

Funding our future

Engagement Strategy

July 2016 to February 2017



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INFORMATION ABOUT THIS DOCUMENT

(INTERNAL USE ONLY)

Endorsed by Byron Shire Council Executive team:

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Organisation Development

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ongoing

Document History

Doc No.	Date Amended	Details Comments eg Resolution No.
#E2016/76252	26 August 2016	DRAFT presented to internal working group for review and input
	9 September 2016	DRAFT presented to internal working group for review with revised timeline.
	21 September 2016	DRAFT presented to Councillor workshop

Supporting documents and/or policies:

- Community Strategic Plan
<http://www.byron.nsw.gov.au/integrated-planning-and-reporting-documents>
- Long Term Financial Plan
<http://www.byron.nsw.gov.au/financial-sustainability-project-plan>
- Financial Sustainability Project Plan
<http://www.byron.nsw.gov.au/financial-sustainability-project-plan>
- Council Improvement Plan
<http://www.byron.nsw.gov.au/council-improvement-program>
- Community Satisfaction Surveys
<http://www.byron.nsw.gov.au/community-satisfaction>

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Background

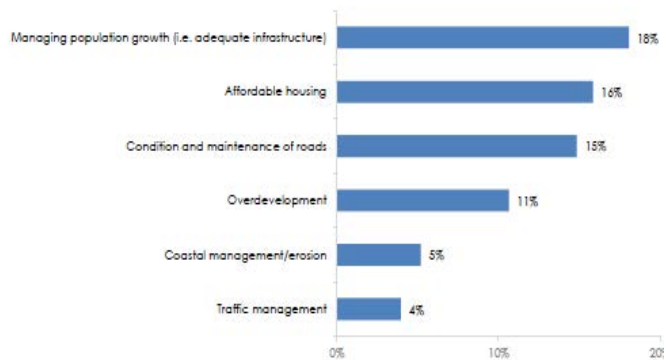
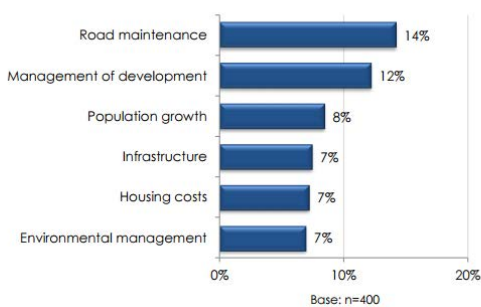
From our many community engagement activities, Community Satisfaction Surveys (2007, 2013 and 2016) and community conversations over the years, we know that our community places a high priority on the maintenance of our Shire's infrastructure and in particular our road network.

Our Community Satisfaction Surveys in 2013 and 2016 showed that our residents thought Road Maintenance was within the top three priority issues for our Shire.

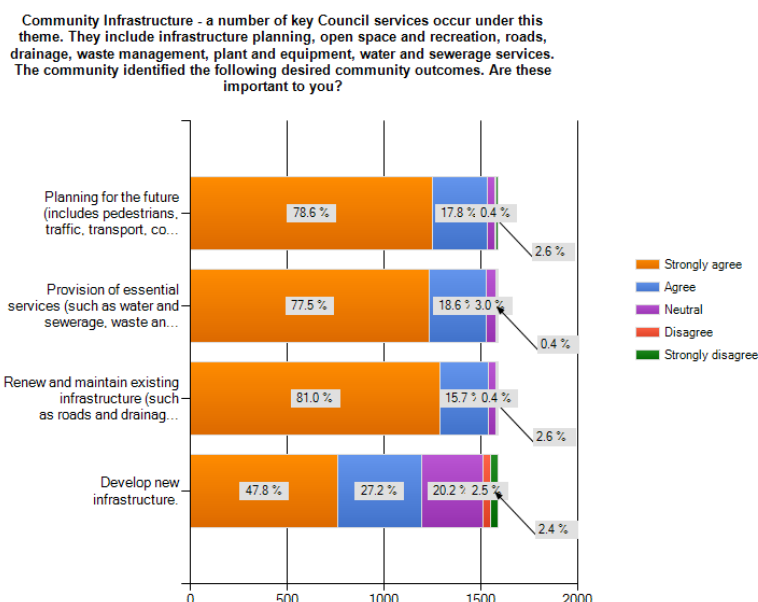
2013

2016

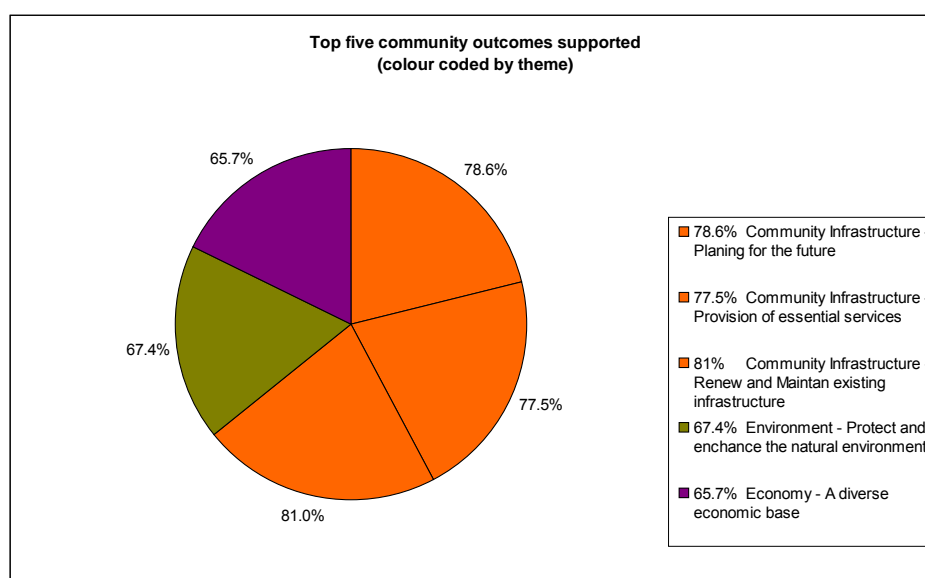
Q. Thinking of the next 10 years, what do you believe will be the highest priority issue within the Byron Shire Council area?



This was also evident in recent years via consultation with our community during the development of the Community Strategic Plan 2012-2022; the results showed overwhelming support for the future planning, provision and maintenance of our key infrastructure.



Three of the top five supported community outcomes, came from within the Community Infrastructure theme.



Out of the 2,182 comments we received, 673 related to Community Infrastructure.

- Community Infrastructure 673
- Environment 391
- Economy 359
- Society and Culture 269
- Corporate Management 314
- Other 176

Underpinning the need to address infrastructure was Council's financial sustainability.

Financial

Sustainability Plan The financial sustainability of Council has been a community concern for some time and formed part of the conversation with the community during the development of Community Strategic Plan and the supporting Resourcing Strategy (including the Long Term Financial Plan, Asset Management Plan and Workforce Plan).

This discussion was based on the estimated funding gap for the renewal of existing infrastructure of \$7 million per annum and funding new infrastructure and the aspirations of the Community.

We need to reverse the current trend of deteriorating infrastructure.

The Long Term Financial Plan 2012-2022 predicted a continuing deterioration of the Council's medium to long term financial position, borrowing capacity and the reality that the funding gap for asset renewals needed to be addressed.

Firmly focused on addressing the funding gap, Council developed its first Financial Sustainability Plan in 2012 and included the following strategies:

- a re-structure of Council's operations to enable capacity building
- rationalising Council's property portfolio and associated investment strategies
- an accelerated plan for debt reduction
- investing in Council's business activities such as caravan parks, and
- examining opportunities for raising additional revenue from Byron's growing tourist and visitor market
- reducing operational expenditure

During the same year, the Minister for Local Government announced a NSW Independent Local Government Review Panel and as part reform process he had:

1. commissioned the NSW Treasury Corporation ("TCORP") to undertake a financial assessment of all NSW councils; and
2. commissioned the Division of Local Government to undertake an assessment of each council's infrastructure renewal backlog.

The release by TCorp in March 2013 of Byron Shire Council's "Financial Assessment, Sustainability and Benchmarking Report" confirmed that Council's financial outlook was **"weak and deteriorating"**; this assessment was based upon successive operating deficits, high debt and a deteriorating capacity to fund infrastructure maintenance and renewal.

Byron Shire's Long Term Financial Plan (LTFP) provides a framework to allow Council to assess revenue building capacity to meet the activities and level of services outlined in its Community Strategic Plan.

The financial assessment provided by TCORP to Council confirmed this position and stated "the asset management plans forecast a maintenance and renewal funding gap of \$9.9M p.a."

Councils throughout NSW were consequently required to submit a *Council Improvement Plan* to demonstrate financial sustainability. Those considered not *Fit for the Future* would consequently be subject to amalgamations.

Council Improvement Program

In 2014, the NSW Government announced the [*Fit for the Future*](#) program in response to the work of the NSW Independent Local Government Review Panel. New South Wales councils were required to submit their *Council Improvement Plan* by 30 June 2015.

Three years of closely reviewing finances, expenditure and assets provided a strong foundation of Byron Shire Council's *Fit for the Future* local government submission. As a result, Council developed six key improvement strategies that form part of the [*Council Improvement Program*](#). They included:

- Pursuing new, recurrent revenues such as pay parking
- Asset realisation (sale and development of land)
- Increasing rates beyond the rate peg in future years
- Efficiency savings through strategic procurement initiatives
- Continuation of savings generated through operating efficiencies
- Significant increases in expenditure on infrastructure such as roads

With the strategies implemented, Council will meet six of the seven benchmarks within the required five year timeframe and are likely to satisfy the IPART methodology for assessment on the seventh benchmark.

Byron Shire Council was declared *Fit for the Future*.

Council's past four year focus has been on building relationships and creating partnerships to support the need for improved services and infrastructure. In order to achieve this, Council has rebuilt finances to ensure:

- maximisation of investment returns
- generate efficiency savings
- review of asset portfolio and re
- create new revenue streams,
- reorganised our workforce to meet service programs.

As a result of the projected funding shortfall Council has explored a number of options to becoming financially sustainable in the long term, with a particular focus on reviewing our current rating income and implementing additional efficiency improvements

IP&R

Integrated Planning & Reporting Framework (IP&R)

The IP&R framework for Local Councils in NSW was introduced by the Division of Local Government in 2009.

The IP&R framework requires councils to focus on long term strategic planning and to set priorities and aspirations through community consultation. The framework consists of:

Community Strategic Plan 2022

The Community Strategic Plan is Council's highest level long term plan. It identifies and expresses the aspirations held by the community of Byron Shire and sets out strategies for achieving those aspirations.

Byron Shire Resourcing Strategy

The Resourcing Strategy consists of three components:

- Long Term Financial Plan
- Asset Management Strategy
- Workforce Management Plan

Delivery Program and Operational Plan

The Delivery Program and Operational Plan is Council's commitment to the implementation of the CSP and are aligned with the 4 year term of Council; it addresses the full range of Council's operations.

The Operational Plan details actions that are clearly link to our strategies and outcomes. The Operational Plan also includes Council's Fees and Charges.

The above documents can be found at: <http://www.byron.nsw.gov.au/integrated-planning-and-reporting-documents>

Introduction Byron Shire Council has been open with the community about the challenges faced in relation to the infrastructure maintenance backlog and long term finances.

As identified within our Council Improvement Program, a Special Rate Variation was a key component of remaining financially sustainable and addressing our infrastructure backlog.

In order to make an application to the Independent Pricing and Regulatory Tribunal (IPART) for an increase in rating income, it is essential that Council works with the community to ensure that they are aware of the need for a SRV, the implications of each option being considered within the community and the extent and impact of the possible rate increase.

This Engagement Strategy applies from July 2016 until February 2017.

The following engagement plan uses the IAP2 Spectrum and will help build understanding and manage expectations on an internal and external basis.

It is an engagement continuum over four phases and should be considered dynamic and open to changes as the consultation progresses.

The four engagement phases include:

1. Phase 1 Community Satisfaction Survey 2016
2. Phase 2 Reviewing our Assets Survey
3. Phase 3 Funding our Future – Special Rate Variation (SRV)
4. Phase 4 Exhibition of Integrated Planning & Reporting documents and SRV

The delivery of the engagement Phase 3 and 4 are dependent on the following Council decisions:

- October 2016 Council meeting - commence the SRV consultation (Phase 3)
- December 2016 Council meeting - update and publically exhibit the IP&R documents with the recommended SRV (Phase 4)
- February 2017 Council meeting - submit an IPART SRV application.

Level of impact Level 1 – high impact on local government area

Our

Community

Byron Shire is characterised by its natural beauty, alternative lifestyles, creative people and strong sense of belonging and ownership towards our communities.

The Shire is made up of an eclectic group of towns and villages over a stunning 567 square kilometres of coastal and hinterland landscape. Our popularity as a tourism destination currently sees about 1.5 million visitors arrive each year and can result in our overnight population swelling by 22%.

In support of our residents and visitors, we need to maintain:

- about 600 kilometres of roads to maintain (95 kilometres unsealed)
- 81 kilometres of footpaths and cycleways
- 30 bridges and 11 footbridges
- 85 causeways, 80 culverts and 1,211 rural pipes
- 243 kilometres of kerb and gutter, 106 kilometres of pipes and 2,048 pits
- 97 Community buildings
- 20 public amenities
- Playgrounds
- Sports Fields

Located in a subtropical environment, we are often exposed to high rainfall events and east coast lows that can have a devastating impact on our infrastructure and communities.

However, we only have a relatively low population of approximately 32,000 people. When we look closer at our residents, it can also be seen that Council will need to carefully consider the capacity of ratepayers to fund additional increased rates. Key findings from the 2011 ABS Census include:

- Byron Shire has more people unemployed compared to NSW (8.5% vs 5.9%)
- Less residents working full time compared to NSW (42% vs 60%)

- Almost double the amount of residents are experiencing mortgage stress compared to NSW (21.1% versus 11.5%)
- 26% of our residents are considered low income compared to 25.3% Regional NSW and 19.6% for NSW

Additional facts can be read [Annexure 1](#).

For a long time, Byron Shire has been recognised an attractive place to live and draws a diverse ratepayer socio economic range consisting of high end coastal properties, through to alternative lifestyle residents living in the hinterland on community titles.

As more people move into the Shire, the 'face' of Byron Shire will continue to change and our population is expected to experience significant growth over the next 20 years and beyond. Despite this forecasted potential growth, Council general rates will not significantly fund new infrastructure nor be sufficient to cover the maintenance costs of our existing infrastructure.

It should also be noted that Byron Shire Council and ratepayers has not had a Special Rate Variation since 2007.

For this reason Council has identified that it is necessary to have a robust conversation with our community about

Funding our Future

Governance Local Government Act 1993 (the Act)

A special variation allows councils to increase general income, which mainly comprises income from rates, above the rate peg.

The Act provides for two types of special variations:

- a single year percentage increase, under section 508(2), and
- successive annual percentage increases over a period of between two and seven years, under section 508A.

Applications for each of these may be either permanent ie, the rate base stays at the higher level following the special variation, or temporary ie, the rate base returns to what it otherwise would have been without the special variation.

The legislative requirements for Integrated Planning and Reporting are contained within - NSW Integrated Planning and Reporting Manual and Guidelines March 2013 - NSW Local Government Act 1993 - NSW Local Government (General) Regulation 2005

Assessment under Independent Pricing and Regulatory Tribunal

Assessment criteria two requires that the community must be aware of the size of the proposed special variation and that it is explained in terms they understand.

Within Byron Shire Council's Community Strategic Plan 2022 (endorsed 28 June 2012) following goal and supporting strategies were identified and underpin our engagement plan for *Funding our Future*:

Community Outcome CM2: Informed and engaged community

- CM2.1 Use a range of effective communication tools to engage the community to support transparent and accountable Council decision making.
- CM2.2 Provide education, engagement and feedback initiatives for meaningful community participation.

Overarching Goal

Support the decision making process for Byron Shire Council's application for a Special Rate Variation (SRV) to the Independent Pricing and Regulatory Tribunal (IPART) in 2017.

Challenges

There are significant challenges underpinning the Overarching Goal:

1. High demand on internal resourcing will require the prioritisation of tasks to achieve engagement deliverable and Integrated Planning and Reporting (IP&R) documents.
2. The Governance Manager position within Council has recently become vacant leaving a key IP&R leadership role vacant during the SRV process.
3. Timing for applying for a SRV is particularly tight, and may impact on the ability for the organisation to understand the details about our services (delivery streams) and adequately engage with the community about those services.
4. IPART has not yet released its timeframe for a 2017 application and this could impact on the engagement timeline and resources.
5. The public and media response to possibility of a rate rise is likely to be negative.
6. September 2016 local government election resulting in the possibility of new councillors not being supportive of the need for a SRV, the Council Improvement Program and the implications if the SRV is not successful.
7. Possibility of a reduction, or even removal, of services as an outcome.
8. Exhibition of the Resource Strategy, Delivery Plan and Fees and Charges will occur over the December-January period resulting in community dissatisfaction.

IAP2 Public Participation Spectrum

Inform and Involve - Our promise to residents and ratepayers

INFORM

We will keep you informed and help you to understand the reasons why a Special Rate Variation is needed to help funding our ageing infrastructure assets.

INVOLVE

We will work with you to:

- determine your level of satisfaction on our infrastructure assets
- determine what level of service our infrastructure should be maintained at
- explore funding options that supports maintaining, renewing and upgrading infrastructure
- ensure your concerns and aspirations are reported to Council and
- provide feedback on how your input influenced the decision.

Community engagement principles

Byron Shire Council is committed to the social justice principles of access, equity, participation and rights and has used these as guiding principles for the development of the *'Funding our Future'* community engagement plan.

Our multi-phased community engagement plan will be:

1. open and honest and supported with messages that are clear, concise and easy to understand
2. responsive and actively engage with, and listen, to the diverse range of needs and expectations of our communities
3. genuine and seek to gather feedback from a broad representation of our community to ensure inclusiveness
4. reliable, accessible and use a variety of resources to provide opportunities for input and feedback
5. respectful of community input and ensure that is presented to the Council to help influence decision making

Evaluation

1. The engagement plan was regularly reviewed for progress, outcomes and adapted if needed.
2. Survey sample demographics were reflective of the Byron Shire Community.
3. A strong level of awareness was created about the Special Rate Variation program.
4. The IPART evaluation recognises that an engagement program resulted in an appropriate level of community awareness.

Phase 1 Community Satisfaction Survey

Timeframe July to August 2016					
Purpose	<ol style="list-style-type: none"> 1. To measure the levels of Community Satisfaction Levels on a broad range of Council services. 2. To determine movement of satisfaction from 2013 to 2016. 3. To assess the need for further engagement on service areas to: <ul style="list-style-type: none"> • determine the underlying reasons for lack of satisfaction and • identify need for additional funding, resource allocation or removal of service 				
Objective	Seek feedback from the community in identifying priority services.				
Key messages	<ol style="list-style-type: none"> 1. The 2016 Community Satisfaction Survey will be compared to the 2013 survey to help determine changing needs and assist with Council reporting at the end of its term. 2. The results will help identify services and programs that need further exploration to help determine challenges and opportunities. 3. When finalised and results analysed, the findings will be made available to the community. 				
Spokes person	General Manager				
Stakeholders	<table border="1"> <thead> <tr> <th>Internal</th><th>External</th></tr> </thead> <tbody> <tr> <td> <input type="checkbox"/> Staff <input type="checkbox"/> Customer service <input type="checkbox"/> Councillors <input type="checkbox"/> Internal working group </td><td> <input type="checkbox"/> Ratepayers <input type="checkbox"/> Residents <input type="checkbox"/> Urban and rural properties <input type="checkbox"/> Local media </td></tr> </tbody> </table>	Internal	External	<input type="checkbox"/> Staff <input type="checkbox"/> Customer service <input type="checkbox"/> Councillors <input type="checkbox"/> Internal working group	<input type="checkbox"/> Ratepayers <input type="checkbox"/> Residents <input type="checkbox"/> Urban and rural properties <input type="checkbox"/> Local media
Internal	External				
<input type="checkbox"/> Staff <input type="checkbox"/> Customer service <input type="checkbox"/> Councillors <input type="checkbox"/> Internal working group	<input type="checkbox"/> Ratepayers <input type="checkbox"/> Residents <input type="checkbox"/> Urban and rural properties <input type="checkbox"/> Local media				
How will we reach them?	<table border="1"> <tbody> <tr> <td> <ul style="list-style-type: none"> • Internal staff email • Media release • Councillor Bulletin • Weekly internal working group meetings </td><td> <ul style="list-style-type: none"> • Random sampling of 400 residents via CATI telephone survey. • Media release – pre and post • E-news </td></tr> </tbody> </table>	<ul style="list-style-type: none"> • Internal staff email • Media release • Councillor Bulletin • Weekly internal working group meetings 	<ul style="list-style-type: none"> • Random sampling of 400 residents via CATI telephone survey. • Media release – pre and post • E-news 		
<ul style="list-style-type: none"> • Internal staff email • Media release • Councillor Bulletin • Weekly internal working group meetings 	<ul style="list-style-type: none"> • Random sampling of 400 residents via CATI telephone survey. • Media release – pre and post • E-news 				

Phase 2 *Asset Survey – Funding our Future*

Timeframe August – September 2016		
Purpose	Explore community support for infrastructure improvements, funding allocation and funding sources.	
Objectives	<ol style="list-style-type: none"> 1. Educate a random community sample on asset responsibility and condition. 2. Seek informed feedback from the community in identifying asset satisfaction levels, priority services, service levels and funding sources. 3. Deliver widespread public confidence and acceptance of the priorities, trade-offs and funding models used as being equitable and based on merit. 	
Key messages	<p>The two phase telephone survey method was chosen to ensure that :</p> <ul style="list-style-type: none"> • Participants are geographically reflective of the entire shire (not dominated by one area) • Participants are from all age groups (opt-in online and postal paper surveys are often completed predominantly by people with by those over 50 years) • Participants are informed and have an understanding of the state of our assets • We will reach residents who do not normally participate – the ‘quiet’ voice in the community. <p>When completed, the results from the survey will help determine:</p> <ul style="list-style-type: none"> • satisfaction levels on differing infrastructure assets • allocation of funding - that is should we spend less, same or more. • future asset funding priorities. 	
Spokes person	None required	
Stakeholders	Internal <ul style="list-style-type: none"> <input type="checkbox"/> Staff <input type="checkbox"/> Customer service <input type="checkbox"/> Councillors <input type="checkbox"/> Internal working group 	External <ul style="list-style-type: none"> <input type="checkbox"/> Ratepayers <input type="checkbox"/> Residents <input type="checkbox"/> Urban and rural properties
How will we reach them?	<ul style="list-style-type: none"> • Internal staff email • Councillor memo prior to recruitment • Councillor workshop following results report • Weekly internal working group meetings 	<ul style="list-style-type: none"> • Stage 1 – Recruitment - random sampling of 600 residents/ratepayers via CATI telephone survey • Stage 2 – information brochure sent to 600 residents • Stage 3 – Recall survey of 400 recruited residents/ratepayers

		<ul style="list-style-type: none"> • Final report/results to be upload to Council website • Final report to be emailed to residents/ratepayers as requested • Media release on final report/results
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Phase 3 *Special Rate Variation – Funding our Future*

Timeframe September – November 2016	
Purpose	<ol style="list-style-type: none"> 1. Create awareness about the proposed Special Rate Variation (SRV). 2. Clearly articulate the need, impact and outcomes of a SRV. 3. Ensure residents and rate payers are effectively engaged about the proposed SRV. 4. Ensure multiple opportunities for residents and ratepayers to provide feedback are available.
Objectives	<ol style="list-style-type: none"> 1. Clearly demonstrate the need for a SRV to maintain, renew and upgrade infrastructure assets. 2. Measure resident and ratepayer preferred SRV funding option. 3. Determine the level of community support for a SRV.
Key messages	<ol style="list-style-type: none"> 1. The SRV is part of our Council Improvement Program that helps us meet the state government's Fit for the Future requirements. 2. Council's short term financial position is considered good – however our long term position is not sustainable at the current levels of service and the condition of infrastructure will deteriorate. 3. The challenge of long term financial sustainability is common across the majority of NSW councils. 4. We want to hear the community's ideas about how we can achieve our goal of maintaining and renewing our infrastructure to community desired levels. 5. Many of Byron Shire's roads, footpaths, buildings and community facilities were built in the post-war era, making them over 70 years old; the challenge we are currently facing is how we maintaining and renewing these assets into the future with a growing community and changing

	<p>needs.</p> <ol style="list-style-type: none"> 6. Over the past four years, Council has made internal savings from procurement and efficiency savings and funds have been invested in our ageing assets. 7. Council's last SRV was in 2008/09. 8. Council will meet to consider the consultation results a Council meeting in December. 9. Following the meeting, if Council decides to proceed with a rate rise, the IP&R documents will be updated and placed on public exhibition. 10. Council will need to notify IPART of its SRV application by XX February. 11. It is expected that IPART will publish their determination on our request online in June. 12. Council is not broke - we are planning for future financial security. 	
Spokes person	Mayor / General Manager	
Stakeholders	Internal <ul style="list-style-type: none"> <input type="checkbox"/> Staff <input type="checkbox"/> Customer service <input type="checkbox"/> Councillors <input type="checkbox"/> Internal working group 	External <ul style="list-style-type: none"> <input type="checkbox"/> Ratepayers <input type="checkbox"/> Residents <input type="checkbox"/> Commercial businesses <input type="checkbox"/> Urban and rural properties <input type="checkbox"/> Business organisations (eg Chambers) <input type="checkbox"/> Progress Associations <input type="checkbox"/> Local Indigenous groups <input type="checkbox"/> State government <input type="checkbox"/> Local media
How will we reach them?	<ul style="list-style-type: none"> • Internal staff email • Customer Service briefing • Councillor workshop prior to commencement • Council Report – pre and post • Fortnightly update in Councillor • Media releases • Weekly internal working group meetings 	<ul style="list-style-type: none"> • CATI phone sample survey of 400 residents • Online survey (residents, ratepayers and businesses) • Mail out to ratepayers • Media releases • Social media posts • E-news/flashes • Local one-on-one media briefings

		<ul style="list-style-type: none"> • Local newspaper advertising • Community radio advertising • Facebook advertising • School newsletters • Community and Business Roundtable presentations • Information kiosks • Static displays • Website home feature • Online fact sheets • Community hotline • Engagement results available on Council web.
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Phase 4 IP&R and Special Rate Variation – *Funding our Future*

Timeframe December 2016 to February 2017		
Purpose	1. Raise awareness and seek community feedback during the exhibition of: <ul style="list-style-type: none"> • Draft Delivery Program 2013-17 (Revised December 2016) • Draft Long Term Financial Plan • Draft Strategic Asset Management Plan 	
Objectives	1. Provide additional detail about the infrastructure projects which will be delivered under the preferred SRV funding option. 2. Seek and receive submissions from residents about the exhibited IP&R documents and identify key issues for community. 3. Increase awareness about Special Rate Variation. 4. Increase knowledge about decisions made and yet to be made by Council, as well as the SRV process / timeline.	
Key messages	1. As a result of Phase 3 SRV consultation, Byron Shire Council will be applying to IPART for SRV funding increase of X . 2. Your feedback during the public exhibition phase will be reported to Council.	
Spokes person	Mayor / General Manager	
Stakeholders	Internal <ul style="list-style-type: none"> <input type="checkbox"/> Staff <input type="checkbox"/> Customer service 	External <ul style="list-style-type: none"> <input type="checkbox"/> Ratepayers <input type="checkbox"/> Residents

	<input type="checkbox"/> Councillors <input type="checkbox"/> Internal working group	<input type="checkbox"/> Commercial businesses <input type="checkbox"/> Urban and rural properties <input type="checkbox"/> Business organisations (eg Chambers) <input type="checkbox"/> Progress Associations <input type="checkbox"/> Local Indigenous groups <input type="checkbox"/> State government <input type="checkbox"/> Local media
How will we reach them?	<ul style="list-style-type: none"> • Internal staff email • Customer Service briefing • Council Report – pre and post • Fortnightly update in Councillor • Media releases • Weekly internal working group meetings 	<ul style="list-style-type: none"> • Website home feature • Bang the Table project page • Updated IP&R documents available online. • Fact sheet on outcome of Phase 3 consultation available online. • Media releases • Social media posts • E-news/flashes • Local one-on-one media briefings • Local newspaper advertising • Community radio advertising • Facebook advertising • School newsletters • Community and Business Roundtable presentations • Community hotline

A timeline of the Community Engagement Phases 1 to 4 can be found at Annexure 2.

Annexure 1 Our community

Byron Shire has about 32,000 residents and is located in New South Wales on Australia's most easterly point. According to the Australian Bureau of Statistics 2011 Census, the following is known about our residents.

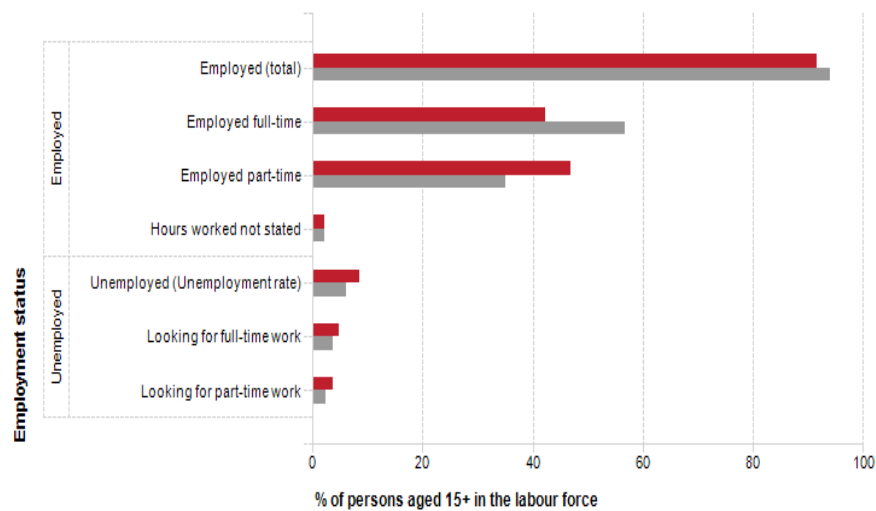
Employment

The size of Byron Shire's labour force in 2011 was 13,796, of which 6,479 were employed part-time and 5,830 were full time workers. Overall, 91.5% of the labour force was employed (53.0% of the population aged 15+), and 8.5% unemployed (4.9% of the population aged 15+), compared with 93.9% and 6.1% respectively for Regional NSW.

Employment status, 2011

Total persons in the labour force

■ Byron Shire ■ Regional NSW



Source: Australian Bureau of Statistics, Census of Population and Housing, 2011 (Usual residence data)
Compiled and presented in profile.id by .id, the population experts.

.id
the population
experts

Households

Overall, 21.7% of households were paying high mortgage repayments, and 24.1% were paying low repayments, compared with 28.8% and 15.8% respectively in New South Wales.

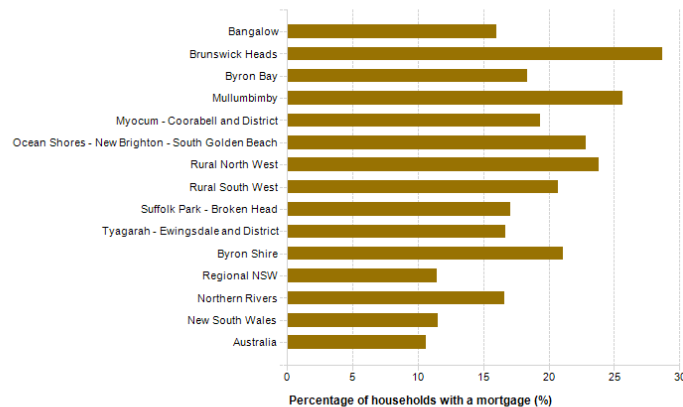
In 2011, 21.1% of Byron Shire's households purchasing their dwelling were experiencing mortgage stress compared to 11.4% in Regional NSW and 11.5% for NSW.

While Byron Shire had a higher proportion of households experiencing mortgage stress, it is important to note that this varied across the Shire. Proportions ranged from a low of 16.0% in Bangalow to a high of 28.7% in Brunswick Heads. The five areas with the highest percentages were:

- Brunswick Heads (28.7%)
- Mullumbimby (25.7%)
- Rural North West (23.9%)
- Ocean Shores - New Brighton - South Golden Beach (22.8%)
- Rural South West (20.7%)

Mortgage Stress, 2011

Byron Shire



Source: Australian Bureau of Statistics, Census of Population and Housing, 2011 (Enumerated data)
Compiled and presented in atlas.id by .id, the population experts.

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the population experts

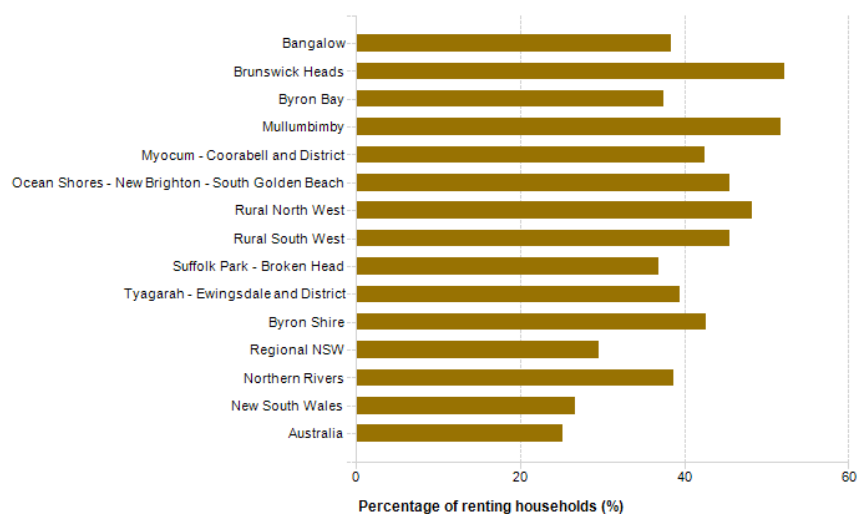
In 2011, 42.6% of Byron Shire's renting households were experiencing rental stress compared to 29.6% in Regional NSW and 26.7% in NSW.

While Byron Shire had a higher proportion of households experiencing rental stress, it is important to note that this varied across the Shire. Proportions ranged from a low of 36.9% in Suffolk Park - Broken Head to a high of 52.2% in Brunswick Heads. The five areas with the highest percentages were:

- Brunswick Heads (52.2%)
- Mullumbimby (51.7%)
- Rural North West (48.3%)
- Rural South West (45.5%)
- Ocean Shores - New Brighton - South Golden Beach (45.5%)

Rental stress, 2011

Byron Shire



Source: Australian Bureau of Statistics, Census of Population and Housing, 2011 (Enumerated data)
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.id
the population experts

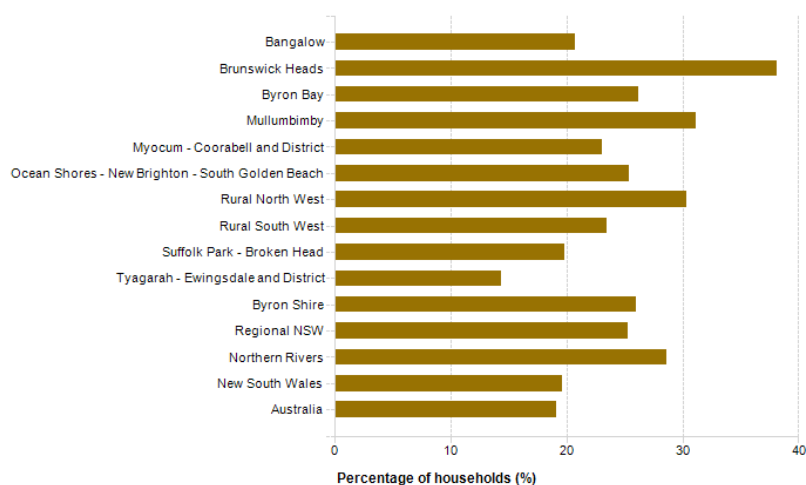
In 2011, 26.0% of Byron Shire's total households were classed as low income compared to 25.3% in Regional NSW and 19.6% for NSW

While Byron Shire had a higher proportion of low income households, it is important to note that this varied across the Shire. Proportions ranged from a low of 14.3% in Tyagarah - Ewingsdale and District to a high of 38.1% in Brunswick Heads. The five areas with the highest percentages were:

- Brunswick Heads (38.1%)
- Mullumbimby (31.2%)
- Rural North West (30.3%)
- Byron Bay (26.2%)
- Ocean Shores - New Brighton - South Golden Beach (25.4%)

Low income households (less than \$600 per week), 2011

Byron Shire



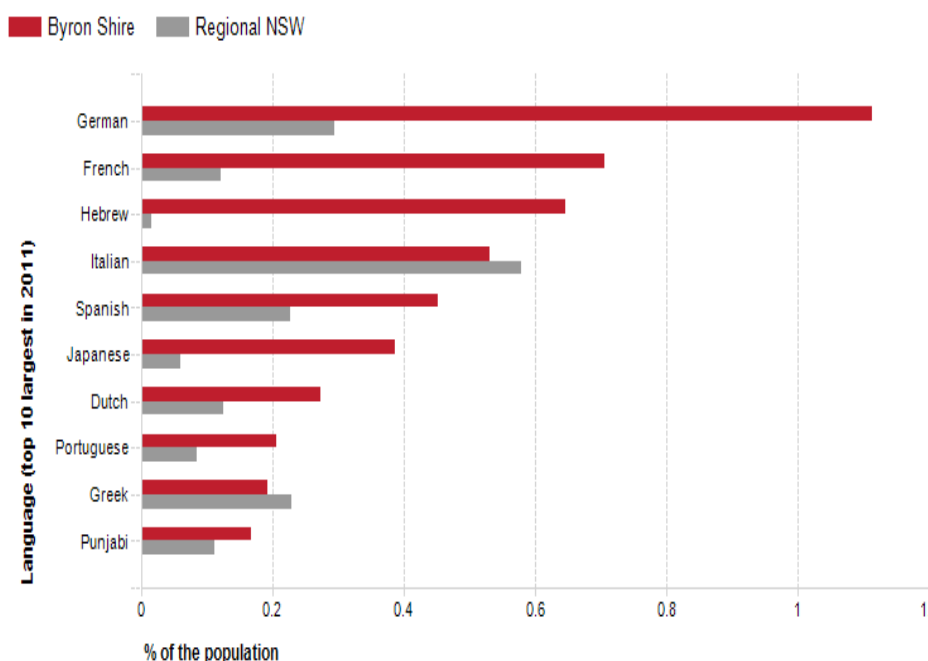
Source: Australian Bureau of Statistics, Census of Population and Housing, 2011 (Enumerated data)
Compiled and presented in atlas.id by .id, the population experts.

.id
the population experts

What do we speak?

Overall, 88.3% of the population spoke English only, and 6.3% spoke a non-English language, compared with 90.4% and 5.1% respectively for Regional NSW. The dominant language spoken at home, other than English, in Byron Shire was German, with 1.1% of the population, or 325 people speaking this language at home.

Language spoken at home, 2011



Source: Australian Bureau of Statistics, Census of Population and Housing, 2011 (Usual residence data)
Compiled and presented in profile.id by .id, the population experts.

.id
the population experts

Internet connection

Analysis of the type of internet connection of households in Byron Shire compared to Regional NSW shows that there was a lower proportion of households with either no internet connection or a dial up connection, and a higher proportion of households with broadband connectivity.

Overall 19.4% of households had no internet connection or a dial up connection, and 66.3% had broadband connectivity, compared with 28.4% and 61.3% respectively in Regional NSW.

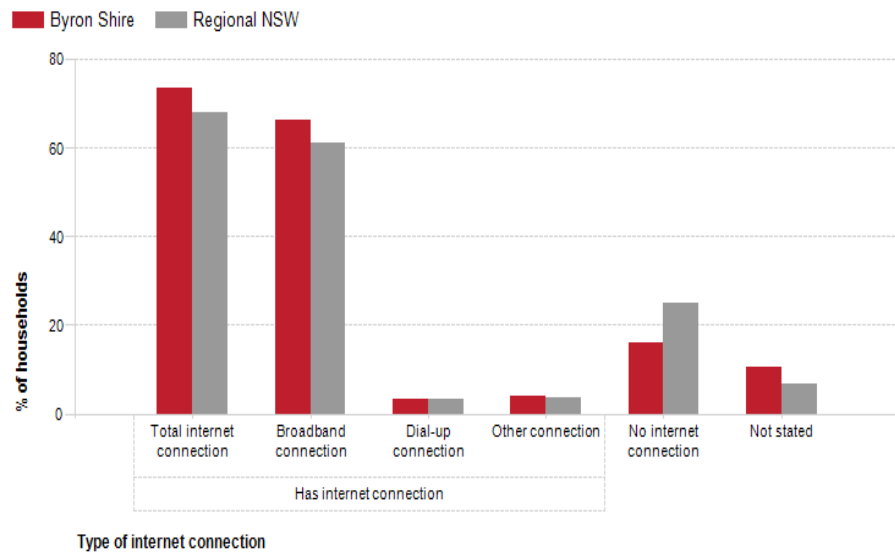
Between 2006 and 2011 the number of households with an internet connection increased 1,845.

