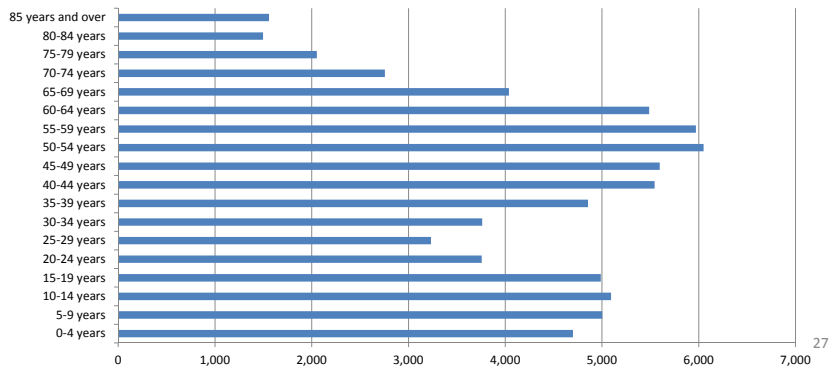


CHALLENGES FOR OUR CITY

5. Ageing population

- ❖ We have high population numbers for age groups 50+ years
- ❖ Requires alteration to some assets to ensure suitability for ageing population

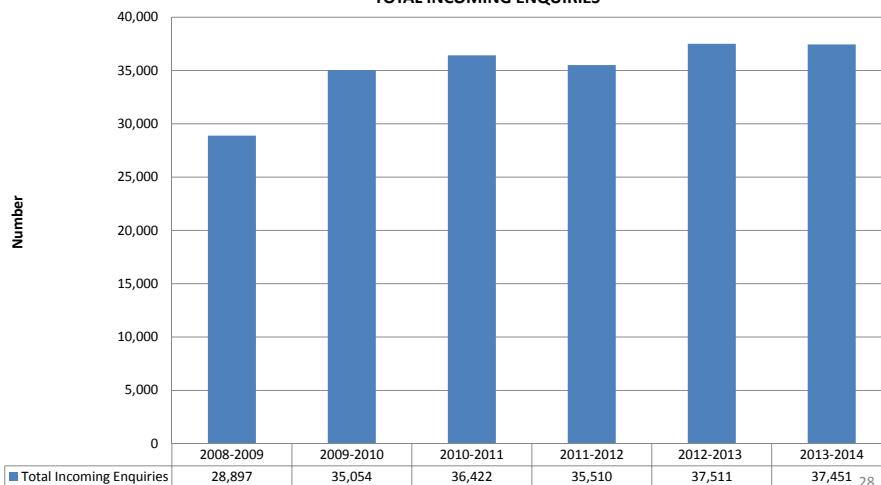
BLUE MOUNTAINS POPULATION BY AGE GROUP – 2011 CENSUS



CHALLENGES FOR OUR CITY

6. Customer Requests (37,500 pa)

TOTAL INCOMING ENQUIRIES

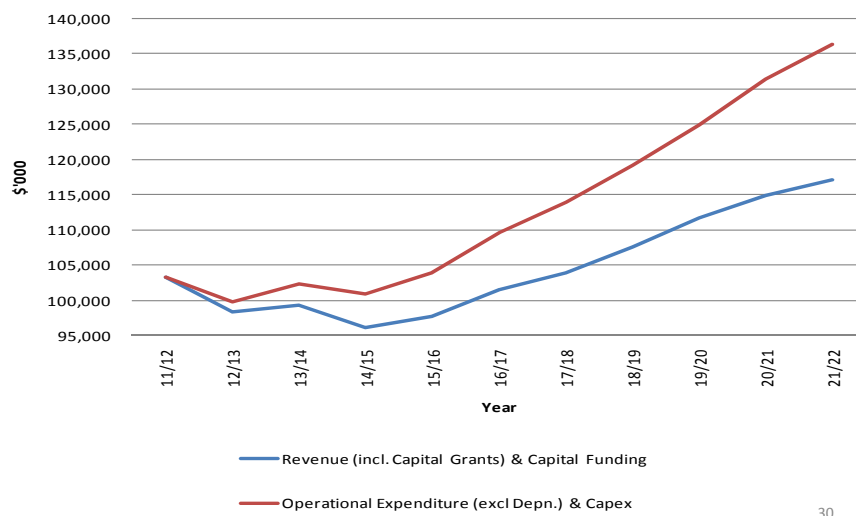


WHAT DOES ALL THIS MEAN?

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COSTS RISING FASTER THAN INCOME

ESTIMATED GAP BETWEEN EXPENDITURE & INCOME 2012 - 2022



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UNDERFUNDING OF ASSETS

- ❖ Currently 21% of built assets in poor condition
- ❖ Projected to increase to 37% in 10 years time



IMPACT ON SERVICE LEVELS

We have assessed funding likely to be available over next 10 years.....

- ❖ Insufficient to maintain existing levels of service into future
- ❖ Service levels must be balanced against available revenue



TOWARDS A SOLUTION

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FINANCIAL SUSTAINABILITY COMMITMENT

We are implementing **Six Strategies** to improve our long term financial sustainability



Strategy 1: Avoid Shocks

- ❖ Sound financial planning
- ❖ Early identification of financial issues and longer-term impacts
- ❖ BENEFIT: Better able to withstand costly unexpected events



Strategy 2: Balance the Budget

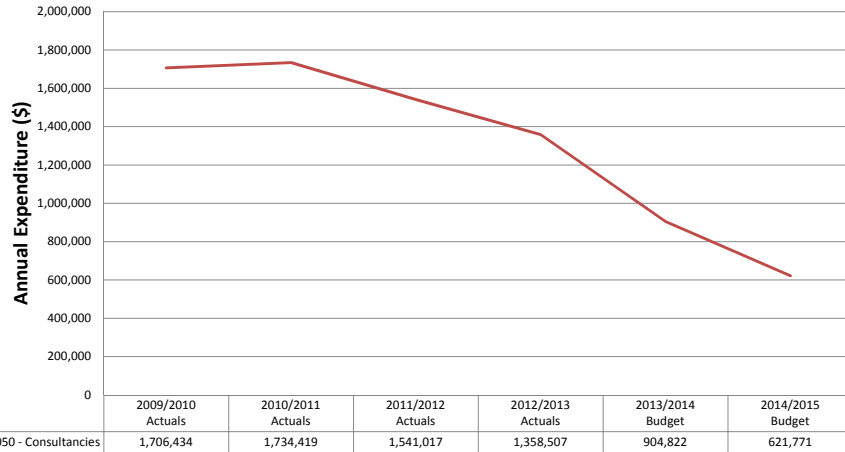
- ❖ Each year the Council balances its cash budget
- ❖ Costs increase higher than income – requires savings of \$1.5M

Cost Savings/Efficiencies: \$13M over past 8 years eg:

- ❖ **\$2.6 million** - changed workers compensation model
- ❖ **\$2.4 million** - change from crates to mobile bins for kerbside recycling
- ❖ **\$0.5 million** - reduced energy costs at aquatic centres
- ❖ **\$4.0 million** - reduced consultancy and labour costs
- ❖ \$350,000 per year by use of bushcare & landcare volunteers in natural asset maintenance costs

Strategy 2: Balance the Budget cont

Reduction in Expenditure on Consultants - 2009/2010 to 2014/15



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Strategy 2: Balance the Budget cont

COST SAVINGS CASE STUDY: Sealing of Unsealed Roads

- ❖ Permanent seal on unsealed roads
- ❖ Reduced maintenance costs
- ❖ Recurrent annual savings: **\$200,000**
- ❖ Resources reallocated to other priority activities



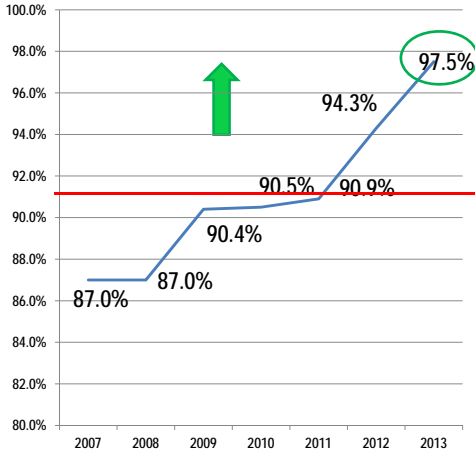


Purpose of WMS

*A workforce with the ability to respond quickly to the changing needs of the organisation and ultimately deliver a highly safe, skilled and engaged workforce that provides “**value for money**” services to the Blue Mountains community.*

Key People Measures

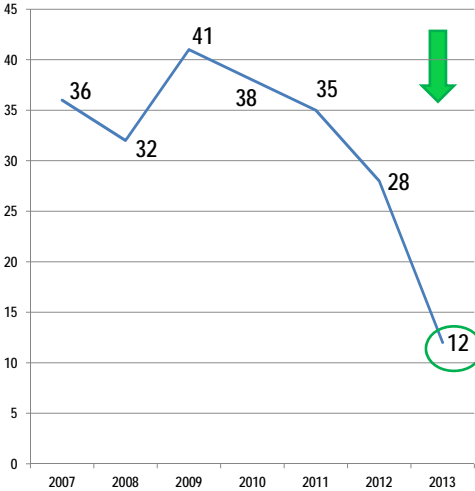
% of Employee Retained



- ❖ Key indicator of productivity
- ❖ Direct cost savings through reduction in recruitment & training of new staff
- ❖ **LGSA NSW – Ave. 90.3%**

Key People Measures

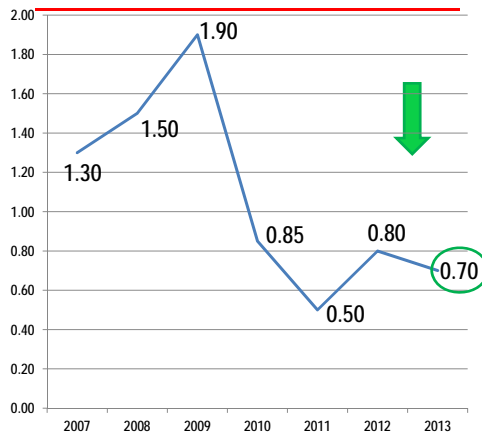
Workforce Injuries (no.)