The largest changes in the internet connectivity in Byron Shire, between 2006 and 2011 were:

- Broadband connection (+3,897 households)
- Dial-up connection (-2,489 households)
- Total internet connection (+1,845 households)

In 2015, some NBN fixed wireless broadband services have become available to some areas in the Shire.

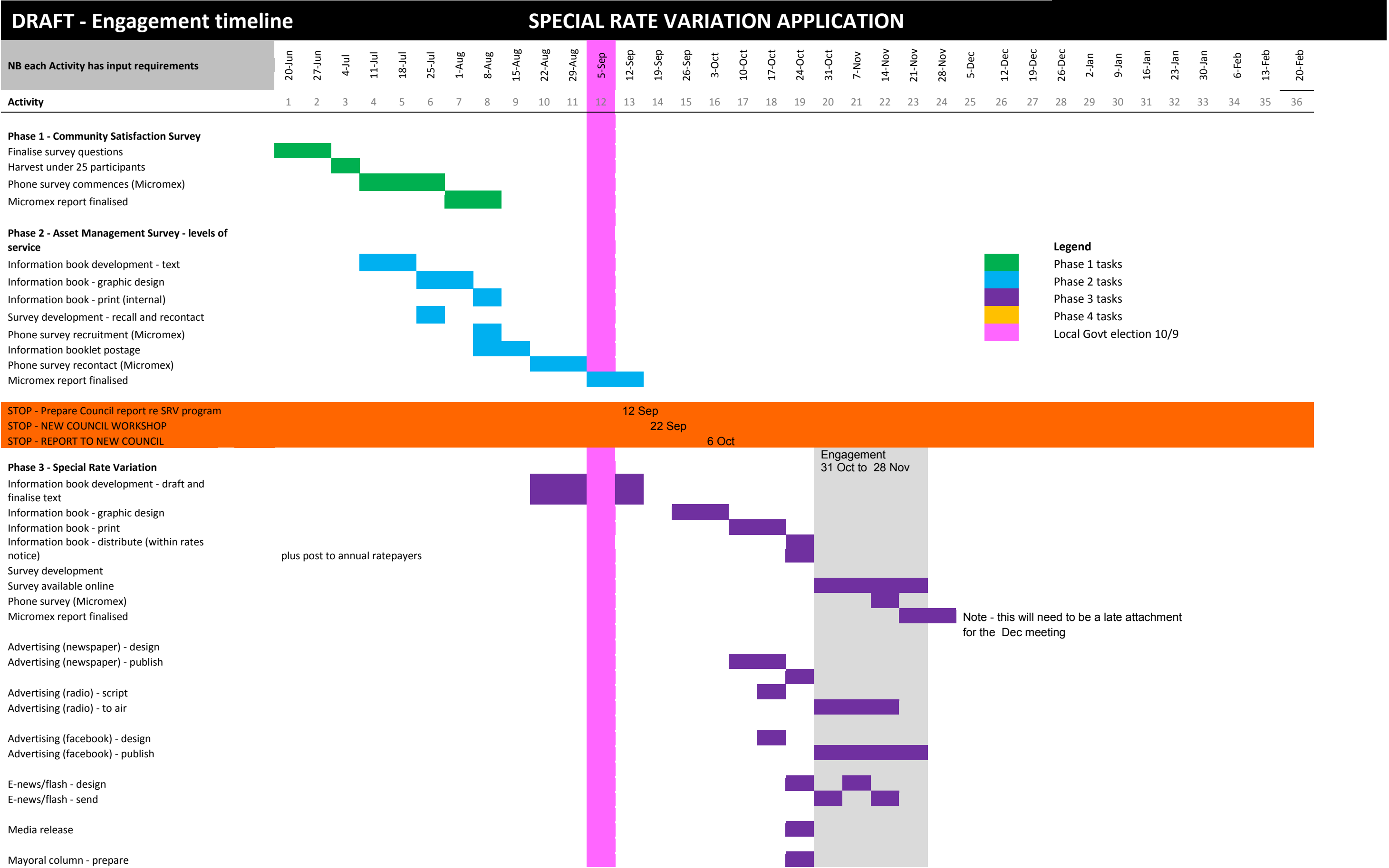
Type of internet connection, 2011



Source: Australian Bureau of Statistics, Census of Population and Housing, 2011 (Enumerated data)
Compiled and presented in profile.id by .id, the population experts.

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Annexure 2 Engagement timeline



DRAFT - Engagement timeline

SPECIAL RATE VARIATION APPLICATION

NB each Activity has input requirements

Activity

Mayoral column - publish

Information kiosks - book
Information kiosks - attend

Community Roundtable presentation
Business Roundtable presentation

Display - Design and print
Install - Design static pull up banners
(Mullum, Byron, Ocean Shores)

Community Hotline - setup
Community Hotline - man

Prepare Report to Council

Report to Council - 8 Dec meeting

Phase 4 - Exhibition of revised draft IP&R documents

IP&R summary overview - design
IP&R summary overview - publish to web

Bang the table - create and upload content

Information kiosks - book
Information kiosks - attend

Advertising (newspaper) - design
Advertising (newspaper) - publish

Advertising (radio) - script
Advertising (radio) - to air

Advertising (facebook) - design
Advertising (facebook) - publish

E-news/flash - design
E-news/flash - send

Media release

Mayoral column

Consultation Report on SRV and IPR

Report to Council - 2 Feb
SRV Application - prepare
SRV Application -lodgement

20-Jun

27-Jun

4-Jul

11-Jul

18-Jul

25-Jul

1-Aug

8-Aug

15-Aug

22-Aug

29-Aug

5-Sep

12-Sep

19-Sep

26-Sep

3-Oct

10-Oct

17-Oct

24-Oct

31-Oct

7-Nov

14-Nov

21-Nov

28-Nov

5-Dec

12-Dec

19-Dec

26-Dec

2-Jan

9-Jan

16-Jan

23-Jan

30-Jan

6-Feb

13-Feb

20-Feb

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15
Dec

Public Exhibition
12/12/17 to 16/1/2017
Note: over the Xmas
holiday period

2
Feb



Byron Shire Council

Community Satisfaction Research

Prepared by: Micromex Research
Date: August 2016



The information contained herein is believed to be reliable and accurate. However, no guarantee is given as to its accuracy and reliability, and no responsibility or liability for any information, opinions or commentary contained herein, or for any consequences of its use, will be accepted by Micromex Research, or by any person involved in the preparation of this report.



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Background and Methodology

Background and Methodology

Byron Shire Council sought to examine community attitudes and perceptions towards current and future services and facilities provided by Council. Key objectives of the research included:

- Current community priority issues
- Satisfaction with Council's performance overall
- Drivers of community satisfaction
- Importance and satisfaction with Council provided services and facilities
- Relative importance of Council provided services and facilities
- Satisfaction with customer service levels from Council staff

To facilitate this, Micromex Research was contracted to develop a survey template that enabled Council to effectively analyse attitudes and trends within the community.

Questionnaire

Micromex Research, together with Byron Shire, developed the questionnaire.

A copy of the questionnaire is provided in the appendix.

Data collection

The survey was conducted during the period 13th July – 21st July 2016 from 4:30pm to 8:30pm Monday to Friday, and from 10am to 4pm Saturday.

Survey area

Byron Shire Government Area.

Sample selection and error

A total of 404 resident interviews was completed. Respondents were selected by means of a computer based random selection process using the electronic White Pages. 369 of the 404 respondents were selected by means of a computer based random selection process using the electronic White Pages. The remaining 35 respondents were 'number harvested' via face-to-face intercept at a number of areas around the Byron Shire LGA, i.e. Mullum Farmers Market, Farmers Market at Bangalow and Byron Bay Woolworths.

A sample size of 404 residents provides a maximum sampling error of plus or minus 4.9% at 95% confidence. This means that if the survey was replicated with a new universe of N=404 residents, 19 times out of 20 we would expect to see the same results, i.e. +/- 4.9%.

For the survey under discussion the greatest margin of error is 4.9%. This means, for example, that an answer such as 'yes' (50%) to a question could vary from 45% to 55%.

The sample was weighted by age and gender to reflect the 2011 ABS census data for Byron Shire Council LGA.

Interviewing

Interviewing was conducted in accordance with the AMSRS (Australian Market and Social Research Society) Code of Professional Behaviour.



Background and Methodology

Prequalification

Participants in this survey were pre-qualified as being over the age of 18, and not working for, or having an immediate family member working for Byron Shire.

Data analysis

The data within this report was analysed using Q Professional. To identify the statistically significant differences between the groups of means, 'One-Way Anova tests' and 'Independent Samples T-tests' were used. 'Z Tests' were also used to determine statistically significant differences between column percentages.

Ratings questions

The Unipolar Scale of 1 to 5, where 1 was the lowest importance or satisfaction and 5 the highest importance or satisfaction, was used in all rating questions.

This scale allowed us to identify different levels of importance and satisfaction across respondents.

Note: Only respondents who rated services/facilities a 4 or 5 in importance were asked to rate their satisfaction with that service/facility.

Percentages

All percentages are calculated to the nearest whole number and therefore the total may not exactly equal 100%.

Micromex Benchmarks

These benchmarks are based on 60 LGAs that we have conducted community research for, and were revised in 2016 to ensure the most recent comparable data. Since 2008 Micromex has worked for over 70 NSW councils and conducted 100+ community satisfaction surveys across NSW.

NSW LGA Brand Scores Benchmark

These benchmarks are based on a branding research study conducted by Micromex in 2012, in which residents from all 152 LGAs were interviewed in order to establish a normative score.

Errors: Data in this publication is subject to sampling variability because it is based on information relating to a sample of residents rather than the total number (sampling error).

In addition, non-sampling error may occur due to imperfections in reporting and errors made in processing the data. This may occur in any enumeration, whether it is a full count or sample.

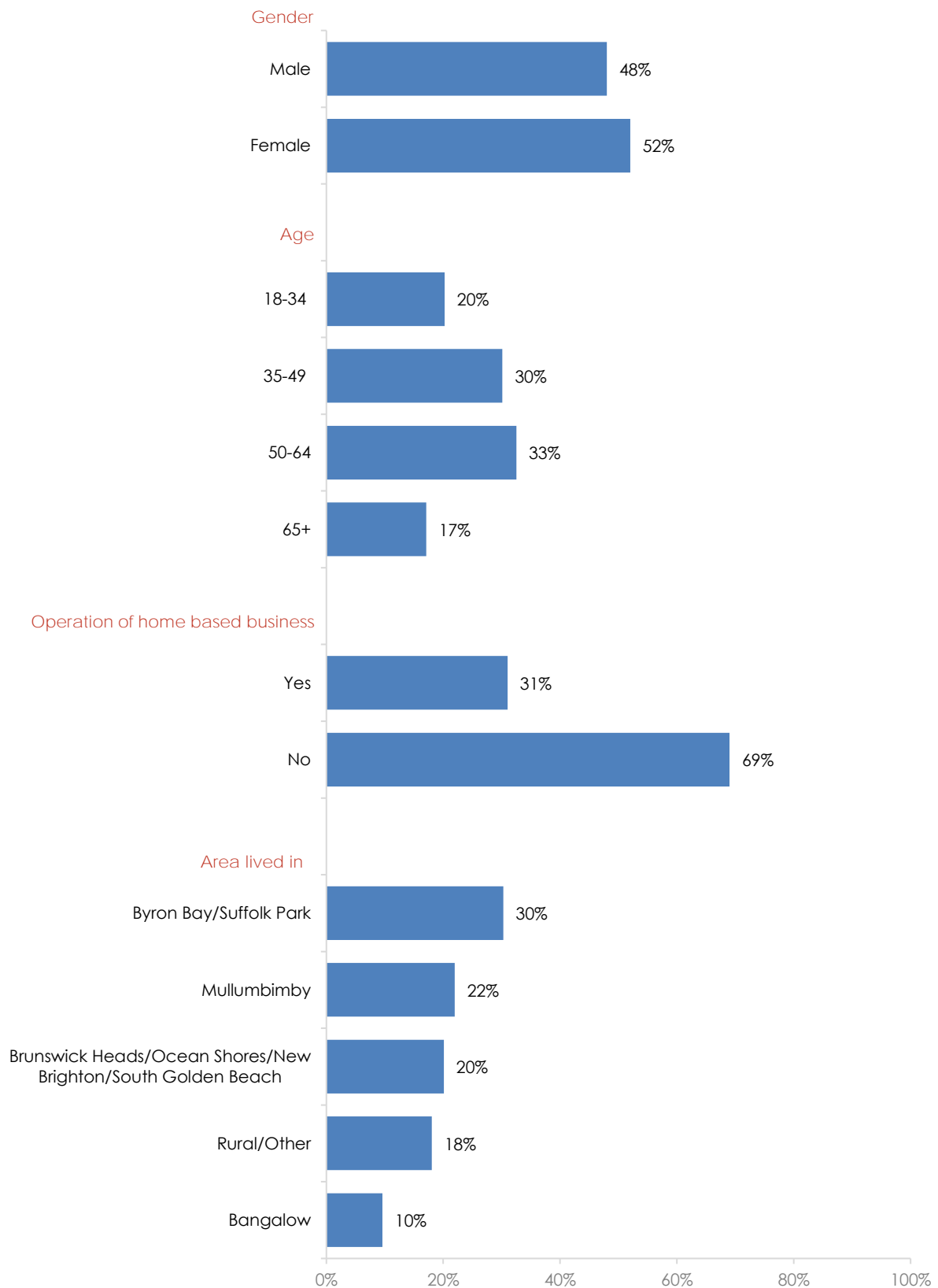
Efforts have been made to reduce both sampling and non-sampling error by careful design of the sample and questionnaire, and detailed checking of completed questionnaires.

As the raw data has been weighted to reflect the real community profile of Byron Shire, the outcomes reported here reflect an 'effective sample size'; that is, the weighted data provides outcomes with the same level of confidence as unweighted data of a different sample size. In some cases this effective sample size may be smaller than the true number of surveys conducted.



Sample Profile

Sample Profile



Base: N = 404

A sample size of 404 residents provides a maximum sampling error of plus or minus 4.9% at 95% confidence. The sample has been weighted by age and gender to reflect the 2011 ABS community profile of Byron Shire.



Key Findings

Key Findings

Overview (Overall satisfaction)

Summary

Overall, 69% of residents were at least 'somewhat satisfied' with Council's performance. Despite being consistent with 2013, satisfaction is lower than the Micromex Benchmarks for regional councils.

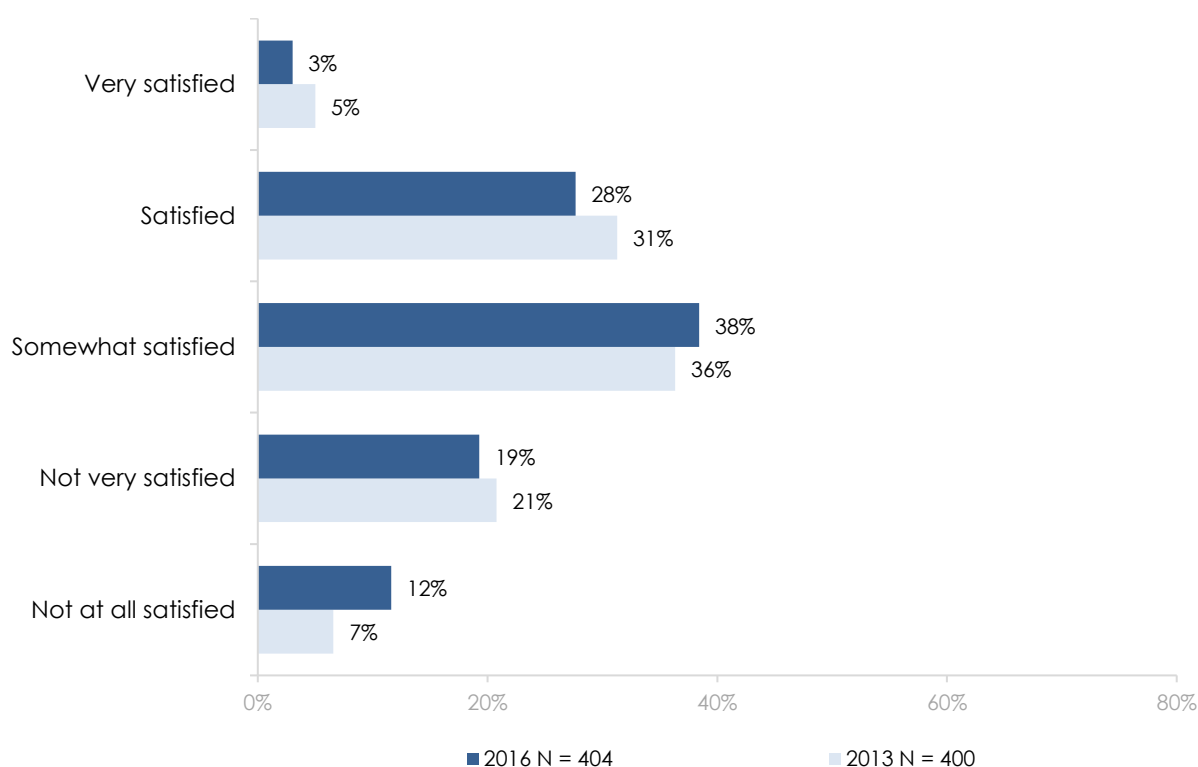
Q7. Overall, for the last 12 months, how satisfied are you with the performance of Council, not just on one or two issues, but across all responsibility areas?

	Overall 2016	Overall 2013	Male	Female	18-34	35-49	50-64	65+
Mean ratings	2.91	3.07	2.82	3.00	3.06	2.89	2.82	2.96

NSW LGA BRAND SCORES	Metro	Regional	All of NSW	Byron Shire 2016
Mean ratings	3.45↑	3.22↑	3.31↑	2.91↓

Scale: 1 = not at all satisfied, 5 = very satisfied

↑↓ = A significantly higher/lower level of satisfaction (by group)



Key Findings

Overview (Valued Aspects of the Byron Shire Local Government Area)

Summary

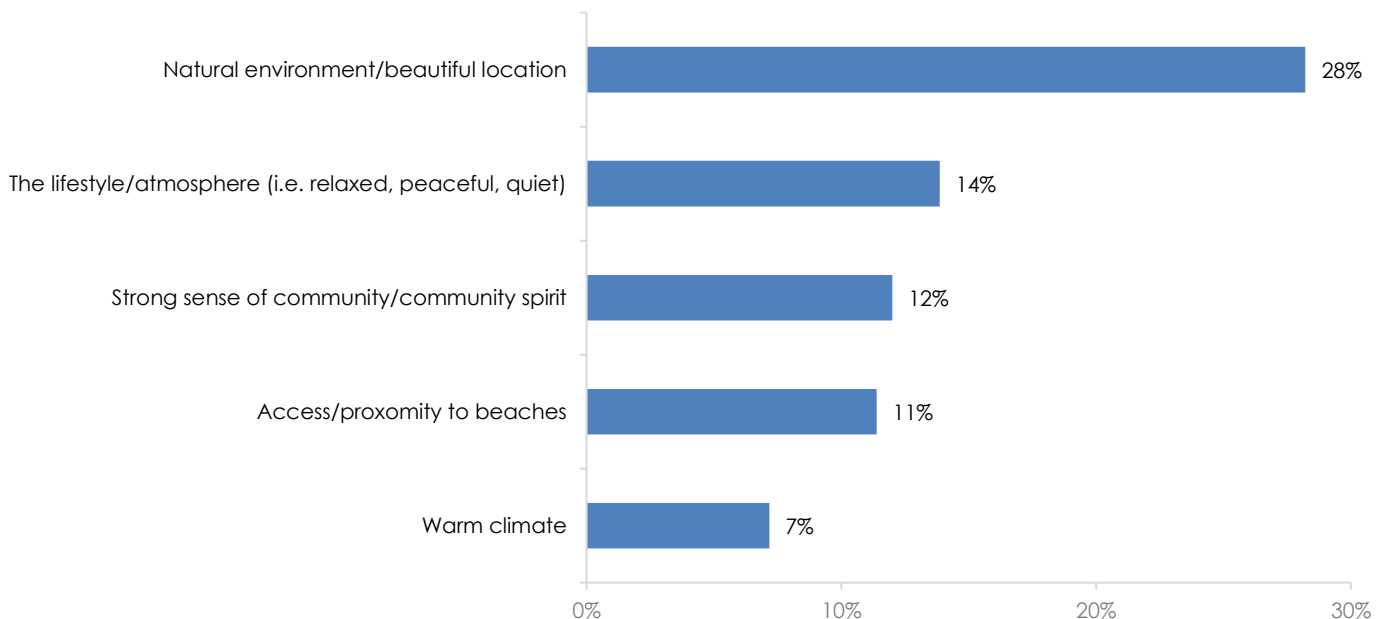
Amongst the most valued aspects of living in the area were;

- Natural environment/beautiful location (28%)
- The lifestyle/atmosphere (i.e. relaxed, peaceful, quiet) (14%)
- Strong sense of community/community spirit (12%)

Q5. What do you value most about living in the Byron Shire Local Government Area?

Word Frequency Tagging

Verbatim responses for this question were collated and entered into analytical software. This analysis 'counts' the number of times a particular word or phrase appears and, based on the frequency of that word or phrase, a font size is generated. The larger the font, the more frequently the word or sentiment is mentioned.



Base: N = 404

Key Findings

Overview (Priority Issues for the Byron Shire Local Government Area)

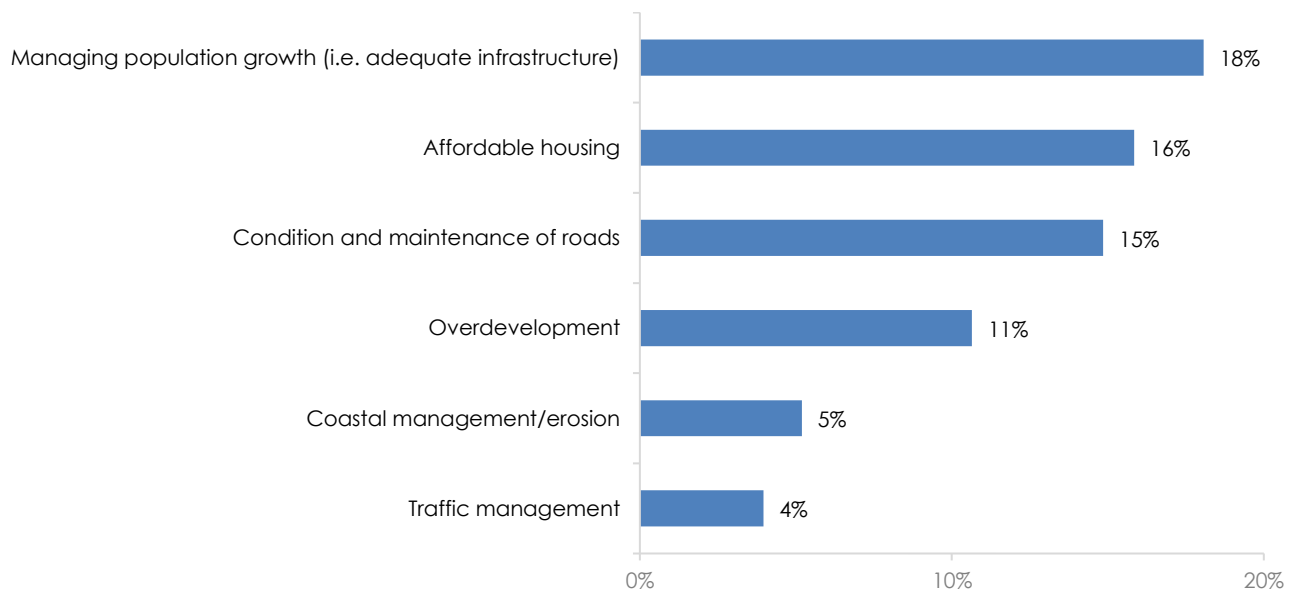
Summary

18% of residents consider 'Managing population growth' to be the key priority issue for the Byron Shire LGA. This was closely followed by 'Affordable housing' (16%) and 'Condition and maintenance of roads' (15%).

Q6. Thinking of the next 10 years, what do you believe will be the highest priority issue within the Byron Shire Council area?

Word Frequency Tagging

Verbatim responses for this question were collated and entered into analytical software. This analysis 'counts' the number of times a particular word or phrase appears and, based on the frequency of that word or phrase, a font size is generated. The larger the font, the more frequently the word or sentiment is mentioned.



Base: N = 404

Key Findings

Comparison to LGA Benchmarks

None of the 27 comparable measures, were rated above the benchmark threshold of 0.15.

22 of the measures were rated lower than the benchmark threshold of -0.15.

Service/Facility	Byron Shire Satisfaction Scores	Benchmark Variances
Recycling	4.01	0.11
Community halls	3.75	0.09
Garbage collection	4.10	0.01
Libraries	4.04	-0.10
Community consultation/engagement	2.86	-0.12
Environmental and sustainability initiatives	3.16	-0.21▼
Stormwater drainage	3.08	-0.23▼
Youth services	2.92	-0.25▼
Footpaths	2.77	-0.28▼
Quality of town centre and public spaces	3.04	-0.31▼
Council provision of information	3.01	-0.33▼
Disability access	3.01	-0.37▼
Festival and event management	3.42	-0.38▼
Long term planning	2.68	-0.39▼
Sporting facilities	3.35	-0.39▼
Swimming pools	3.31	-0.39▼
Crime prevention and safety initiatives	3.09	-0.39▼
Opportunities to participate in Council decision making	2.55	-0.43▼
Aged services	3.08	-0.47▼
Parking	2.50	-0.51▼
Financial management	2.60	-0.52▼
Economic development	2.67	-0.55▼
Parks	3.17	-0.57▼
Vegetation and weed management	2.92	-0.64▼
Public toilets	2.39	-0.74▼
Bikeways and bicycle facilities	2.45	-0.77▼
Local roads - overall	1.75	-1.05▼

Scale: 1 = not at all satisfied, 5 = very satisfied

▲/▼ = positive/negative difference greater than 0.15 from LGA Benchmark

Note: Benchmark differences are based on assumed variants of +/- 0.15, with variants beyond +/- 0.15 more likely to be significant



Key Findings

Key Importance Trends

Compared to the previous research conducted in 2013, there were significant increases in residents' levels of importance with 6 of the comparable 38 services and facilities provided by Council, These were:

	2016	2013
Quality of town centre and public spaces	4.37	4.19
Parking	4.42	4.25
Opportunities to participate in Council decision making	4.17	3.86
Coastline management	4.55	4.34
Council provision of information	4.40	4.14
Community consultation/engagement	4.43	4.18

There were significant decreases in residents' levels of importance with 3 of the comparable 38 services and facilities provided by Council, These were:

	2016	2013
Sporting facilities	3.17	3.44
Childcare services	3.06	3.45
Sewage management services	3.99	4.24

Key Satisfaction Trends

There were significant increases in residents' levels of satisfaction for 5 of the comparable 38 services and facilities provided by Council, including:

	2016	2013
Sporting facilities	3.35	2.87
Public toilets	2.39	2.15
Crime prevention and safety initiatives	3.09	2.73
Recycling	4.01	3.73
Tourism management	3.10	2.85

Over the same period there was a decline in residents' levels of satisfaction with 1 of the comparable 38 services and facilities provided by Council, this was:

	2016	2013
Coastline management	2.73	2.98



Key Findings

Identifying Priorities via Specialised Analysis (Explanation)

The specified research outcomes required us to measure both community importance and community satisfaction with a range of specific service delivery areas. In order to identify core priorities, we undertook a 2 step analysis process on the stated importance and rated satisfaction data, after which we conducted a third level of analysis. This level of analysis was a Shapley Regression on the data in order to identify which facilities and services are the actual drivers of overall satisfaction with Council.

By examining both approaches to analysis we have been able to:

1. Identify and understand the hierarchy of community priorities
2. Inform the deployment of Council resources in line with community aspirations

Step 1. Performance Gap Analysis (PGA)

PGA establishes the gap between importance and satisfaction. This is calculated by subtracting the mean satisfaction score from the mean importance score. In order to measure performance gaps, respondents are asked to rate the importance of, and their satisfaction with, each of a range of different services or facilities on a scale of 1 to 5, where 1 = low importance or satisfaction and 5 = high importance or satisfaction. These scores are aggregated at a total community level.

The higher the differential between importance and satisfaction, the greater the difference is between the provision of that service by Byron Shire and the expectation of the community for that service/facility.

In the table on the following page, we can see the 38 services and facilities that residents rated by importance and then by satisfaction.

When analysing the performance gaps, it is important to recognise that, for the most part, a gap of up to 1.0 is acceptable when the initial importance rating is 4.0+, as it indicates that residents consider the attribute to be of 'high' to 'very high' importance and that the satisfaction they have with Byron Shire's performance on that same measure, is 'moderate' to 'moderately high'.

For example, 'Tourism management' was given an importance score of 4.09, which indicates that it is considered an area of 'high' importance by residents. At the same time it was given a satisfaction score of 3.10, which indicates that residents have a 'moderate' level of satisfaction with Byron Shire's performance and focus on that measure.

In the case of a performance gap such as for 'Libraries' (3.89 importance vs. 4.04 satisfaction), we can identify that the facility/service has 'moderately high' importance to the broader community, but for residents who feel that this facility is important, it is providing a 'high' level of satisfaction.



Key Findings

When analysing performance gap data, it is important to consider both stated satisfaction and the absolute size of the performance gap.

Performance Gap Ranking

Ranking 2013	Ranking 2016	Service/ Facility	Importance Mean	Satisfaction Mean	Performance Gap
1	1	Local roads - overall	4.74	1.75	2.99
5	2	Affordable housing	4.20	1.96	2.24
2	3	Public transport	4.08	1.98	2.10
5	4	Long term planning	4.68	2.68	2.00
7	5	Parking	4.42	2.50	1.92
3	6	Public toilets	4.29	2.39	1.90
8	7	Management of development	4.38	2.51	1.87
13	8	Coastline management	4.55	2.73	1.82
4	9	Financial management	4.38	2.60	1.78
18	10	Opportunities to participate in Council decision making	4.17	2.55	1.62
19	11	Community consultation/engagement	4.43	2.86	1.57
11	12	Bikeways and bicycle facilities	3.99	2.45	1.54
10	13	Footpaths	4.20	2.77	1.43
12	13	Economic development	4.09	2.67	1.42
21	15	Council provision of information	4.40	3.01	1.39
16	16	Vegetation and weed management	4.29	2.92	1.37
17	17	Environmental and sustainability initiatives	4.51	3.16	1.35
14	18	Quality of town centre and public spaces	4.37	3.04	1.33
8	19▲	Crime prevention and safety initiatives	4.28	3.09	1.19
23	20	Disability access	4.16	3.01	1.15
25	21	Relationship with Indigenous residents	4.08	3.01	1.07
15	22	Tourism management	4.09	3.10	0.99
21	23	Stormwater drainage	4.05	3.08	0.97
26	24	Support for volunteers	4.32	3.37	0.95
27	25	Aged services	4.01	3.08	0.93
20	26	Parks	4.05	3.17	0.88
28	27	Youth services	3.66	2.92	0.74
24	28	Recycling	4.68	4.01	0.67
30	29	Garbage collection	4.55	4.10	0.45
29	30	Festival and event management	3.85	3.42	0.43
33	31	Sewage management services	3.99	3.73	0.26
32	32	Swimming pools	3.56	3.31	0.25
33	33	Water supply	4.19	4.03	0.16
35	34	Community halls	3.86	3.75	0.11
38	35	Dog exercise areas	3.08	3.16	-0.08
37	36	Libraries	3.89	4.04	-0.15
31	37	Sporting facilities	3.17	3.35	-0.18
36	38	Childcare services	3.06	3.33	-0.27

Scale: 1 = not at all important/not at all satisfied, 5 = very important/very satisfied

▲▼ = significantly positive/negative shift in ranking (2016 compared to 2013)



Key Findings

When we examine the largest performance gaps, we can identify that all of the services or facilities have been rated as 'high' to 'extremely high' in importance. Resident satisfaction for all of these areas is between 1.75 and 2.73, which indicates that resident satisfaction for these measures is 'very low' to 'moderately low'.

Ranking	Service/ Facility	Importance Mean	Satisfaction Mean	Performance Gap
1	Local roads - overall	4.74	1.75	2.99
2	Affordable housing	4.20	1.96	2.24
3	Public transport	4.08	1.98	2.10
4	Long term planning	4.68	2.68	2.00
5	Parking	4.42	2.50	1.92
6	Public toilets	4.29	2.39	1.90
7	Management of development	4.38	2.51	1.87
8	Coastline management	4.55	2.73	1.82
9	Financial management	4.38	2.60	1.78

The key outcomes of this analysis would suggest that, while there are opportunities to improve satisfaction across a range of services/facilities, 'Local roads - overall' is the area of least relative satisfaction.

Note: Performance gap is the first step in the process, we now need to identify comparative ratings across all services and facilities to get an understanding of relative importance and satisfaction at an LGA level. This is when we undertake step 2 of the analysis.



Key Findings

Quadrant Analysis

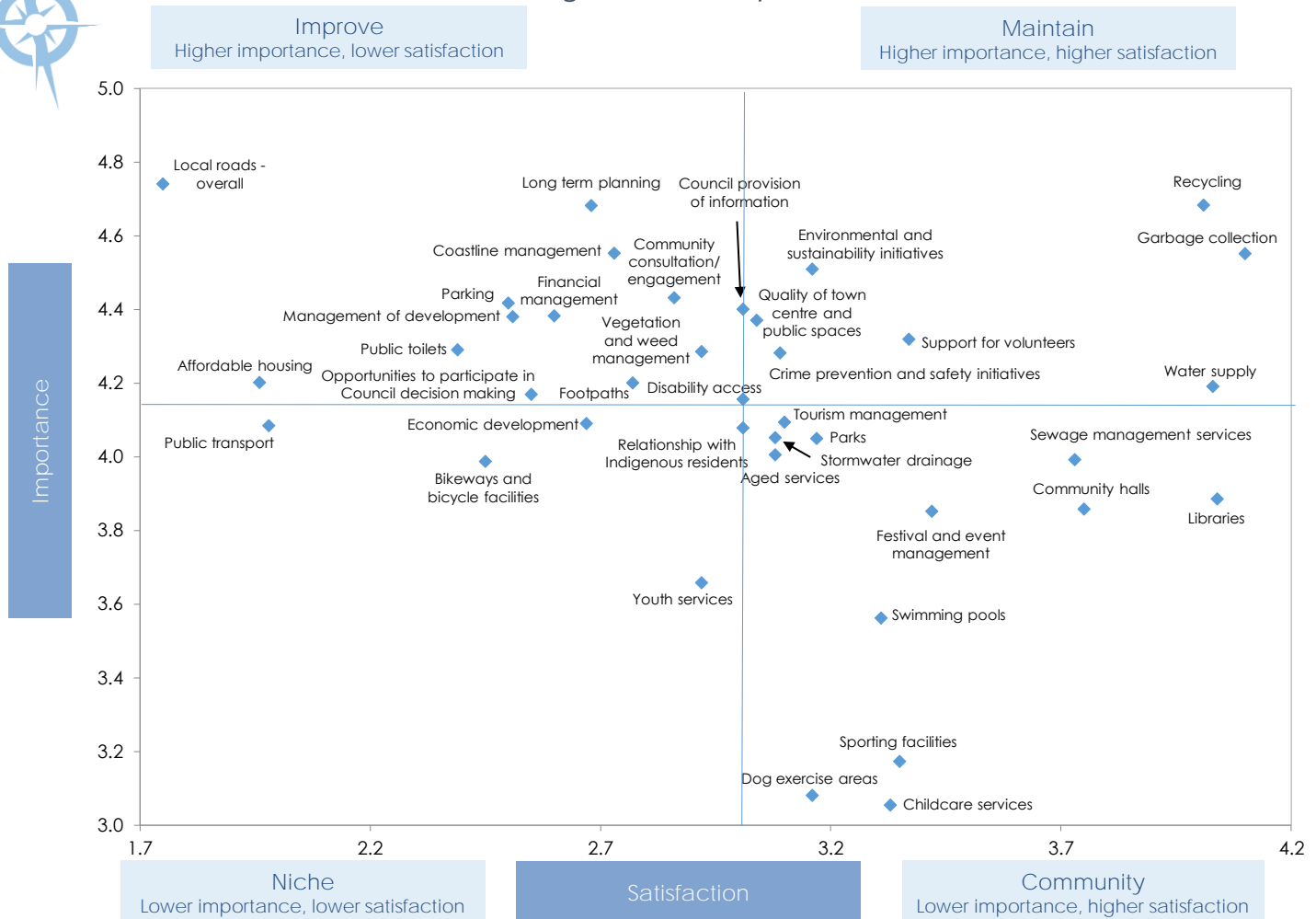
Step 2. Quadrant Analysis

Quadrant analysis is often helpful in planning future directions based on stated outcomes. It combines the stated importance of the community and assesses satisfaction with delivery in relation to these needs.

This analysis is completed by plotting the variables on x and y axes, defined by stated importance and rated satisfaction. We aggregate the mean scores for stated importance and rated satisfaction to identify where the facility or service should be plotted. For these criteria, the average stated importance score was 4.13 and the average rated satisfaction score was 3.01. Therefore, any facility or service that received a mean stated importance score of ≥ 4.13 would be plotted in the higher importance section and, conversely, any that scored < 4.13 would be plotted into the lower importance section. The same exercise is undertaken with the satisfaction ratings above, equal to or below 3.01. Each service or facility is then plotted in terms of satisfaction and importance, resulting in its placement in one of four quadrants.



Quadrant Analysis – Importance v Satisfaction



Key Findings

Explaining the 4 quadrants

Attributes in the top right quadrant, MAINTAIN, such as 'Recycling', are Council's core strengths, and should be treated as such. Maintain, or even attempt to improve your position in these areas, as they are influential and address clear community needs.

Attributes in the top left quadrant, IMPROVE, such as 'Local roads - overall' are key concerns in the eyes of your residents. In the vast majority of cases you should aim to improve your performance in these areas to better meet the community's expectations.

Attributes in the bottom left quadrant, NICHE, such as 'Bikeways and bicycle facilities', are of a relatively lower priority (and the word 'relatively' should be stressed – they are still important). These areas tend to be important to a particular segment of the community.

Finally, attributes in the bottom right quadrant, COMMUNITY, such as 'Childcare services', are core strengths, but in relative terms they are deemed less overtly important than other directly obvious areas. However, the occupants of this quadrant tend to be the sort of services and facilities that deliver to community liveability, i.e. make it a good place to live.

Recommendations based only on stated importance and satisfaction have major limitations, as the actual questionnaire process essentially 'silos' facilities and services as if they are independent variables, when they are in fact all part of the broader community perception of council performance.

Residents' priorities identified in stated importance/satisfaction analysis often tend to be in areas that are problematic. No matter how much focus a council dedicates to 'Local roads - overall', it will often be found in the IMPROVE quadrant. This is because, perceptually, the condition of local roads can always be better.

Furthermore, the outputs of stated importance and satisfaction analysis address the current dynamics of the community, they do not predict which focus areas are the most likely agents to change the community's perception of Council's overall performance.

Therefore, in order to identify how Byron Shire can actively drive overall community satisfaction, we conducted further analysis.

The Shapley Value Regression

This model was developed by conducting specialised analysis from over 30,000 LGA interviews conducted since 2005. In essence, it proved that increasing resident satisfaction by actioning the priorities they stated as being important does not necessarily positively impact on overall satisfaction with the Council. This regression analysis is a statistical tool for investigating relationships between dependent variables and explanatory variables.

In 2014, we revised the Shapley Regression Analysis to identify the directional contribution of key services and facilities with regard to optimisers/barriers with council's overall performance.

What Does This Mean?

The learning is that if we only rely on the stated community priorities, we will not be allocating the appropriate resources to the actual service attributes that will improve overall community satisfaction. Using regression analysis we can identify the attributes that essentially build overall satisfaction. We call the outcomes 'derived importance'.



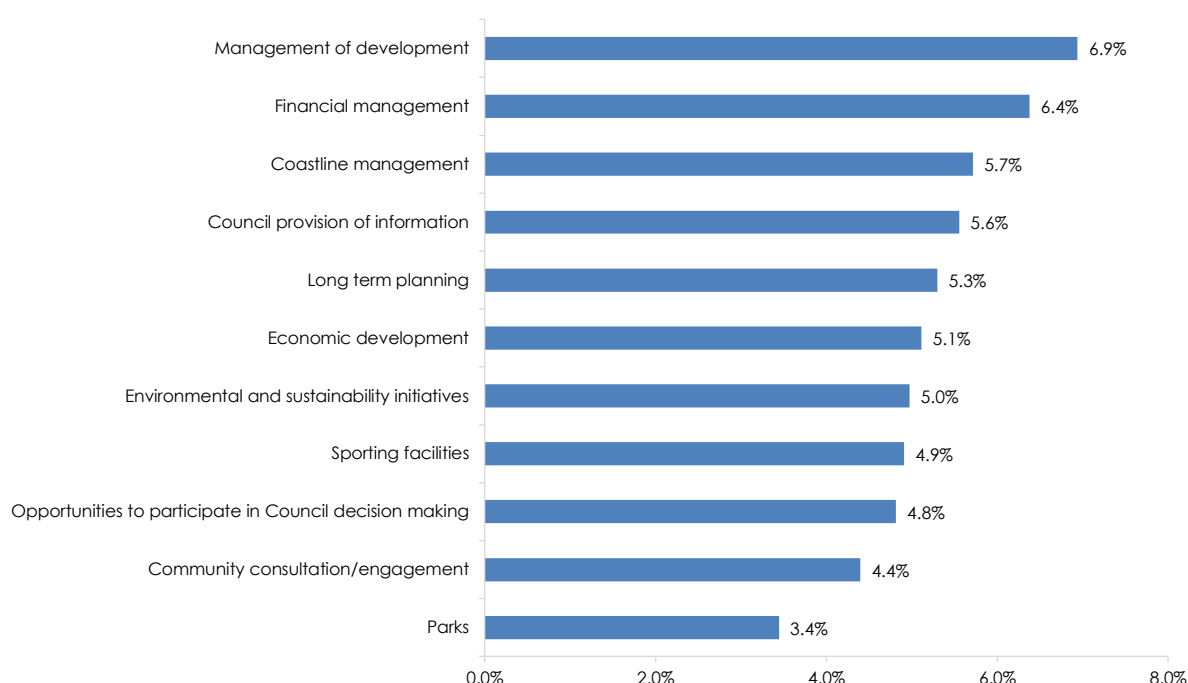
Key Findings

Key Drivers of Satisfaction with Byron Shire

The results in the chart below provide Byron Shire with a complete picture of the intrinsic community priorities and motivations, and identify what attributes are the key drivers of community satisfaction.

These top 11 services/facilities account for almost 60% of overall satisfaction with Council. This indicates that the remaining 27 attributes we obtained measures on have only a limited impact on the community's satisfaction with Byron Shire's performance. Therefore, whilst all 38 service/facility areas are important, only a number of them are significant drivers of the community's overall satisfaction with Council.

These Top 11 Indicators Contribute to Almost 60% of Overall Satisfaction with Council



The contributors to satisfaction are not to be misinterpreted as an indication of current dissatisfaction

These 11 services/facilities are the key community priorities and by addressing these, Byron Shire will improve overall community satisfaction. The score assigned to each area indicates the percentage of influence each attribute contributes to overall satisfaction with Council.

In the above chart, 'Parks' contributes 3.4% towards overall satisfaction, while 'Management of development' (6.9%) is a far stronger driver, contributing twice as much to overall satisfaction with Council.

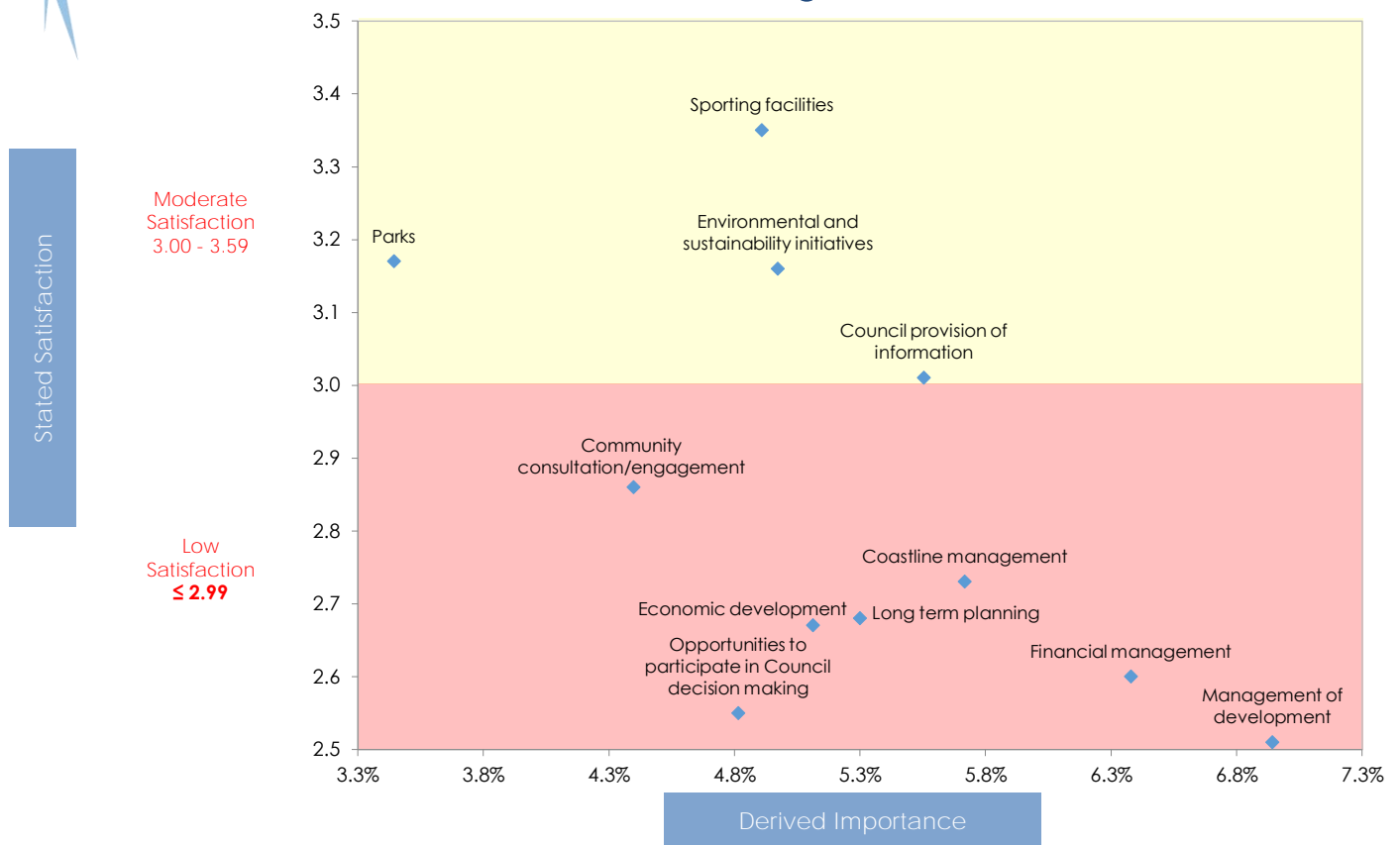
Key Findings

Clarifying Priorities

By mapping satisfaction against derived importance we can see it is apparent that there is room to elevate satisfaction within the variables that fall in the 'lower' and 'moderate' satisfaction regions of the chart. If Byron Shire can address these core drivers, they will be able to improve resident satisfaction with their performance.



Mapping Stated Satisfaction and Derived Importance Identifies the Community Priority Areas



This analysis indicates that areas such as 'Parks', 'Sporting facilities', 'Environmental and sustainability initiatives' and 'Council provision of information' could possibly be targeted for optimisation.

Furthermore, areas such as 'Community engagement', 'Coastline management', 'Long term planning', 'Economic development', 'Financial management', 'Opportunities to participate in Council decision making' and 'Management of development' are issues Council should be looking to understand resident expectations and/or more actively inform/engage residents of Council's position and advocacy across these areas.

Key Findings

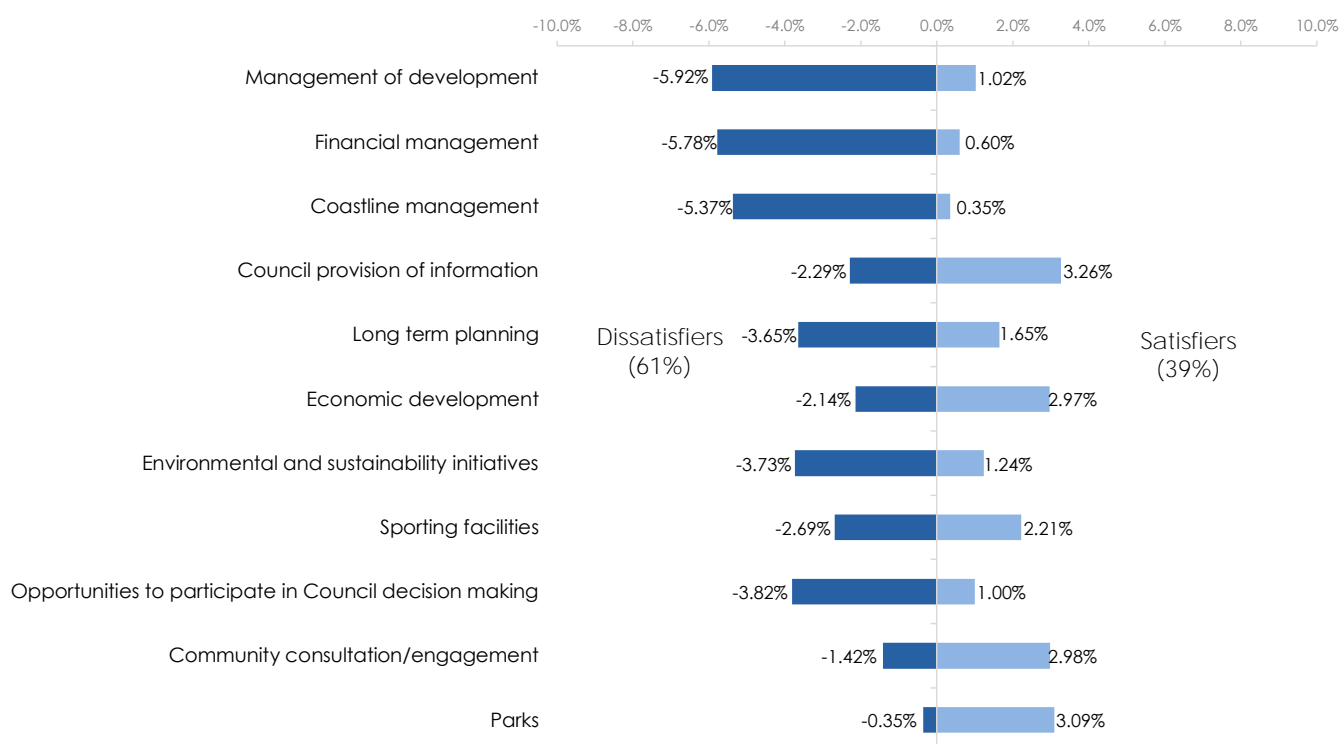
Advanced Shapley Outcomes

The chart below illustrates the positive/negative contribution the key drivers provide towards overall satisfaction. Some drivers can contribute both negatively and positively depending on the overall opinion of the residents.

The scores on the negative indicate the contribution the driver makes to impeding transition towards satisfaction. If we can address these areas we will see a lift in our future overall satisfaction results, as we will positively transition residents who are currently 'not at all satisfied' towards being 'satisfied' with Council's overall performance.

The scores on the positive indicate the contribution the driver makes towards optimising satisfaction. If we can address these areas we will see a lift in our future overall satisfaction results, as we will positively transition residents who are currently already 'somewhat satisfied', towards being more satisfied with Council's overall performance.

Key Contributors to Barriers/Optimisers



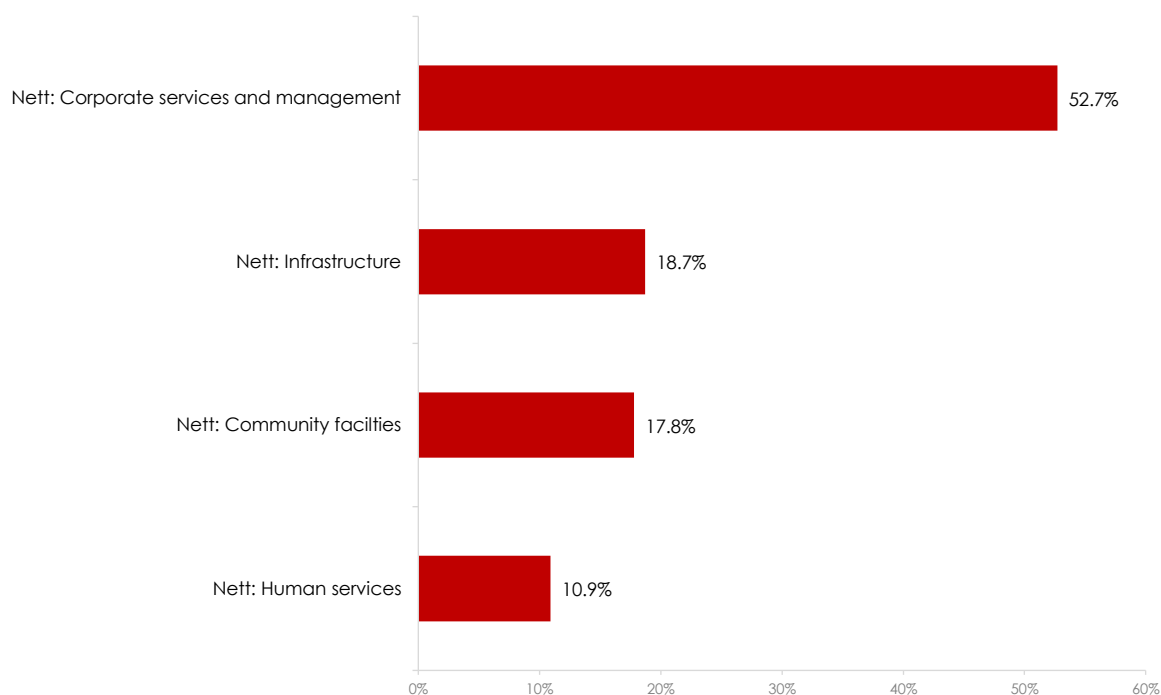
Different levers address the different levels of satisfaction across the community

Key Findings

Key Service Areas' Contribution to Overall Satisfaction

By combining the outcomes of the regression data, we can identify the derived importance of the different Nett Priority Areas.

Contribution to Overall Satisfaction with Council's Performance



'Corporate services and management' (53%) is the key contributor toward overall satisfaction with Council's performance.

The services and facilities grouped under this banner include:

- Opportunities to participate in Council decision making
- Management of development
- Economic development
- Vegetation and weed management
- Tourism management
- Coastline management
- Financial management
- Festival and event management
- Environmental and sustainability initiatives
- Long term planning
- Council provision of information
- Community consultation/engagement

This is not to indicate that the other priority areas are less important, but rather that some of the services and facilities grouped under the banner of 'Corporate services and management' are stronger drivers of resident satisfaction.

Summary and Recommendations

Summary

Summary

As was observed in 2013 the local community most value the natural environment and the lifestyle/atmosphere of the LGA. It remains clear that they see the future challenges of population growth/visitation and the requisite infrastructural need as the key priorities for the shire.

We have observed significant increases in stated importance for 6 of the 38 service areas and 5 significant increases in resident satisfaction with 69% of residents at least 'somewhat satisfied' with the overall performance of Council.

However, the big picture perspective indicates that 16 of the 38 service areas are providing a less than moderate level of satisfaction. Specifically:

- Local roads - overall
- Affordable housing
- Public transport
- Long term planning
- Parking
- Public toilets
- Management of development
- Coastline management
- Financial management
- Opportunities to participate in Council decision making
- Community consultation/engagement
- Bikeways and bicycle facilities
- Footpaths
- Economic development
- Vegetation and weed management
- Youth services

When we look at the Shapley Regression Analysis – which looks for the underlying drivers of overall satisfaction that residents may not be able to articulate – the key areas for Council to focus on include:

- *Community engagement:* Attributes such as 'Council provision of information', 'Community consultation/engagement, and 'Opportunities to participate in Council decision making' were all key drivers of overall satisfaction.
- **Council's vision for the future:** As identified by 'Management of development', 'Financial management', 'Economic development' and 'Long term planning'.
- *Sustaining the local environment:* As identified by 'Coastline management' and 'Environmental and sustainability initiatives'.
- *Provision of facilities:* As identified by 'Sporting facilities' and 'Parks'

Further, when we explored satisfaction versus priority and investment across 12 asset classes, it was clear that residents want to see an increased investment to address the infrastructural shortcomings of the local area.



Section A – Priority, Satisfaction and Investment

Summary of Results

Summary

'Rural roads – sealed' and 'Public toilets' are the highest priorities for residents. This correlates with amount of investment residents believe should be allocated to these assets which received the highest investment scores.

Satisfaction ratings for all of these council assets range from 'low' to 'moderate', highlighting an opportunity for Council to improve the performance of these assets.

Notably, although 'Rural roads – unsealed' were deemed less of a priority by residents overall, this asset received the second lowest satisfaction rating and the second highest investment score.

Q2. *Thinking of the following types of council assets, for each of these could you please indicate which of the following assets are a priority for you, how satisfied you are with the performance of that asset, and whether Council should invest less, the same, or more than they currently spend/resource for each.*

Asset	Priority	Satisfaction	Investment
Rural roads - sealed	83%	2.22	0.78
Public toilets	83%	2.39	0.64
Urban roads - sealed	80%	2.70	0.66
Parks	80%	3.17	0.49
Town centre and public spaces	79%	3.04	0.42
Parking	77%	2.50	0.36
Footpaths	75%	2.77	0.45
Stormwater drainage	72%	3.08	0.43
Bikeways and bicycle facilities	70%	2.45	0.46
Rural roads - unsealed	62%	2.29	0.68
Bridges	58%	3.22	0.33
Sporting facilities	50%	3.35	0.14

Scale: Satisfaction 1 = not at all satisfied, 5 = very satisfied
Investment -1 = less investment, +1 = more investment

Note: Assets are sorted on priority

Mapping Priority, Satisfaction and Investment

An explanation

The following chart is a 3 dimensional mapping of the 12 Council assets that residents were asked to rate as a priority, their satisfaction with these areas, and the level of investment they wish Council to expend on each.

Priority is mapped to the 'y axis', and satisfaction to the 'x axis'. The size of the bubble indicates the level of investment that residents would like spent in each area. This investment mean is also used to colour code the measures into three investment groups:

- 'Gold' investment (significantly above the average desired investment)
- 'Silver' investment (within standard error of the average desired investment)
- 'Bronze' investment (significantly below the average desired investment)

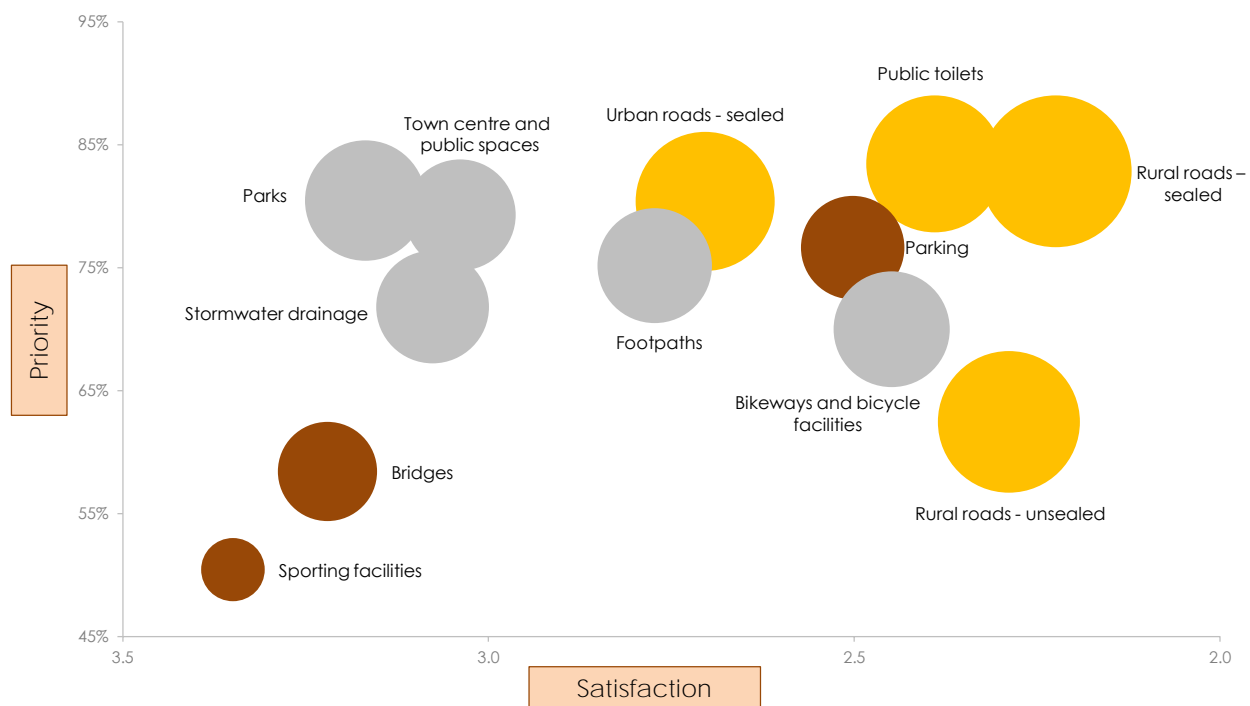
Summary

As expected, assets considered to be high priorities generally received lower satisfaction scores and require more investment, e.g. 'Rural roads - sealed' and 'Public toilets'. Conversely, services and facilities low in priority and high in satisfaction require less investment, e.g. 'Sporting facilities' and 'Bridges'.

'Parking' seemed to be an exception. This is middle of the range in terms of priority with a 'moderately low' satisfaction rating yet it was not considered an area where Council should expend more money.

Q2. Thinking of the following types of council assets, for each of these could you please indicate which of the following assets are a priority for you, how satisfied you are with the performance of that asset, and whether Council should invest less, the same, or more than they currently spend/resource for each.

Priority, Satisfaction & Investment



The areas the community have indicated as needing the most investment are largely related to road infrastructure for both urban and rural roads

Section B – Contact with Council

Contact with Council

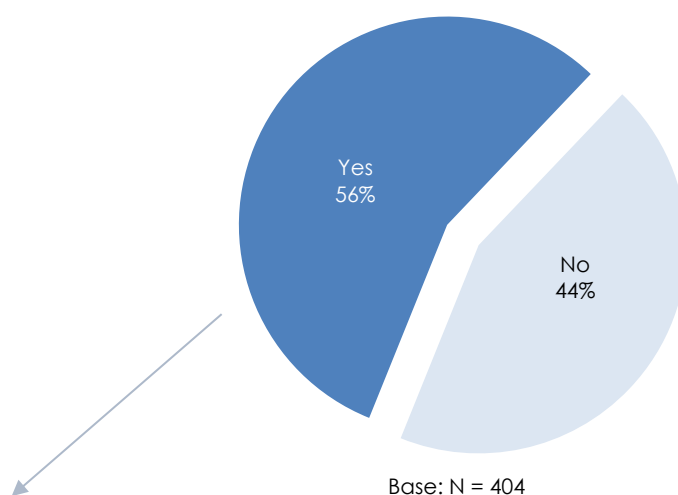
Summary

56% of residents had contacted Byron Shire Council in the last 12 months, similar to the 2013 results. Residents aged 50-64 were significantly more likely to contact Council, with those aged 18-34 less likely.

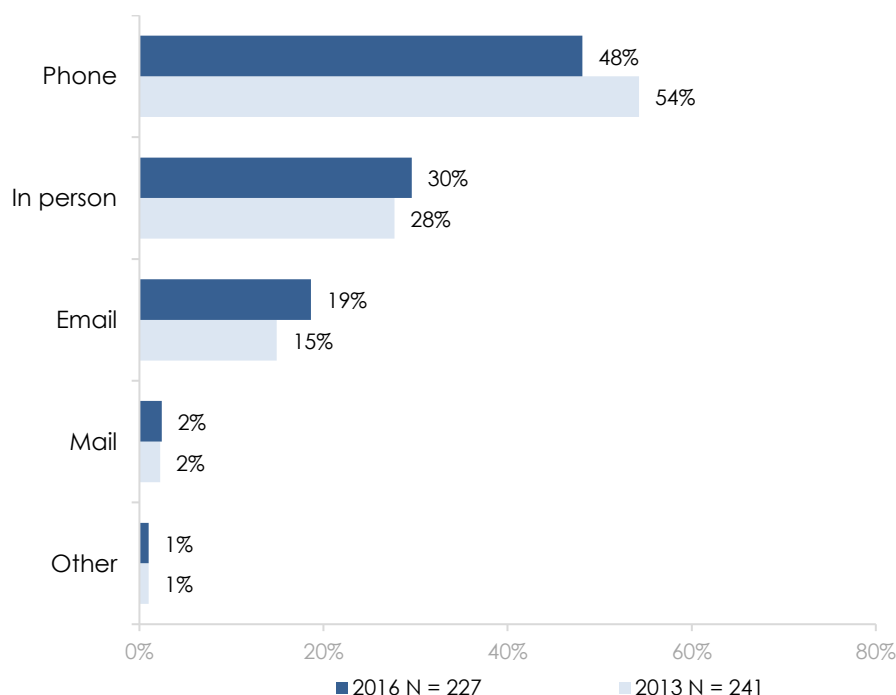
Of those who contacted Council, almost half did so by phone (48%), remaining the most popular method of contact. Males were significantly more likely to use this method, whilst females were significantly more likely to make contact via email. Residents aged 18-34 were significantly more likely to contact Council via the mail.

Q3a. Have you contacted Byron Shire Council in the last 12 months?

	2016 N=404	2013 N=400
Yes	56%	60%
No	44%	40%



Q3b. When you last made contact with the council staff was it by:



Other specified	Count
Council mobile app	1
Council website	1
Facebook message	1

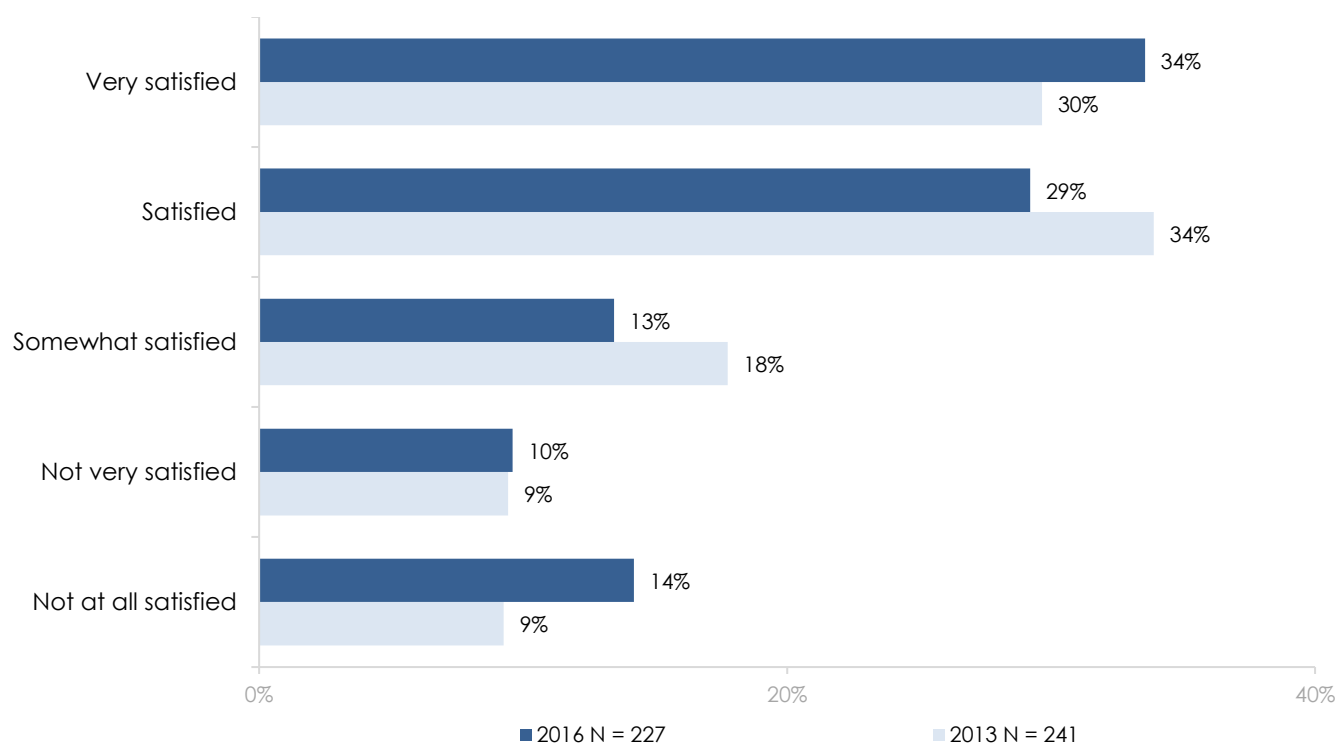
Satisfaction with Contact

Summary

76% of residents were at least 'somewhat satisfied' with the way their contact was handled by Council, a similar result to 2013.

Q3c. How satisfied were you with the way your contact was handled?

	Overall 2016	Overall 2013	Male	Female	18-34	35-49	50-64	65+
Mean ratings	3.58	3.65	3.48	3.67	3.73	3.43	3.55	3.78



Keeping Informed of Council News and Activities

Summary

'Byron Shire Echo' maintained its position as the most popular method for keeping informed (89%).

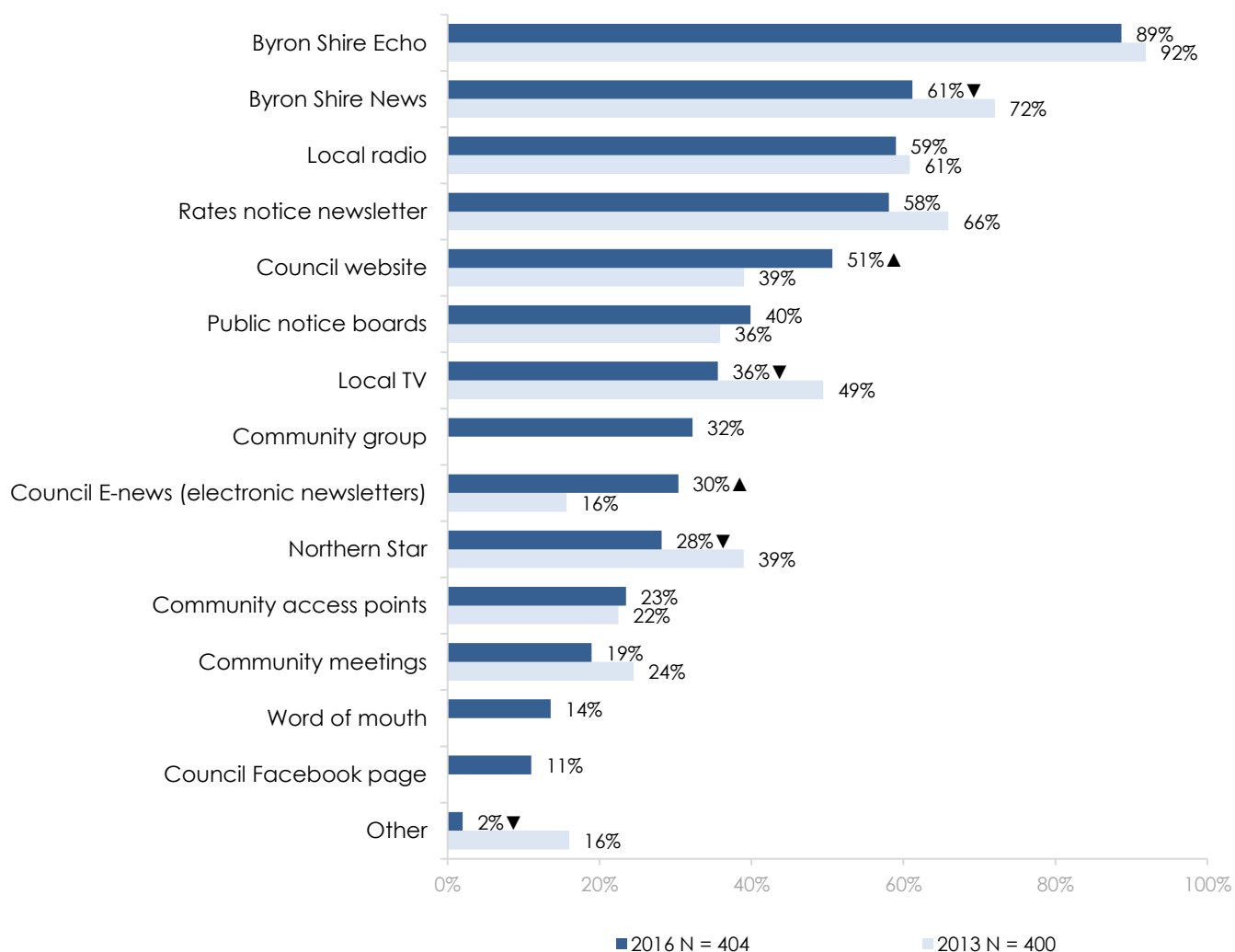
Since 2013, there has been a significant increase in the use of the 'Council website' (51% cf. 39%) and 'Council E-news' (30% cf. 16%). Despite 61% of residents using the 'Byron Shire News' to keep informed, this method has experienced a significant decline since 2013 (72%), along with 'Local TV' (36% cf. 49%) and 'Northern Star' (28% cf. 39%).

Males were significantly more likely to keep informed via 'Community access points'.

Residents aged 18-34 were significantly more likely to use 'Public notice boards' and the 'Council Facebook page' and less likely to be informed via the 'Rates notice newsletter', whereas those aged 50+ were significantly more likely to use 'Rates notice newsletter' and less likely to use the former methods.

Residents aged 35-49 were significantly more likely to keep informed via the 'Council website', whilst those aged 65+ were significantly less likely to use this method and more likely to use the 'Byron Shire News' and 'Local TV'.

Q4. How do you keep informed of Council news and activities?



▲ ▼ = Significantly higher/lower (by year)

Keeping Informed of Council News and Activities

Q4. How do you keep informed of Council news and activities? Other specified

Other specified	Count
Letterbox drop	2
Council emails	1
Council chambers	1
Via councillors	1
Echo Net Daily	1
Facebook in general	1
Internet	1
Marra website	1
Voice of Byron Facebook group	1



Section C – Values and Visions

Valued Aspects of the Byron Shire LGA

Summary

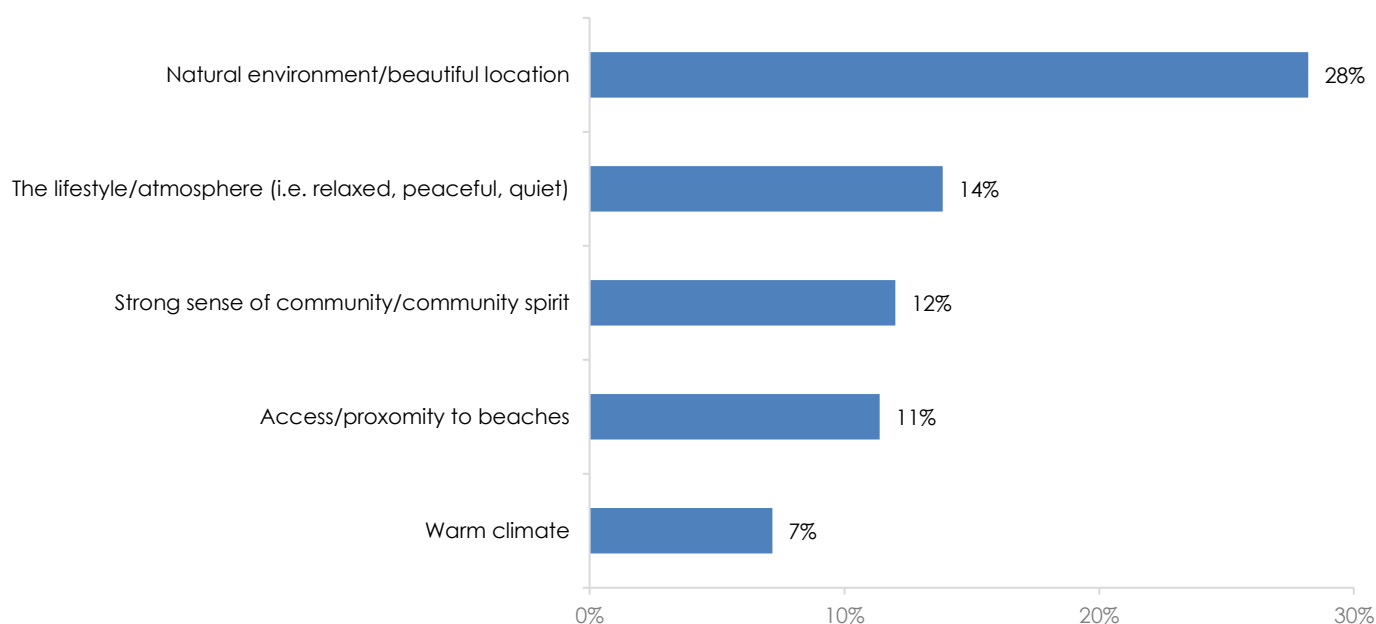
Amongst the most valued aspects of living in the area were;

- Natural environment/beautiful location (28%)
- The lifestyle/atmosphere (i.e. relaxed, peaceful, quiet) (14%)
- Strong sense of community/community spirit (12%)

Q5. What do you value most about living in the Byron Shire Local Government Area?

Word Frequency Tagging

Verbatim responses for this question were collated and entered into analytical software. This analysis 'counts' the number of times a particular word or phrase appears and, based on the frequency of that word or phrase, a font size is generated. The larger the font, the more frequently the word or sentiment is mentioned.



Base: N = 404

Priority Issues for the Byron Shire LGA

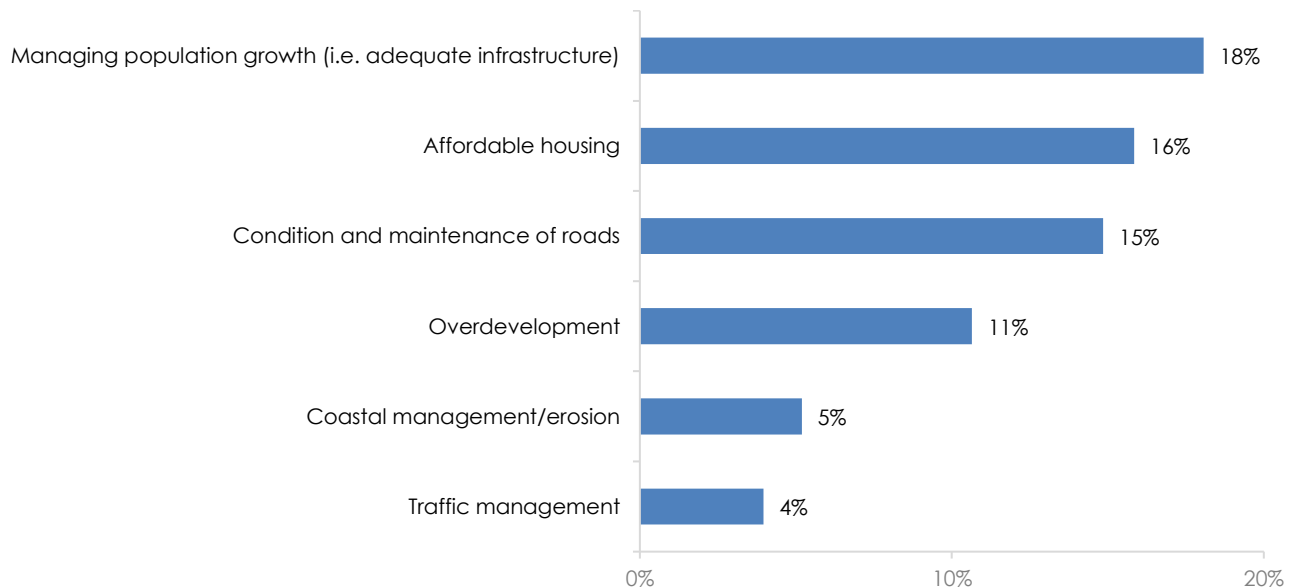
Summary

18% of residents consider 'Managing population growth' to be the key priority issue for the Byron Shire LGA. This was closely followed by 'Affordable housing' (16%) and 'Condition and maintenance of roads' (15%).

Q6. Thinking of the next 10 years, what do you believe will be the highest priority issue within the Byron Shire Council area?

Word Frequency Tagging

Verbatim responses for this question were collated and entered into analytical software. This analysis 'counts' the number of times a particular word or phrase appears and, based on the frequency of that word or phrase, a font size is generated. The larger the font, the more frequently the word or sentiment is mentioned.



Base: N = 404

Overall Satisfaction

Summary

Overall, 69% of residents were at least 'somewhat satisfied' with Council's performance. Despite being consistent with 2013, satisfaction is lower than the Micromex Benchmarks for all of NSW, metropolitan and regional councils.