- ❖ Key safety indicator
- ❖ Indicator of productivity
- ❖ Saves money from workers compensation & lost productivity

Key People Measures

Workers Compensation
Premium Costs (\$ million)



- ❖ Actual premium costs, based on performance
- ❖ 2010 change to new model
- ❖ Significant savings

Strategy 2: Balance the Budget cont

Employee wages go up by the Award

Employee award increases:

3% average annual increase per employee
(statutory requirement of Local Government (State) Award)

Full Time Equivalents

2009	498
2010	478
2011	490
2012	494
2013	528
2014	498

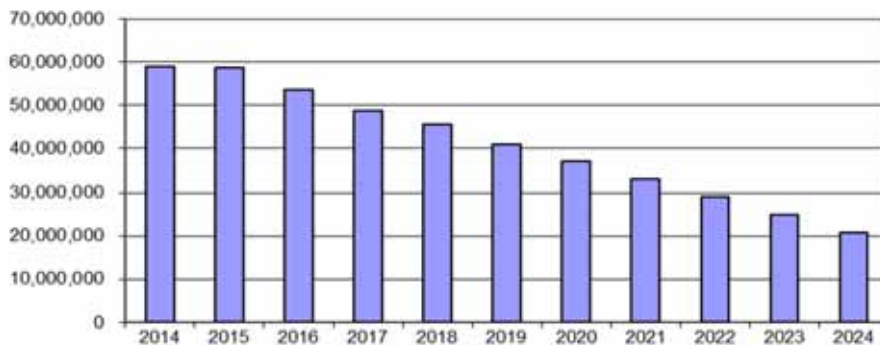
Staff levels = service levels

Strategy 3: Manage Borrowings Responsibly

- ❖ Council has ceased new loan borrowings
- ❖ New borrowings require rigorous business case

Debt service financial indicator: within benchmark

PROJECTED TOTAL BORROWINGS 2014-2024



Strategy 4: Increase Income

For every rate dollar – we match it with other income

- ❖ **\$87M grant** funding eg.
 - **\$5.9M** - Lawson Town Centre
 - **\$5.0M** - Cultural Centre, new Katoomba Library & Civic Centre
 - **\$3.5M** - Business Park in Lawson
- ❖ Environment Levy - **\$3.6M+** in matching co-funding
- ❖ **Revenue initiatives**, eg.
 - **\$1.7M** net profit over past five years – Tourist Parks
 - **\$125,000 pa** - upgrade of parking meters to take credit cards
 - **\$130,000 one-off** - recovery of court-awarded costs
 - **\$60,000 pa ongoing** - year round swimming & classes due to heated pool enclosure at Glenbrook Swim Centre
 - **\$18,000 per annum ongoing** - RMS service contract

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Strategy 4: Increase Income cont

REVENUE INITIATIVES CASE STUDY: Visitor Information Centres

- ❖ Visitor Information Centres at Glenbrook & Katoomba
- ❖ Historically making \$60,000 annual loss
- ❖ Service review identified potential for improvements:
 - centres refurbished
 - better online presence
 - rationalisation of staffing rosters
 - streamlining of stock

RESULT: returned a 1st time profit of \$60,000 in 13/14



Strategy 5: Review and Adjust Services

We implement ongoing & targeted service reviews to ensure best value service provision in accordance with:

BEST VALUE RESOURCE ALLOCATION DECISION MAKING CRITERIA



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Strategy 5: Review and Adjust Services cont

Service areas recently reviewed include:

- ❖ **Bulky waste collection** = more responsive service better suited to residents needs & reduced ongoing costs
- ❖ **Sealing of unsealed roads** = reduced ongoing costs & improved service delivery
- ❖ **Tourist (caravan) Parks** = improved customer satisfaction & increased net income

June 2013 Council endorsed a Best Value Service Framework – ongoing continuous review of services

Strategy 5: Review and Adjust Services cont

SERVICE REVIEW CASE STUDY: Blue Mountains Tourist Parks – Blackheath & Katoomba

Past Performance

- ❖ Low levels of income
- ❖ No growth
- ❖ Capital investment low
- ❖ Assets dated/poor condition
- ❖ Poor customer satisfaction

Older style cabins



Old Camp Kitchen at Katoomba



Strategy 5: Review and Adjust Services cont

SERVICE REVIEW CASE STUDY: Blue Mountains Tourist Parks

Review and Upgrade

- ❖ Comprehensive service review conducted in 2009
- ❖ Potential to increase income with capital investment & rebranding identified
- ❖ Renovations & rebranding undertaken
- ❖ Industry professionals engaged to actively manage parks' development

New group cabins with disability access



Refurbished Camp Kitchen at Katoomba



Strategy 5: Review and Adjust Services cont

SERVICE REVIEW CASE STUDY: Blue Mountains Tourist Parks

Current Performance

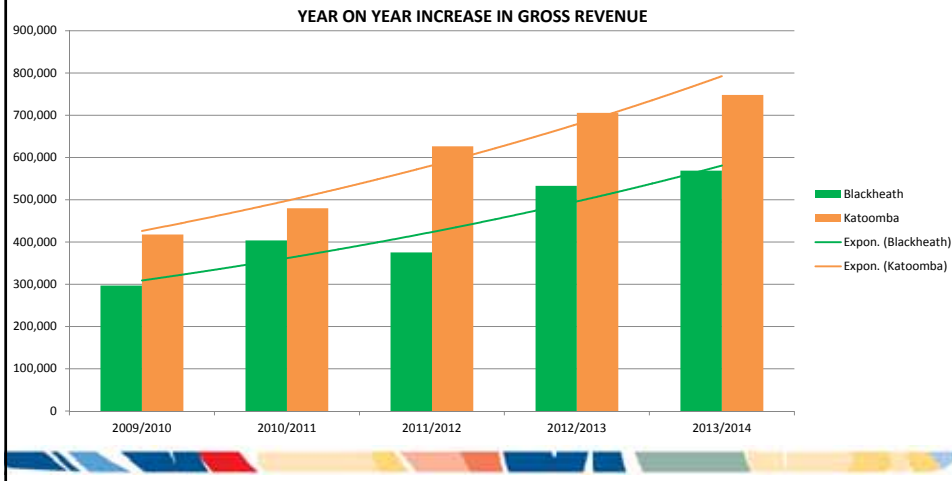
- ❖ Bookings at new record levels
- ❖ Customer satisfaction improved

Gross income up by 14% per yr
Cumulative net profit - \$1.7M
since 2009/10



Strategy 5: Review and Adjust Services cont

SERVICE REVIEW CASE STUDY: Blue Mountains Tourist Parks



Strategy 6: Increase Advocacy & Partnerships

- ❖ **Advocating for fair share of funding & to reduce cost shifting**
- ❖ **Building partnerships** to achieve positive outcomes & efficiencies from working together
- ❖ Examples include:
 - October 2013 bushfires - \$1.8M grant received for community
 - Emergency management with SES & RFS
 - Western Sydney Regional Organisation of Councils
 - Stronger Families Alliance
 - Gully Cooperative Agreement
 - Domestic Squalor Working Group

WSROC


Stronger Families
Alliance

QUESTIONS & COMMENTS

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Resourcing
OUR FUTURE 

Options for A Better Blue Mountains

Council has developed three
options for consideration by the
community

Option 1: Service Levels Improved



IF YOU CHOOSE OPTION 1 'IMPROVED' WE:

ACHIEVE BETTER BUILT INFRASTRUCTURE

BETTER and SAFER roads, IMPROVED town centres, public toilets and buildings. BETTER footpaths, walking tracks and stormwater drainage.



IMPROVE EMERGENCY PREPAREDNESS AND RESPONSE

GREATER capacity to prepare for and respond to bushfires, BETTER disaster planning, IMPROVED asset protection zones and fire trail maintenance.



CONTINUE TO PROTECT THE ENVIRONMENT

CONTINUE weed control, water quality monitoring, stormwater pollution control, RESTORE bushland, SUPPORT Bushcare and Landcare programs.



IMPROVE SERVICES TO COMMUNITY

BETTER playing fields, parks, leisure centres, libraries, community facilities. IMPROVED CAPACITY TO SUPPORT community, including those in need.



How will Option 1 affect your rates?

ANNUAL RATE INCREASE (%)	2015/16	2016/17	2017/18	2018/19
Rate Peg (allowed annual increase)	3.0%	3.0%	3.0%	3.0%
Environment Levy (reinstated)	3.6%	-	-	-
Additional Rate Increase	-	6.6%	6.6%	6.6%
Total Annual Increase	6.6%	9.6%	9.6%	9.6%

FOR RESIDENTIAL RATEPAYERS

AVERAGE RATES (incl. rate peg)	Current	2015/16	2016/17	2017/18	2018/19	Av. Increase
Annual Rate	\$1272*	\$1310	\$1436	\$1574	\$1725	-
Annual Increase	-	\$38	\$126	\$138	\$151	\$113
Weekly Increase	-	\$0.73	\$2.42	\$2.65	\$2.90	\$2.18

Option 2: Service Levels Maintained

IF YOU CHOOSE OPTION 2 'MAINTAINED' WE:



ONLY MAINTAIN BUILT INFRASTRUCTURE

21% of built assets STAY IN POOR CONDITION. Funding prioritised to MAINTAIN RATHER THAN RENEW or upgrade and to manage risk.



ONLY RETAIN EMERGENCY PREPAREDNESS AND RESPONSE

RETAIN EXISTING CAPACITY to address emergencies. NO IMPROVEMENT.



CONTINUE TO PROTECT THE ENVIRONMENT

CONTINUE weed control, water quality monitoring, stormwater pollution control, RESTORE bushland, SUPPORT Bushcare and Landcare programs.



ONLY MAINTAIN SERVICES TO COMMUNITY

MAINTAIN CURRENT CAPACITY to support and advocate for community services. NO IMPROVEMENT to facilities, funding targeted to manage risk. Possible CLOSURE of facilities if unsafe.



How will Option 2 affect your rates?

ANNUAL RATE INCREASE (%)	2015/16	2016/17	2017/18	2018/19
Rate Peg (allowed annual increase)	3.0%	3.0%	3.0%	3.0%
Environment Levy (reinstated)	3.6%	-	-	-
Additional Rate Increase	-	4.4%	4.4%	4.4%
Total Annual Increase	6.6%	7.4%	7.4%	7.4%

FOR RESIDENTIAL RATEPAYERS

AVERAGE RATES (incl. rate peg)	Current	2015/16	2016/17	2017/18	2018/19	Av. Increase
Annual Rate	\$1272*	\$1310	\$1407	\$1511	\$1623	-
Annual Increase	-	\$38	\$97	\$104	\$112	\$88
Weekly Increase	-	\$0.73	\$1.87	\$2.00	\$2.15	\$1.69

Option 3: Service Levels Reduced



IF YOU CHOOSE OPTION 3 'REDUCED' WE:

CANNOT FURTHER INVEST IN BUILT INFRASTRUCTURE

WORSE roads, town centres, public toilets, buildings, footpaths and drainage.



CANNOT IMPROVE EMERGENCY PREPAREDNESS AND RESPONSE

LESS CAPACITY to prepare for and respond to emergencies such as bushfires. More fire trails and asset protection zones in poor condition.



CANNOT CONTINUE CURRENT CAPACITY TO PROTECT THE ENVIRONMENT

NO water quality monitoring, LESS weed control, LESS restoration of bushland, habitat and waterways, LESS stormwater pollution control.



CANNOT IMPROVE SERVICES TO COMMUNITY

WORSE community and recreation facilities, LESS CAPACITY to support and advocate for community services. CLOSURE of unsafe facilities.



How will Option 3 affect your rates?

ANNUAL RATE INCREASE (%)	2015/16	2016/17	2017/18	2018/19
Rate Peg Increase Only	3.0%	3.0%	3.0%	3.0%
Environment Levy (not continued)	-	-	-	-
Total Annual Increase	3.0%	3.0%	3.0%	3.0%

FOR RESIDENTIAL RATEPAYERS

AVERAGE RATES (incl. rate peg)	Current	2015/16	2016/17	2017/18	2018/19	Av. Increase
Annual Rate	\$1272*	\$1266	\$1304	\$1343	\$1383	-
Annual Increase	-	-\$6**	\$38	\$39	\$40	\$28
Weekly Increase	-	-\$0.12	\$1.73	\$1.75	\$1.77	\$0.53

OVERVIEW OF OPTIONS

❖ Option 1: Service Levels Improved

Stops decline in built assets

Maintain capacity to look after environment

❖ Option 2: Service Levels Maintained


Stabilise decline in built assets at 21% in poor condition

Maintain capacity to look after environment

❖ Option 3: Service Levels Reduced

Built assets in poor condition rise from 21% to 37%

Priority focus on managing risk



QUESTIONS & COMMENTS

REFRESHMENT BREAK



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Resourcing
OUR FUTURE



Impact of Options

On Council Service Provision

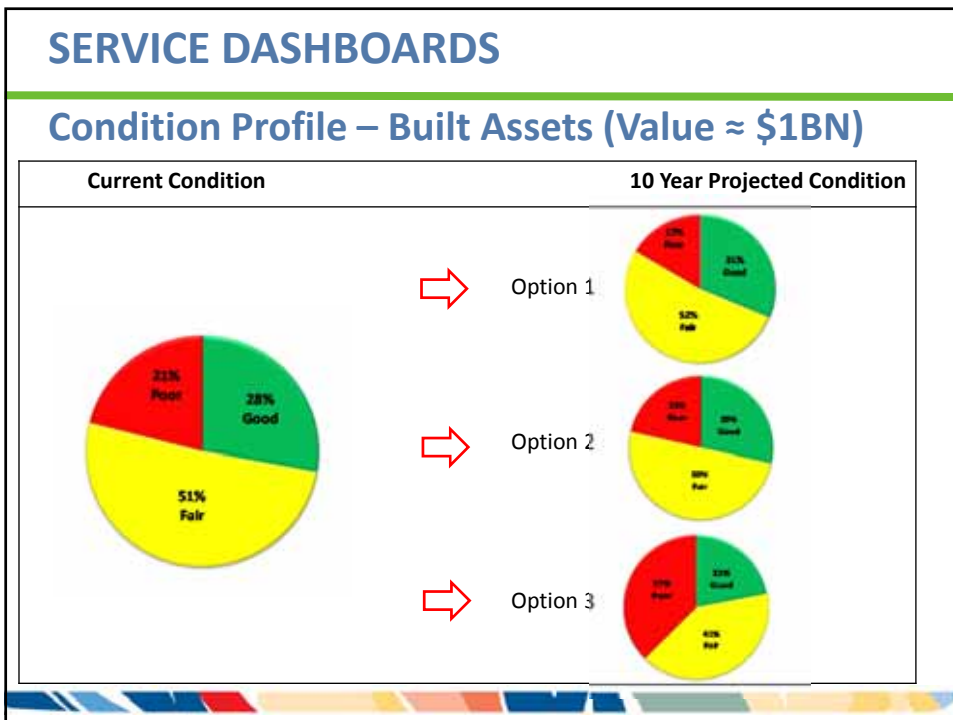
our city | our future
SUSTAINABLE BLUE MOUNTAINS

FOR PUBLIC EXHIBITION
4 August - 15 September 2014

SERVICE DASHBOARDS:
Summary Service & Asset Plans
July 2014

*Companion document to the Resourcing
Strategy 2014 - 2024*

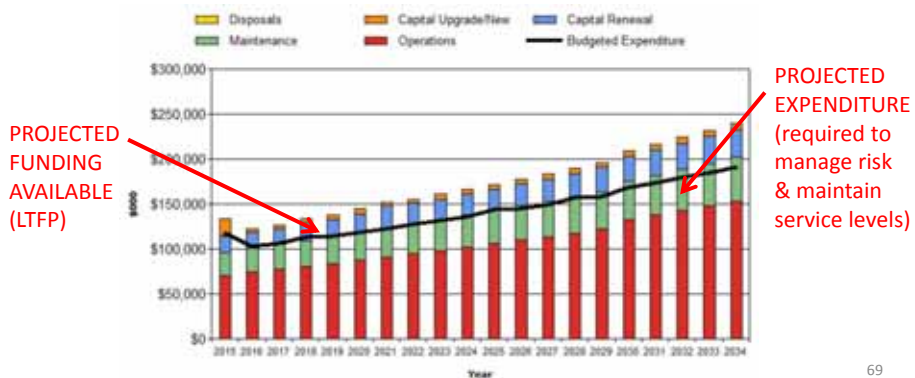
blue mountains
City Council



SERVICE DASHBOARDS

Balancing Service Levels to Available Funding

Where the costs (vertical bars) are greater than available funding (black line) then current practices and service delivery will be reviewed for best value and affordability



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2014

LOOKING AFTER PEOPLE

SBM 2025 Objectives
Community health and well being are maintained and improved

Service Aims

- Provide aquatic, fitness, sport and recreation programs and opportunities that support the community to maintain a fit, active and social lifestyle
- Provide safe, accessible, appropriate and sustainable aquatic and leisure facilities which support the community lifestyle, health and wellbeing and the City's event tourism

Service: Aquatic & Leisure Centres

"An inclusive, healthy and vibrant city is concerned with the well being of all residents."