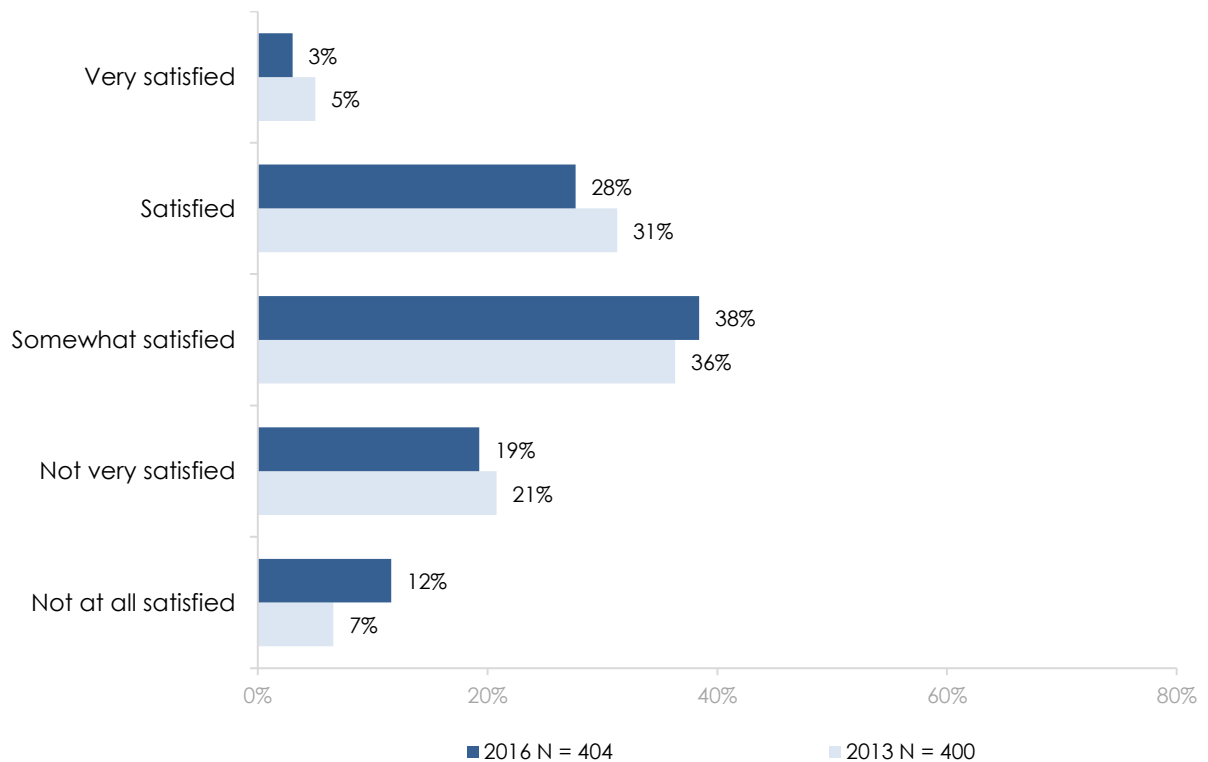
Q7. Overall, for the last 12 months, how satisfied are you with the performance of Council, not just on one or two issues, but across all responsibility areas?

	Overall 2016	Overall 2013	Male	Female	18-34	35-49	50-64	65+
Mean ratings	2.91	3.07	2.82	3.00	3.06	2.89	2.82	2.96

NSW LGA BRAND SCORES	Metro	Regional	All of NSW	Byron Shire 2016
Mean ratings	3.45↑	3.22↑	3.31↑	2.91↓

Scale: 1 = not at all satisfied, 5 = very satisfied

↑↓ = A significantly higher/lower level of satisfaction (by group)



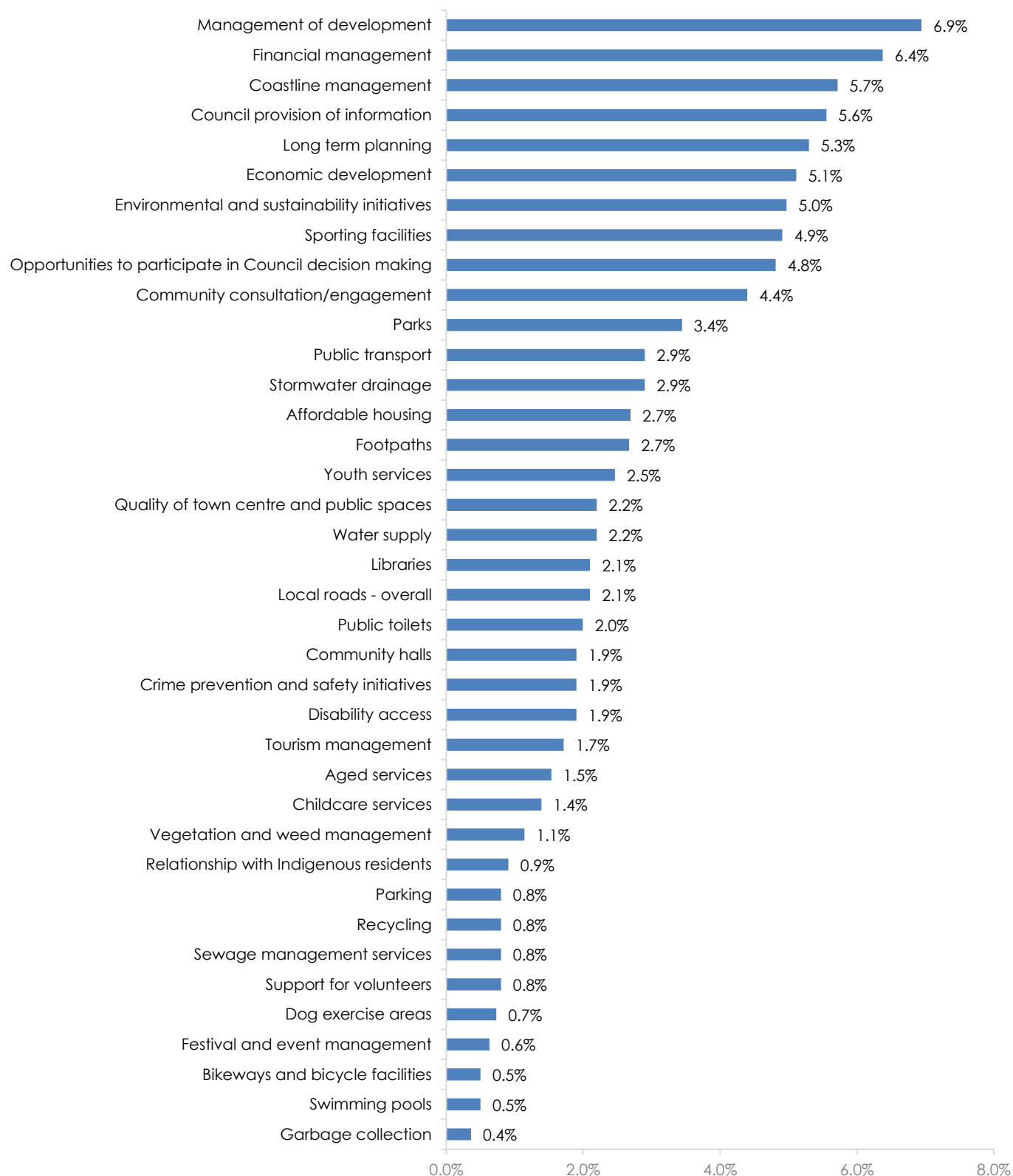
Detailed Findings –

Importance of, and Satisfaction with, Council Services & Facilities

Influence on Overall Satisfaction

A core element of this community survey was the rating of 38 facilities/services in terms of Importance and Satisfaction. This section reports the Shapley Regression analysis undertaken on these measures – and the detailed responses to the measures themselves.

The chart below summarises the influence of the 38 facilities/services on overall satisfaction with Council's performance, based on the Shapley Regression:



Service Areas

Each of the 38 facilities/services were grouped into service areas as detailed below

Community Facilities

Parks
Sporting facilities
Libraries
Community halls
Quality of town centre and public spaces
Swimming pools
Dog exercise areas
Public toilets

Infrastructure

Local roads – overall
Parking
Bikeways and bicycle facilities
Public transport
Footpaths
Garbage collection
Recycling
Sewage management services
Water supply
Stormwater drainage
Affordable housing

Human Services

Childcare services
Youth services
Aged services
Relationship with Indigenous residents
Support for volunteers
Disability access
Crime prevention and safety initiatives

Corporate services and management

Opportunities to participate in Council decision making
Management of development
Economic development
Vegetation and weed management
Tourism management
Coastline management
Financial management
Festival and event management
Environmental and sustainability initiatives
Long term planning
Council provision of information
Community consultation/engagement

An Explanation

The following pages detail the Shapley findings for each service area, and summarise the stated importance and satisfaction ratings by key demographics.

Importance

For the stated importance ratings, residents were asked to rate how important each of the criteria was to them, on a scale of 1 to 5.

Satisfaction

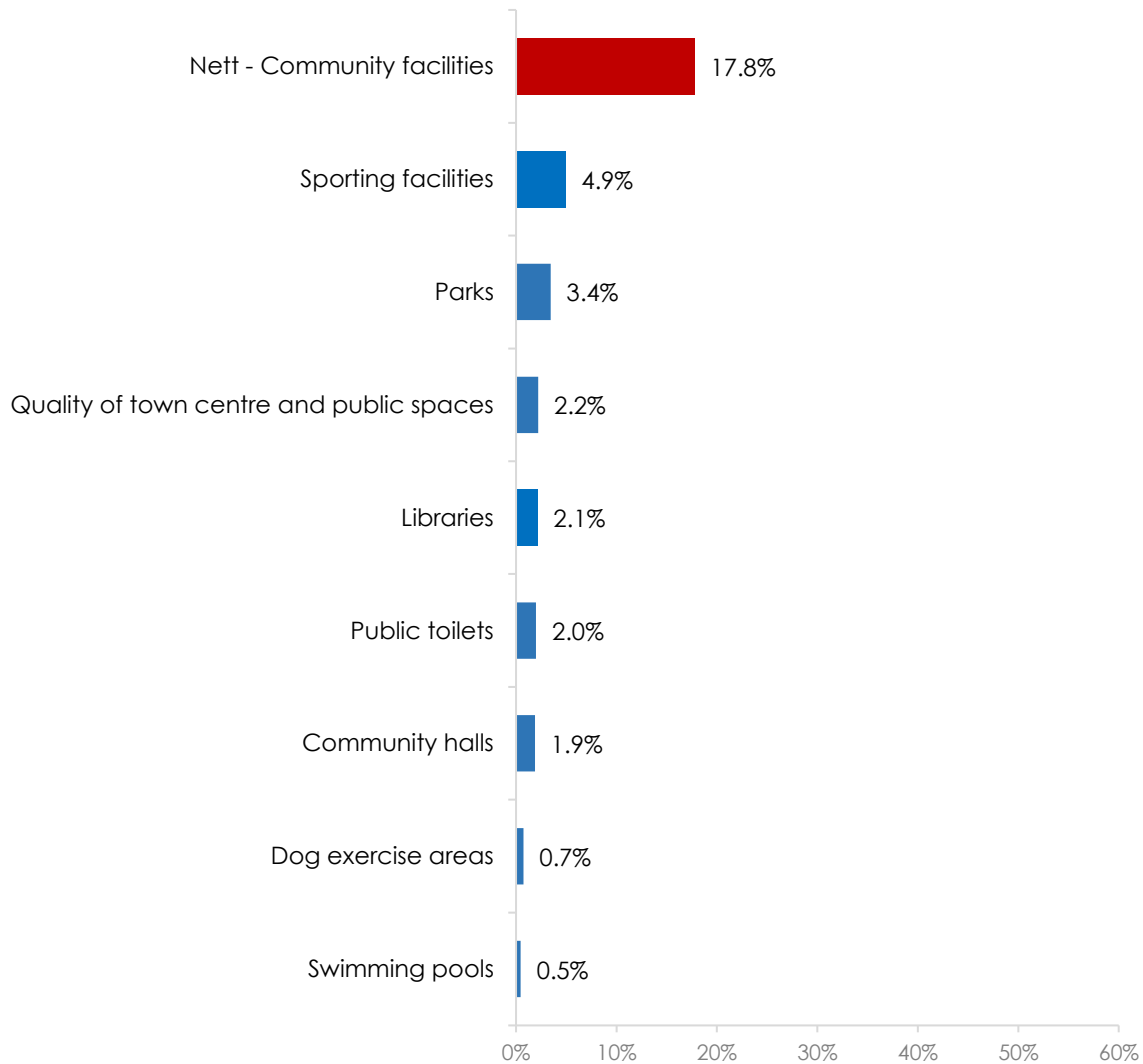
Any resident who had rated the importance of a particular criterion a 4 or 5 was then asked how satisfied they were with the performance of Council for that service or facility. There was an option for residents to answer 'don't know' to satisfaction, as they may not have personally used a particular service or facility.



Service Area 1: Community Facilities

Shapley Regression

Contributes to Almost 18% of Overall Satisfaction with Council



Service Area 1: Community Facilities

Overview of Importance Rating Scores by Key Demographics

Residents were asked to rate the importance of each criteria.

Importance – overall

Very high	Quality of town centre and public spaces
	Public toilets
High	Parks
Moderately high	Libraries
	Community halls
Moderate	Swimming pools
	Sporting facilities
	Dog exercise areas

Importance – by age

Residents aged 35-49 rated 'Sporting facilities' and 'Swimming pools' as significantly more important, whilst residents aged 65+ rated all of the services and facilities significantly lower in importance, with the exception of 'Libraries'.

Importance – by gender

Females rated 5 of the 8 services and facilities significantly more important. These were:

- Libraries
- Community halls
- Quality of town centre and public spaces
- Dog exercise areas
- Public toilets

Importance – compared to 2013

Residents in 2016 rated 'Quality of town centre and public spaces' significantly more important, whilst rating 'Sporting facilities' significantly less important.



Service Area 1: Community Facilities

Importance Mean Scores by Key Demographics

	Overall 2016	Overall 2013	Male	Female	18-34	35-49	50-64	65+
Parks	4.05	3.98	3.89	4.19	4.17	4.30	3.99	3.57
Sporting facilities	3.17	3.44	3.22	3.13	3.08	3.52	3.06	2.89
Libraries	3.89	3.99	3.60	4.15	3.86	4.06	3.77	3.83
Community halls	3.86	3.71	3.62	4.08	3.93	3.94	3.88	3.58
Quality of town centre and public spaces	4.37	4.19	4.15	4.58	4.46	4.49	4.35	4.09
Swimming pools	3.56	3.77	3.45	3.67	3.34	4.18	3.45	2.97
Dog exercise areas	3.08	3.07	2.78	3.36	3.38	3.19	2.98	2.72
Public toilets	4.29	4.17	4.14	4.43	4.42	4.35	4.31	3.99

Scale: 1 = not at all important, 5 = very important

Significantly higher/lower level of importance (by group)

Detailed Overall Response for Importance

	Not at all important	Not very important	Somewhat important	Important	Very important	Total %	Base
Parks	7%	6%	13%	25%	50%	100%	404
Sporting facilities	18%	16%	22%	21%	24%	100%	404
Libraries	7%	10%	18%	19%	46%	100%	404
Community halls	5%	11%	16%	27%	40%	100%	404
Quality of town centre and public spaces	3%	1%	10%	27%	58%	100%	404
Swimming pools	12%	12%	21%	21%	35%	100%	404
Dog exercise areas	27%	11%	17%	18%	28%	100%	404
Public toilets	3%	4%	11%	26%	56%	100%	404



Service Area 1: Community Facilities

Overview of Satisfaction Rating Scores by Key Demographics

Residents were asked to rate their satisfaction with each criteria.

Satisfaction – overall

High	Libraries
Moderately high	Community halls
Moderate	Sporting facilities
	Swimming pools
	Parks
	Dog exercise areas
	Quality of town centre and public spaces
Low	Public toilets

Satisfaction – by age

Residents aged 18-34 were significantly more satisfied with 'Quality of town centre and public spaces', whilst residents aged 65+ were significantly more satisfied with 'Libraries'.

Those aged 50-64 were significantly less satisfied with 'Quality of town centre and public spaces' and 'Swimming pools'.

Satisfaction – by gender

Females were significantly more satisfied with 'Libraries'.

Satisfaction – compared to 2013

Residents were significantly more satisfied with 'Sporting facilities' and 'Public toilets' in 2016.



Service Area 1: Community Facilities

Satisfaction Mean Scores by Key Demographics

	Overall 2016	Overall 2013	Male	Female	18-34	35-49	50-64	65+
Parks	3.17	2.91	3.17	3.17	3.33	3.15	3.05	3.24
Sporting facilities	3.35	2.87	3.27	3.42	3.71	3.30	3.07	3.59
Libraries	4.04	4.08	3.76	4.23	4.23	3.96	3.87	4.27
Community halls	3.75	3.75	3.71	3.79	3.92	3.66	3.73	3.79
Quality of town centre and public spaces	3.04	2.84	3.05	3.03	3.46	3.00	2.76	3.12
Swimming pools	3.31	3.37	3.12	3.46	3.65	3.43	2.95	3.34
Dog exercise areas	3.16	3.22	3.13	3.18	3.30	3.24	3.00	3.14
Public toilets	2.39	2.15	2.56	2.24	2.79	2.33	2.20	2.38

Scale: 1 = not at all satisfied, 5 = very satisfied

Significantly higher/lower level of satisfaction (by group)

Detailed Overall Response for Satisfaction

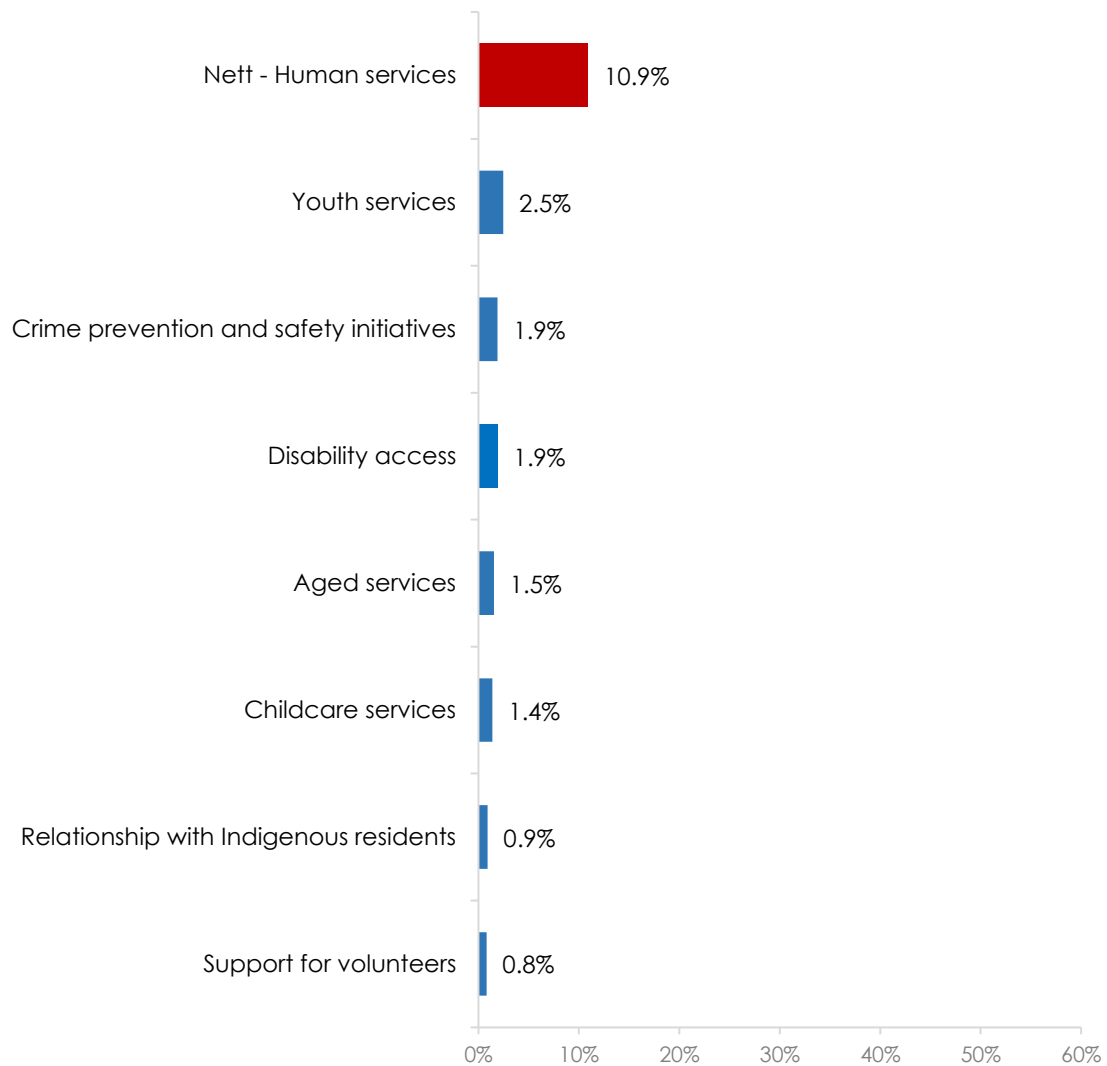
	Not at all satisfied	Not very satisfied	Somewhat satisfied	Satisfied	Very satisfied	Total %	Base
Parks	11%	17%	31%	26%	15%	100	301
Sporting facilities	9%	12%	31%	30%	17%	100	180
Libraries	3%	9%	13%	30%	44%	100	265
Community halls	2%	11%	23%	36%	27%	100	268
Quality of town centre and public spaces	10%	20%	37%	24%	9%	100	345
Swimming pools	13%	13%	22%	35%	17%	100	225
Dog exercise areas	12%	17%	31%	23%	17%	100	181
Public toilets	31%	24%	28%	11%	6%	100	331



Service Area 2: Human Services

Shapley Regression

Contributes to Almost 11% of Overall Satisfaction with Council



Service Area 2: Human Services

Overview of Importance Rating Scores by Key Demographics

Residents were asked to rate the importance of each criteria.

Importance – overall

Very high	Support for volunteers
	Crime prevention and safety initiatives
High	Disability access
	Relationship with Indigenous residents
	Aged services
Moderately high	Youth services
Moderate	Childcare services

Importance – by age

Residents aged 18-34 rated 'Childcare services', 'Youth services' and 'Relationship with Indigenous residents' significantly higher in importance, whilst those aged 65+ rated these services and facilities, and 'Disability access' as significantly lower in importance.

Those aged 50-64 rated 'Childcare services' as significantly less important.

Importance – by gender

Females rated 4 out of the 7 services and facilities as significantly more important. These were:

- Youth services
- Support for volunteers
- Disability access
- Crime prevention and safety initiatives

Importance – compared to 2013

Residents rated 'Childcare services' significantly less important in 2016.



Service Area 2: Human Services

Importance Mean Scores by Key Demographics

	Overall 2016	Overall 2013	Male	Female	18-34	35-49	50-64	65+
Childcare services	3.06	3.45	2.98	3.13	3.79	3.28	2.68	2.50
Youth services	3.66	3.70	3.36	3.94	4.14	3.82	3.51	3.08
Aged services	4.01	3.82	3.86	4.15	3.77	3.95	4.17	4.08
Relationship with Indigenous residents	4.08	3.91	3.93	4.22	4.45	4.29	3.95	3.50
Support for volunteers	4.32	4.16	4.19	4.43	4.35	4.35	4.32	4.24
Disability access	4.16	4.01	3.94	4.36	4.29	4.16	4.25	3.82
Crime prevention and safety initiatives	4.28	4.41	4.11	4.45	4.45	4.09	4.34	4.32

Scale: 1 = not at all important, 5 = very important

Significantly higher/lower level of importance (by group)

Detailed Overall Response for Importance

	Not at all important	Not very important	Somewhat important	Important	Very important	Total %	Base
Childcare services	32%	9%	14%	12%	33%	100%	404
Youth services	18%	4%	14%	21%	43%	100%	404
Aged services	13%	4%	9%	17%	57%	100%	404
Relationship with Indigenous residents	7%	6%	12%	21%	54%	100%	404
Support for volunteers	3%	2%	12%	25%	58%	100%	404
Disability access	10%	3%	10%	15%	62%	100%	404
Crime prevention and safety initiatives	5%	2%	13%	22%	59%	100%	404



Service Area 2: Human Services

Overview of Satisfaction Rating Scores by Key Demographics

Residents were asked to rate their satisfaction with each criteria.

Satisfaction – overall

Moderate	Support for volunteers Childcare services Crime prevention and safety initiatives Aged services Relationship with Indigenous residents Disability access
Moderately low	Youth services

Satisfaction – by age

Residents aged 18-34 were significantly more satisfied with 4 of the 7 services and facilities. These were:

- Youth services
- Aged services
- Support for volunteers
- Disability access

Those aged 65+ were significantly more satisfied with 'Support for volunteers' and 'Disability access', whilst those aged 50-64 were significantly less satisfied with 'Support for volunteers'.

Satisfaction – by gender

Females were significantly more satisfied with 'Childcare services'.

Satisfaction – compared to 2013

Residents were significantly more satisfied with 'Crime prevention and safety initiatives' in 2016.



Service Area 2: Human Services

Satisfaction Mean Scores by Key Demographics

	Overall 2016	Overall 2013	Male	Female	18-34	35-49	50-64	65+
Childcare services	3.33	3.52	2.97	3.67	3.66	3.12	3.20	3.51
Youth services	2.92	2.96	2.75	3.04	3.40	2.74	2.67	3.00
Aged services	3.08	3.05	2.94	3.19	3.51	2.90	2.94	3.17
Relationship with Indigenous residents	3.01	3.08	2.89	3.12	3.04	2.87	3.04	3.25
Support for volunteers	3.37	3.35	3.38	3.36	3.77	3.20	3.09	3.75
Disability access	3.01	3.05	3.09	2.95	3.39	2.77	2.89	3.27
Crime prevention and safety initiatives	3.09	2.73	3.06	3.11	3.28	3.07	2.89	3.25

Scale: 1 = not at all satisfied, 5 = very satisfied

Significantly higher/lower level of satisfaction (by group)

Detailed Overall Response for Satisfaction

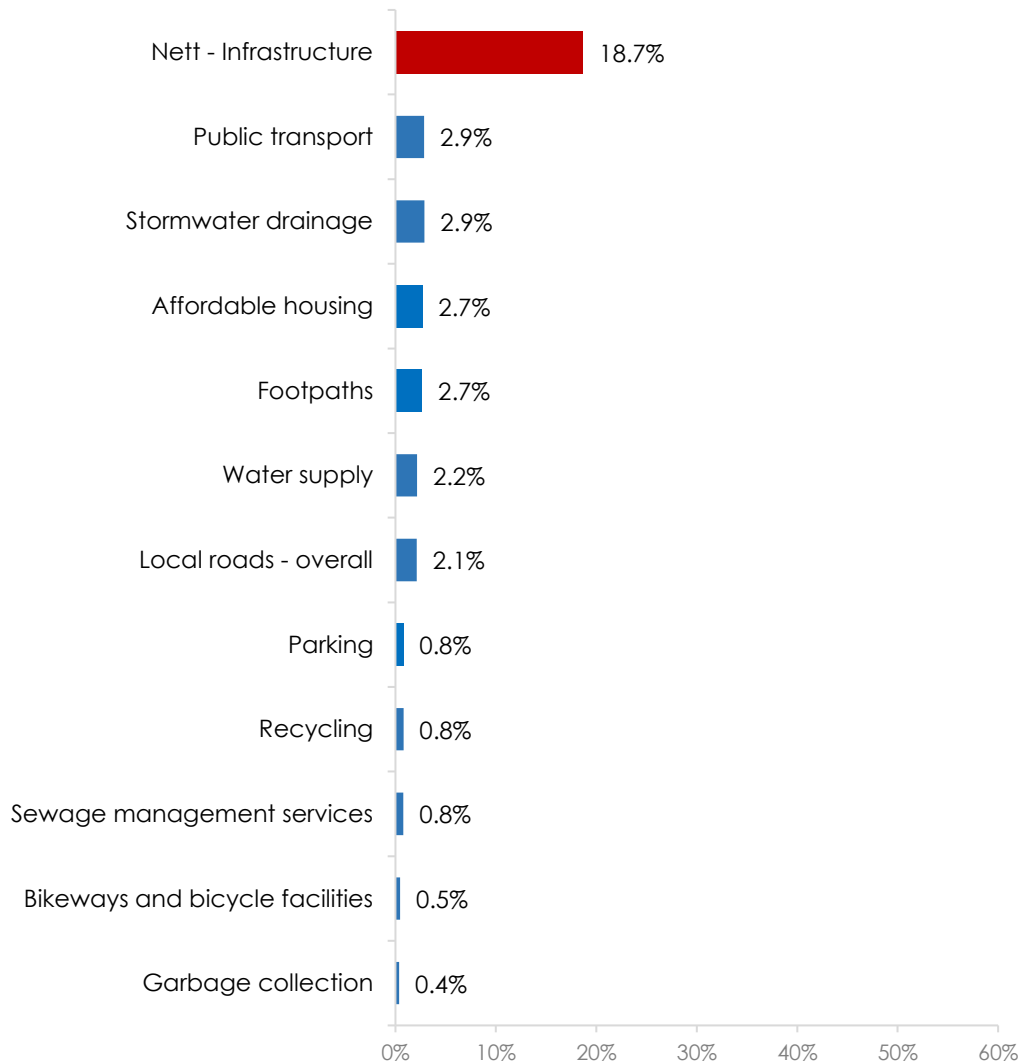
	Not at all satisfied	Not very satisfied	Somewhat satisfied	Satisfied	Very satisfied	Total %	Base
Childcare services	8%	15%	32%	28%	18%	100	184
Youth services	14%	21%	37%	15%	12%	100	256
Aged services	11%	16%	39%	21%	12%	100	295
Relationship with Indigenous residents	14%	13%	41%	22%	10%	100	299
Support for volunteers	4%	14%	40%	28%	15%	100	332
Disability access	10%	18%	44%	18%	10%	100	309
Crime prevention and safety initiatives	9%	22%	32%	26%	11%	100	325



Service Area 3: Infrastructure

Shapley Regression

Contributes to Almost 19% of Overall Satisfaction with Council



Service Area 3: Infrastructure

Overview of Importance Rating Scores by Key Demographics

Residents were asked to rate the importance of each criteria.

Importance – overall

Extremely high	Local roads - overall
	Recycling
	Garbage collection
Very high	Parking
	Affordable housing
	Footpaths
High	Water supply
	Public transport
	Stormwater drainage
	Sewage management services
	Bikeways and bicycle facilities

Importance – by age

Residents aged 18-34 rated 'Affordable housing' significantly higher in importance, whilst those aged 50-64 rated 'Local roads – overall' significantly more important.

Those aged 65+ rated 'Bikeways and bicycle facilities' and 'Affordable housing' significantly lower in importance.

Importance – by gender

Females rated 5 out of the 11 services and facilities as significantly more important. These were:

- Public transport
- Footpaths
- Garbage collection
- Recycling
- Affordable housing

Importance – compared to 2013

Residents rated 'Parking' significantly higher in importance and 'Sewage management services' of significantly lower importance in 2016.



Service Area 3: Infrastructure

Importance Mean Scores by Key Demographics

	Overall 2016	Overall 2013	Male	Female	18-34	35-49	50-64	65+
Local roads - overall	4.74	4.64	4.69	4.79	4.73	4.63	4.87	4.71
Parking	4.42	4.25	4.36	4.47	4.49	4.40	4.47	4.26
Bikeways and bicycle facilities	3.99	3.96	3.86	4.11	4.21	4.28	3.91	3.34
Public transport	4.08	4.03	3.82	4.33	4.35	4.06	4.05	3.87
Footpaths	4.20	4.13	4.05	4.34	4.34	4.09	4.19	4.25
Garbage collection	4.55	4.58	4.42	4.68	4.45	4.58	4.56	4.60
Recycling	4.68	4.58	4.57	4.79	4.78	4.75	4.62	4.56
Sewage management services	3.99	4.24	3.84	4.14	3.96	3.82	4.07	4.19
Water supply	4.19	4.38	4.04	4.33	4.32	4.08	4.13	4.36
Stormwater drainage	4.05	4.22	3.93	4.17	4.14	3.97	4.02	4.15
Affordable housing	4.20	4.04	4.02	4.37	4.75	4.17	4.10	3.82

Scale: 1 = not at all important, 5 = very important

Significantly higher/lower level of importance (by group)

Detailed Overall Response for Importance

	Not at all important	Not very important	Somewhat important	Important	Very important	Total %	Base
Local roads - overall	1%	1%	3%	12%	83%	100%	404
Parking	1%	2%	11%	25%	61%	100%	404
Bikeways and bicycle facilities	9%	8%	13%	16%	54%	100%	404
Public transport	8%	7%	9%	18%	57%	100%	404
Footpaths	3%	5%	13%	27%	52%	100%	404
Garbage collection	2%	1%	9%	16%	72%	100%	404
Recycling	1%	1%	6%	14%	79%	100%	404
Sewage management services	12%	4%	12%	15%	56%	100%	404
Water supply	13%	2%	5%	12%	68%	100%	404
Stormwater drainage	11%	4%	12%	16%	58%	100%	404
Affordable housing	9%	2%	10%	17%	62%	100%	404



Service Area 3: Infrastructure

Overview of Satisfaction Rating Scores by Key Demographics

Residents were asked to rate their satisfaction with each criteria.

Satisfaction – overall

High	Garbage collection
	Water supply
	Recycling
Moderately high	Sewage management services
Moderate	Stormwater drainage
Moderately low	Footpaths
	Parking
Low	Bikeways and bicycle facilities
Very low	Public transport
	Affordable housing
	Local roads - overall

Satisfaction – by age

Residents aged 18-34 were significantly more satisfied with 'Footpaths', whilst those aged 50-64 were significantly less satisfied with 'Local roads – overall', 'Footpaths' and 'Stormwater drainage'.

Those aged 65+ were significantly more satisfied with 6 of the 11 services and facilities. These were:

- Public transport
- Garbage collection
- Recycling
- Sewage management services
- Water supply
- Affordable housing

Satisfaction – by gender

There were no significant differences by gender.

Satisfaction – compared to 2013

Residents were significantly more satisfied with 'Recycling' in 2016.



Service Area 3: Infrastructure

Satisfaction Mean Scores by Key Demographics

	Overall 2016	Overall 2013	Male	Female	18-34	35-49	50-64	65+
Local roads - overall	1.75	1.77	1.69	1.81	1.98	1.78	1.57	1.81
Parking	2.50	2.38	2.50	2.51	2.72	2.41	2.33	2.72
Bikeways and bicycle facilities	2.45	2.51	2.45	2.45	2.52	2.36	2.38	2.72
Public transport	1.98	1.80	1.97	1.99	2.01	1.90	1.89	2.29
Footpaths	2.77	2.57	2.80	2.75	3.33	2.85	2.45	2.59
Garbage collection	4.10	3.99	4.21	4.00	4.13	3.99	4.06	4.31
Recycling	4.01	3.73	4.00	4.02	3.96	4.06	3.87	4.25
Sewage management services	3.73	3.91	3.64	3.80	3.68	3.47	3.73	4.14
Water supply	4.03	4.05	3.87	4.16	4.03	3.98	3.86	4.38
Stormwater drainage	3.08	3.20	3.02	3.13	3.23	3.11	2.84	3.26
Affordable housing	1.96	2.10	1.93	1.98	2.01	1.85	1.91	2.23

Scale: 1 = not at all satisfied, 5 = very satisfied

Significantly higher/lower level of satisfaction (by group)

Detailed Overall Response for Satisfaction

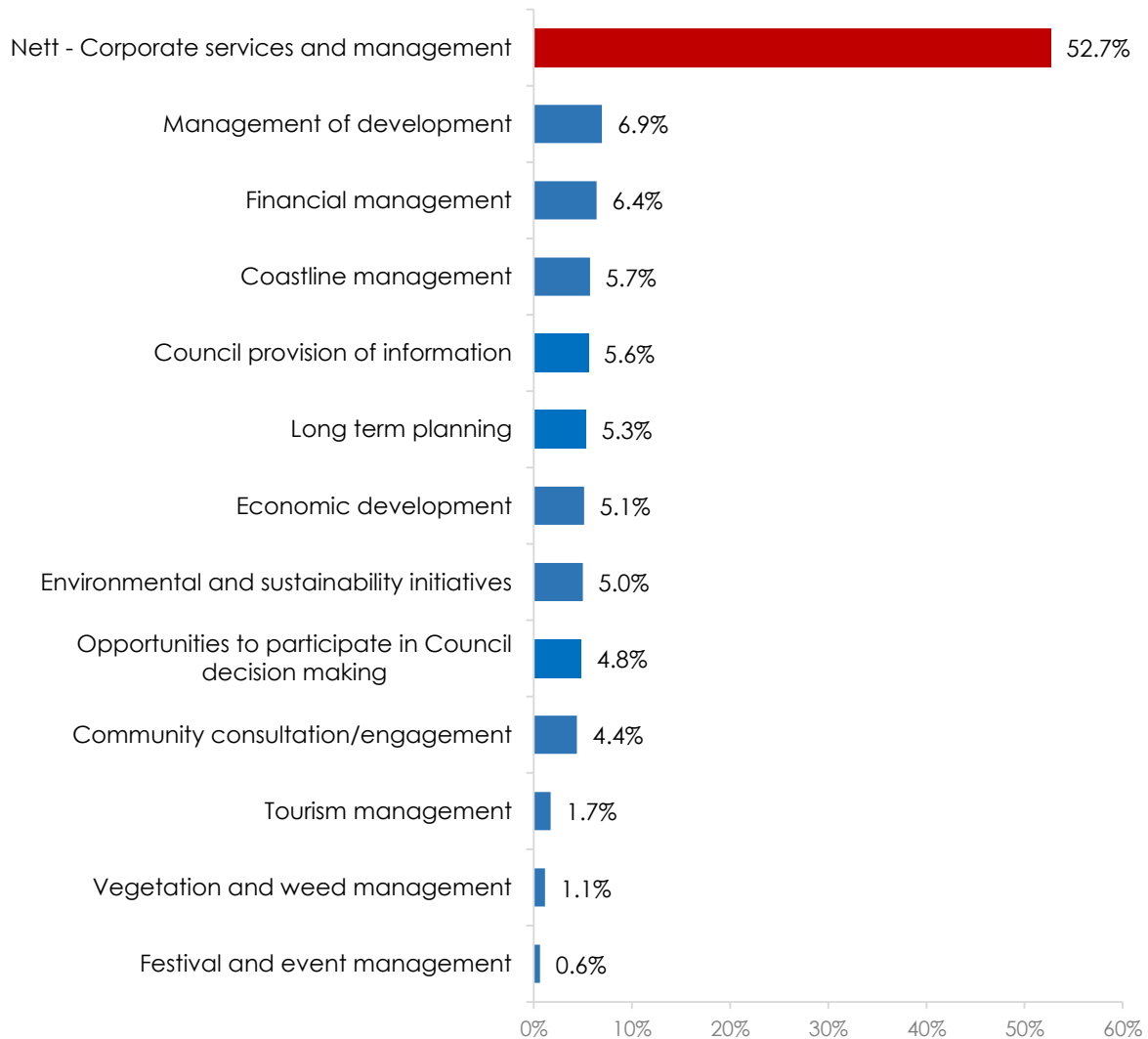
	Not at all satisfied	Not very satisfied	Somewhat satisfied	Satisfied	Very satisfied	Total %	Base
Local roads - overall	54%	26%	13%	5%	2%	100	383
Parking	29%	21%	28%	15%	7%	100	347
Bikeways and bicycle facilities	27%	26%	28%	13%	6%	100	283
Public transport	47%	27%	14%	8%	5%	100	303
Footpaths	20%	22%	26%	25%	7%	100	320
Garbage collection	4%	6%	11%	34%	45%	100	356
Recycling	4%	6%	16%	32%	42%	100	375
Sewage management services	8%	8%	22%	29%	33%	100	289
Water supply	6%	3%	18%	27%	45%	100	321
Stormwater drainage	16%	15%	31%	24%	15%	100	296
Affordable housing	42%	31%	19%	4%	3%	100	318



Service Area 4: Corporate Services and Management

Shapley Regression

Contributes to Almost 53% of Overall Satisfaction with Council



Service Area 4: Corporate Services and Management

Overview of Importance Rating Scores by Key Demographics

Residents were asked to rate the importance of each criteria.

Importance – overall

Extremely high	Long term planning Coastline management
Very high	Environmental and sustainability initiatives Community consultation/engagement Council provision of information Financial management Management of development Vegetation and weed management
High	Opportunities to participate in Council decision making Tourism management Economic development
Moderately high	Festival and event management

Importance – by age

Residents aged 18-34 rated, 'Opportunities to participate in Council decision making' and 'Environmental and sustainability initiatives' significantly higher in importance, but 'Financial management' significantly lower in importance.

Residents aged 35-49 rated 'Long term planning' significantly higher in importance, whilst those aged 50-64 rated 'Financial management' significantly higher.

Those aged 65+ rated 'Opportunities to participate in Council decision making' and 'Environmental and sustainability initiatives' significantly lower in importance.

Importance – by gender

Females rated 'Environmental and sustainability initiatives' significantly higher in importance.

Importance – compared to 2013

Residents rated 'Opportunities to participate in Council decision making', 'Coastline management', 'Council provision of information' and 'Community consultation and engagement' significantly higher in importance in 2016.