COMMUNITY SATISFACTION 2014

Link to Community Strategic Plan

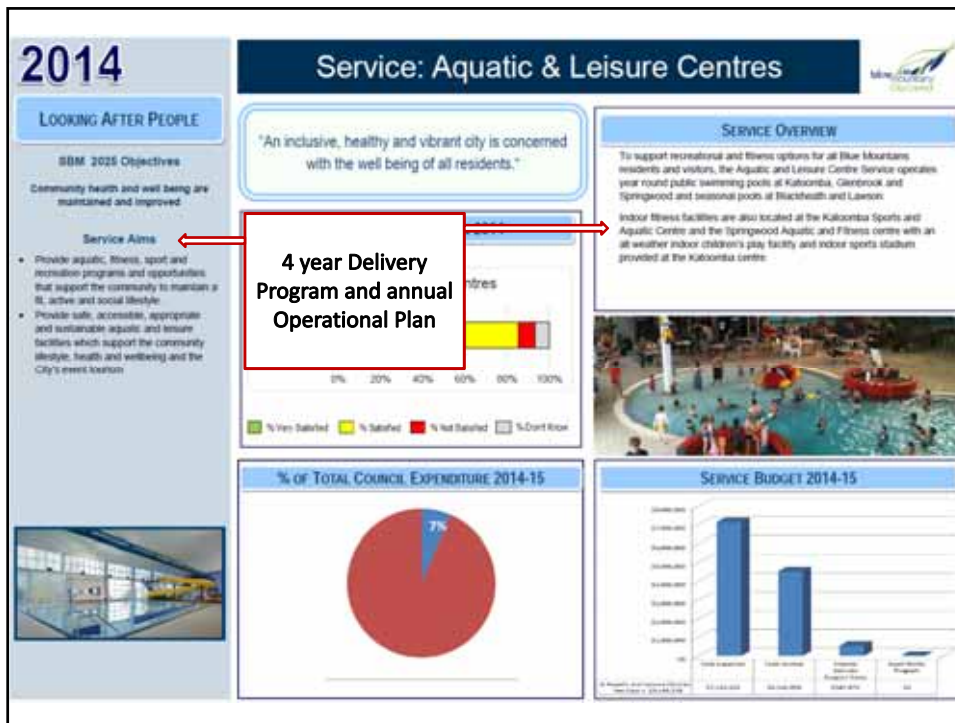
% OF TOTAL COUNCIL EXPENDITURE 2014-15

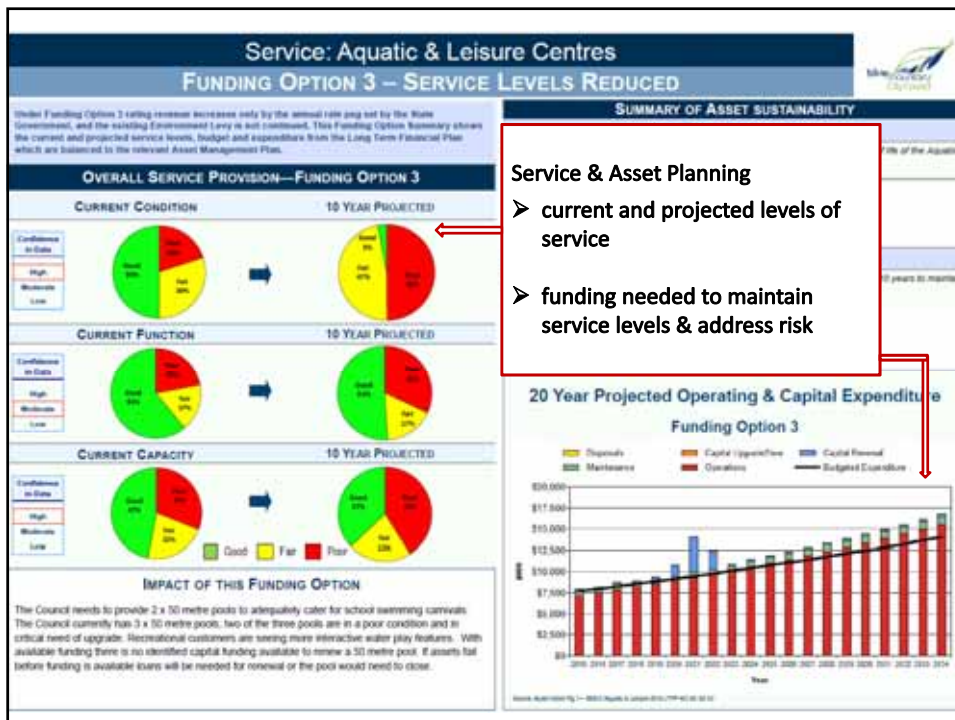
SERVICE OVERVIEW

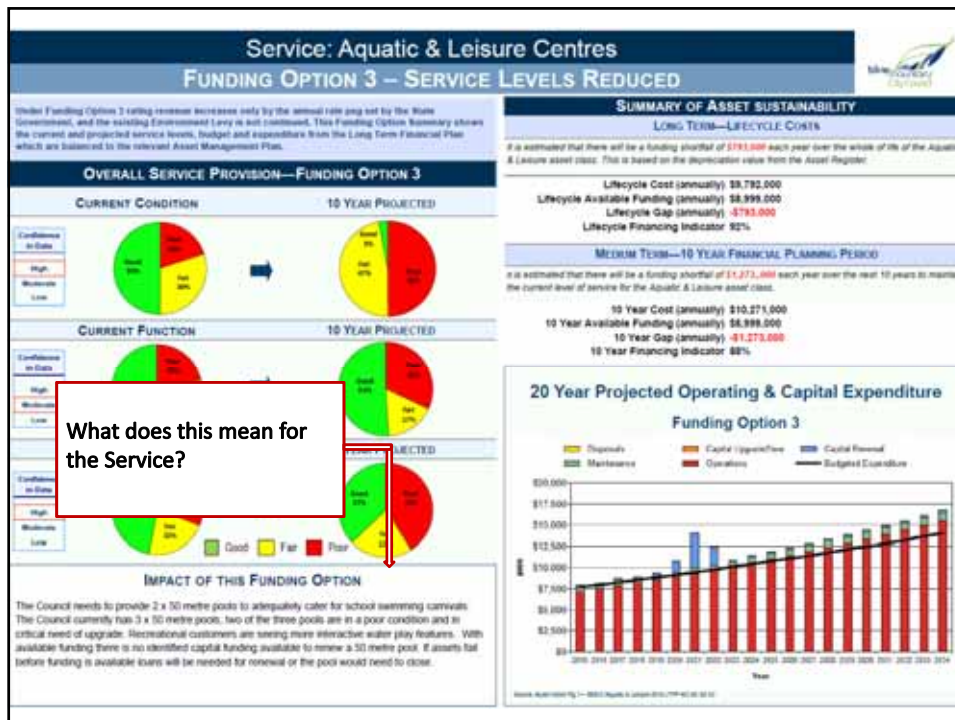
To support recreational and fitness options for all Blue Mountains residents and visitors, the Aquatic & Leisure Centre Service operates year round public swimming pools at Katoomba, Glenbrook and Springwood and seasonal pools at Blackheath and Lawson.

Indoor fitness facilities are also located at the Katoomba Sports and Aquatic Centre and the Springwood Aquatic and Fitness centre with an all weather indoor children's play facility and indoor sports stadium provided at the Katoomba centre.

SERVICE BUDGET 2014-15








Overview of areas impacted by options

- 

1. Built infrastructure

 - Town Centres Service
 - Transport & Public Access Service
 - Water Resource Management Service
- 

2. Emergency preparedness & response

 - Emergency Management Service
- 

3. Environment

 - Natural Environment Service
 - Sport & Recreation Service (Natural Area Visitor Facilities)
- 

4. Community

 - Aquatic & Leisure Centre Service
 - Community Development Service
 - Cultural Development Service
 - Libraries & Information Service
 - Sport & Recreation Service (Recreation Facilities)

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Workbooks to be completed



1. WORKSHOP LOCATION (tick):
 Blackwell / Kilsnoe / Lanes / Rathfarnham / Stewards

2. DATE: _____

3. GENDER (tick): Female or Male

4. AGE (tick): 18-24 years / 25-39 years / 40-54 years / 55-64 years / 65 years plus

5. TOWN: _____

6. POSTCODE: _____

1. BUILT INFRASTRUCTURE

SERVICE	PREFERRED SERVICE LEVEL & FUNDING OPTION (TICK ONE)			COMMENTS (if any)	PRIORITY H/ M/ L (High /Medium / Low)
	1. IMPROVE	2. MAINTAIN	3. REDUCE		
1.1 Town Centres (Public toilets, streetscapes, cleansing, seating, landscaping)					



1. BUILT INFRASTRUCTURE

1.1 Town Centres Service



1.2 Transport & Public Access Service



1.3 Water Resource Management Service





Built Infrastructure: Town Centres Service

Council.....

- Provides vibrant, safe, accessible & well maintained town centres
- Implements innovative & sustainable urban design
- Supports Chambers of Commerce, village associations & volunteers
- Implements initiatives to reduce crime, vandalism and graffiti in town centres



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Built Infrastructure: Town Centres Service

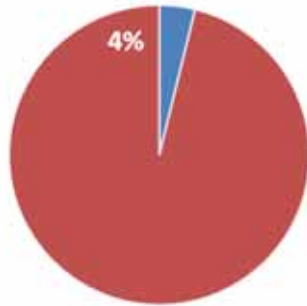
Assets

- 189 litter bins
- 245 street furniture assets
- 25 community notice boards
- 1,087m² garden beds
- 7 town centre public toilets and 80 public toilets throughout the city
- 1 shelter shed
- 1 commuter car park (Springwood)



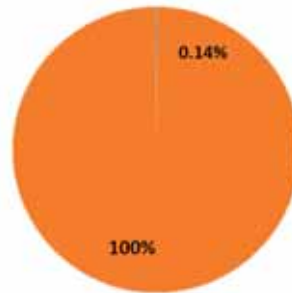
Built Infrastructure: Town Centres Service

% Council Expenditure



Projected 10 year Asset funding gap
\$620,000

% of Council's Total Asset Value



Asset Value \$1,276,208



Built Infrastructure: Town Centres Service

Asset Condition

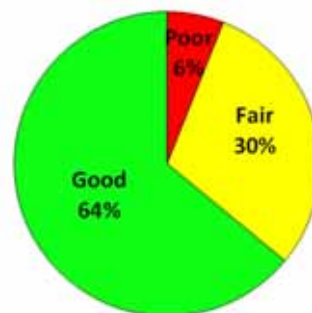
Current



Funding Gap



10 Year Projected
(on current funding)





Built Infrastructure: Town Centres Service

Risks of Current Funding Projections (Option 3)

Amenity, vitality and viability of town centres reduced

- Inability to repair malicious damage – reducing sense of safety
- Increased trip & slip hazards due to ageing footpaths
- Increased traffic congestion, inadequate parking
- Poor appearance of town centre assets
- Ageing street trees may damage property
- Inability to ensure volunteer town and village improvement groups comply with Work Health & Safety regulations



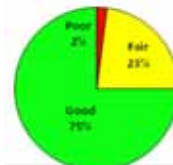
Built Infrastructure: Town Centres Service

Option Impact Statement

Asset Condition - 10 Year Projected

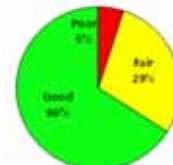
Option 1: Service Levels Improved

Improved town centre maintenance, renewal and amenity. Safer towns



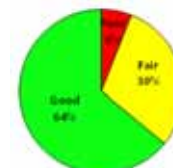
Option 2: Service Levels Maintained

Service levels maintained for function and capacity



Option 3: Service Levels Reduced

Reduced cleaning & maintenance





Built Infrastructure: Transport & Public Access Service

Council...

- Provides choices for moving around that are safe, inclusive & efficient
- Works closely with Roads & Maritime Service (RMS), RailCorp & other agencies to achieve best transport outcomes including widening of Great Western Highway



Built Infrastructure: Transport & Public Access Service

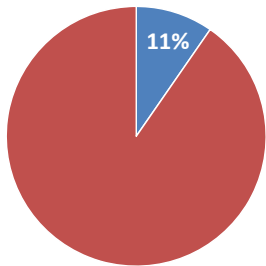
Assets Supporting this Service include:

- 681 km sealed road pavement
- 65 km unsealed road pavement
- 175km footpaths
- 523km Kerb and gutter
- 31 bridges
- >73,000sqm sealed carparks
- 18,097m guardrails
- 13,680 signs
- 68 marked crossings
- 19 roundabouts
- 41 pedestrian refuges
- 33 wombat crossings
- 151 bus shelters



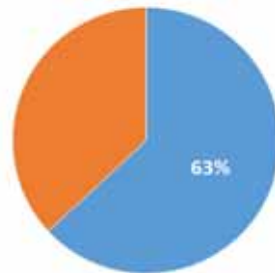
Built Infrastructure: Transport & Public Access Service

% Council Expenditure



Projected 10 year Asset funding gap
\$57.7M

% of Council's Total Asset Value



Asset Value \$594,130,294



Built Infrastructure: Transport & Public Access Service

Asset Condition

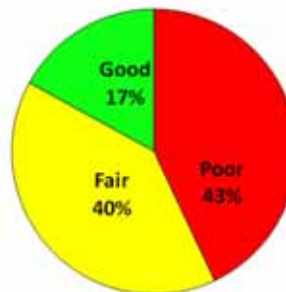
Current



Funding Gap



10 Year Projected
(on current funding)





Built Infrastructure: Transport & Public Access Service

Risks of Current Funding Projections (Option 3)

- Road deterioration and/or failure
- Reduction in reseal grants
- Failure of supporting road infrastructure
- Increasing safety issues due to inadequate street lighting, sightlines, guardrails etc
- Failure of footpaths & road shoulders
- Inability to comply with disability discrimination & RMS standards
- Increasing sediment run off into natural areas/flooding issues



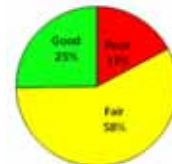
Built Infrastructure: Transport & Public Access Service

Option Impact Statement

Asset Condition
- 10 Year Projected

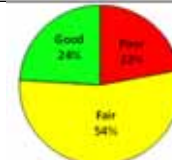
Option 1: Service Levels Improved

Decline in roads & footpath infrastructure turned around



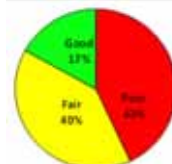
Option 2: Service Levels Maintained

High risks addressed & improve transport network fitness for purpose



Option 3: Service Levels Reduced

Increase in poor condition transport assets - requests for new assets will be deferred





Built Infrastructure: Water Resource Management

Council....

- ❖ Manages local flooding
- ❖ Manages water as a valuable & sustainable resource
- ❖ Mitigate stormwater impacts on natural environment & built assets



Built Infrastructure: Water Resource Management

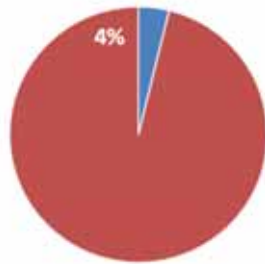
Assets Supporting this Service include:

- 153km Pipes
- 7,935 Pits
- 53km Open Channels
- 2,686 Headwalls
- 204 Stormwater Quality Improvement Devices



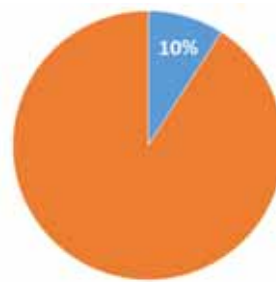
Built Infrastructure: Water Resource Management

% Council Expenditure



Projected 10 year Asset funding gap
\$16.8M

% of Council's Total Asset Value



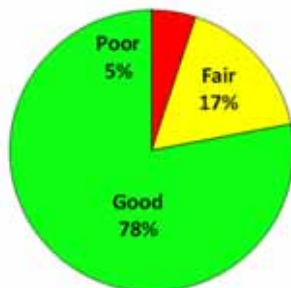
Asset Value \$98.7M



Built Infrastructure: Water Resource Management

Asset Condition

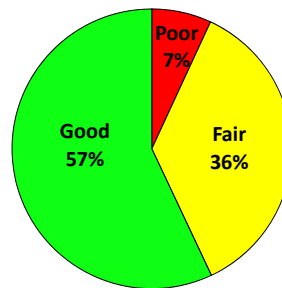
Current



Funding Gap



10 Year Projected
(on current funding)





Built Infrastructure: Water Resource Management

Risks of Current Funding Projections (Option 3)

Water quality in the natural environment reduced

- ❖ Unable to provide, maintain, renew or upgrade stormwater infrastructure – resulting in property damage or injury from flooding
- ❖ Non compliance with NSW Government Floodplain Development Manual for flood prone land



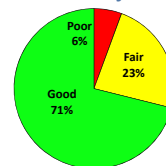
Built Infrastructure: Water Resource Management

Option Impact Statement

Option 1: Service Levels Improved

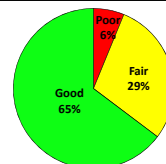
Improved stormwater drainage systems

Asset Condition
- 10 Year Projected



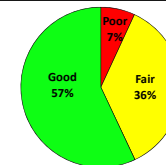
Option 2: Service Levels Maintained

Less stormwater drainage systems in poor condition or under capacity



Option 3: Service Levels Reduced

Deterioration in stormwater drainage systems – with impacts on downstream environments



Built Infrastructure Expenditure Summary

OPTION 1: SERVICE LEVELS IMPROVED		OPTION 2: SERVICE LEVELS MAINTAINED	
\$47.3 million over 10 years including:		\$33.0 million over 10 years including:	
\$37.8M for	\$9.5M for:	\$24.9M for:	\$8.1 million for:
<ul style="list-style-type: none"> • Renewal & maintenance of sealed roads • Road shoulder work • Stormwater management • Renewal of aging bridges • Footpath renewal • Bus stop disability access upgrades • Stormwater management 	<ul style="list-style-type: none"> • Town centre maintenance • Tree management • Town centre infrastructure • Building compliance • Public toilet upgrade • Building cleansing, maintenance and renewal 	As for Option 1 but with \$12.9 million less funding for required: <ul style="list-style-type: none"> • Renewal and maintenance of sealed road network • Stormwater management infrastructure • Traffic facility renewal • Footpath renewal 	As for Option 1 but with \$1.4 million less funding for required: <ul style="list-style-type: none"> • Public toilet upgrade in town centres • Building cleansing • Building renewals



2. EMERGENCY PREPAREDNESS & RESPONSE

2.1 Emergency Management Service





Emergency Preparedness & Response: **Emergency Management Service**

Council....

- ❖ Builds the City's resilience to bushfires & other emergency events
- ❖ Delivers a range of bushfire & emergency management services to meet statutory obligations
- ❖ Works in close partnership with other agencies such as RFS & SES



Emergency Preparedness & Response: **Emergency Management Service**

Assets Supporting this Service include:

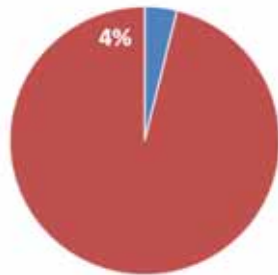
- ❖ 26 Emergency buildings comprising:
 - Katoomba Emergency Services Centre
 - 24 Rural Fire Service buildings
 - 1 State Emergency Service building
- ❖ RFS Vehicle Fleet
- ❖ Fire mitigation assets including:
 - 300 Asset Protection Zones (APZs)
 - 63kms of Fire Trails





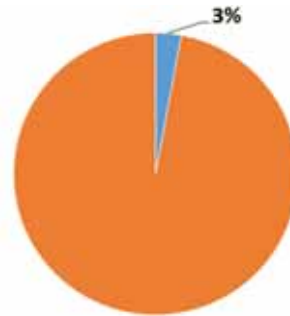
Emergency Preparedness & Response: **Emergency Management Service**

% Council Expenditure



Projected 10 year Asset funding gap
\$9.1M

% of Council Total Asset Value



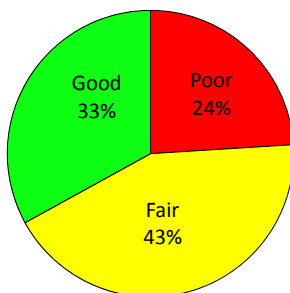
Asset Value \$29.3M



Emergency Preparedness & Response: **Emergency Management Service**

Asset Condition

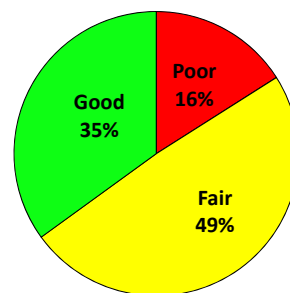
Current



Funding Gap



10 Year Projected
(on current funding)





Emergency Preparedness & Response: Emergency Management Service

Risks of Current Funding Projections (Option 3)

- ❖ Capacity to delivery emergency management programs is reduced
- ❖ Lack of, or failing, asset protection zones or fire trails as a result of inadequate funding
- ❖ Unplanned events (including natural disasters) will disrupt the Council’s business & compromises it’s ability to deliver core services



Emergency Preparedness & Response: Emergency Management Service

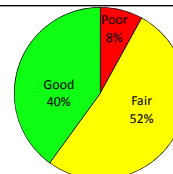
Option Impact Statement

Option 1: Service Levels Improved
Improvement in overall service levels

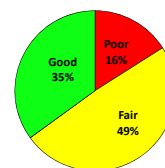
Asset Condition - 10 Year Projected



Option 2: Service Levels Maintained
Service levels will be maintained at current levels



Option 3: Service Levels Reduced
Fire trails & APZs won’t meet NSW standards.