Service Area 4: Corporate Services and Management

Importance Mean Scores by Key Demographics

	Overall 2016	Overall 2013	Male	Female	18-34	35-49	50-64	65+
Opportunities to participate in Council decision making	4.17	3.86	4.05	4.28	4.44	4.16	4.13	3.95
Management of development	4.38	4.27	4.32	4.44	4.29	4.36	4.51	4.29
Economic development	4.09	4.09	4.05	4.13	4.31	4.03	4.11	3.91
Vegetation and weed management	4.29	4.13	4.26	4.31	4.34	4.27	4.35	4.13
Tourism management	4.09	4.13	4.07	4.12	3.97	4.20	4.15	3.95
Coastline management	4.55	4.34	4.50	4.61	4.63	4.62	4.50	4.45
Financial management	4.38	4.41	4.32	4.44	3.90	4.41	4.62	4.45
Festival and event management	3.85	3.88	3.72	3.97	3.73	3.95	3.95	3.64
Environmental and sustainability initiatives	4.51	4.39	4.34	4.67	4.75	4.56	4.43	4.30
Long term planning	4.68	4.57	4.66	4.70	4.46	4.81	4.75	4.60
Council provision of information	4.40	4.14	4.29	4.51	4.37	4.42	4.44	4.32
Community consultation/engagement	4.43	4.18	4.39	4.47	4.38	4.45	4.54	4.27

Scale: 1 = not at all important, 5 = very important

Significantly higher/lower level of importance (by group)

Detailed Overall Response for Importance

	Not at all important	Not very important	Somewhat important	Important	Very important	Total %	Base
Opportunities to participate in Council decision making	4%	4%	16%	26%	51%	100%	404
Management of development	3%	3%	10%	20%	64%	100%	404
Economic development	5%	4%	17%	24%	50%	100%	404
Vegetation and weed management	2%	4%	13%	28%	54%	100%	404
Tourism management	7%	4%	14%	26%	50%	100%	404
Coastline management	2%	1%	7%	19%	70%	100%	404
Financial management	4%	2%	8%	22%	64%	100%	404
Festival and event management	11%	4%	18%	25%	43%	100%	404
Environmental and sustainability initiatives	2%	2%	8%	22%	67%	100%	404
Long term planning	1%	2%	3%	16%	78%	100%	404
Council provision of information	1%	3%	12%	24%	61%	100%	404
Community consultation/engagement	2%	2%	9%	24%	63%	100%	404



Service Area 4: Corporate Services and Management

Overview of Satisfaction Rating Scores by Key Demographics

Residents were asked to rate their satisfaction with each criteria.

Satisfaction – overall

Moderate	Festival and event management Environmental and sustainability initiatives Tourism management Council provision of information
Moderately low	Vegetation and weed management Community consultation/engagement Coastline management Long term planning Economic development Financial management Opportunities to participate in Council decision making Management of development

Satisfaction – by age

Residents aged 18-34 were significantly more satisfied with 'Vegetation and weed management' and 'Coastline management', whilst those aged 50-64 were significantly less satisfied with all the services and facilities, with the exception of 'Council provision of information'.

Satisfaction – by gender

Females were significantly more satisfied with 'Council provision of information'.

Satisfaction – compared to 2013

Residents were significantly more satisfied with 'Tourism management' in 2016, but significantly less satisfied with 'Coastline management'.



Service Area 4: Corporate Services and Management

Satisfaction Mean Scores by Key Demographics

	Overall 2016	Overall 2013	Male	Female	18-34	35-49	50-64	65+
Opportunities to participate in Council decision making	2.55	2.68	2.38	2.69	2.67	2.64	2.29	2.73
Management of development	2.51	2.59	2.41	2.60	2.79	2.62	2.24	2.52
Economic development	2.67	2.65	2.63	2.70	2.91	2.78	2.40	2.66
Vegetation and weed management	2.92	2.88	2.81	3.03	3.52	2.79	2.67	2.97
Tourism management	3.10	2.85	3.13	3.07	3.40	3.23	2.80	3.06
Coastline management	2.73	2.98	2.57	2.86	3.20	2.77	2.39	2.72
Financial management	2.60	2.41	2.60	2.61	3.03	2.77	2.25	2.63
Festival and event management	3.42	3.28	3.37	3.47	3.60	3.62	3.20	3.30
Environmental and sustainability initiatives	3.16	3.19	3.06	3.24	3.36	3.23	2.91	3.26
Long term planning	2.68	2.63	2.59	2.76	3.06	2.71	2.44	2.66
Council provision of information	3.01	3.12	2.77	3.21	3.09	3.02	2.86	3.19
Community consultation/engagement	2.86	3.05	2.71	2.99	3.16	3.01	2.53	2.86

Scale: 1 = not at all satisfied, 5 = very satisfied

Significantly higher/lower level of satisfaction (by group)

Detailed Overall Response for Satisfaction

	Not at all satisfied	Not very satisfied	Somewhat satisfied	Satisfied	Very satisfied	Total %	Base
Opportunities to participate in Council decision making	22%	26%	32%	13%	6%	100	311
Management of development	20%	31%	33%	11%	5%	100	339
Economic development	14%	29%	37%	16%	4%	100	298
Vegetation and weed management	13%	16%	44%	20%	7%	100	330
Tourism management	7%	20%	39%	25%	9%	100	308
Coastline management	18%	21%	37%	17%	6%	100	362
Financial management	20%	22%	39%	16%	3%	100	345
Festival and event management	6%	13%	33%	32%	17%	100	274
Environmental and sustainability initiatives	5%	20%	39%	27%	9%	100	359
Long term planning	15%	28%	37%	13%	7%	100	380
Council provision of information	12%	22%	33%	19%	14%	100	341
Community consultation/engagement	15%	22%	35%	19%	9%	100	355



Comparison to Previous Research

Service/ Facility	Importance		Satisfaction	
	2016	2013	2016	2013
Parks	4.05	3.98	3.17	2.91
Sporting facilities	3.17	3.44	3.35	2.87
Libraries	3.89	3.99	4.04	4.08
Community halls	3.86	3.71	3.75	3.75
Quality of town centre and public spaces	4.37	4.19	3.04	2.84
Swimming pools	3.56	3.77	3.31	3.37
Dog exercise areas	3.08	3.07	3.16	3.22
Public toilets	4.29	4.17	2.39	2.15
Childcare services	3.06	3.45	3.33	3.52
Youth services	3.66	3.70	2.92	2.96
Aged services	4.01	3.82	3.08	3.05
Relationship with Indigenous residents	4.08	3.91	3.01	3.08
Support for volunteers	4.32	4.16	3.37	3.35
Disability access	4.16	4.01	3.01	3.05
Crime prevention and safety initiatives	4.28	4.41	3.09	2.73
Local roads - overall	4.74	4.64	1.75	1.77
Parking	4.42	4.25	2.50	2.38
Bikeways and bicycle facilities	3.99	3.96	2.45	2.51
Public transport	4.08	4.03	1.98	1.80
Footpaths	4.20	4.13	2.77	2.57
Garbage collection	4.55	4.58	4.10	3.99
Recycling	4.68	4.58	4.01	3.73
Sewage management services	3.99	4.24	3.73	3.91
Water supply	4.19	4.38	4.03	4.05
Stormwater drainage	4.05	4.22	3.08	3.20
Affordable housing	4.20	4.04	1.96	2.10
Opportunities to participate in Council decision making	4.17	3.86	2.55	2.68
Management of development	4.38	4.27	2.51	2.59
Economic development	4.09	4.09	2.67	2.65
Vegetation and weed management	4.29	4.13	2.92	2.88
Tourism management	4.09	4.13	3.10	2.85
Coastline management	4.55	4.34	2.73	2.98
Financial management	4.38	4.41	2.60	2.41
Festival and event management	3.85	3.88	3.42	3.28
Environmental and sustainability initiatives	4.51	4.39	3.16	3.19
Long term planning	4.68	4.57	2.68	2.63
Council provision of information	4.40	4.14	3.01	3.12
Community consultation/engagement	4.43	4.18	2.86	3.05

A significantly higher/lower level of importance/satisfaction (by year)



Demographics

Demographics

QA2. Which of the following areas best describes where you live in the Byron Shire?

	%
Byron Bay/Suffolk Park	30%
Bangalow	10%
Mullumbimby	22%
Brunswick Heads/Ocean Shores/New Brighton/South Golden Beach	20%
Rural/Other	18%

Base: N = 404

Q8. Do you or anyone in your house operate a home based business?

	%
Yes	31%
No	69%

Base: N = 404

Q9. Please stop me when I read out your age bracket.

	%
18-34	20%
35-49	30%
50-64	33%
65+	17%

Base: N = 404

Q11. Gender.

	%
Male	48%
Female	52%

Base: N = 404



Appendix – Questionnaire

Byron Shire Council
Community Satisfaction
July 2016

Good morning/afternoon/evening, my name is _____ from Micromex Research and we are conducting a survey on behalf of Byron Shire Council about your experiences living in this area, to help **guide Council's work programs. The survey will take about 15 minutes, would you be able to assist us please?**

QA1. Before we start, could I please check whether you or an immediate family member work for Byron Shire Council?

- ☐ Yes (If yes, terminate survey)
☐ No

QA2. Which of the following areas best describes where you live in the Byron Shire? SEE QUOTAS.
Prompt

- ☐ Byron Bay/Suffolk Park 120
☐ Bangalow 20
☐ Mullumbimby 40
☐ Brunswick Heads/Ocean Shores/New Brighton/South Golden Beach 100
☐ Rural/Other 120

Q1. In this section I will read out different council services or facilities. For each of these could you please indicate that which best describes your opinion of the importance of the following services/facilities to you, and in the second part, your level of satisfaction with the performance of that service? The scale is from 1 to 5, where 1 is low importance and low satisfaction, and 5 is high importance and high satisfaction.

Community facilities

	Importance					Satisfaction				
	Low 1	2	3	4	High 5	Low 1	2	3	4	High 5
Parks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sporting facilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Libraries	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Community halls	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality of town centre and public spaces	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Swimming pools	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Dog exercise areas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Public toilets	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Human services

	Importance					Satisfaction				
	Low 1	2	3	4	High 5	Low 1	2	3	4	High 5
Childcare services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Youth services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Aged services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Relationship with Indigenous residents	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Support for volunteers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Disability access	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Crime prevention and safety initiatives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Infrastructure

	Importance					Satisfaction				
	Low 1	2	3	4	High 5	Low 1	2	3	4	High 5
Local roads - overall	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Parking	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bikeways and bicycle facilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Public transport	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Footpaths	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Garbage collection	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Recycling	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sewage management services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Water supply	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Stormwater drainage	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Affordable housing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Corporate services and management

	Importance					Satisfaction				
	Low 1	2	3	4	High 5	Low 1	2	3	4	High 5
Opportunities to participate in Council decision making	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Management of development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Economic development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Vegetation and weed management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tourism management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Coastline management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Financial management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Festival and event management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Environmental and sustainability initiatives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Long term planning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Council provision of information	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Community consultation/ engagement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

- Q2. Thinking of the following types of council assets, for each of these could you please indicate which of the following assets are a priority for you, how satisfied you are with the performance of that asset, and whether Council should invest less, the same, or more than they currently spend/resource for on each. The satisfaction scale is from 1 to 5, where 1 = low satisfaction and 5 = high satisfaction.

	Priority	Satisfaction						Investment		
		Low 1	2	3	4	High 5	N/A	L	S	M
Rural roads - unsealed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Rural roads - sealed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Urban roads - sealed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bridges	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Town centre and public spaces	<input type="radio"/>	Satisfaction has already been rated						<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Parking	<input type="radio"/>	Satisfaction has already been rated						<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bikeways and bicycle facilities	<input type="radio"/>	Satisfaction has already been rated						<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Parks	<input type="radio"/>	Satisfaction has already been rated						<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sporting facilities	<input type="radio"/>	Satisfaction has already been rated						<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Footpaths	<input type="radio"/>	Satisfaction has already been rated						<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Stormwater drainage	<input type="radio"/>	Satisfaction has already been rated						<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Public toilets	<input type="radio"/>	Satisfaction has already been rated						<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Contact with Council

- Q3a. Have you contacted Byron Shire Council in the last 12 months?

- ☐ Yes
☐ No (If no, go to Q4)

- Q3b. When you last made contact with the council staff was it by: *Prompt*

- ☐ Email
☐ In person
☐ Mail
☐ Phone
☐ Other (please specify).....

- Q3c. How satisfied were you with the way your contact was handled? *Prompt*

- ☐ Very satisfied
☐ Satisfied
☐ Somewhat satisfied
☐ Not very satisfied
☐ Not at all satisfied

- Q4. How do you keep informed of council news and activities? Please answer yes or no as I read each one. *Prompt*

- | | |
|---|---|
| <input type="radio"/> Byron Shire Echo | <input type="radio"/> Rates notice newsletter |
| <input type="radio"/> Byron Shire News | <input type="radio"/> Local radio |
| <input type="radio"/> Community access points | <input type="radio"/> Local TV |
| <input type="radio"/> Community meetings | <input type="radio"/> Public notice boards |
| <input type="radio"/> Council E-news (electronic newsletters) | <input type="radio"/> Northern Star |
| <input type="radio"/> Council website | <input type="radio"/> Council Facebook page |
| <input type="radio"/> Community group | |
| <input type="radio"/> Other (please specify)..... | |

Values & Vision

Q5. What do you value most about living in the Byron Shire Local Government area?

.....

Q6. Thinking of the next 10 years, what do you believe will be the highest priority issue within the Byron Shire Council area?

.....

Q7. Overall, for the last 12 months, how satisfied are you with the performance of Council, not just on one or two issues, but across all responsibility areas? *Prompt*

- ☐ Very satisfied
- ☐ Satisfied
- ☐ Somewhat satisfied
- ☐ Not very satisfied
- ☐ Not at all satisfied

Demographic information

Q8. Do you or anyone in your household operate a home based business?

- ☐ Yes
- ☐ No

Q9. Please stop me when I read out your age bracket: *Prompt*

- ☐ 18-34
- ☐ 35-49
- ☐ 50-64
- ☐ 65+

Q10a. In helping us to plan our future infrastructure budgets, can we send you an information pack in **about a month which outlines Council's assets, their current condition and the expenditure needed** to maintain them?

- ☐ Yes
- ☐ No (If no, go to Q11)

Q10b. (If yes), I just need to get some details from you:

Title:
First name:
Surname:
House number:
Street name:
Suburb:
Contact number:
Preferred recontact time (morning, afternoon or evening):

That completes our interview. Thank you very much for your time, enjoy the rest of your day/evening.

Q11. Gender (determine by voice):

- ☐ Male
- ☐ Female

Council contact – Donna Johnston 02 6626 7320

Funding our future



Thank you for agreeing to participate in our community asset management survey. Our research company Micromex will call you within the next two weeks to seek your input.



Funding our future

Thank you for agreeing to participate in our community asset survey.

Over the past four years, our community has been telling us they want to see more infrastructure works undertaken to improve our ageing infrastructure.

Like many Councils, Byron Shire is facing the challenge of how best to maintain services and ageing infrastructure in an environment where the costs are rising faster than the income Council is able to generate.

We are now at the point where we need your help to prioritise our infrastructure works, so we can meet the needs of our community.

How have we been addressing our funding needs?

Back in 2012 we closely reviewed our finances and expenditure and developed a Financial Sustainability Plan to help find new ways that we could channel funding back into infrastructure. The initiation of this project provided a solid foundation for when in 2014 the NSW State Government announced its Local Government Review and required councils to submit a Council Improvement Program under its *Fit for the Future* program.

The fundamental aim of our Council Improvement Program is to generate more funds to support our ageing infrastructure needs. The program included an organisation efficiency restructure which in 2013-14 saw savings of about \$750,000 channelled back into services on a recurrent basis. Our property portfolio has undergone a review with the aim of releasing underperforming assets. We now have a procurement road map which aims to find savings of 1% (\$300,000) per year and we have introduced pay parking with the goal of \$2 million net income (predominantly from tourists and visitors) going back into infrastructure.

You can read more about our Council Improvement Program at www.byron.nsw.gov.au/council-improvement-program

Planning our future

In late August 2016, a representative from Micromex Research will contact you to ask if you would like to participate in a short telephone survey about Community Assets. Ideally you will have read this brochure before you participate in the survey. Also keep this brochure handy so you can refer to it when answering the survey questions.

Council provides a range of community assets including roads, bridges, parks, playgrounds and buildings. We want to understand your thoughts on how we should continue to look after these assets now and into the future. The researcher will ask a number of questions which will help us understand:

- Whether you are happy with the current quality of these assets
- What state you think these assets should be in
- What you believe are the asset funding priorities for the future

Your feedback will directly influence Council's future decision making on how we spend money on community road assets such as roads, bridges, footbridges, footpaths, rural drainage (pipes, causeways, and culverts), urban stormwater (kerb and gutter, pipes and pits), buildings, public amenities and park facilities.

About our community assets

Over the last few years Council has been reviewing the condition of our community assets to determine whether the amount of money we plan to spend on its road infrastructure is sufficient. Put simply, we are trying to determine if we need to allocate more money to maintain or renew our community assets. So what does asset maintenance and renewal mean?

Maintenance is work performed on an asset that keeps it in a useable condition e.g. filling potholes, replacing guideposts, repairing broken stormwater pipes, grading a gravel road, tightening timber screws on bridges.

Renewal is work performed on an asset to bring it back to an improved, good, or fair condition e.g. resealing a road, reconstructing a portion of road segment, replacing a whole section of stormwater pipe.

Using industry benchmarks, we have reviewed the following asset types to work out if they are in good, fair or poor condition:

- Transport which includes:
 - o Sealed roads
 - o Unsealed roads
 - o Footpaths and cycleways
 - o Bridges and footbridges
 - o Bus shelters
- Urban stormwater
- Rural drainage
- Community buildings
- Public amenities
- Park facilities - playgrounds and park furniture

The following pages include information about the outcomes of this review for each of our asset types. The issue facing Council is that while a lot of the assets are in good or fair condition, a large proportion are at risk of falling into poor condition. (Note this information has been generalised from Council's technical documents.)

Please note: No personal information (name, address or contact details) will be used in the reporting of survey results.

Where are we now?

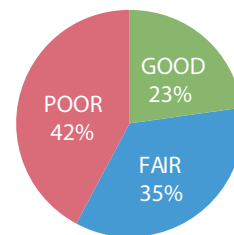
A snapshot of community asset conditions and funding support.

Sealed roads

Council is responsible for 501km of sealed roads. In past years, we have spent about \$5.9 million per year to maintain and renew the sealed road pavement; out of the above amount, \$276,000 per year is spent on street sweeping. Generally our roads are in fair to poor condition. To address this, additional and significant long term renewal work such as reseals and reconstruction is required to improve the overall network.

As part of the survey you will be asked if you think Council should be spending more, less or the same amount on sealed roads.

Condition of Sealed Roads



GOOD CONDITION

- ✓ Minimal cracks
- ✓ Minimal surface defects
- ✓ Smooth travel experience
- ✓ Good drainage



FAIR CONDITION

- o Moderate cracking
- o Moderate surface defects
- o Moderate roughness
- o Fair drainage
- o Can be resealed



POOR CONDITION

- x Heavy Cracks
- x Severe surface defects like large potholes and patching
- x Rough travel experience
- x Poor drainage e.g. table drains
- x Failed and beyond resealing

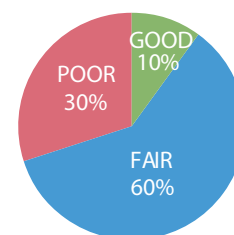


Unsealed roads

Council currently spends \$412,000 each year to maintain 95km of unsealed roads in the Shire. Road condition is assessed as road segments, e.g. from one intersection to another. A large proportion of unsealed roads segments are in fair condition overall with only 10% considered in a good condition. Many unsealed roads have little gravel coverage and are affected by wet weather conditions. Additional maintenance and renewal work is required to keep these roads trafficable

As part of the survey you will be asked if you think Council should be spending more, less or the same amount on unsealed roads.

Condition of Unsealed Roads



GOOD CONDITION

- ✓ Good pavement depth
- ✓ Good gravel coverage
- ✓ Even surface e.g. few potholes or corrugations
- ✓ Good camber for drainage



FAIR CONDITION

- o Moderately uneven e.g. frequent potholes and/or corrugations
- o Minimum gravel coverage
- o Fair camber for drainage



POOR CONDITION

- x Severe surface defects e.g. large potholes and/or corrugations
- x No gravel coverage or guideposts
- x No camber

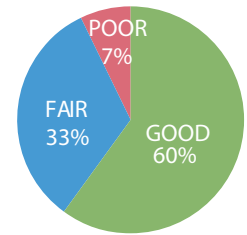


Footpaths and cycleways

Council currently maintains 81km of footpaths and cycleways (shared paths), stairs and kerb ramps across the Shire. We spend approximately \$116,000 per year on footpaths and cycleways. The majority of our footpaths are in fair to good condition with only 7% in poor condition and needing complete replacement. A third of the footpaths currently in fair condition would need additional renewal to ensure they do not deteriorate into a poor condition.

As part of the survey you will be asked if you think Council should be spending more, less or the same amount on footpaths and cycleways.

Condition of Footpaths & Cycleways



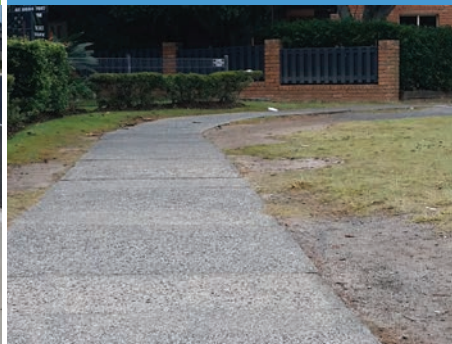
GOOD CONDITION

- ✓ Smooth surface
- ✓ Very slight variations in joint heights eg: trip hazards
- ✓ Little unevenness
- ✓ Not slippery



FAIR CONDITION

- o Minor pavement movement or few trip hazards
- o Moderately uneven
- o Moderately functioning to suit demands eg wear patterns beside path



POOR CONDITION

- x Severe surface defects eg many trip hazards
- x Significant wearing of surfac
- x Very uneven and slippery surface

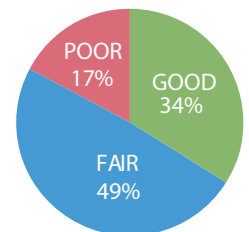


Bridges and footbridges

Council currently maintains 30 bridges and 11 footbridges. The majority of these road bridges are rated as being in a good to fair condition; however, 17% are rated as poor and are currently load limited and one bridge is currently closed. We spend on average approximately \$63,000 on road bridges and \$4,500 on footbridges per year.

As part of the survey you will be asked if you think Council should be spending more, less or the same amount on bridges and footbridges.

Condition of Bridges & Footbridges



GOOD CONDITION

- ✓ Little cracking or wear
- ✓ Screws and joints tight
- ✓ Signage in place
- ✓ No abutment settlement
- ✓ Vegetation cleared



FAIR CONDITION

- o Cracks appearing
- o Moderate deterioration of concrete or timber
- o Chipping commencing on pier
- o Blocked scuppers (side openings)
- o Flood debris and vegetation growth present



POOR CONDITION

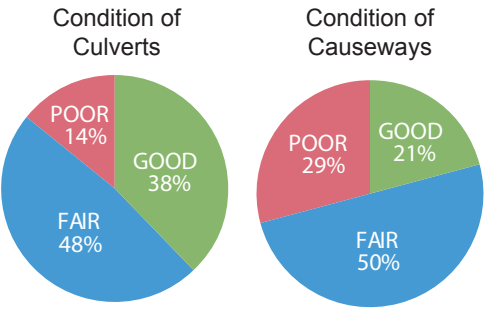
- x Load limited
- x Abutment poor or failing
- x Loose tie downs
- x Significant decking wea
- x Advanced deterioration of timber or concrete



Rural drainage, causeways and culverts

Council currently maintains 85 causeways, 80 culverts and 1,311 rural pipes. The majority of the causeways and culverts are in good and fair condition however, 14% of the culverts and 29% of the causeways are in a poor condition. Council currently spends \$303,000 on maintaining rural drainage.

As part of the survey you will be asked if you think Council should be spending more, less or the same amount on rural drainage, causeways and culverts.



GOOD CONDITION

- ✓ None to low cracking/spalling
- ✓ Barrel blockage 0-5%
- ✓ Waterway flows through designed openings

FAIR CONDITION

- Low to moderate cracking/spalling
- Barrel blockage 6-10%
- Low to moderate scour holes

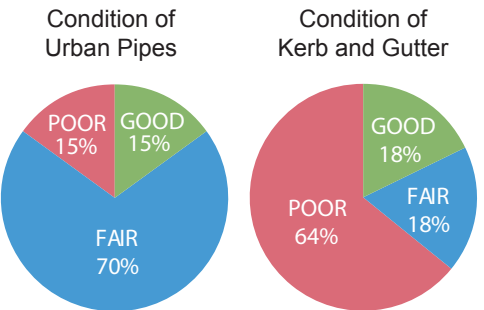
POOR CONDITION

- x Extensive cracking/spalling
- x Barrel blockage >40%
- x Pipe partially collapsed
- x Embankment failure and major scour holes

Urban stormwater

Council currently maintains 243km of kerb and gutter, 106km of pipes and 2,048 pits. Council currently spends approximately \$430,000 on urban drainage. Most of our road drainage is rated fair. However, much of the road drainage network in fair condition would need additional maintenance and renewal work to prevent it from degrading to a poor condition.

As part of the survey you will be asked if you think Council should be spending more, less or the same amount on urban stormwater.



GOOD CONDITION

- ✓ No concrete deterioration
- ✓ No pipe movement
- ✓ Clear approaches and entrances

FAIR CONDITION

- Minor cracking
- Minor pipe movement
- Moderate blockage

POOR CONDITION

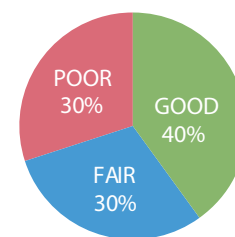
- x Severe deterioration and movement
- x Significant crackin
- x Significant blockag

Bus shelters

Council currently maintains 40 bus shelters with 40% good and 30% fair. However, there are 30% in a poor condition which require replacing and many also require work to bring them up to the Disability Access standards by 2020. We spend approximately \$1,680 per year on maintenance.

As part of the survey you will be asked if you think Council should be spending more, less or the same amount on bus shelters.

Condition of Bus Shelters



GOOD CONDITION

- ✓ Structure in good condition
- ✓ Seating has no snag points/hazards
- ✓ Vegetation contained
- ✓ Surface is non slip and flat



FAIR CONDITION

- o Low to moderate amount of corrosion/rot in structure
- o Vegetation not contained
- o Surface has minor cracking/slip hazards



POOR CONDITION

- x Structure severely corroded/rotten
- x Seating has severe snag points/hazards
- x Overgrown vegetation
- x Surface has trip hazards/low traction

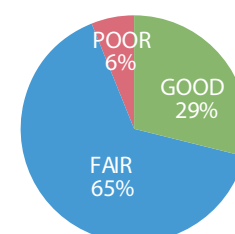


Community buildings

Council currently maintains 97 community buildings including the Cavanbah Centre, community halls, libraries, sports facilities, emergency services sheds, and a preschool. The majority are in a fair and good condition with 6% considered to be in a poor condition. However, half of the buildings need additional maintenance and replacement of major components such as roofs, internal finishes and services in order to prevent them from slipping into a poor condition. Council currently spends around \$1.2 million per year on community building maintenance and capital costs.

As part of the survey you will be asked if you think Council should be spending more, less or the same amount on community buildings.

Condition of Community Buildings



GOOD CONDITION

- ✓ Good overall appearance
- ✓ Meets all levels of compliance e.g. Disability Access compliance
- ✓ Good functionality and capacity



FAIR CONDITION

- o Fair overall structural condition
- o Moderate functionality and capacity
- o Not 100% Disability Access compliant



POOR CONDITION

- x Poor overall structure
- x Major components require replacement
- x Not functioning to capacity
- x Aesthetically poor
- x Not 100% Disability Access compliant

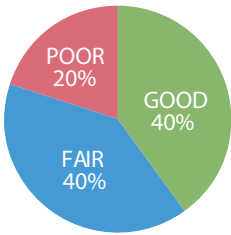


Public amenities

Council currently maintains 20 public amenities. The majority are in good and fair condition. However, 20% are in a poor condition which requires high maintenance. Council would like to consider capital replacement of poor public amenities to reduce the whole of life costs. Council currently spends approximately \$800,000 per year (\$326,000 of which is on cleaning) on public amenity maintenance and capital costs.

As part of the survey you will be asked if you think Council should be spending more, less or the same amount on public amenities.

Condition of Public Amenities



GOOD CONDITION

- ✓ Good overall appearance
- ✓ Meets all levels of compliance e.g Disability Access compliance
- ✓ Good functionality and capacity



FAIR CONDITION

- o Fair overall structural condition
- o Fair appearance
- o Moderate functionality and capacity
- o Not 100% Disability Access compliant



POOR CONDITION

- x Poor overall structure
- x Major components require replacement
- x Not functioning to capacity
- x Aesthetically poor
- x Not 100% Disability Access compliant

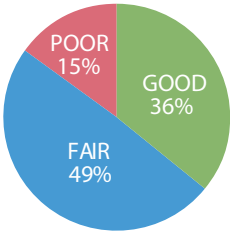


Playgrounds and park furniture

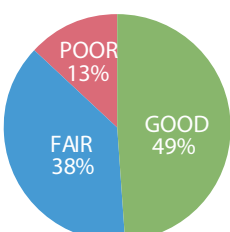
Council currently maintains 123 playground equipment items, 59 shelters, 53 recreation facilities (e.g. courts and fields), 313 sports and park light poles, 21 grandstands, 15 km of fences and 453 park furniture items (tables, chairs, drink fountains, and bike racks). Combined they average 43% good, 44% fair and 14% poor condition. Council spends approximately \$500,000 on park facilities maintenance and capital costs per year. The poor condition assets require renewal and additional maintenance is also required to prevent fair condition assets from degrading to a poor condition.

As part of the survey you will be asked if you think Council should be spending more, less or the same amount on on playgrounds and park furniture.

Condition of Play Equipment



Condition of Park Furniture



GOOD CONDITION

- ✓ Good overall appearance
- ✓ Little cracking or wearing points
- ✓ Softfall in place
- ✓ Good functionality and capacity



FAIR CONDITION

- o Minor cracking
- o Minor wear
- o Moderate functionality and capacity



POOR CONDITION

- x Moderate to high deterioration and cracking
- x Graffiti
- x Snag point and not functioning to capacity
- x Aesthetically poor



Funding our future

Council maintains a vast network of community assets such as roads, bridges, footpaths, stormwater drainage, community buildings, public amenities and park facilities.

In 2014 the NSW State Government initiated its *Fit for the Future* local government reform program. In preparing our *Fit for the Future* submission, which demonstrated our plan to achieve long term financial sustainability, we identified a gap in the funding required to keep community assets in an acceptable condition.

There is no easy solution to addressing this funding gap. Put simply, if we do not address this funding gap, our community assets will deteriorate further, and in the future more will become unusable.

Council wants to understand from the community how we should prioritise expenditure on our different asset types. We need a clear direction for future spending, based on the community's views on acceptable asset conditions.

This is why we need your thoughts on the option of investing more in the maintenance and renewal of our community assets and how this additional investment should be funded.

Which community assets should have increased funding?

We believe that increased funding is required for the following assets.

- Transport (sealed roads, unsealed roads, footpaths/ cycleways, bridges/footbridges, bus shelters and urban stormwater)
- Rural drainage
- Public amenities
- Park facilities - playgrounds and park furniture
- Community buildings

What future funding levels do we need?

The table below shows the average amount of funding allocated each year (from 2011-2015), towards renewal and maintenance work across our different types of community assets.

Increasing the level of funding for these assets would allow us to renew those which are currently in a poor condition and maintain existing infrastructure. It would also ensure that the number of assets in poor condition does not continue to grow. It is essential that our community assets are safe, in working order and meet community expectations.

When you are recontacted by our research company Micromex, you will be asked to consider how you would prioritise expenditure on our differing asset types. The table below is one option to increase funding on the differing assets.

Your help in participating in the short telephone survey about community assets with our appointed research company Micromex, will be greatly appreciated in helping us prioritise our infrastructure program and funding our future.

ASSET TYPE	2011 - 2015 Maintenance & Renewal Budget (per annum)	INCREASED Maintenance & Renewal Budget (per annum)	Percentage per annum	What the funding option looks like each year for the next four years			
				Year 1	Year 2	Year 3	Year 4
Transport	\$6,500,000	\$1,226,100	19%	\$7,726,100	\$9,084,800	\$10,594,400	\$12,271,300
Urban Stormwater	\$430,000	\$20,000	5%	\$450,000	\$472,500	\$496,000	\$520,800
Rural Drainage	\$303,000	\$17,000	6%	\$320,000	\$339,000	\$359,000	\$381,000
Building and Public Amenities	\$2,000,000	\$200,000	10%	\$2,200,000	\$2,420,000	\$2,662,000	\$2,928,000
Parks and Open Space	\$500,000	\$10,000	2%	\$510,000	\$525,000	\$545,000	\$570,000



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Mullumbimby NSW 2482

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P: 02 6626 7000
W: www.byron.nsw.gov.au

If you would like a larger print copy of this information, please phone Council on 6626 7320 and we will send one out.

Byron Shire Council

Asset Management

Prepared by: Micromex Research
Date: September 2016



#E2016/85779

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Background



Methodology & Sample

Background

Byron Shire Council wished to conduct community consultation in order to identify and inform their long-term management/resourcing strategies for the assets of the LGA.

Research Objectives

Specifically the research quantitatively explored:

- Level of current investment, relative priority and satisfaction of key community assets
- Understanding support for Council's funding position in regards to key asset areas
- Identifying any community endorsed revenue options for Council to explore in order to address funding requirements

Data collection

Micromex Research, together with Byron Shire Council, developed the questionnaire.

Research Design

This study consisted of a three-stage methodology:

- Stage 1: Initial recruitment of 603 Byron Shire residents via a random phone survey, collection of several 'pre' measures
- Stage 2: Mail-out by Council of a brochure explaining the various asset management options
- Stage 3: Recontact telephone interviews with 403 of the initial 603, collection of numerous 'post' measures

Methodology & Sample

Data collection and Sampling

Participants were recruited to take part in the survey via telephone interviews in August. To improve sample efficacy, this included respondents without landlines and 18-49 y/o sourced from our recruitment panel.

The call-back interview was conducted between the 29th August – 6th September 2016.

- A sample size of 603 provides a maximum sampling error of plus or minus 4.0% at 95% confidence.
- A sample size of 403 provides a maximum sampling error of plus or minus 4.9% at 95% confidence.

For the call-back survey the greatest margin of error is 4.9%. This means for example, that an answer 'yes' of 50% to a question could vary from 45% to 55%. As the raw data has been weighted to reflect the real community profile of Byron Shire Council, the outcomes reported here reflect an 'effective sample size'; that is, the weighted data provides outcomes with the same level of confidence as unweighted data of a different sample size. In some cases this effective sample size may be smaller than the true number of surveys conducted.

Interviewing

603 of respondents were selected by means of a computer based random selection process using the electronic White Pages and/or number harvesting. They were then recontacted to undertake the recruitment survey.

In the follow up survey n=403 residents were recontacted to take part.

Data analysis

The data within this report was analysed using Q Professional.

Percentages

All percentages are calculated to the nearest whole number and therefore the total may not exactly equal 100%.



Interviewing was conducted in accordance with
the AMSRS Code of Professional Behaviour

Sample Profile



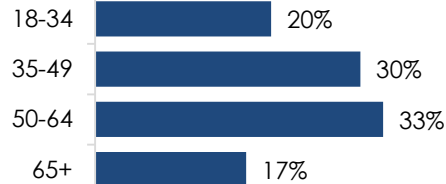


Sample Profile

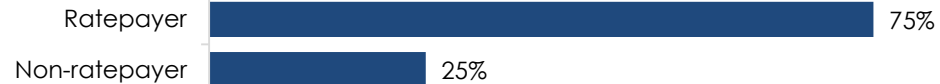
Gender



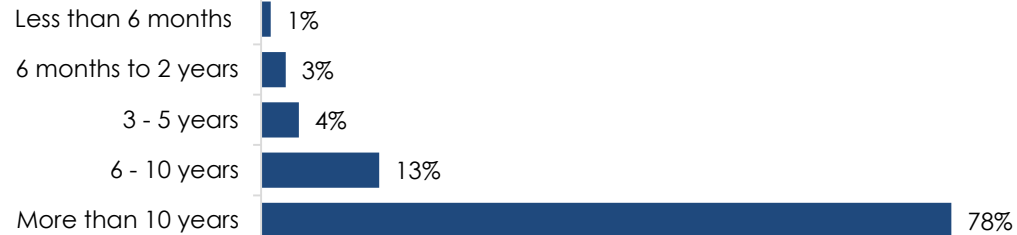
Age



Ratepayer status



Time lived in the area



Area lived in



0% 20% 40% 60% 80% 100%

The sample was weighted by age and gender to reflect the 2011 ABS community profile of Byron Shire Council

Summary



Summary

At an overall level, residents are satisfied with the current quality of assets in the Byron Shire Council area, with 7 in 10 indicating they are at least 'somewhat satisfied', however only 1% of residents **committed** to the top response of 'very satisfied', indicating an opportunity for Council to improve the community's satisfaction with assets.

94% of residents indicated it is at least 'important' for Council to implement plans and strategies that will maintain and enhance infrastructure and facilities for the Byron Shire.

All asset classes were seen to be priorities and there is clear community support for Council to increase investment.

Once advised, the majority indicated they were at least somewhat supportive of Council's proposed funding increases across the areas of 'transport' (95%), 'rural drainage' (92%), 'playground and park furniture' (91%), 'urban stormwater' (90%), and 'buildings and public amenities' (88%).

In order to generate the funds required for increasing investment, 88% supported the identification of organisational improvements to increase efficiency, and over half supported the selling of community assets .

Overall satisfaction with Council significantly increased between the recruitment and recontact interviews, perhaps as residents felt Council was listening to them and providing an opportunity for community input.



Key Findings



Dashboard of Key Findings

Top 3 Priorities



92% - Local roads - urban sealed



82% - Public toilets



77% - Local roads - rural sealed

Base: N=603

Satisfaction with Assets



Highest Satisfaction
Community Buildings
Mean rating: 3.33

Lowest Satisfaction
Local roads - urban sealed
Mean rating: 2.13



Base: 402
Scale: 1 = not at all satisfied, 5 = very satisfied

Council Investment

More investment - Top 3

Pre Information Pack

Post Information Pack



0.83 - Local roads - urban sealed



0.86 - Sealed roads



0.79 - Local roads - rural sealed



0.60 - Unsealed roads



0.78 - Public toilets



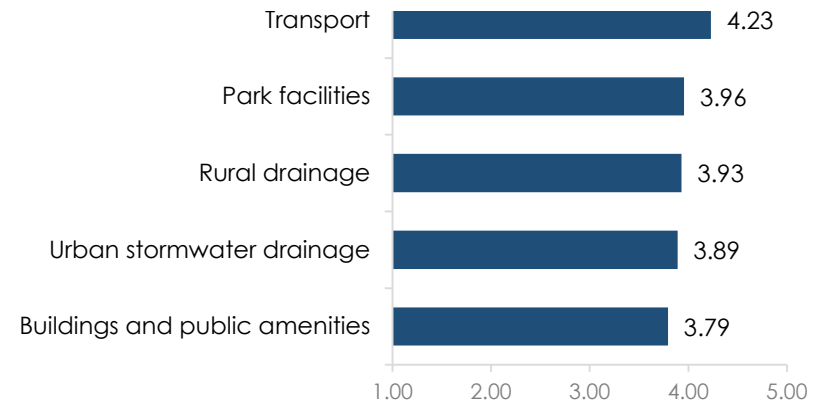
0.54 - Public amenities

Base: N=603

Base: N=403

Scale: -1 = less investment, 1 = more investment

Support for Funding



Base: 403
Scale: 1 = not at all supportive, 5 = very supportive

Asset Management - Priority Mapping

(Priority, Satisfaction and Investment)

The following slide is a 3 dimensional mapping of the 'position' of the 11 asset areas that residents were asked to rate as a priority, their satisfaction with these areas, and the level of investment they feel should be applied. The inputs in the map use the data from the recruitment survey.

Priority is mapped on the vertical axis, and satisfaction is mapped on an 'inverted' horizontal axis – by 'inverted' we mean it runs from highest at left to lowest at right. The size of the bubble indicates the level of investment that residents would like spent in each area. This investment mean is also used to colour code the measures into three investment groups:

- 'Gold' investment (significantly above the average required investment)
- 'Silver' investment (within standard error of the average required investment)
- 'Bronze' investment (significantly below the average required investment)

Summary

All assets are priorities, however from a relative perspective 'sealed roads', both urban and rural, and 'public toilets' are the highest priorities, they provide the lowest levels of satisfaction and are perceived to require the largest increase in investment.

'Footpaths and cycleways' is another high priority asset that resulted in low levels of satisfaction and requires an above average increase in investment, whilst 'playgrounds and parks' is also a high priority, but has a relatively higher level of satisfaction with its performance, and requires only an average investment increase.

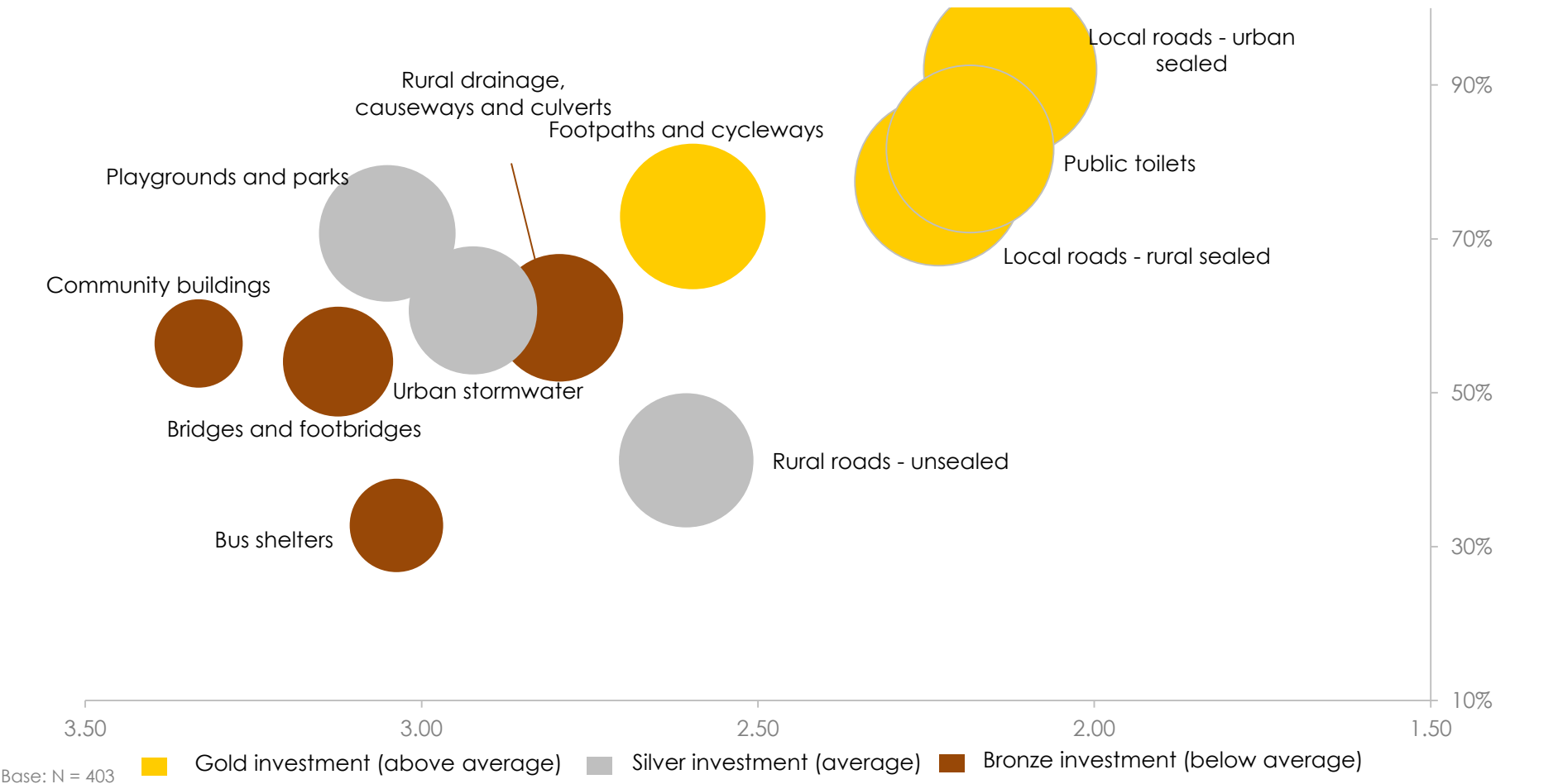
The other mapped assets are providing relatively stronger levels of satisfaction, however all are seen to need some increase in council investment, even those with the lowest relative level of priority.

There is clear community support for Council to increase investment, albeit to different relative levels, across all the asset classes

Priority, Satisfaction & Investment

Prior to receiving the information pack

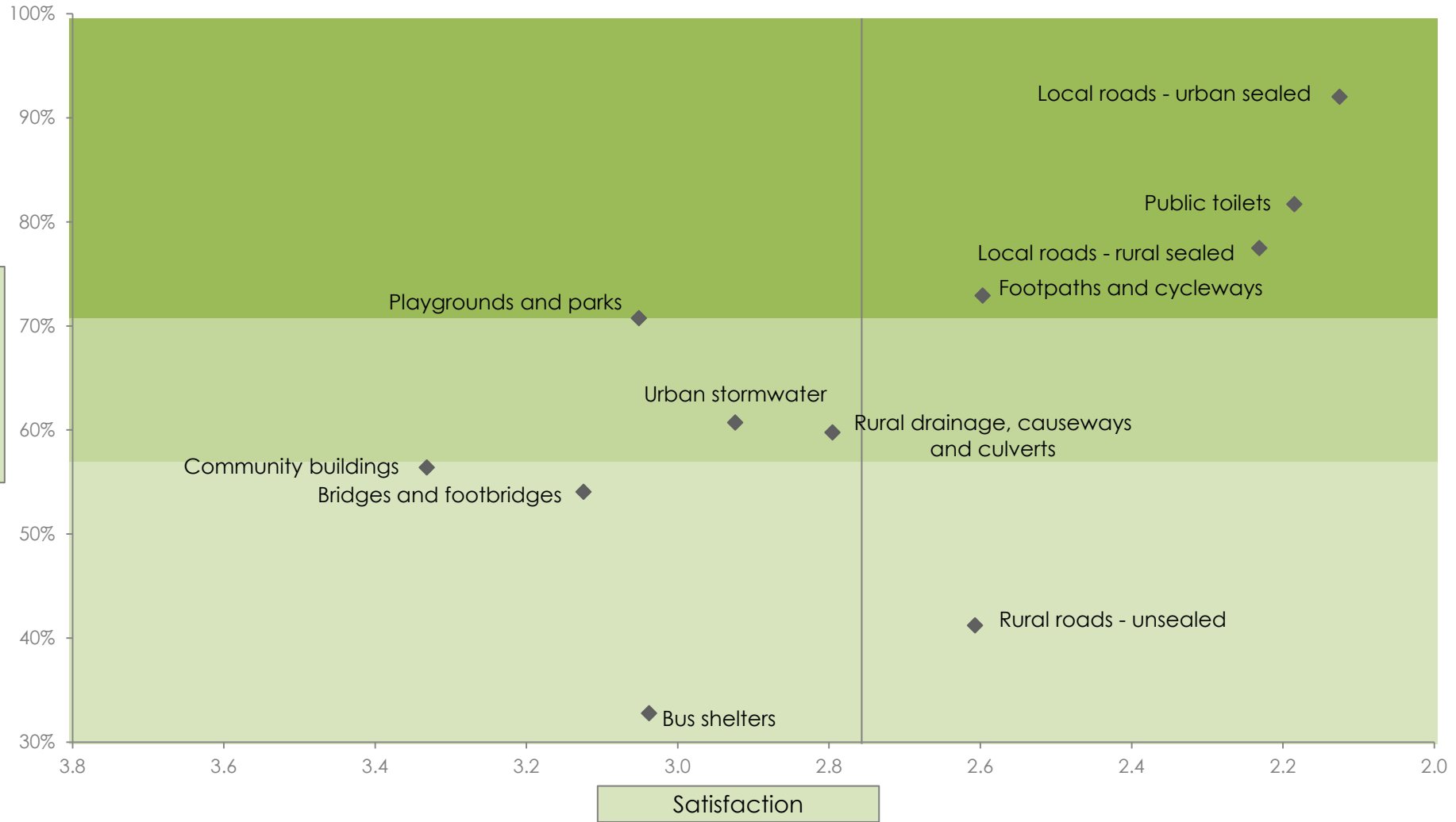
Q1. Thinking of the following types of council asset for each of these could you please indicate which of the following assets are a priority for you, how satisfied you are with the performance of that asset, and whether Council should invest less, the same, or more than they currently spend/resource for on each?



Sealed roads and public toilets were the areas that residents considered the highest priorities, were least satisfied with, and regarded as the most in need of investment.

Priority vs Satisfaction

Q1. Thinking of the following types of council asset for each of these could you please indicate which of the following assets are a priority for you and how satisfied you are with the performance of that asset?



This chart presents the priorities divided into high, medium and low, with the satisfaction divided at the mean of 2.67.

Summary Of Key Outcomes

	Priority	Satisfaction	Pre – invest Increase*	Post - invest Increase*
Local roads - urban sealed	92%	2.13	0.83	0.86
Public toilets	82%	2.18	0.78	0.54
Local roads - rural sealed	77%	2.23	0.79	0.86
Footpaths and cycleways	73%	2.60	0.59	0.36
Playgrounds and parks	71%	3.05	0.52	0.29
Urban stormwater	61%	2.92	0.46	0.53
Rural drainage, causeways and culverts	60%	2.80	0.45	0.44
Community buildings	56%	3.33	0.22	-0.04
Bridges and footbridges	54%	3.12	0.34	0.50
Rural roads - unsealed	41%	2.61	0.50	0.60
Bus shelters	33%	3.04	0.24	0.39

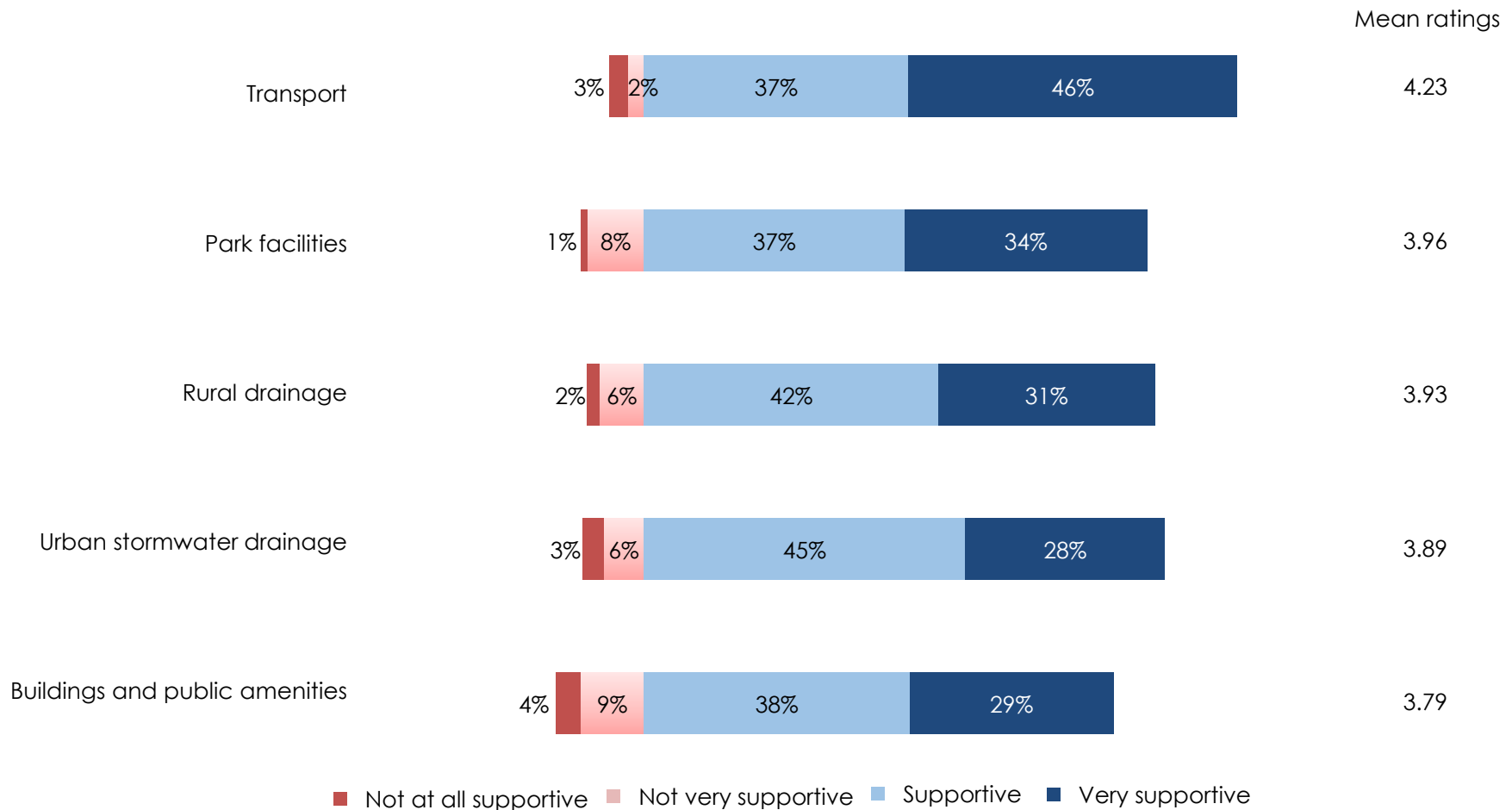
Base: N=602/401

* 'More' is allocated a score of 1, 'Less' is allocated a score of -1. If the resultant Increase score is positive, it indicates more support for increased spending than decreased spending

Even though some declines have been observed in pre versus post investment (red figures in last column above), for the most part there is still the perception that Council needs to put more into all of its assets

Summary of Expenditure Prioritising

Q4. How supportive are you of this level of additional investment in:



Base: N = 403 Scale: 1 = not at all supportive, 5 = very supportive

Detailed Findings

Section 1

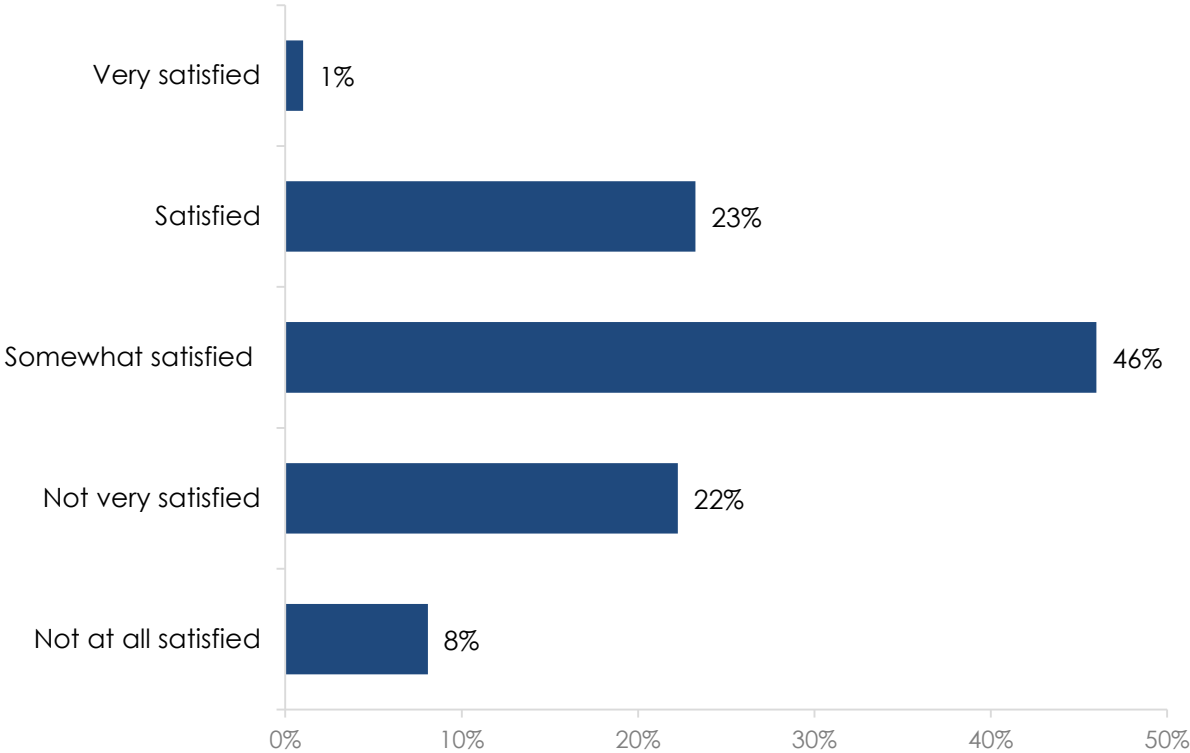
Council's Assets and Funding Levels



Satisfaction with the Quality of Community Assets

Thinking generally about community assets, which include roads, footpaths, cycle ways, bridges, drainage, parks, public buildings, etc.
Q2. Overall, how satisfied are you with the quality of community assets currently provided by Council?

	Overall	Male	Female	18-34	35-49	50-64	65+	Ratepayer	Non ratepayer
Mean ratings	2.86	2.79	2.92	3.04	2.76	2.93	2.68▼	2.78	3.09▲



Base: N = 403

Scale: 1 = not at all satisfied, 5 = very satisfied
▲ ▼ = Significantly higher/lower by group



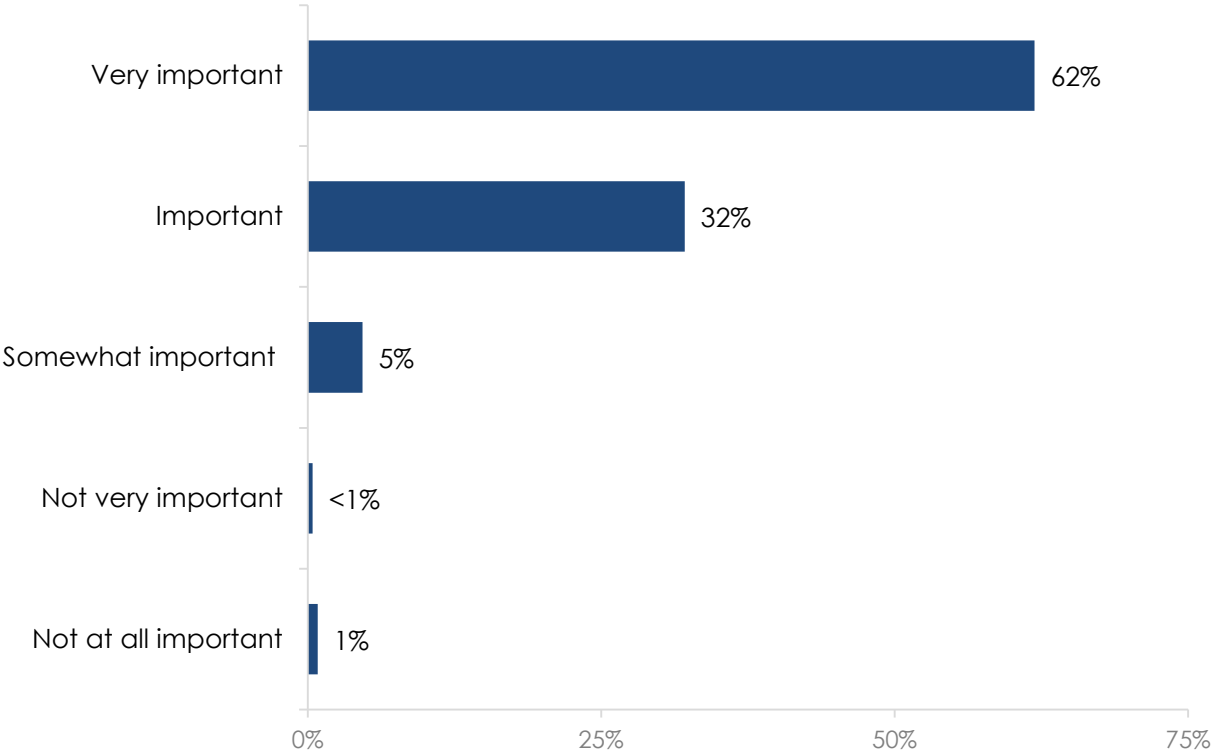
70% of residents were at least 'somewhat satisfied' with the quality of community assets supplied by Council.

Residents aged 65+, and non ratepayers, were significantly less satisfied

Importance of Maintaining and Enhancing Infrastructure

Q6. How important do you believe it is for Council to implement plans and strategies that will maintain and enhance infrastructure and facilities for the Byron Shire LGA?

	Overall	Male	Female	18-34	35-49	50-64	65+	Ratepayer	Non ratepayer
Mean ratings	4.54	4.55	4.53	4.38	4.52	4.66▲	4.53	4.57	4.44



Base: N = 403

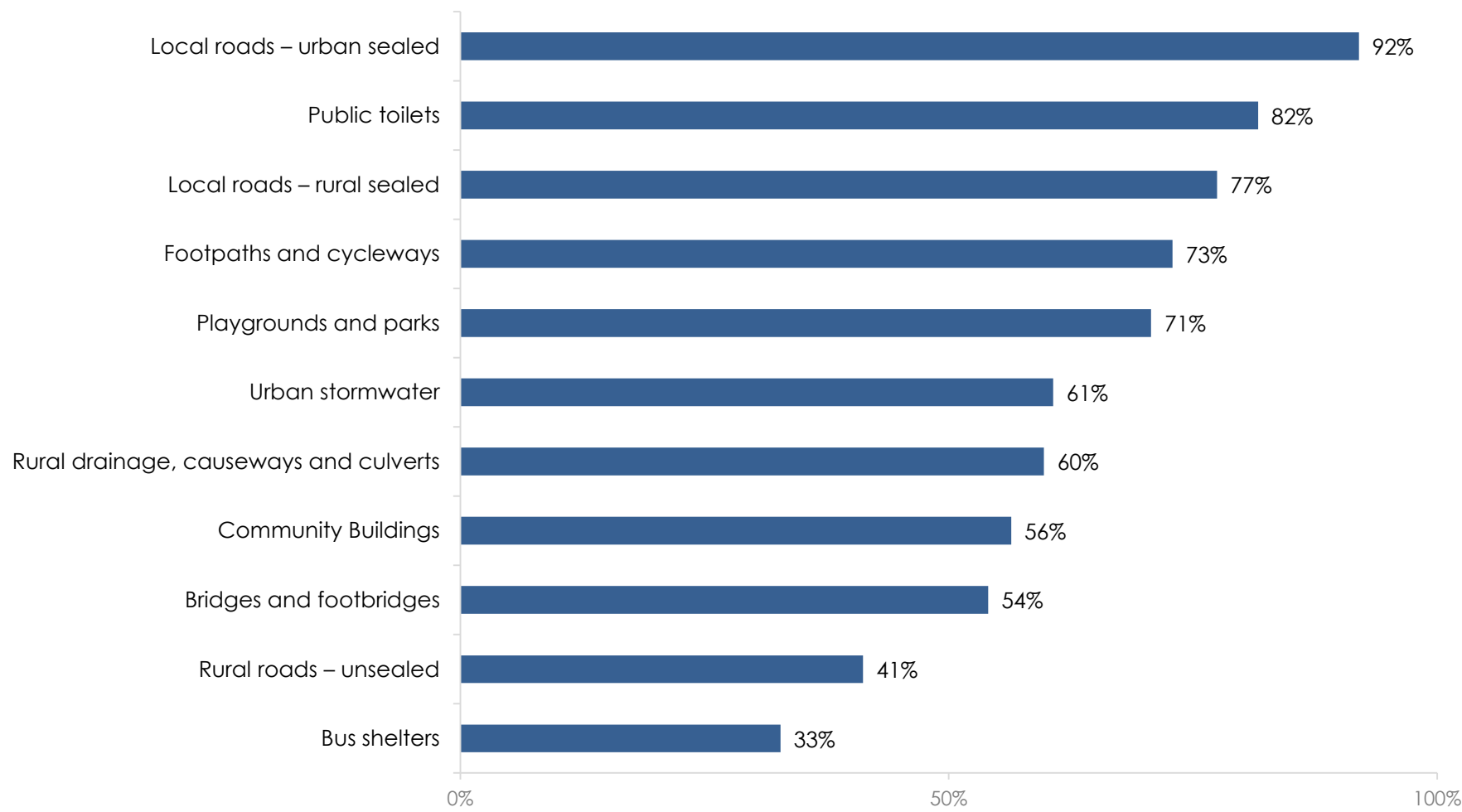
Scale: 1 = not at all important, 5 = very important
▲ ▼ = Significantly higher/lower by group




Almost two-thirds of residents gave the highest score of 'very important' regarding Council implementing plans and strategies to maintain and enhance infrastructure and facilities. Less than 2% did not consider it important **Combined Attachments Page 121**

Priority Assets – Hierarchy of Results

Q1. Thinking of the following types of council asset, for each of these could you please indicate which of the following assets are a priority for you?



Base: N = 603



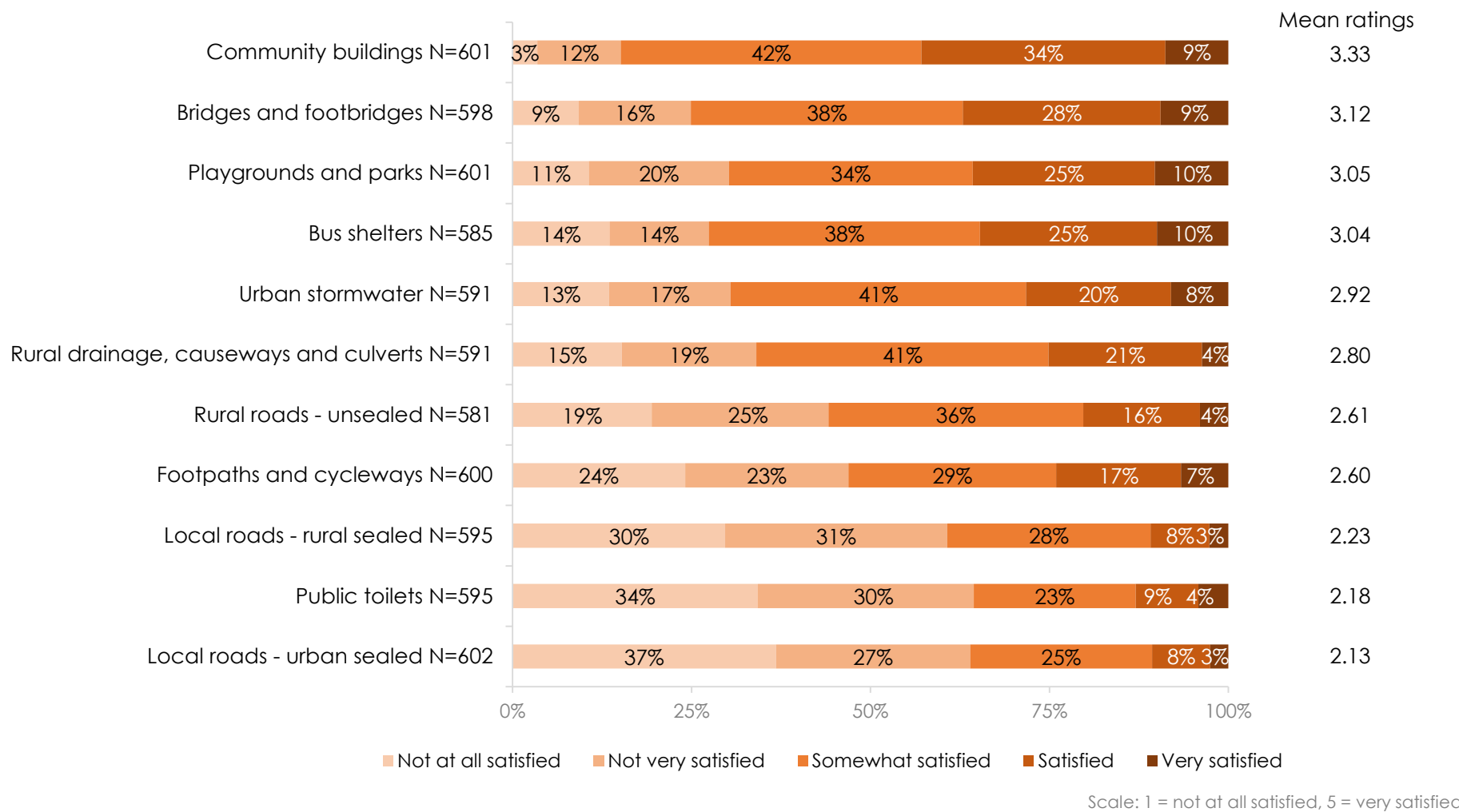
Sealed roads were rated as highly, with 92% rating urban roads and 77% rating rural roads as priorities.

With the exception of ‘unsealed roads’ and ‘bus shelters’, at least half of the community rated each of the assets a priority

Combined Attachments Page 122

Satisfaction with Current Assets

Q1. Thinking of the following types of council asset, for each of these could you please indicate how satisfied you are with the performance of that asset?



Residents' satisfaction with the current council assets was in the range 'not very satisfied' to 'somewhat satisfied', with sealed roads and public toilets received the lowest rating.

Statements Supplied Prior to Question

In the recall survey, before being asked whether they thought Council should invest 'more', 'the same', or 'less' in the following assets, residents were read the appropriate explanation as follows:

Sealed roads Council is responsible for 501km of sealed roads which costs \$5.9 million per year to maintain and renew. Generally, our roads are in a fair to poor condition.

Unsealed roads Council currently spends \$412,000 each year to maintain 95km of unsealed roads in the Shire. Our unsealed roads are mainly classed to be in a fair to poor condition. Many unsealed roads need additional maintenance and/or replacement to keep them trafficable.

Footpaths and cycle ways Council currently spends \$116,000 each year to maintain 81km of footpaths and cycle ways. Currently the majority are classed to be in a fair to good condition, however, some footpaths currently in fair condition need additional maintenance and replacement work to ensure they do not deteriorate into a poor and unsafe condition.

Bridges and footbridges The majority of our 30 bridges and 11 footbridges are rated as being in a fair to good condition. However, 17% of road bridges are poor, with load limits and one is closed. Council currently spends approximately \$67,000 per year on these bridges.

Rural road drainage Most of our rural drainage is rated fair, however, 29% of causeways are in poor condition and need additional maintenance or replacement work undertaken to ensure functionality and capacity. Council currently spends approximately \$303,000 on rural road drainage.

Urban stormwater Most of our urban stormwater pipes and pits are rated fair, however, much of our kerb and guttering is poor and needs replacement. Council currently spends approximately \$430,000 on road drainage.

Bus shelters Our bus shelters are generally in evenly good, fair and poor condition. Many bus shelters need replacing and bringing up to disability access standards. Council currently spends approximately \$1,680 per year on bus shelter maintenance.

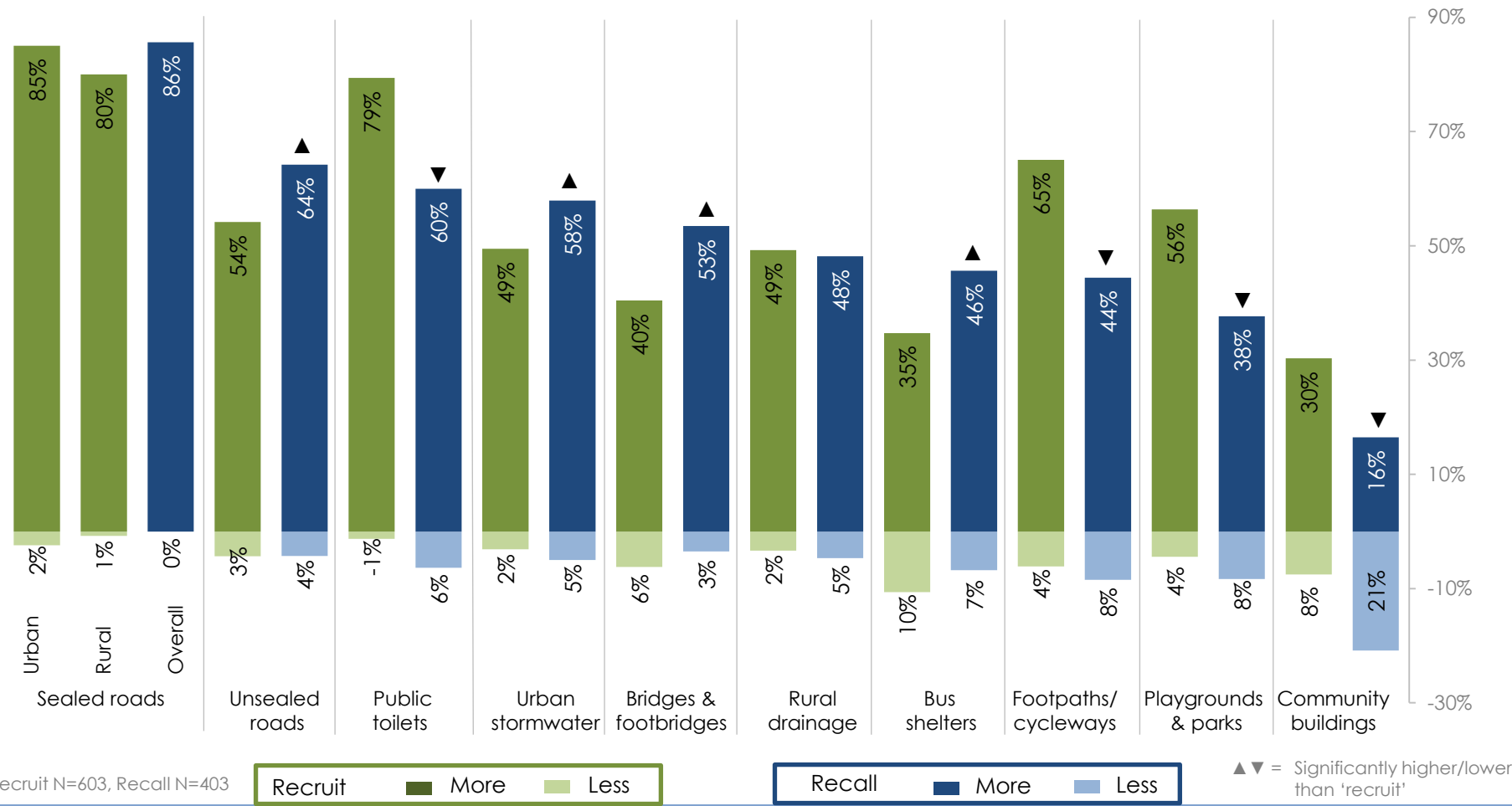
Community buildings Council owns and maintains 97 community buildings. The majority of our community buildings are currently in a fair to good condition. Council currently spends approximately \$1.2 million on buildings.

Public amenities Most of our 20 public amenities are rated fair and good, however, 20% are poor and have high maintenance costs. Council currently spends approximately \$800,000 on public amenities.

Playgrounds and park furniture The majority of our park facilities are in a fair to good condition. Approximately one third of the parks rated in fair condition require additional works to facilities such as playgrounds, fencing, park furniture, and sporting assets. We currently spend approximately \$500,000 on our park facilities.

Residents' Consideration of Council's Investment

- Q1. (Recruit) Thinking of the following types of council asset for each of these could you please indicate whether Council should invest less, the same, or more than they currently spend/resource for on each?
- Q3. (Recall) Thinking about our current spend on public amenities, do you think Council should be investing more, the same or less?



Roads, sealed and unsealed, were the assets that residents felt Council should increase their spending on, whilst after receiving the pack, an additional 13% felt less should be invested in 'community buildings'. After receiving the information pack, residents were significantly more likely to believe more should be invested in 'unsealed roads', 'urban stormwater', 'bridges & footbridges', and 'bus shelters'.

Section 2 – Funding Our Future



Concept Statement

Section 2 – Funding our future

Council wants to understand from the community how we should prioritise expenditure on our different community asset types. We need a clear direction for future spending based on the community's views on what constitutes an acceptable level of asset conditions.

It is essential that we keep our community assets in a safe working order and they meet community expectations. In light of the condition audit and the current levels of infrastructure funding, Council has determined the following asset areas need increased council funding.

Specifically:

- Transport which includes roads, bridges, footpaths, cycle ways, and road drainage
- Urban stormwater drainage
- Rural drainage
- Park facilities
- Buildings and public amenities

Increasing the level of funding for these assets will allow Council to renew those which are currently in a poor condition. It will also ensure that the number of assets in poor condition does not continue to grow.

Please rate your support of Council's proposed investment position on the following assets.

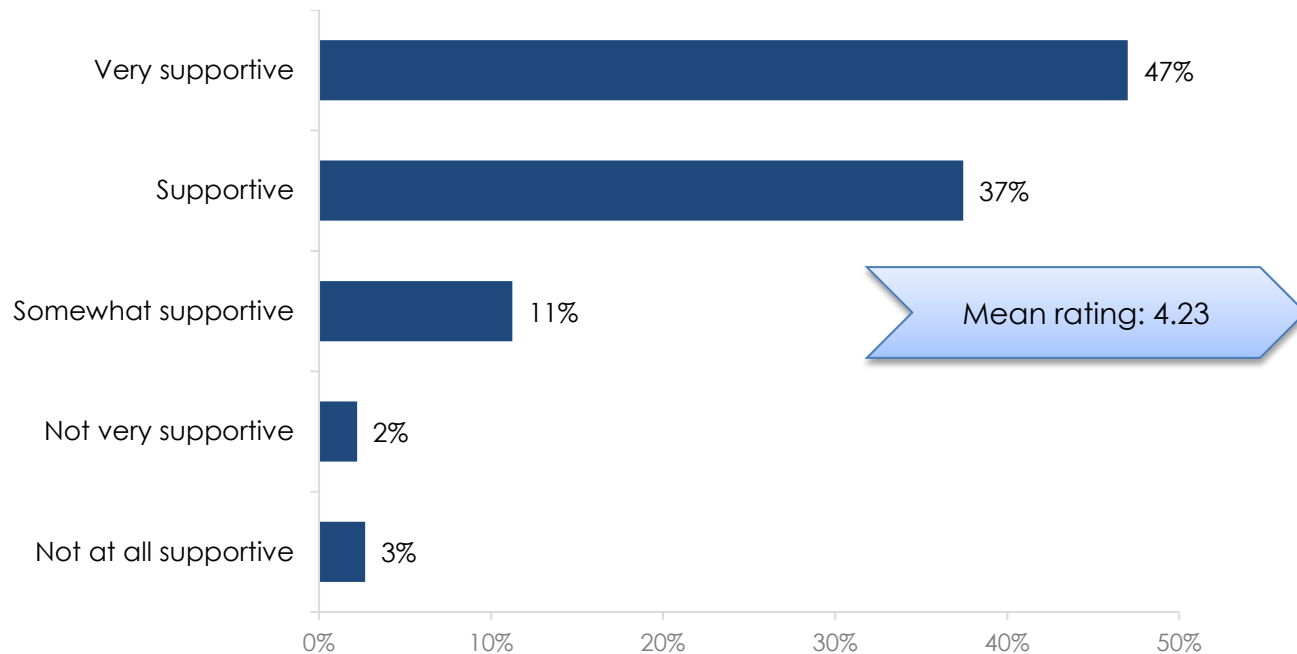


Support for Additional Investment in Transport

Over the next four years, one option would be for Council to increase its annual maintenance and renewal budget for transport from \$6.5 million to \$12.2 million. (Transport includes sealed roads, unsealed roads, footpaths/cycle ways, bridges/footbridges, and bus shelters).

Q4a. How supportive are you of this level of additional investment in transport?

	Overall	Male	Female	18-34	35-49	50-64	65+	Ratepayer	Non ratepayer
Mean ratings	4.23	4.11	4.34	3.81	4.35	4.34	4.28	4.24	4.18



Base: N = 403

Scale: 1 = not at all supportive, 5 = very supportive

▲ ▼ = Significantly higher/lower by group

95% of residents were at least 'somewhat supportive' of Council increasing its budget for transport, with almost half of all residents giving the highest rating of 'very supportive'.

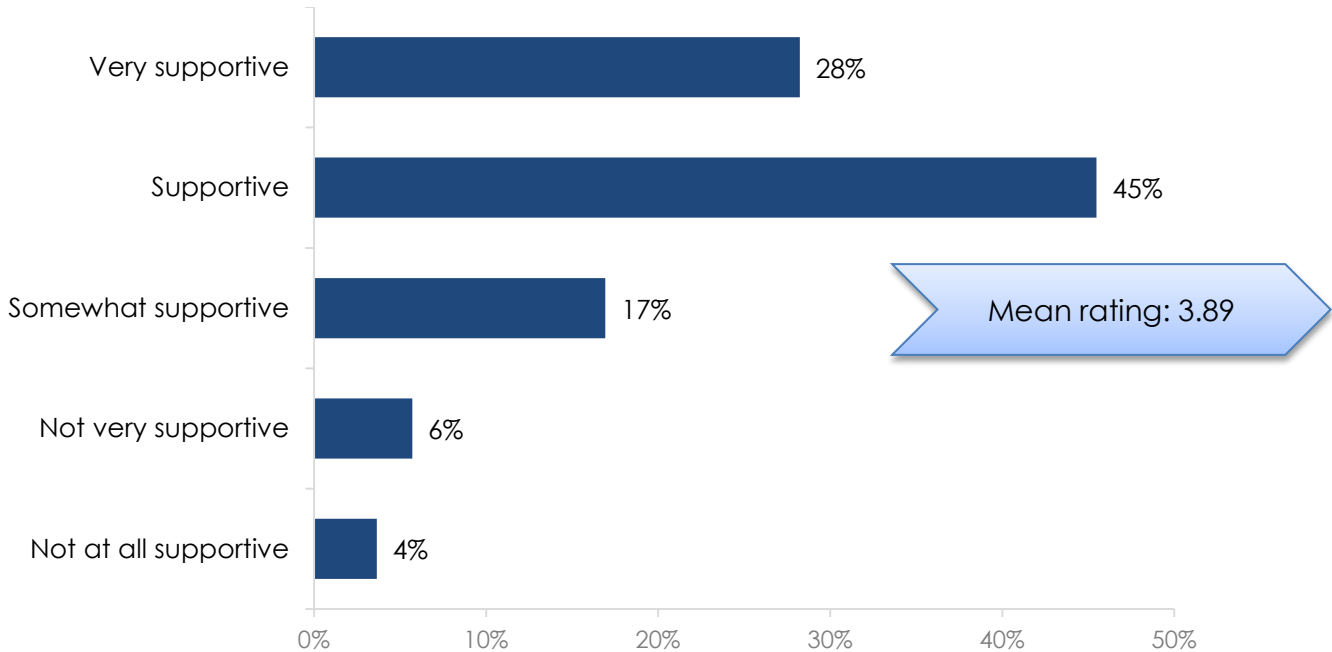
Support for this service was strong across all demographics

Support for Additional Investment in Urban Stormwater

Over the next four years, one option would be for Council to increase its annual maintenance and renewal budget for urban stormwater from \$430,000 to \$520,000.