Emergency Response & Preparedness Expenditure Summary

OPTION 1: SERVICE LEVELS IMPROVED	OPTION 2: SERVICE LEVELS MAINTAINED
\$4.5 million for:	\$2.0 million for:
<ul style="list-style-type: none"> • Disaster and emergency management planning • Bushfire impact preparedness and prevention • Asset Protection Zone high priority works • Improved cyclic maintenance of fire trails 	<p>As for Option 1, but with \$2.5 million less funding for required:</p> <ul style="list-style-type: none"> • High priority Asset Protection Zone works • Fire trail maintenance programs

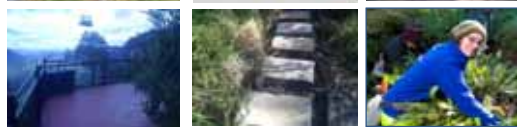


3. ENVIRONMENT

3.1 Natural Environment Service



3.2 Sport & Recreation Service (Natural Area Visitor Facilities)





Environment: Natural Environment Service

Council....

- ❖ Undertakes weed control
- ❖ Restores bushland
- ❖ Monitors & restores waterways
- ❖ Engages community
- ❖ Partners with community & other agencies



Environment: Natural Environment Service

Assets Supporting this Service include:

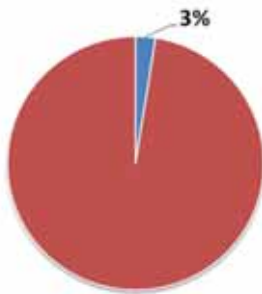
- 10,000 hectares of Terrestrial Ecosystems
- 317 km creeklines
- 2 open water bodies (Glenbrook Lagoon & Wentworth Falls Lake)





Environment: Natural Environment Service

% Council Expenditure



Asset Value

Difficult to quantify dollar value

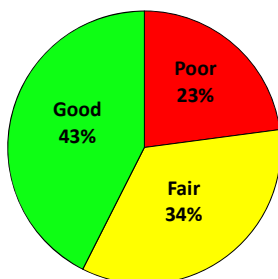
Projected 10 year Asset funding gap
\$37.2M



Environment: Natural Environment Service

Asset Condition

Current



Funding Gap



10 Year Projected (on current funding)





Risks of Current funding projections (Option 3)

- ❖ Significant decline in bushland quantity
- ❖ Loss of species
- ❖ Increasing weed invasion & erosion
- ❖ Reduction in water quality
- ❖ Inability to attract external funds
- ❖ significant future restoration costs
- ❖ Decline volunteer support
- ❖ Impacts on tourist economy

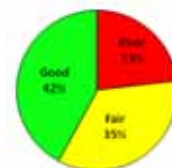


Option Impact Statement

Asset Condition
- 10 Year Projected

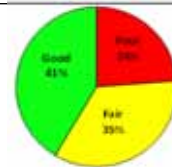
Option 1: Service Levels Improved

Continuation of current Environment levy programs, some increase in key programs (eg. weed control), ability to leverage grant funding continued



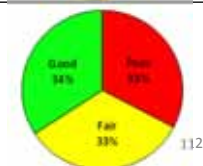
Option 2: Service Levels Maintained

Continuation of current Environment levy programs & ability to leverage grant funding continued



Option 3: Service Levels Reduced

Significant decline in environmental quality of bushland, negative impacts on our tourism economy & community well-being





Environment: Sport & Recreation Service - NAVF

Council....

Builds & maintains walking tracks, lookouts, campgrounds & picnic areas



Environment: Sport & Recreation Service - NAVF

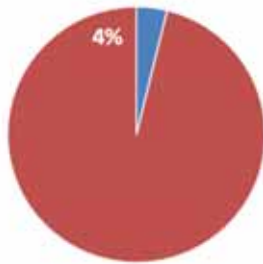
Assets Supporting this Service include:

- Approx. 120km walking tracks
- Approx. 85 lookouts
- 5 campgrounds
- Picnic areas



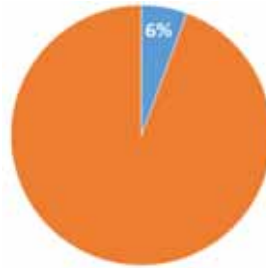
Environment: Sport & Recreation Service - NAVF

% Council Expenditure



Projected 10 year Asset funding gap
\$33.2M

% of Council's Total Asset Value



Asset Value \$57.5M



Environment: Sport & Recreation Service - NAVF

Asset Condition

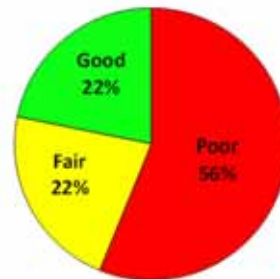
Current



Funding Gap



10 Year Projected
(on current funding)





Risks of Current Funding Projections (Option 3)

- ❖ Continuing deterioration of tracks & lookouts
- ❖ Failure & closure of assets
- ❖ Assets damaged by natural disasters will not be repaired
- ❖ Resultant impacts on community health, wellbeing & local economy

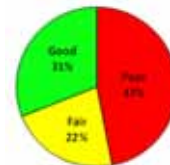


Option Impact Statement

Asset Condition - 10 Year Projected

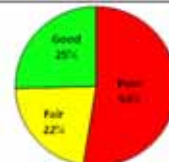
Option 1: Service Levels Improved

Moderate decrease in existing shortfall in current maintenance & renewal programs



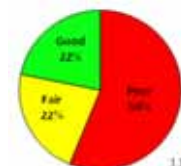
Option 2: Service Levels Maintained

Continuation existing shortfall in maintenance & renewal



Option 3: Service Levels Reduced

Significant reduction in asset maintenance & renewal leading to failure & closure



Environment Expenditure Summary

OPTION 1: SERVICE LEVELS IMPROVED		OPTION 2: SERVICE LEVELS MAINTAINED	
\$22.5 million including:		\$19.3 million including:	
\$11.7M for	\$10.8M for:	\$11.4M for:	\$7.9M for:
<ul style="list-style-type: none"> • Weed control • Waterways and water quality monitoring • Stormwater pollution control • Bushland restoration, Bushcare & Landcare programs • Wildlife habitat restoration & protection of rare & unique species • Environmental education 	<ul style="list-style-type: none"> • Walking tracks and lookouts • Improvements to natural area visitor facilities 	As for Option 1 but with \$0.3 million less funding for required: <ul style="list-style-type: none"> • High risk environmental program areas 	As for Option 1, but with \$2.9 million less funding for required: <ul style="list-style-type: none"> • High risk walking track & natural area visitor facility renewals • Walking track maintenance



4. Community & Recreation

4.1 Aquatic & Leisure Service



4.2 Community Development Service



4.3 Cultural Development Service





4. Community & Recreation cont

4.4 Libraries & Information Service



4.5 Sport and Recreation Service (Recreation Facilities)



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Community & Recreation: Aquatic & Leisure Service

Council...

- ❖ Provides aquatic, fitness, sport & recreation programs
- ❖ Provides safe, accessible, appropriate & sustainable aquatic & leisure facilities





Community & Recreation: Aquatic & Leisure Service

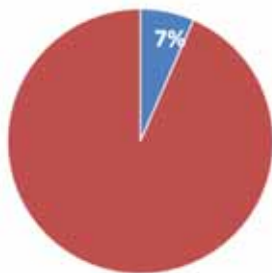
Assets Supporting this Service include:

- ❖ 5 Centres including:
 - 17 pools across 5 centres
 - Fitness and group fitness at 2 centres
 - Indoor pools at 3 centres
 - Sports stadium & Kids Kingdom at Katoomba



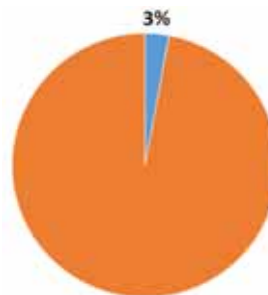
Community & Recreation: Aquatic & Leisure Service

% Council Expenditure



Projected 10 year Asset funding gap
\$12.8M

% of Council Total Asset Value



Asset Value \$30M



Asset Condition

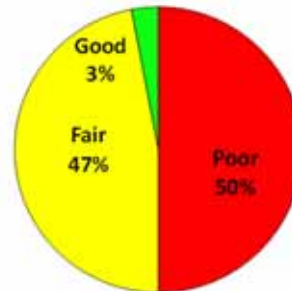
Current



Funding Gap



10 Year Projected
(on current funding)



Risks of Current Funding Projections (Option 3)

- ❖ Possible failure pools - resulting in poor water quality & closure of pools
- ❖ Increasing energy costs will impact on ability to continue current operating hours
- ❖ Some pools have low patronage & only one Council staff member on site





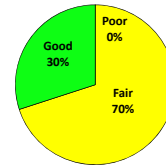
Community & Recreation: Aquatic & Leisure Service

Option Impact Statement

Asset Condition
- 10 Year Projected

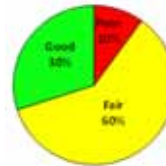
Option 1: Service Levels Improved

Maintenance & renewal of critical items, innovative provision of facilities (eg. water parks)



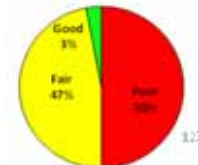
Option 2: Service Levels Maintained

Maintenance & renewal of critical items, however still insufficient funding to continue to operate current number of pools



Option 3: Service Levels Reduced

No identified capital funding available for renewal – if assets fail, they will need to close



Community & Recreation: Community Development Service

Council...