Q4b. How supportive are you of this level of additional investment in urban stormwater drainage?

	Overall	Male	Female	18-34	35-49	50-64	65+	Ratepayer	Non ratepayer
Mean ratings	3.89	3.87	3.91	3.31▼	3.95	4.13▲	4.00	3.99	3.59



Base: N = 403

Scale: 1 = not at all supportive, 5 = very supportive
 ▲▼ = Significantly higher/lower by group



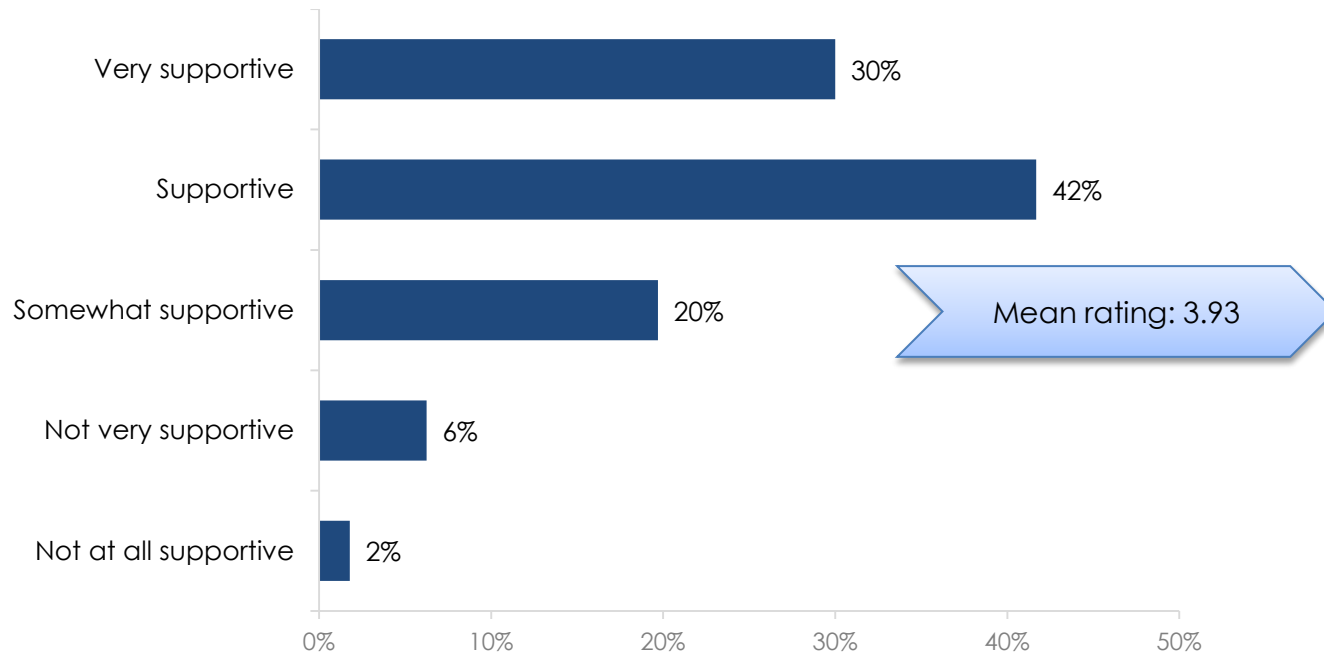
90% of residents were at least ‘somewhat supportive’ of Council increasing its budget for ‘urban stormwater drainage’.

Support for Additional Investment in Rural Drainage

Over the next four years, one option would be for Council to increase its annual maintenance and renewal budget for rural drainage from \$303,000 to \$381,000.

Q4c. How supportive are you of this level of additional investment in rural drainage?

	Overall	Male	Female	18-34	35-49	50-64	65+	Ratepayer	Non ratepayer
Mean ratings	3.93	3.90	3.96	3.71	4.00	4.01	3.91	3.97	3.80



Base: N = 403

Scale: 1 = not at all supportive, 5 = very supportive

▲ ▼ = Significantly higher/lower by group

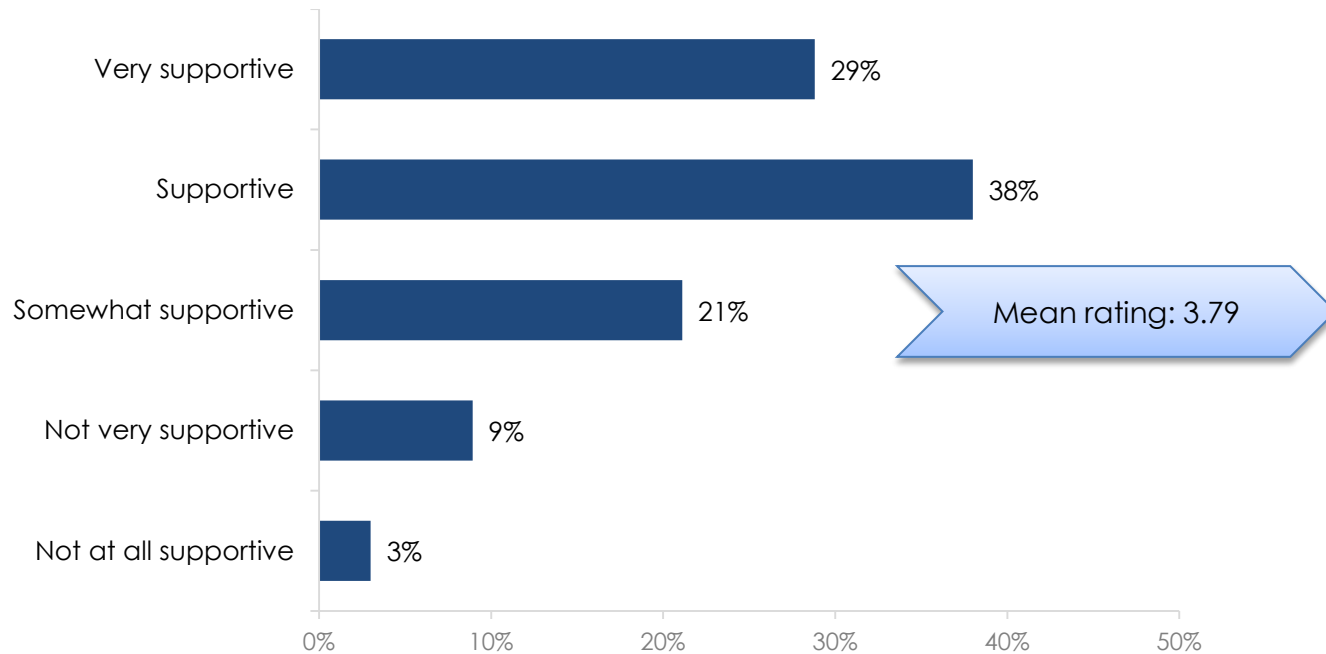
92% of residents were at least 'somewhat supportive' of increasing the budget for 'rural drainage'. This was consistent across the demographics

Support for Additional Investment in Buildings & Public Amenities

Over the next four years, one option would be for Council to increase its annual maintenance and renewal budget for buildings and public amenities from \$2 million to \$2.9 million.

Q4d. How supportive are you of this level of additional investment in buildings and public amenities?

	Overall	Male	Female	18-34	35-49	50-64	65+	Ratepayer	Non ratepayer
Mean ratings	3.79	3.81	3.77	3.29	3.94	3.97	3.78	3.83	3.67



Base: N = 403

Scale: 1 = not at all supportive, 5 = very supportive

▲ ▼ = Significantly higher/lower by group

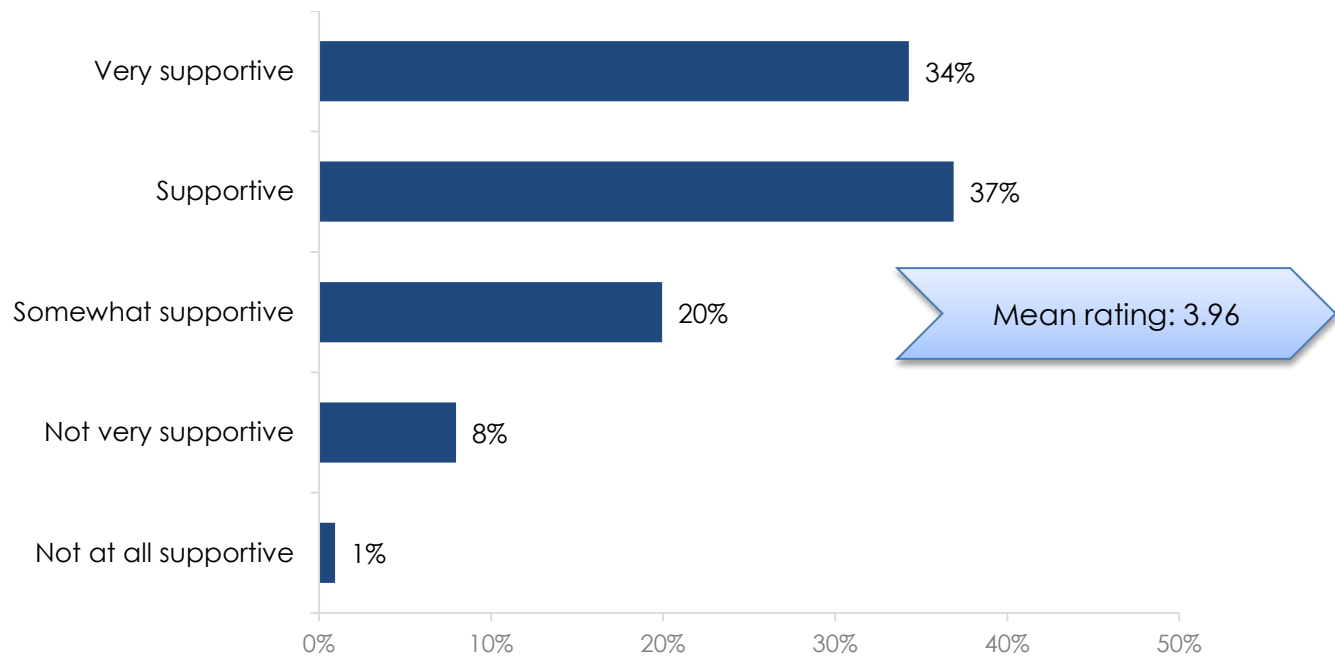
While this option received the lowest level of support amongst the 5 asset classes, still 88% of residents were at least 'somewhat supportive of increasing the budget for buildings and public amenities.

Support for Additional Investment in Playground and Park Furniture

Over the next four years, one option would be for Council to increase its annual maintenance and renewal budget for playgrounds and park furniture from \$500,000 to \$570,000.

Q4e. How supportive are you of this level of additional investment in buildings and park facilities?

	Overall	Male	Female	18-34	35-49	50-64	65+	Ratepayer	Non ratepayer
Mean ratings	3.96	3.91	4.00	4.02	4.14	3.88	3.71 ▼	4.03	3.73



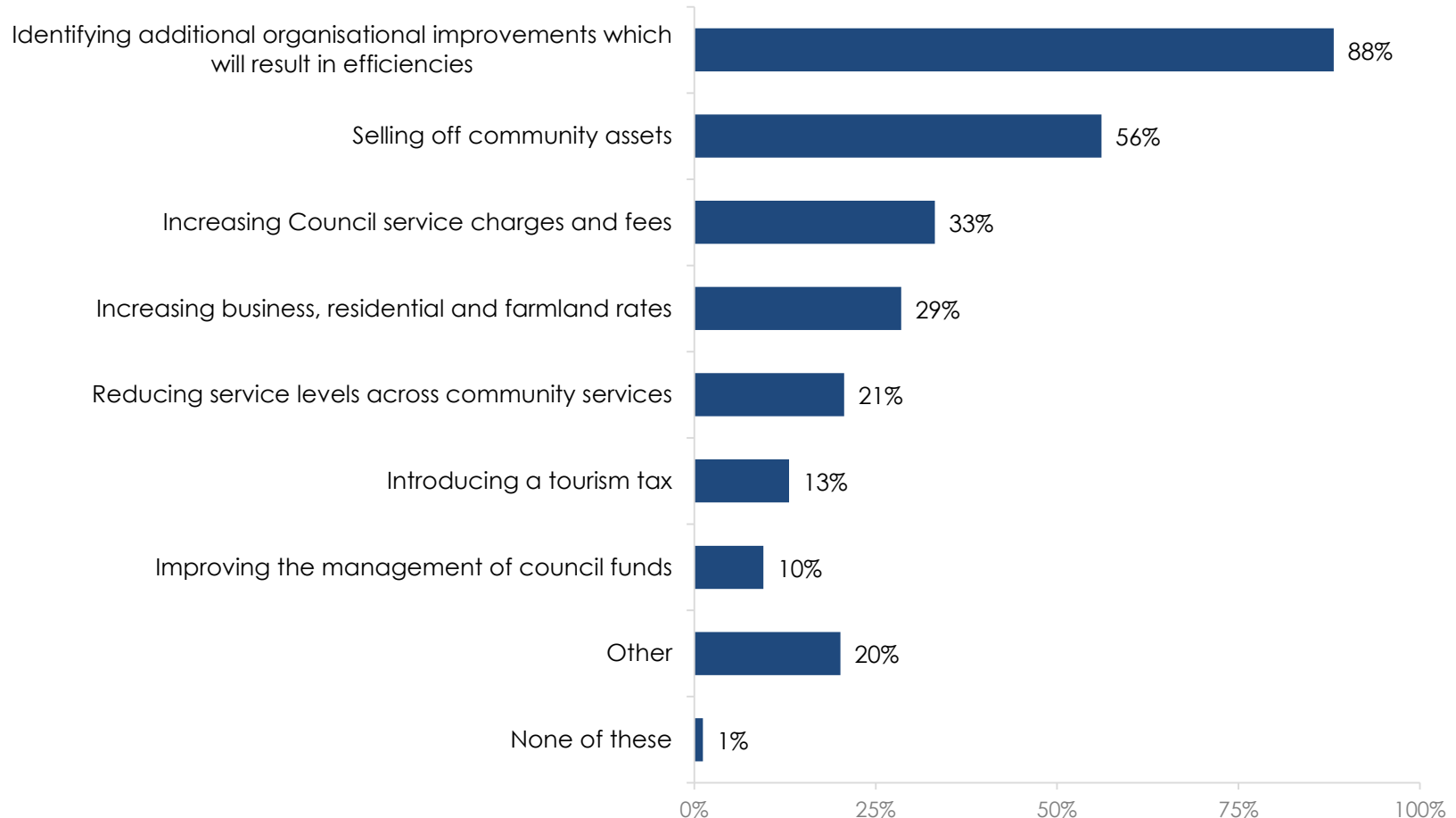
Base: N = 403

Scale: 1 = not at all supportive, 5 = very supportive

▲ ▼ = Significantly higher/lower by group

Preferred Funding Options

Q5. Considering the challenges Council faces with ageing infrastructure, which of the following revenue options would you support Council exploring in order to address funding requirements?



Residents were most supportive of Council investigating ways of improving their organisational skills, along with selling community assets.

Residents were aware of the need for addressing funding requirements, with approximately one-third supporting increasing service charges and fees or increasing rates

Community Consultation

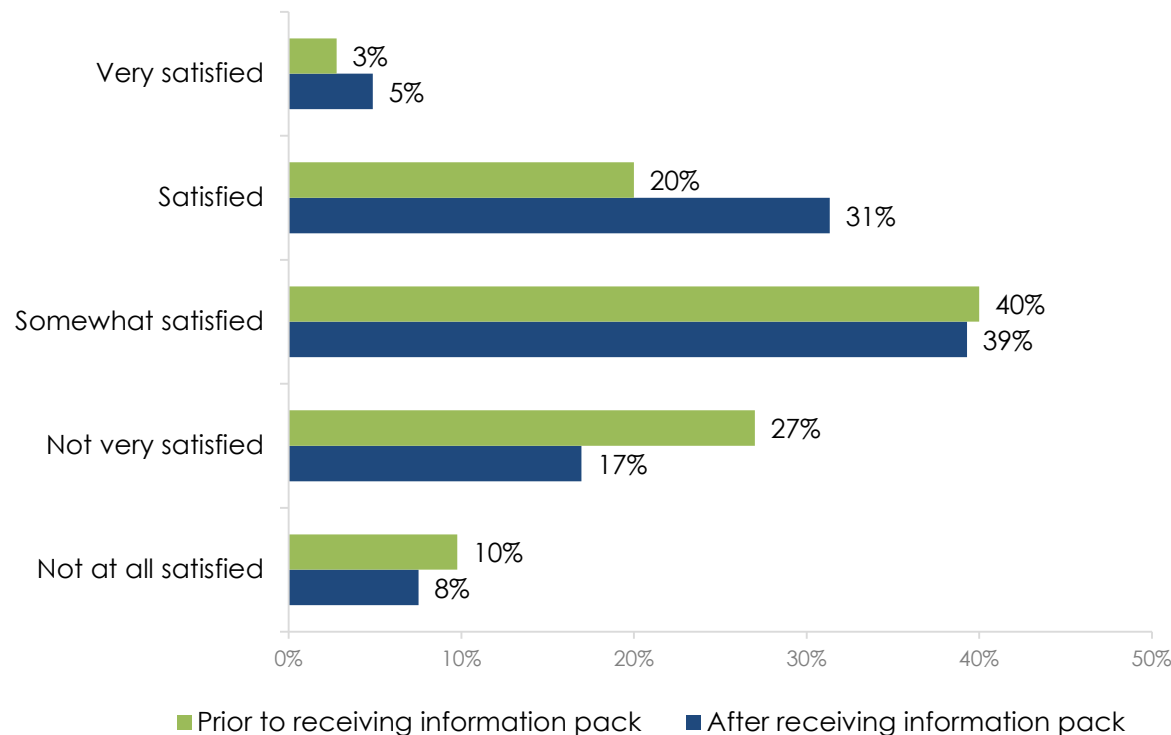


Overall Satisfaction with Council's Performance

Q2 & Q7. In general, how satisfied are you with the performance of Council, and their services, not just on one or two issues but across all responsibility areas?

Mean ratings	Overall	Male	Female	18-34	35-49	50-64	65+	Ratepayer	Non ratepayer
Prior to receiving information pack	2.76	2.71	2.80	2.76	2.87	2.67	2.72	2.69	2.95
After receiving information pack	3.09▲	3.08	3.10	3.22	3.07	3.04	3.06	3.07	3.16

Scale: 1 = not at all satisfied, 5 = very satisfied
▲▼ = A significantly higher/lower compared to 'prior'



NSW LGA BRAND SCORES	Means
Regional	3.22
All of NSW	3.31
Byron Shire – prior	2.76▼↓
Byron Shire - after	3.09▼

Scale: 1 = not at all satisfied, 5 = very satisfied
▲▼ = A significantly higher/lower compared to 'all of NSW'
↑↓ = significantly higher/lower compared to 'regional'

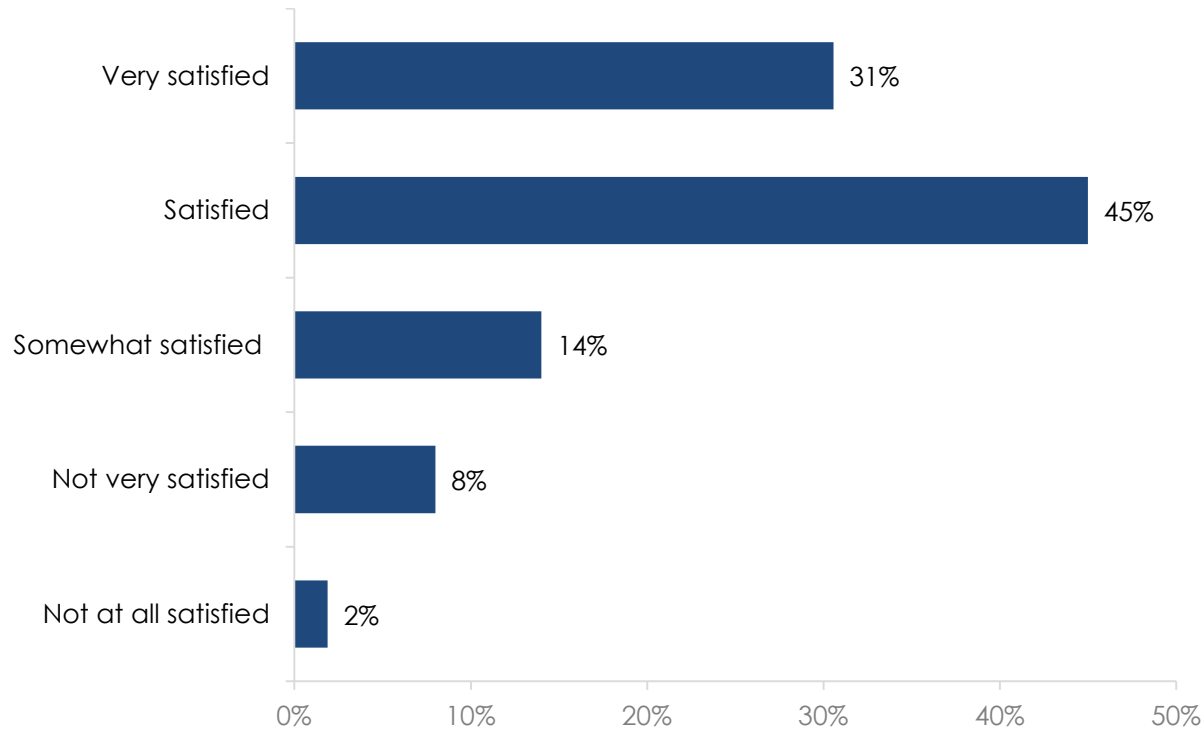
Base: N = 403

Whilst there is room for improvement with residents' overall satisfaction with Council's performance, there was a significant increase after they had received the information pack.

Satisfaction with Consultation

Q8a. How satisfied are you with this community consultation undertaken by Council?

	Overall	Male	Female	18-34	35-49	50-64	65+	Ratepayer	Non ratepayer
Mean ratings	3.94	4.02	3.86	4.00	3.97	3.99	3.72▼	3.92	4.00



Base: N = 403

Scale: 1 = not at all satisfied, 5 = very satisfied
 ▲ ▼ = A significantly higher/lower than the overall

90% of residents were at least 'somewhat satisfied' with this consultation, with 76% of these giving the top 2 ratings of 'satisfied' or 'very satisfied'

Next Steps



Next Steps

The community wants better quality community assets and feel that greater investment is required to deliver this outcome.

Council should look to ensure the community is aware of the increased funding required to maintain the community's asset and communicate some clear options for the future.

Based on these outcomes we recommend that Council develops three scenarios that it can communicate to residents.

1. Maintain rates/Decline in asset quality
2. Increase rates/Maintain asset quality
3. Increase rates/ Improve asset quality



Once these scenarios have been communicated, Council should seek to engage with the community and gather further community input.

Appendix A

Investment Summaries



Local Roads – Urban Sealed

Priority

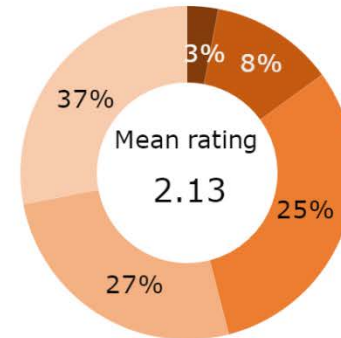


92%

Base: n=603

Satisfaction

Very satisfied
Satisfied
Somewhat satisfied
Not very satisfied
Not at all satisfied

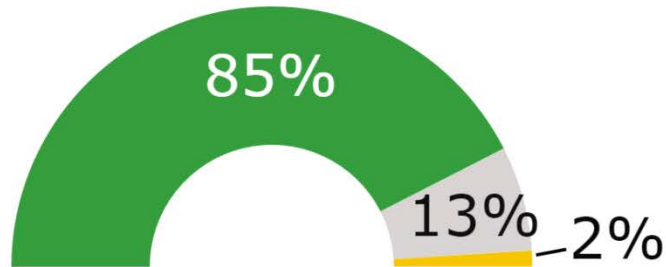


Base: n=602

Scale: 1 = Not at all satisfied/5 = Very satisfied

Council Investment

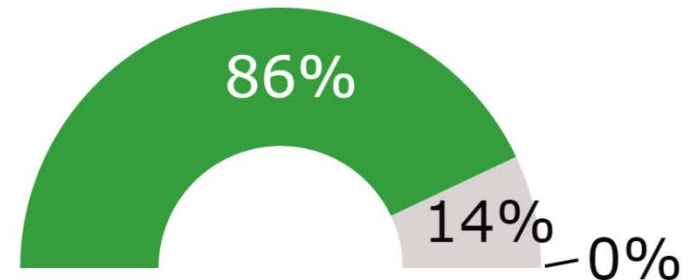
Pre-Information Pack



More Same Less

Base: n=603

Post-Information Pack



More Same Less

Base: n=403

Public Toilets

Priority

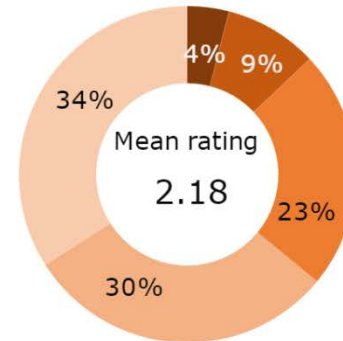


82%

Base: n=603

Satisfaction

- Very satisfied
- Satisfied
- Somewhat satisfied
- Not very satisfied
- Not at all satisfied

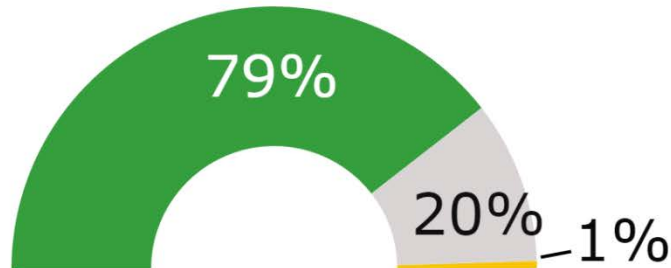


Base: n=595

Scale: 1 = Not at all satisfied/5 = Very satisfied

Council Investment

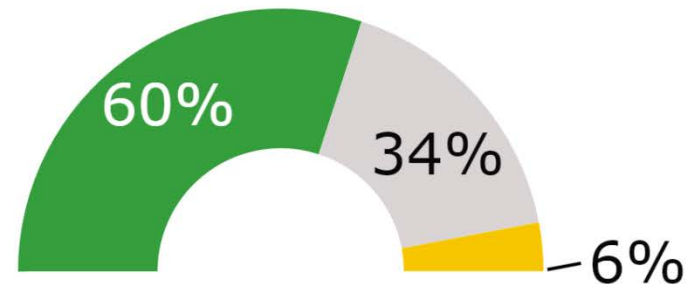
Pre-Information Pack



- More
- Same
- Less

Base: n=603

Post-Information Pack



- More
- Same
- Less

Base: n=403

Local Roads – Rural Sealed

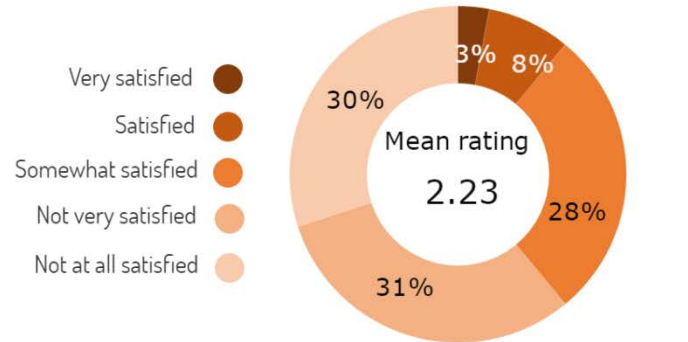
Priority



77%

Base: n=603

Satisfaction

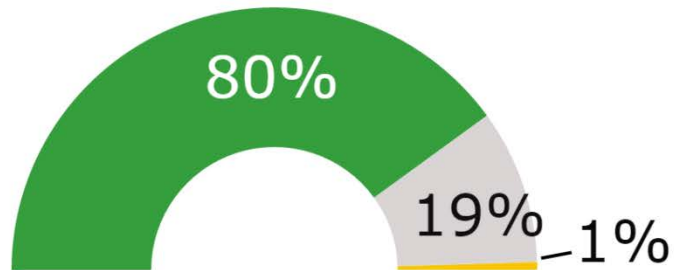


Base: n=595

Scale: 1 = Not at all satisfied/5 = Very satisfied

Council Investment

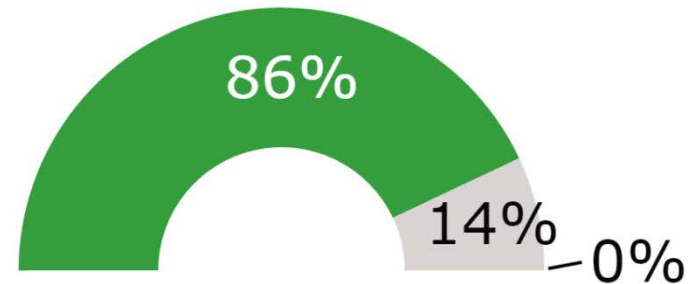
Pre-Information Pack



More Same Less

Base: n=603

Post-Information Pack



More Same Less

Base: n=403

Footpaths and Cycleways

Priority

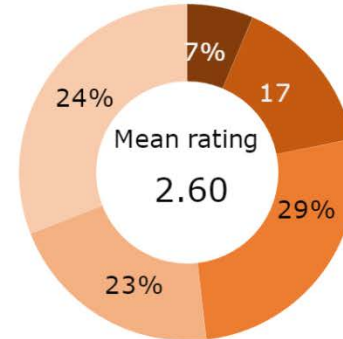


73%

Base: n=603

Satisfaction

Very satisfied
Satisfied
Somewhat satisfied
Not very satisfied
Not at all satisfied

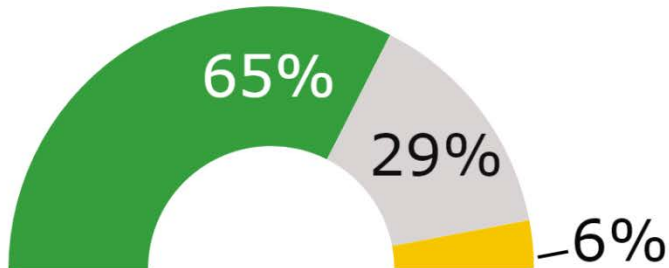


Base: n=600

Scale: 1 = Not at all satisfied/5 = Very satisfied

Council Investment

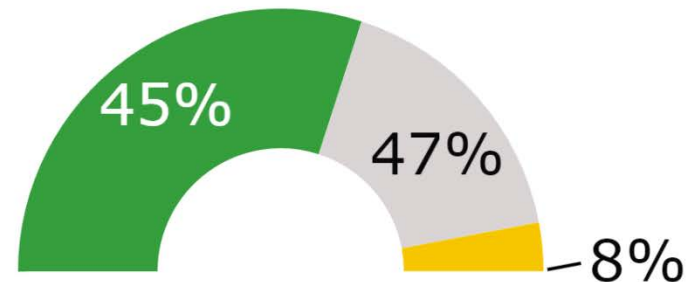
Pre-Information Pack



More Same Less

Base: n=603

Post-Information Pack



More Same Less

Base: n=403

Playgrounds and Parks

Priority

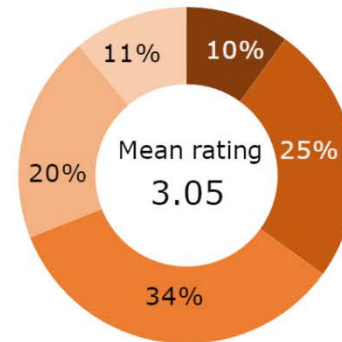


71%

Base: n=603

Satisfaction

Very satisfied
Satisfied
Somewhat satisfied
Not very satisfied
Not at all satisfied



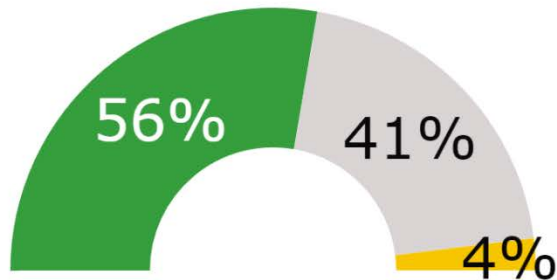
Base: n=601

Scale: 1 = Not at all satisfied/5 = Very satisfied

Mean rating
3.05

Council Investment

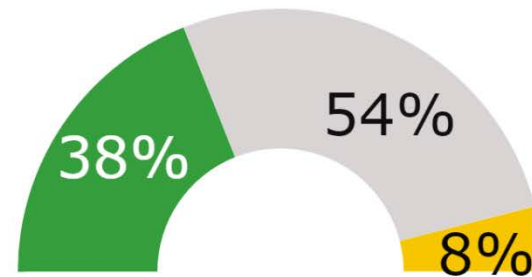
Pre-Information Pack



More Same Less

Base: n=603

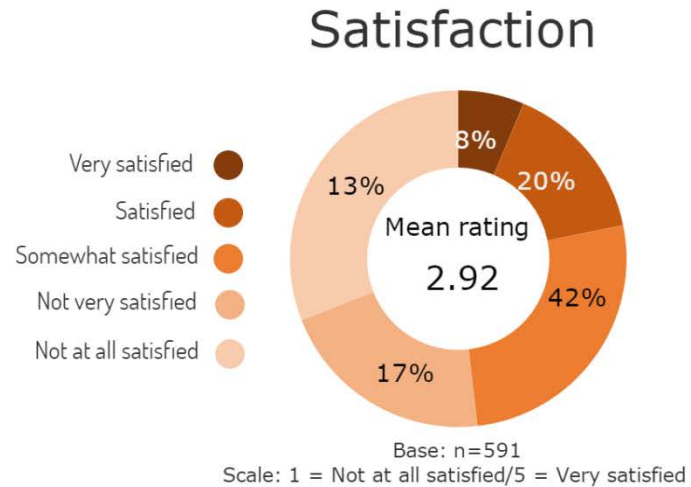
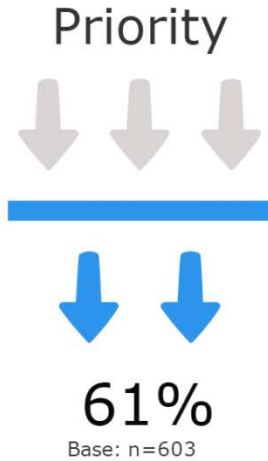
Post-Information Pack



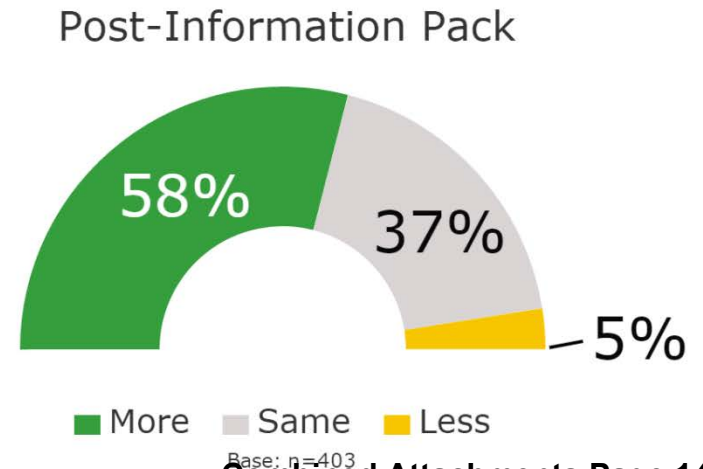
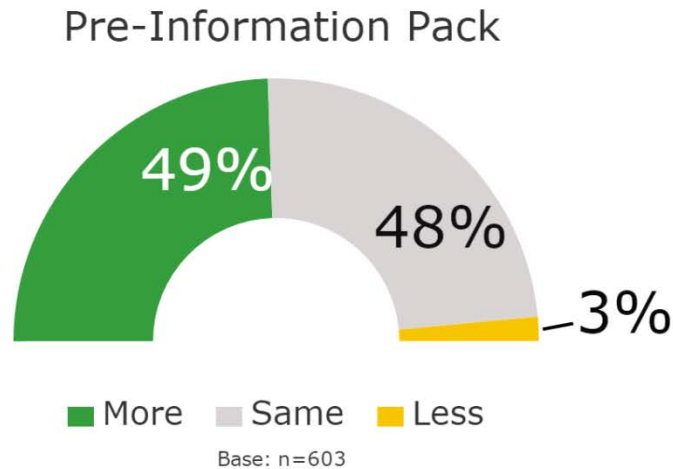
More Same Less

Base: n=403

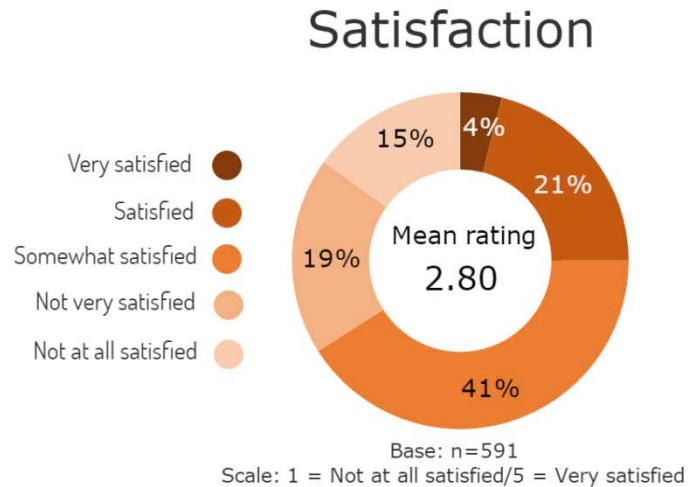
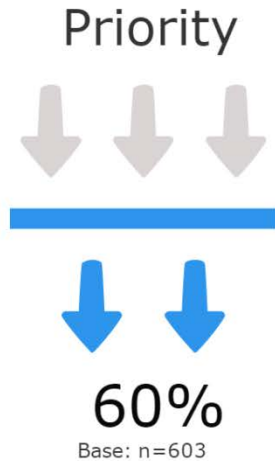
Urban Stormwater



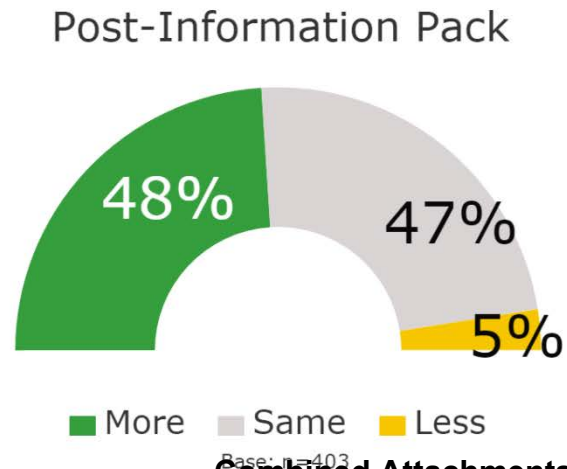
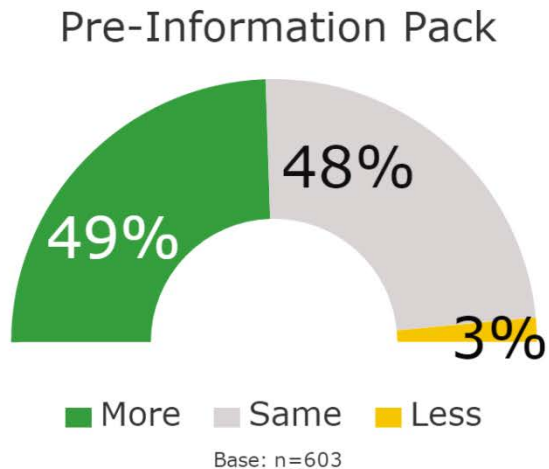
Council Investment



Rural Drainage, Causeways and Culverts



Council Investment



Community Buildings

Priority

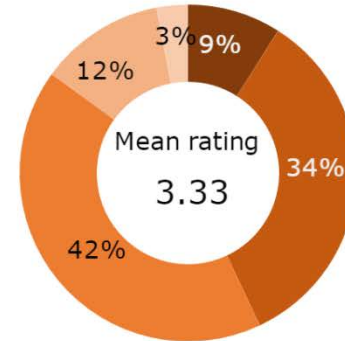


56%

Base: n=603

Satisfaction

Very satisfied
Satisfied
Somewhat satisfied
Not very satisfied
Not at all satisfied