- ❖ Develops & delivers plans to address social needs
- ❖ Builds preventative community policies & programs
- ❖ Provides halls & other facilities
- ❖ Collaborates with State & Federal agencies to ensure residents (esp. disadvantaged & vulnerable) have access to services & facilities





Community & Recreation: **Community Development Service**

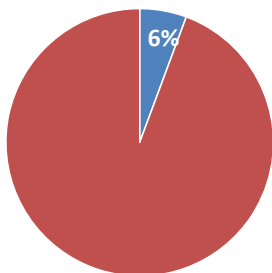
Assets Supporting this Service include:

- ❖ 15 Public Halls and meeting places
- ❖ 5 community centres with accessible toilet facilities
- ❖ 12 child care buildings
- ❖ 3 pre school buildings
- ❖ Blue Mountains Theatre and Community Hub—Springwood



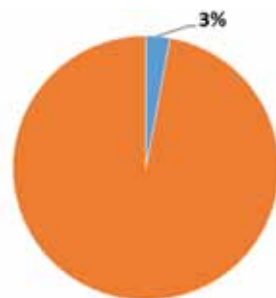
Community & Recreation: **Community Development Service**

% Council Expenditure



Projected 10 year Asset funding gap
\$4.5M

% of Total Council Asset Value



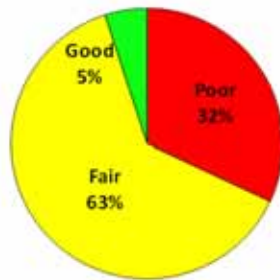
Asset Value \$28.7M



Community & Recreation: **Community Development Service**

Asset Condition

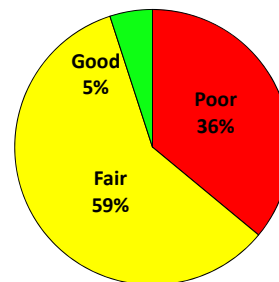
Current



Funding Gap



10 Year Projected
(on current funding)



Community & Recreation: **Community Development Service**

Risks of Current Funding Projections (Option 3)

- ❖ Reduced ability to co-ordinate & advocate for community outcomes
- ❖ Increasing negative impacts on health & wellbeing of vulnerable community
- ❖ Inability to ensure facilities meet community requirements





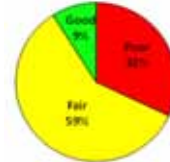
Community & Recreation: **Community Development Service**

Option Impact Statement

Asset Condition
- 10 Year Projected

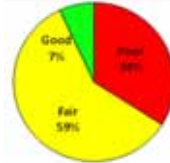
Option 1: Service Levels Improved

Increased funds for upgrade, renewal & maintenance of community buildings



Option 2: Service Levels Maintained

Additional funds for renewal & maintenance of community buildings



Option 3: Service Levels Reduced

Reduced service levels as funds are directed to the highest risk areas



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Community & Recreation: **Cultural Development Service**

Council....

- ❖ Supports arts & cultural activities, events & festivals & local heritage
- ❖ Manages cultural development programs
- ❖ Provides cultural facilities





Community & Recreation: Cultural Development

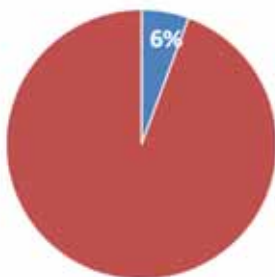
Assets Supporting this Service include:

- 4 Community buildings used primarily for the arts
- Blue Mountains Cultural Centre
- Blue Mountains Theatre and Community Hub—Springwood
- 20 sculptures
- 25 Cenotaph/war memorials
- 16 Obelisks
- 7 Artefacts
- Numerous smaller Cultural Physical Assets



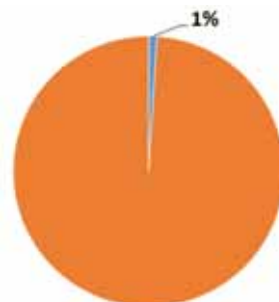
Community & Recreation: Cultural Development Service

% Council Expenditure



Projected 10 year Asset funding gap
\$1M

% of Total Council Asset Value



Asset Value \$10.8M



Asset Condition

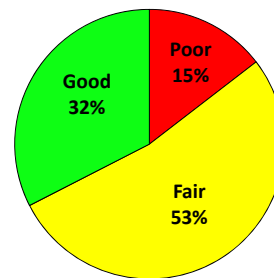
Current



Funding Gap



10 Year Projected
(on current funding)



Risks of Current Funding Projections (Option 3)

- ❖ Events & festivals run by community groups may decrease
- ❖ Unauthorised events may increase due to increased costs for venue hire & increasing regulatory requirements from NSW Government (e.g. traffic management plans).
- ❖ Loss of physical cultural heritage if not adequately maintained
- ❖ Loss of social heritage



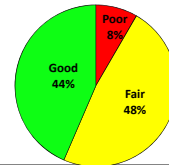


Community & Recreation: Cultural Development

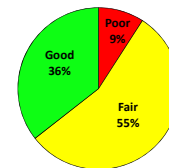
Option Impact Statement

Asset Condition
- 10 Year Projected

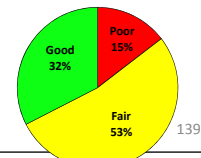
Option 1: Service Levels Improved
Service levels are improved



Option 2: Service Levels Maintained
Service levels are maintained.



Option 3: Service Levels Reduced
Service levels are reduced



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Community & Recreation: Libraries

Council....

- ❖ Provides libraries so people can relax, study and come together
- ❖ Ensures relevance of library collection for its information & value
- ❖ Provides enriching experiences through a program of events





Community & Recreation: Libraries

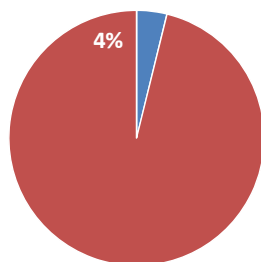
Assets Supporting this Service include:

- 6 Libraries



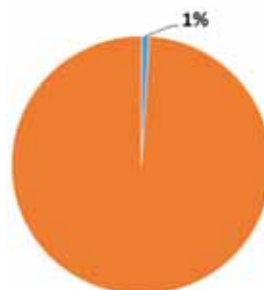
Community & Recreation: Libraries

% Council Expenditure



Projected 10 year Asset funding gap
\$1.9M

% of Total Council Asset Value

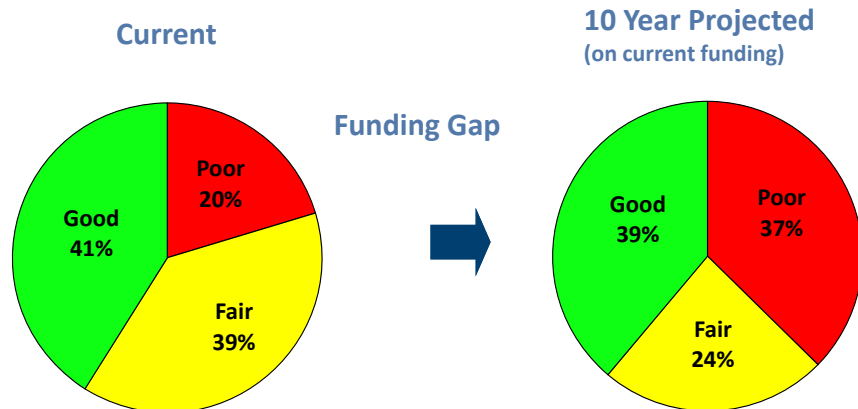


Asset Value \$7.9M



Community & Recreation: Libraries

Asset Condition



Community & Recreation: Libraries

Risks of Current Funding Projections (Option 3)

- ❖ Deterioration in library service provision
- ❖ Example – quality of the book collection
- ❖ Deterioration in appearance & condition of library buildings



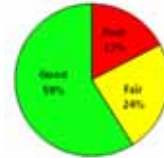
Community & Recreation: Libraries

Option Impact Statement

Asset Condition
- 10 Year Projected

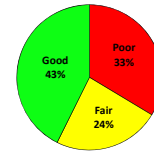
Option 1: Service Levels Improved

General improvement in service levels relative to condition, function and capacity.



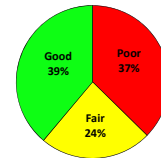
Option 2: Service Levels Maintained

Service levels are generally maintained relative to function and capacity



Option 3: Service Levels Reduced

Significant deterioration in the condition of buildings & book collection



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Community & Recreation: Sport & Recreation – Recreational Facilities

Council....

- ❖ Provides sport & recreation opportunities & facilities for healthy communities & social engagement





Community & Recreation: Sport & Recreation – Recreational Facilities

Risks

- ❖ Ongoing decline in general appearance of parks and reduced useability
- ❖ Failing built assets in park recreational areas could result in risk to users.
- ❖ Public toilet facilities in some parks are lacking or in poor condition



Community & Recreation: Sport & Recreation – Recreational Facilities

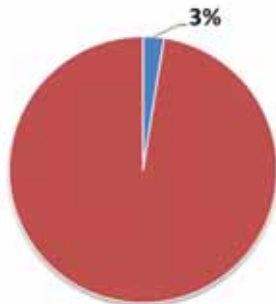
Assets Supporting this Service include:

- ❖ 105 Parks
- ❖ 72 sporting amenities, club houses and public toilet buildings
- ❖ 75 shelters and sheds
- ❖ 35 Playing Fields (including 6 mini fields) at 22 locations
- ❖ 6 Skate Parks
- ❖ 66 Sports Courts
- ❖ 54 play equipment settings



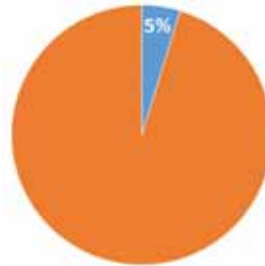
Community & Recreation: Sport & Recreation – Recreational Facilities

% Council Expenditure



Projected 10 year Asset funding gap
\$16M

% of Total Council Asset Value



Asset Value \$46.7M



Community & Recreation: Sport & Recreation – Recreational Facilities

Asset Condition

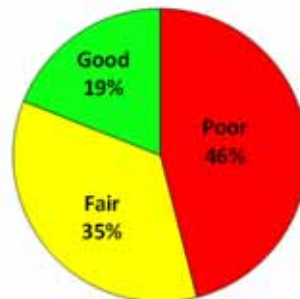
Current



Funding Gap



10 Year Projected
(on current funding)





**Community & Recreation: Sport & Recreation –
Recreational Facilities**

Risks of Current Funding Projections (Option 3)

- ❖ Deterioration of park & sportsground assets
- ❖ Unsafe equipment & recreational settings removed
- ❖ Reduced maintenance and amenity

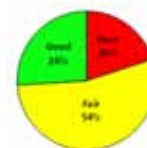


**Community & Recreation: Sport & Recreation –
Recreational Facilities**

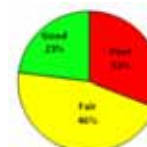
Option Impact Statement

Asset Condition
- 10 Year Projected

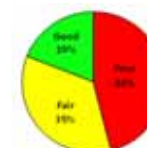
Option 1: Service Levels Improved
Renewal of some assets and improved function & capacity



Option 2: Service Levels Maintained
Capacity to replace some assets when required



Option 3: Service Levels Reduced
Increase in poor condition assets, with removal of unsafe assets



Community & Recreation Expenditure Summary

OPTION 1: SERVICE LEVELS IMPROVED		OPTION 2: SERVICE LEVELS MAINTAINED	
\$24.2 million including:		\$16.0 million including:	
\$9.4M for:	\$5.0M for:	\$5.6M for:	\$4.6M for:
<ul style="list-style-type: none"> • Sporting facility operating costs • Priority areas for renewal of sporting surfaces, equipment, buildings & toilets • Park Revitalisation Program 	<ul style="list-style-type: none"> • Swimming pool renewal and infrastructure priorities 	As for Option 1 but with \$3.8 million less funding for required: <ul style="list-style-type: none"> • Renewal, maintenance and upgrade of parks, sports grounds and playing surfaces 	As for Option 1, but with \$0.4 million less funding for required swimming pool renewal, and infrastructure priorities
\$9.8M for:		\$5.8M for:	
<ul style="list-style-type: none"> • Renewal, maintenance & operation of community facilities inc libraries, community centres, youth facilities, child care facilities, neighbourhood centres • Community development programs to improve social outcomes • Rehabilitation of cultural assets 		As for Option 1, but with \$4.0 million less funding for required: <ul style="list-style-type: none"> • Community facilities renewal & upgrade • Community development programs to improve social outcomes • Community building cleansing 	

QUESTIONS & COMMENTS



Draft Interim Waste Strategy

Draft Waste Strategy

- Currently on public exhibition until 8 September
- Presents best value assessment for future management of waste
- Options considered – financial implications to rate payers

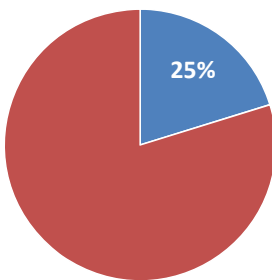
Draft Waste Strategy

Service Summary

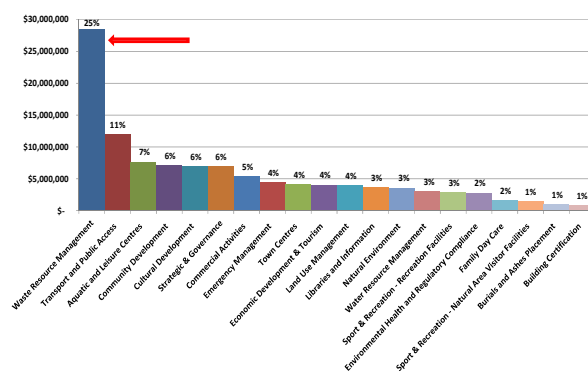
- Katoomba Waste Management Facility
- Blaxland Waste Management Facility
 - 55,000 tonnes per year managed at both sites
- Household kerbside services
 - 70,000 services every week
 - Weekly garbage collection
 - Weekly recycling collection
 - Booked bulky waste and chipping services
- Construction material recycling
 - 20,000 tonnes per year

Draft Waste Strategy

% Council Expenditure



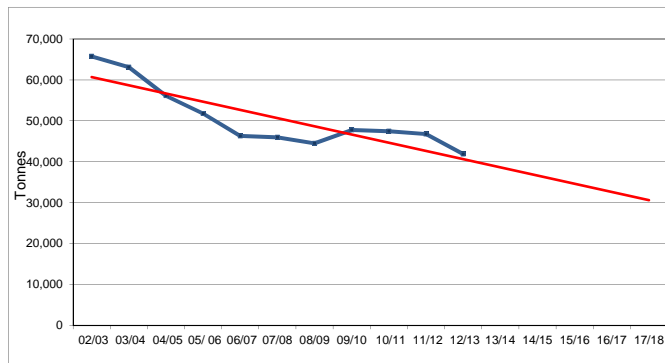
Annual Service Cost 2014 – 2015



Draft Waste Strategy

Achievements

Waste landfilled since 2002 & 5 year projection



37% reduction

Improvements to infrastructure and services

Draft Waste Strategy

Service Funding

- Self funding service
- Not subject to rate pegging
- Waste fees and charges generate enough income to cover the actual cost of the service
- Reasonable cost requirement in Local Government Act

Draft Waste Strategy

How do you pay?

- **Domestic Waste Management Charge** pays for household services – shows as a separate charge on your Rates Notice
- **Gate fees** pay for operating the Blaxland and Katoomba Waste Management Facilities
- **Fees** for additional kerbside services, eg: booked services



Draft Waste Strategy

Challenges

- Limited landfill life
- Emerging technology
- Changes to legislation
- Increasing waste
- Keeping costs affordable and services efficient

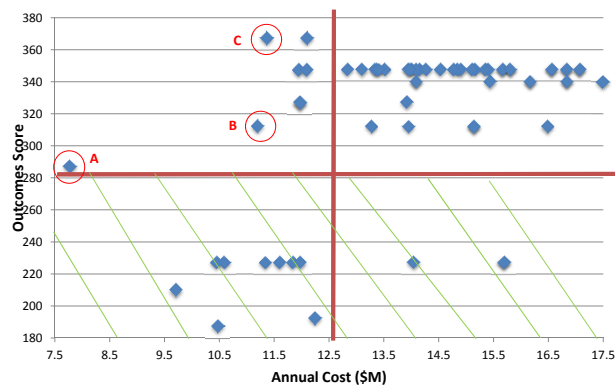


Draft Waste Strategy

- Provides a comprehensive overview of the service
- Short term to respond and adapt to a dynamic legislation and policy environment
- Waste Options Study considered many options and included cost modelling & community consultation to assess those options

Draft Waste Strategy

Value for Money



65 options assessed

High outcomes with lower cost = good value

Top 3 Options for Household Waste

	Total Annual Cost in 2020-21	Indicative Annual Cost per H'hold in 2013-14	WMF Gate fee impact (per tonne)	Landfill life	\$ per extra year of landfill life														
Current Service  <table border="1"> <tr> <td>WEEKLY</td> <td>✓</td> <td>✓</td> <td>✗</td> <td>✗</td> <td>✓</td> <td>✓</td> </tr> <tr> <td>FORTNIGHTLY</td> <td>-</td> <td>-</td> <td>✗</td> <td>✗</td> <td></td> <td></td> </tr> </table>	WEEKLY	✓	✓	✗	✗	✓	✓	FORTNIGHTLY	-	-	✗	✗			\$11M	\$362p/a	\$247	2030 (approx 40,000 tonnes p/a)	-
WEEKLY	✓	✓	✗	✗	✓	✓													
FORTNIGHTLY	-	-	✗	✗															
New Green Bin  <table border="1"> <tr> <td>WEEKLY</td> <td>-</td> <td>✓</td> <td>✗</td> <td>✓</td> <td>✗</td> <td>✓</td> </tr> <tr> <td>FORTNIGHTLY</td> <td>✓</td> <td>-</td> <td>✗</td> <td>-</td> <td></td> <td></td> </tr> </table>	WEEKLY	-	✓	✗	✓	✗	✓	FORTNIGHTLY	✓	-	✗	-			\$14.5M	Extra \$103 (\$465p/a)	\$320	14,000 tonnes p/a diverted = 2033	\$22M
WEEKLY	-	✓	✗	✓	✗	✓													
FORTNIGHTLY	✓	-	✗	-															
Garbage to ext. AWT  <table border="1"> <tr> <td>WEEKLY</td> <td>✓</td> <td>✓</td> <td>✗</td> <td>✗</td> <td>✓</td> <td>✓</td> </tr> <tr> <td>FORTNIGHTLY</td> <td>-</td> <td>-</td> <td>✗</td> <td>✗</td> <td></td> <td></td> </tr> </table>	WEEKLY	✓	✓	✗	✗	✓	✓	FORTNIGHTLY	-	-	✗	✗			\$14.1M	Extra \$94 (\$456p/a)	\$398	23,600 tonnes p/a diverted = 2038	\$10M
WEEKLY	✓	✓	✗	✗	✓	✓													
FORTNIGHTLY	-	-	✗	✗															

Draft Waste Strategy


Actions to Further Improve Value for Money

- ❖ Regional tender for recycling collection & possible green bin option
- ❖ Pursue regional partnerships
- ❖ Landfill gas management system



Draft Waste Strategy

Actions to Further Improve Value for Money

- Increase recycling from bulky waste
 - Investigate alternative models for operating Blaxland WMF
 - Construct Resource Recovery Centre at Blaxland WMF
 - Improve resident practices through education & capacity building, eg home composting
 - Advocate for improve services and less costs
- 

QUESTIONS & COMMENTS

COMPLETE WORKBOOK



**Resourcing
OUR FUTURE** 

1. WORKSHOP LOCATION: (circle)
Bassonville / Kalamunda / Lawson / Springwood / Stirling

2. DATE: _____

3. GENDER: (circle) Female or Male

4. AGE: (circle) 18-24 years / 25-39 years / 40-54 years / 55-64 years / 65 years plus

5. TOWN: _____

6. POSTCODE: _____

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WORKSHOP CONCLUDES



THANK YOU FOR YOUR PARTICIPATION

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