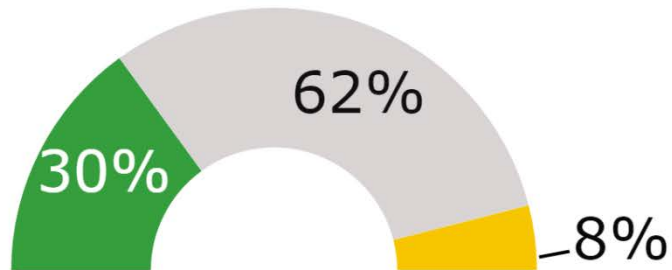


Base: n=601

Scale: 1 = Not at all satisfied/5 = Very satisfied

Council Investment

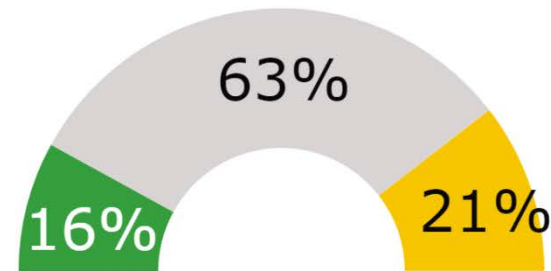
Pre-Information Pack



More Same Less

Base: n=603

Post-Information Pack



More Same Less

Base: n=403

Bridges and Footbridges

Priority

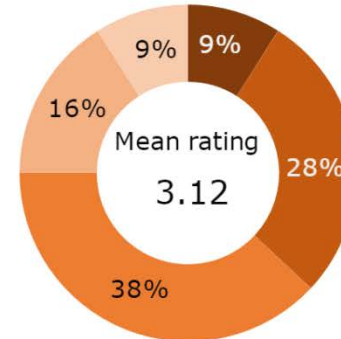


54%

Base: n=603

Satisfaction

- Very satisfied
- Satisfied
- Somewhat satisfied
- Not very satisfied
- Not at all satisfied

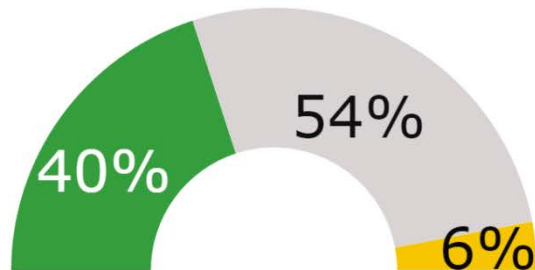


Base: n=598

Scale: 1 = Not at all satisfied/5 = Very satisfied

Council Investment

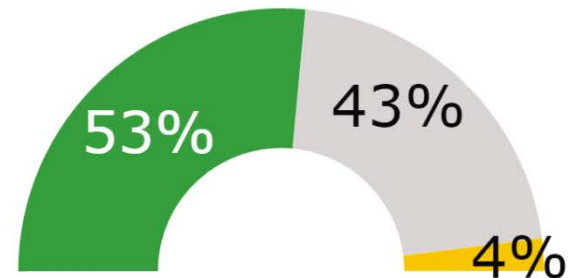
Pre-Information Pack



- More
- Same
- Less

Base: n=603

Post-Information Pack



- More
- Same
- Less

Base: n=403

Rural Roads - Unsealed

Priority

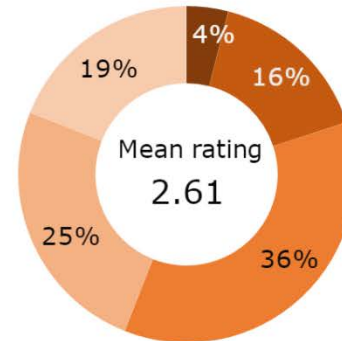


41%

Base: n=603

Satisfaction

Very satisfied
Satisfied
Somewhat satisfied
Not very satisfied
Not at all satisfied

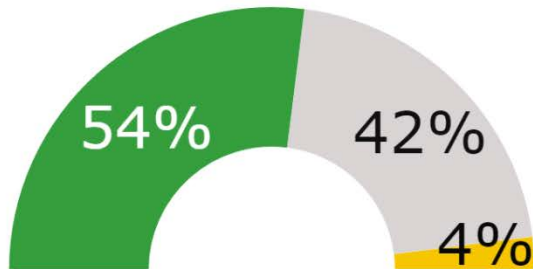


Base: n=581

Scale: 1 = Not at all satisfied/5 = Very satisfied

Council Investment

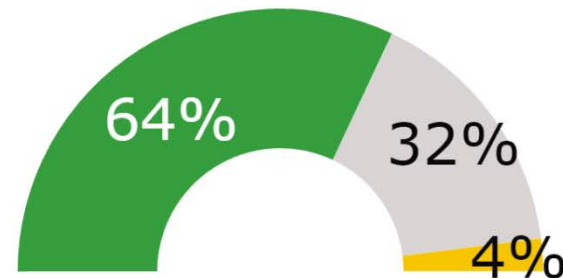
Pre-Information Pack



More Same Less

Base: n=603

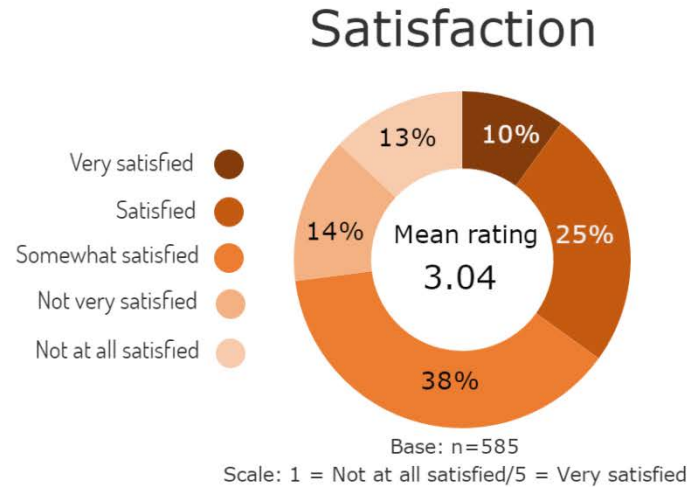
Post-Information Pack



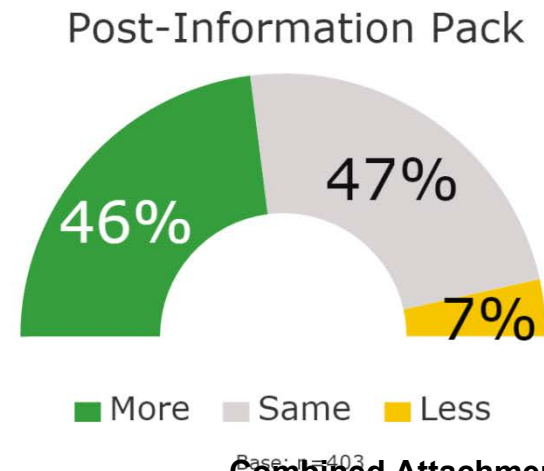
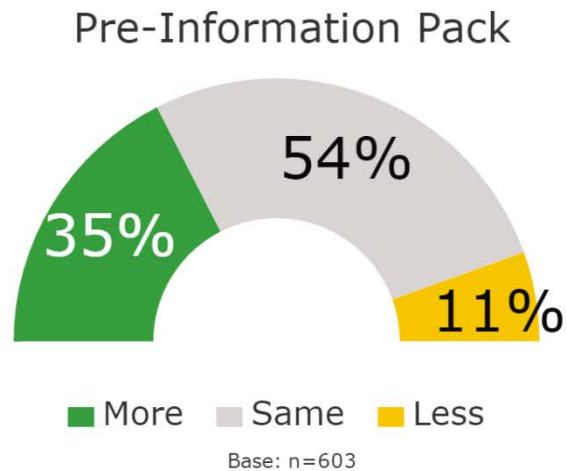
More Same Less

Base: n=403

Bus Shelters



Council Investment



Appendix B – Investment Detail



Investment Detailed Between Recruit & Recall

	Less	Same	More	Average	Base
Bridges and footbridges	6%	54%	40%	0.34	603
	6%	53%	40%	0.34	403
Bus shelters	11%	54%	35%	0.24	603
	10%	56%	35%	0.25	400
Community buildings	8%	62%	30%	0.22	603
	8%	62%	31%	0.23	403
Footpaths and cycleways	6%	29%	65%	0.59	603
	4%	31%	65%	0.61	403
Local roads – rural sealed	1%	19%	80%	0.79	603
	2%	17%	81%	0.79	403
Local roads – urban sealed	2%	13%	85%	0.83	603
	1%	15%	84%	0.82	403
Playgrounds and parks	4%	41%	56%	0.52	603
	4%	37%	58%	0.54	402
Public toilets	1%	20%	79%	0.78	603
	0%	20%	80%	0.80	403
Rural drainage, causeways and culverts	3%	48%	49%	0.45	603
	2%	49%	48%	0.46	402
Rural roads – unsealed	4%	42%	54%	0.50	603
	3%	41%	56%	0.52	403
Urban stormwater	3%	48%	49%	0.46	603
	2%	47%	50%	0.48	403

Throughout the report, we have detailed the responses for the 'recruit' survey based on the 603 original respondents. Here, we show their responses compared to the results from the same question for the 403 who then participated in the follow up survey.

Appendix C - Questionnaires



Spiel

Good evening, my name is and I am calling on behalf of Byron Shire Council, from a company called Micromex.

Council is conducting a community survey to help it better understand community expectations in the delivery of existing community infrastructure. Council wants your opinion on which assets are the most important for the community and how it should allocate funding to asset maintenance in the future.

What we'd like to do is mail you an information pack which outlines Council's assets, their current condition and the expenditure needed to maintain them. The information pack is easy to understand and follow. We'd like you to read through the information and then we'll call you in the next week or so and ask you some questions regarding it.

Council is very interested in obtaining your views and this will assist in understanding the community's position on the delivery of community assets.

For demographic purposes, we are firstly looking for those aged 18-34 as they are more difficult to get hold of. Who would be the best person in your house to speak to?

If no: We encourage everyone 18 years and over to participate, would you be willing to assist with this please?

If no: Thank you anyway for your time.

If yes: Can I please confirm that you do live in the Byron Shire Council area?

If no: Unfortunately you are not eligible for the research. Thank you for your time.

If yes: I just need to confirm that neither you nor an immediate family member work for Council or are a Councillor for of Byron Shire Council.

If yes: Unfortunately you are not eligible for the research. Thank you for your time.

If no: Continue with screener.

FAQs

How long will the survey take?
 Call-back survey will take approximately 12 minutes

What are the questions about?
 Questions are about condition ratings, importance levels, and funding options.

Recruitment survey

QR1. So that we can send you the information package, may I please have your:

Title:
 First name:
 Surname:
 Street address:
 Suburb:
 Postcode:
 Best contact telephone number:

QR2. What is your preferred contact time?

- ☐ Morning,
- ☐ Afternoon
- ☐ Evening

I just have a few questions about you.

QD1. Record gender (By voice)

- ☐ Male
- ☐ Female

QD2. Which of these age groups do you fit into?

- ☐ 18-34
- ☐ 35-49
- ☐ 50-64
- ☐ 65+

Q1. Thinking of the following types of council asset for each of these could you please indicate which of the following assets are a priority for you, how satisfied you are with the performance of that asset, and whether Council should invest less, the same, or more than they currently spend/resource for on each. The satisfaction scale is from 1 to 5, where 1 = low satisfaction and 5 = high satisfaction.

	Priority	Satisfaction					Investment*		
		1	2	3	4	5	L	S	M
Local Roads – urban sealed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Local Roads – rural sealed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Rural Roads – unsealed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bridges and footbridges	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Rural drainage, causeways and culverts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Urban stormwater	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Footpaths and cycleways	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bus shelters	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Playgrounds and parks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Public toilets	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Community Buildings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

*Investment

L= Less

S = Same

M = More

Description of assets

- Local Roads - urban sealed - Includes kerb and guttering, line marking, signage, lighting and road drainage
- Local Roads - rural sealed - Includes kerb and guttering, line marking, signage, lighting and road drainage
- Rural Roads – unsealed - Includes surface, signage and road drainage edges
- Urban Stormwater - Includes pipes, open channels, pits, and detention basins
- Rural drainage, causeways and culverts - Includes gutters and under road pipes
- Community buildings - Includes community centres, recreation facilities, libraries, halls and commercial buildings such as Byron Bay long daycare centre
- Playgrounds and parks - Gardens, reserves, sporting facilities, playgrounds and furniture

Q2. In general, how satisfied are you with the performance of Council, and their services, not just on one or two issues but across all responsibility areas? Prompt

- ☐ Very satisfied
- ☐ Satisfied
- ☐ Somewhat satisfied
- ☐ Not very satisfied
- ☐ Not at all satisfied

You should receive the information pack from Council in the next week. Micromex will then call you back to undertake the survey from around the second week in September

**Byron Shire Council
Asset Management – Recall
August 2016**

Good morning/afternoon/evening, my name isfrom Micromex Research – could I speak to [insert name] please?

We spoke to you a week or so ago on behalf of Byron Shire Council and you agreed to participate in our research about asset management in the area.

Q51. Have you received the information pack that was specifically sent to you by Council after our earlier phone call?

- ☐ Yes
☐ No (Request that they check with others to see if it was received and reschedule call-back time)

Q52. Have you had a chance to read the document?

- ☐ Yes (Suggest they have it handy to refer to during survey)
☐ No (Offer them time to read and reschedule a call-back)

Q1. Approximately how long would you have spent reading or looking through the information pack?

Record minutes:

Section 1 – Council's Assets and Funding Level

Thinking generally about community assets, which include roads, footpaths, cycleways, bridges, drainage, parks, public buildings, etc.:

Q2. Overall, how satisfied are you with the quality of community assets currently provided by Council? Prompt

- ☐ Very satisfied
☐ Satisfied
☐ Somewhat satisfied
☐ Not very satisfied
☐ Not at all satisfied

Council recently completed a comprehensive review of its assets to measure their condition and determine the level of investment required to maintain and renew the assets.

Sealed roads

Council is responsible for 501km of sealed roads which costs \$5.9 million per year to maintain and renew. Generally, our roads are in a fair to poor condition.

Q3a. Thinking about our current spend on sealed roads, do you think Council should be investing...

Prompt

- ☐ More
☐ About the same
☐ Less

Unsealed roads

Council currently spends \$412,000 each year to maintain 95km of unsealed roads in the Shire. Our unsealed roads are mainly classed to be in a fair to poor condition. Many unsealed roads need additional maintenance and/or replacement to keep them trafficable.

Q3b. Thinking about our current spend on unsealed roads, do you think Council should be investing...

Prompt

- ☐ More
☐ About the same
☐ Less

Footpaths and cycle ways

Council currently spends \$116,000 each year to maintain 81km of footpaths and cycleways. Currently the majority are classed to be in a fair to good condition, however, some footpaths currently in fair condition need additional maintenance and replacement work to ensure they do not deteriorate into a poor and unsafe condition.

Q3c. Thinking about our current spend on footpaths and cycle ways, do you think Council should be investing... Prompt

- ☐ More
☐ About the same
☐ Less

Bridges and footbridges

The majority of our 30 bridges and 11 footbridges are rated as being in a fair to good condition. However, 17% of road bridges are poor, with load limits and one is closed. Council currently spends approximately \$67,000 per year on these bridges.

Q3d. Thinking about our current spend on bridges, do you think Council should be investing... Prompt

- ☐ More
☐ About the same
☐ Less

Rural road drainage

Most of our rural drainage is rated fair, however, 29% of causeways are in poor condition and need additional maintenance or replacement work undertaken to ensure functionality and capacity. Council currently spends approximately \$303,000 on rural road drainage.

Q3e. Thinking about our current spend on rural road drainage, do you think Council should be investing... Prompt

- ☐ More
- ☐ About the same
- ☐ Less

Urban stormwater

Most of our urban stormwater pipes and pits are rated fair, however, much of our kerb and guttering is poor and needs replacement. Council currently spends approximately \$430,000 on road drainage.

Q3f. Thinking about our current spend on urban road stormwater, do you think Council should be investing... Prompt

- ☐ More
- ☐ About the same
- ☐ Less

Bus shelters

Our bus shelters are generally in evenly good, fair and poor condition. Many bus shelters need replacing and bringing up to disability access standards. Council currently spends approximately \$1,680 per year on bus shelter maintenance.

Q3g. Thinking about our current spend on bus shelters, do you think Council should be investing... Prompt

- ☐ More
- ☐ About the same
- ☐ Less

Community buildings

Council owns and maintains 97 community buildings. The majority of our community buildings are currently in a fair to good condition. Council currently spends approximately \$1.2 million on buildings.

Q3h. Thinking about our current spend on buildings, do you think Council should be investing... Prompt

- ☐ More
- ☐ About the same
- ☐ Less

Public amenities

Most of our 20 public amenities are rated fair and good, however, 20% are poor and have high maintenance costs. Council currently spends approximately \$800,000 on public amenities.

Q3i. Thinking about our current spend on public amenities, do you think Council should be investing... Prompt

- ☐ More
- ☐ About the same
- ☐ Less

Playgrounds and park furniture

The majority of our park facilities are in a fair to good condition. Approximately one third of the parks rated in fair condition require additional works to facilities such as playgrounds, fencing, park furniture, and sporting assets. We currently spend approximately \$500,000 on our park facilities.

Q3j. Thinking about our current spend on park facilities, do you think Council should be investing... Prompt

- ☐ More
- ☐ About the same
- ☐ Less

Section 2 – Funding our future

Council wants to understand from the community how we should prioritise expenditure on our different community asset types. We need a clear direction for future spending based on the community's views on what constitutes an acceptable level of asset conditions.

It is essential that we keep our community assets in a safe working order and they meet community expectations. In light of the condition audit and the current levels of infrastructure funding, Council has determined the following asset areas need increased council funding.

Specifically:

- Transport which includes roads, bridges, footpaths, cycle ways, and road drainage
- Urban stormwater drainage
- Rural drainage
- Park facilities
- Buildings and public amenities

Increasing the level of funding for these assets will allow Council to renew those which are currently in a poor condition. It will also ensure that the number of assets in poor condition does not continue to grow.

Please rate your support of Council's proposed investment position on the following assets.

Transport

Over the next four years, one option would be for Council to increase its annual maintenance and renewal budget for transport from \$6.5 million to \$12.2 million. (Transport includes sealed roads, unsealed roads, footpaths/cycleways, bridges/footbridges, and bus shelters).

Q4a. How supportive are you of this level of additional investment in transport? Prompt

- ☐ Very supportive
- ☐ Supportive
- ☐ Somewhat supportive
- ☐ Not very supportive
- ☐ Not at all supportive

Urban stormwater

Over the next four years, one option would be for Council to increase its annual maintenance and renewal budget for urban stormwater from \$430,000 to \$520,000.

Q4b. How supportive are you of this level of additional investment in urban stormwater drainage? Prompt

- ☐ Very supportive
- ☐ Supportive
- ☐ Somewhat supportive
- ☐ Not very supportive
- ☐ Not at all supportive

Rural drainage

Over the next four years, one option would be for Council to increase its annual maintenance and renewal budget for rural drainage from \$303,000 to \$381,000.

Q4c. How supportive are you of this level of additional investment in rural drainage? Prompt

- ☐ Very supportive
- ☐ Supportive
- ☐ Somewhat supportive
- ☐ Not very supportive
- ☐ Not at all supportive

Buildings and public amenities

Over the next four years, one option would be for Council to increase its annual maintenance and renewal budget for buildings and public amenities from \$2 million to \$2.9 million.

Q4d. How supportive are you of this level of additional investment in buildings and public amenities? Prompt

- ☐ Very supportive
- ☐ Supportive
- ☐ Somewhat supportive
- ☐ Not very supportive
- ☐ Not at all supportive

Playground and park furniture

Over the next four years, one option would be for Council to increase its annual maintenance and renewal budget for playgrounds and park furniture from \$500,000 to \$570,000.

Q4e. How supportive are you of this level of additional investment in park facilities? Prompt

- ☐ Very supportive
- ☐ Supportive
- ☐ Somewhat supportive
- ☐ Not very supportive
- ☐ Not at all supportive

Q5. Considering the challenges Council faces with ageing infrastructure, which of the following revenue options would you support Council exploring in order to address funding requirements? Prompt

- ☐ Identifying additional organisational improvements which will result in efficiencies
- ☐ Increasing business, residential and farmland rates
- ☐ Increasing council service charges and fees
- ☐ Reducing service levels across community services such as public libraries, swimming pools, community events, environmental programs and community financial assistance programs
- ☐ Selling off community assets such as land and buildings that are not required to provide key services or those community assets which are duplicated across the Shire
- ☐ Other (specify)
- ☐ None of these

Q6. How important do you believe it is for Council to implement plans and strategies that will maintain and enhance infrastructure and facilities for the Byron Shire LGA? Prompt

- ☐ Very important
- ☐ Important
- ☐ Somewhat important
- ☐ Not very important
- ☐ Not at all important

Q7. In general, how satisfied are you with the performance of Council, and their services, not just on one or two issues but across all responsibility areas? Prompt

- ☐ Very satisfied
- ☐ Satisfied
- ☐ Somewhat satisfied
- ☐ Not very satisfied
- ☐ Not at all satisfied

Section 3 – Council's consultation

Q8a. How satisfied are you with this community consultation undertaken by Council? Prompt

- ☐ Very satisfied
- ☐ Satisfied
- ☐ Somewhat satisfied
- ☐ Not very satisfied
- ☐ Not at all satisfied

Q8b. Why do you say that?

.....

Demographics

Finally, some questions about you...

Q9. Which of the following best describes the house where you are currently living? Prompt

- ☐ I/We own/are currently buying this property
- ☐ I/We currently rent this property

Q10. How many years have you lived in the Byron Shire Local Government Area? Prompt

- ☐ Less than 6 months
- ☐ 6 months to 2 years
- ☐ 3 – 5 years
- ☐ 6 – 10 years
- ☐ More than 10 years

Q11a. Would you like to be informed about the outcomes of this consultation?

- ☐ Yes
- ☐ No

Q11b. If yes, please provide an email address:

.....

Thank you for your time and assistance. This market research is carried out in compliance with the Privacy Act, and the information you provided will be used only for research purposes. Just to remind you, I am calling from Micromex Research on behalf of Byron Shire Council.



Telephone: (02) 4352 2388

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SPECIAL RATE VARIATION



Byron Shire Council
70-90 Station Street
Mullumbimby NSW 2481
02 6626 7000



WE NEED YOUR INPUT ON SOME IMPORTANT DECISIONS

Byron Shire Council provides services and facilities to 9 towns and villages, plus the many beautiful rural localities spread across an area of just under 560 square kilometres.

Like many other NSW councils, our roads, footpaths, buildings, drainage and other community assets are getting old and need to be renewed. We know that our community places a high value on these assets, in particular our road network. Our assets in their current state are continually deteriorating and need costly maintenance. To improve our public assets we need to spend more money on renewing and maintaining them to ensure they meet the needs of our community.

Currently Council's revenue is regulated under "rate pegging". The rate peg is determined by the Independent Pricing and Regulatory Tribunal (IPART) and they determine the maximum percentage amount by which a council may increase its general rate income for the year. The rate peg does not apply to stormwater, waste collection, water and sewer charges.

The rate peg over the past ten years has varied from 1.8% to 3.5% and Byron Shire's last Special Rate Variation was in 2008/09.

We are seeking your feedback on a proposal to apply to the Independent Pricing and Regulatory Tribunal (IPART) for a Special Rate Variation (SRV). While we understand that rate rises are never welcome, we believe a Special Rate Variation is necessary to meet the needs of our community.

This information booklet outlines three options being considered, each with different impacts on our assets and service quality over time. We need your input to make some important decisions about Investing in our Future so please take time to read this booklet, give us your feedback and tell us your preferred option.

Please note: Waste, water and sewerage services are funded separately and do not feature as part of this booklet.

WHY DO WE NEED A SPECIAL RATE VARIATION?

Our community has consistently told us that assets like roads, footpaths and drainage are important to them, but we need to improve their condition. Our Community Satisfaction Surveys in 2013 and 2016 rated our roads as the most important asset.

In 2016, 80% of our community said that rural and urban roads should be a priority and more funding needed to be invested.

In addition to this, in 2014 the NSW State Government initiated its Fit for the Future local government reform program that required all NSW councils to submit a proposal demonstrating plans to achieve long term financial sustainability and meet seven asset, financial and performance benchmarks.

As part of our Fit for the Future process, we reviewed the condition of our assets and detailed long term financial modelling. This information told us that we have a significant funding gap and need to increase our investment in the renewal of our ageing infrastructure.

WHAT HAVE WE BEEN DOING TO IMPROVE OUR FINANCIAL SUSTAINABILITY?

On 26 June 2015, we submitted our Fit for the Future Council Improvement Proposal. This proposal identified a number of strategies including an application to IPART for a Special Rate Variation.

Our Council Improvement Proposal included initiatives such as:

- restructuring our organisation to better match service requirements – reduced management costs by \$750,000 in recurrent savings
- created a new revenue stream with pay parking – estimated to return \$2 million per year after operating costs
- reviewing our asset portfolio – sold underperforming or surplus assets to operational needs and reinvested funds into improving key infrastructure such as roads and parks in the north of the Shire.
- refinancing and rationalising loans – one loan reduced by 10 years and will save \$3.9 million
- procurement efficiencies – saving 1% (\$300,000) per year

We are continuing to drive organisational efficiencies and have committed to a long term service review program to ensure we are delivering services and facilities that meet our community's needs in the most effective way possible.

Despite these savings we still do not have sufficient funds to ensure that the number of assets in poor condition does not continue to grow. A Special Rate Variation is part of our medium term solution.

VARIATION TO FUND THE ASSET MAINTENANCE AND RENEWAL GAP

In August 2016 we sought additional community feedback on the current condition of key infrastructure assets and funding priorities. The research was based on a random and representative sample of residents. Research participants were asked how supportive they were of the proposal to invest more money into various asset types.

Our residents told us:

- 83% supported increased investment in transport assets (roads, footpaths, cycleways, bridges and road drainage)
- 73% supported increased investment in urban stormwater drainage
- 73% supported increased investment in rural drainage
- 88% supported increased investment in buildings and public amenities
- 71% supported increased investment in park facilities.

We also asked which assets should be a priority. Our residents told us:

- 92% said sealed urban roads
- 79% said sealed rural roads
- 80% said community buildings
- 75% said public toilets

94% of research participants agreed it was important or very important for Council to implement plans and strategies that will maintain and renew our infrastructure and facilities for the Shire.

You can see the full survey results by visiting our website at www.byron.nsw.gov.au/funding-our-future

The proposed Special Rate Variation is an important step to help maintain and renew our current assets to ensure that we deliver services in line with community expectations and remain financially sustainable into the future.

WHAT HAVE WE BEEN DOING TO MAINTAIN OUR ASSETS?

For the past four years we have been working to improve our traditional assets such as roads, drainage, cycleways, footpaths, public amenities, parks, playgrounds, sporting fields, community buildings and waste.

As a result of the Financial Sustainability Plan initiatives, we have:

- invested an additional \$2 million in 2015 and \$10 million in 2016 in our roads infrastructure
- generated \$500,000 in 2015 to start a Bridge Replacement Fund – a further \$1 million in 2016
- increased the total capital works roads budget from \$4 million to \$27 million in 2016
- established an Infrastructure Renewal Fund.

Sections of key roads that we have reconstructed in the past four years include Main Arm Road, Skinners Shoot Road, Booyong Road, Coorabell Road, Federal Drive, Coolamon Scenic Drive, Wilsons Creek Road, The Pocket Road, Myocum Road, Natural Lane, Binna Burra Road, Skinners Shoot Road, Left Bank Road, Bangalow Road, Deacon Street, Shara Boulevard, Balemo Drive, Orana Road, Kolora Road, Rajah Road, Yengarri Way, Tweed Valley Way, Fingal Street, Station Street, Massinger Street, Middleton Street, Marvel Street, Ewingsdale Road, Broken Head Road. Plus, we reconstructed 11 landslips on rural roads as a result of natural disasters. New community and recreation facilities include the Byron Bay Library and Cavanbah Centre. Upgrades have been completed at the South Golden Beach Community Centre, Mullumbimby Civic Hall, Suffolk Park playground, Bangalow skate park, Waterlily Park exercise equipment, new change rooms and lighting at Tom Kendall sports field, and purchased land and constructed the North Ocean Shores Sports Field.

The Better Byron Crew has been established with a team dedicated to improving Byron's town centre and public spaces. Plus, new interim public amenities have been installed at Main Beach and Railway Park in Byron Bay.

Despite a focused effort, it is still not enough to ensure that assets are maintained, renewed and ensure that the number of assets in poor condition does not continue to grow.

WHAT YOUR GENERAL RATES PAY FOR

The role of local councils has come a long way since the days of roads, rates and rubbish. Today, we now fund many more services to meet our community's needs and expectations. Some of these include:

- parks, sports grounds, playgrounds, swimming pools, public amenities and community buildings;
- transport services including roads, bridges and causeways, cycleways, footpaths, car parks, road safety and traffic facilities;
- development services, such as development applications and certification;
- land use and natural environmental planning;
- stormwater and flood management;
- disaster and emergency management;
- surf life saving services;
- land use strategic planning;
- environmental sustainability projects;
- bush regeneration and invasive species management;
- public and environmental health;
- enforcement and building regulations;
- libraries, arts and culture;
- economic development, events and tourism;
- community development services for youth, older people, people living with a disability and Aboriginal and Torres Strait Islander People;
- children's services;
- executive, communication and support services.

OPTIONS FOR CONSIDERATION

There are three options we would like you to consider; each option will have varying impacts on assets and service quality.

OPTION 1. DETERIORATE

OPTION 2. MAINTAIN

OPTION 3. IMPROVE

Please take the time to read and consider these options before having your say.

If you would like to know what the estimated average general rates will be for 2016/17, with a 2.5% rate peg only, go to www.byron.nsw.gov.au/funding-our-future.

**Finding this information difficult to read?
Like a copy with bigger text?**

Call 02 6626 7320.

Combined Attachments Page 167

OPTION 1. DETERIORATE

Some of our assets would continue to deteriorate. We would focus our available funds into high risk poor condition asset renewal and maintenance.

Special Rate Variation of 7.5% each year for four years. This includes the estimated 2.5% rate peg. Over the four year period this is a cumulative increase of 33.5%. At the end of the four year period the Special Rate Variation increases would be built into the rate base and permanently retained.

FUNDING IMPACT

This option would generate an additional \$10.58 million over four years from the increased rates. Under this option, we would also borrow an additional \$2 million each year for 3 years, therefore increasing our total spend on infrastructure to \$16.58 million over the four years. The additional funding would be allocated to the following assets:

- \$13.07 million on roads, road drainage, footpaths and bridges
- \$468,000 on urban stormwater
- \$330,000 on rural drainage, causeways and culverts
- \$2.16 million on buildings and public amenities
- \$544,000 on parks and open spaces

MAINTAIN, RENEW AND UPGRADE

We would be able to fund essential maintenance and some renewal of our assets. This means the average condition of our roads, town centres, buildings, public toilets, footpaths, stormwater drainage, parks and open spaces (including playgrounds) would stabilise. However, some sealed roads that are already in a poor condition will not be reconstructed.

HOW WILL THIS AFFECT YOUR RATES?						
	Current 2016/17	Year 1 2017/18	Year 2 2018/19	Year 3 2019/20	Year 4 2020/21	Total Cumulative Increase
Annual increase % – assumed rate peg of 2.5%		7.5%	7.5%	7.5%	7.5%	33.5%
Total annual increase (average)	\$	\$	\$	\$	\$	\$
Residential Rate	1,139	1,224	1,316	1,415	1,521	382
Residential – flood prone rate	383	412	443	476	512	129
Business rate	2,071	2,227	2,394	2,573	2,766	695
Business rate – Byron Bay	4,437	4,770	5,128	5,512	5,926	1,489
Farmland	1,608	1,729	1,858	1,998	2,147	539

Over the four years, the cumulative increase in rates under Option 1 is 33.5% (rate peg only).

We would stop the deterioration of our community assets. We would focus our available funds into high risk poor condition asset renewal and maintenance.

Special Rate Variation of 10% each year for four years. This includes the estimated 2.5% rate peg. Over the four year period this is a cumulative increase of 46.4%. At the end of the four year period the Special Rate Variation increases would be built into the rate base and permanently retained.

FUNDING IMPACT

This option would generate an additional \$16.28 million over four years from the increased rates. Under this option, we would also borrow an additional \$2 million each year for 3 years, therefore increasing our total spend on infrastructure to \$22.28 million over the four years. The additional funding would be allocated to the following assets:

- \$16.9 million on roads, road drainage, footpaths and bridges
- \$719,000 on urban stormwater
- \$507,000 on rural drainage, causeways and culverts
- \$3.3 million on buildings and public amenities
- \$836,000 on parks and open spaces

MAINTAIN, RENEW AND UPGRADE

We would be able to fund essential maintenance and some renewal of our assets. This means the average condition of our roads, town centres, buildings, public toilets, footpaths, stormwater drainage, parks and open spaces (including playgrounds) would stabilise. However, some sealed roads that are already in a poor condition will not be reconstructed.

The additional funding associated with this option would allow us to accelerate the works program and do more to address high risk assets. For example, over the four years we could complete an additional:

- 6.6 kilometres road reconstructions
- 83.1 kilometres road reseals
- Quicker replacement of load limited old bridges such as Scarrabelottis, O'Meara's, James, Parkers and Booyong

- Increased road maintenance including drainage (urban and rural), heavy patching, road shoulder grading and unsealed road resheeting
- Renew or replace poor condition box culverts and causeways
- Replace poor condition bus shelters with Disability Access compliant shelters
- Increased renewal or replacement of our old poor condition public amenities.

NEW ASSETS

We would have virtually no capacity for extra new capital works apart from those funded by developer contributions and grants. This means we would have difficulty funding new assets.

HOW WILL THIS AFFECT YOUR RATES?						
	Current 2016/17	Year 1 2017/18	Year 2 2018/19	Year 3 2019/20	Year 4 2020/21	Total Cumulative Increase
Annual increase % – assumed rate peg of 2.5%		10%	10%	10%	10%	46.4%
Total annual increase (average)	\$	\$	\$	\$	\$	\$
Residential Rate	1,139	1,253	1,378	1,516	1,668	529
Residential – flood prone rate	383	422	464	510	561	178
Business rate	2,071	2,278	2,506	2,757	3,033	961
Business rate – Byron Bay	4,437	4,881	5,369	5,906	6,496	2,059
Farmland	1,608	1,769	1,946	2,140	2,354	746

Over the four years, the cumulative increase in rates would be 46.4%.

OPTION 3. IMPROVE

We would improve the quality of our community assets by being able to fund the required asset renewal and maintenance.

Special Rate Variation of 12.5% each year for four years. This includes the annual estimated 2.5% rate peg. Over the four year period this is a cumulative increase of 60.2%. At the end of the four year period the Special Rate Variation increases would be built into the rate base and permanently retained.

FUNDING IMPACT

This option would generate an additional \$22.26 million over four years from the increased rates. Under this option, we would also borrow an additional \$2 million each year for 3 years, therefore increasing our total spend on infrastructure to \$28.26 million over the four years.

- \$20.86 million on roads, road drainage, footpaths and bridges
- \$983,000 on urban stormwater
- \$693,000 on rural drainage, causeways and culverts
- \$4.57 million on buildings and public amenities
- \$1.14 million on parks and open spaces

MAINTAIN, RENEW AND UPGRADE

Our assets condition would gradually improve. We would be able to fund the essential maintenance and renewal of our assets. This means the condition of our roads, town centres, buildings, public toilets, footpaths, stormwater drainage, parks and open spaces (including playgrounds) would gradually improve over time. We would also be able to undertake preventative maintenance to reduce future costs to the community and address high risk assets.

For example, over the four years we could complete an additional:

- 9.4 kilometres road reconstructions
- 117.3 kilometres road reseals
- Quicker replacement of load limited old bridges such as Scarrabelottis, O'Meara's, James, Parkers and Booyong
- Increased road maintenance including drainage (urban and rural), heavy patching, road shoulder grading and unsealed road resheeting

- Renew or replace poor condition box culverts and causeways
- Renew or replace poor stormwater drainage assets
- Replace poor condition bus shelters with Disability Access compliant shelters
- Renew or replace poor condition roadside barriers
- Renew or replace poor retaining walls
- Renew or replace poor play equipment and park furniture
- Increased renewal or replacement of poor public amenities.

NEW ASSETS

We would be able to fund new essential infrastructure gaps. For example:

- Sealing dirt roads such as Grays Lane, Settlement Road, St Helena Road and Mafeking Road.
- Upgrading waterway crossings eg Blindmouth Creek crossing on Main Arm Road, causeways on Upper Wilsons Creek and Main Arm Roads.
- Road widening such as Binna Burra Road, Friday Hut Road, Main Arm Road, Wilsons Creek Road, Huonbrook Road, The Pocket Road and Fowlers Lane.
- Improving the liveability and appearance of our urban centres.
- Expanding the facilities at the Cavanbah Centre.

HOW WILL THIS AFFECT YOUR RATES?						
	Current 2016/17	Year 1 2017/18	Year 2 2018/19	Year 3 2019/20	Year 4 2020/21	Total Cumulative Increase
Annual increase % – assumed rate peg of 2.5%		12.5%	12.5%	12.5%	12.5%	60.2%
Total annual increase (average)	\$	\$	\$	\$	\$	\$
Residential Rate	1,139	1,281	1,442	1,622	1,825	685
Residential – flood prone rate	383	431	485	546	614	231
Business rate	2,071	2,330	2,622	2,949	3,318	1,247
Business rate – Byron Bay	4,437	4,992	5,616	6,318	7,108	2,670
Farmland	1,608	1,809	2,035	2,289	2,576	968

Over the four years, the cumulative increase in rates would be 60.2%.

IMPORTANT INFORMATION ABOUT YOUR RATES IN 2016/17

Council rates are calculated based on the value of your land, as determined by the NSW Valuer General. Updated land values are provided to Council every three years. A revaluation occurred in 2016 and came into effect on land valuations to properties throughout the Shire from 1 July 2016.

Council acknowledges that a rate increase may adversely impact some community members. Council has mechanisms in place to assist ratepayers should they incur difficulty in keeping up with their rates payments, including a Financial Hardship Policy. Visit <http://www.byron.nsw.gov.au/publications/rates-and-charges-financial-hardship-policy> for more information.

The NSW state government is currently completing a review of the local government rating system. The review could result in a new rating system being implemented from 1 July 2018.

Council will also be reviewing the current rating structure and the amount of revenue raised from each rating category. The Council review will include the increases under the proposed Special Rate Variation and the outcomes from the NSW state government; this will be reported to Council for consideration in 2017.

2016/17 AVERAGE GENERAL RATE COMPARISON NEIGHBOURING COUNCILS					2016/17 AVERAGE GENERAL RATE COMPARISON OTHER NSW COASTAL COUNCILS				
	Residential	Business	Farmland			Residential	Business	Farmland	
Byron Shire	1,137	2,646	1,608		Byron Shire	1,137	2,646	1,608	
Tweed Shire	1,341	2,976	2,045		Bega	1,051	2,678	1,986	
Lismore City	1,205	4,721	2,229		Euroballa	930	3,305	1,427	
Clarence Valley	999	2,829	1,382		Coffs Harbour	1,173	5,001	2,152	
Ballina Shire	940	3,192	1,479		Nambucca	1,004	1,961	2,035	
					Lake Macquarie	1,303	4,670	1,991	
					Port Macquarie	1,148	3,761	1,903	

WHAT HAPPENS NEXT?

We are seeking your feedback on your preferred option for Funding our Future to ensure that we deliver services in line with community expectations and remain financially sustainable for years to come.

COMMUNITY FEEDBACK

November 2016 – Council has engaged Micromex Research to conduct a telephone survey of a representative sample of local residents. At the same time, submissions and online surveys will be sought from all residents and ratepayers.

December 2016 – Community feedback will be collated.

COUNCIL DECISION

Mid-December 2016 – Council will decide whether to apply for a rate increase.

IF COUNCIL DECIDES TO SEEK A RATE INCREASE

From mid-December 2016 until mid-January 2017 – Council's Delivery Program and financial information will be updated and placed on public exhibition for community feedback.

After assessing community feedback, an application would then be submitted to IPART.

May 2017 – IPART would notify Council of its decision and if approved, the rate increase would be included in the first rates notice issued in July 2017.

IF COUNCIL DECIDES NOT TO SEEK A RATE INCREASE

Some difficult decisions would need to be made about reducing services, maintenance and facilities. Council would likely be considered NOT Fit for the Future under the NSW Local Government reforms and could be considered a possible amalgamation target.

Over time, the continuing deterioration of assets will adversely affect services to the community. The lack of investment in asset maintenance and renewal will challenge the sustainability of Council.

No application would be made to IPART.

TELL US YOUR PREFERRED OPTION

Hearing from you is very important. Your feedback will help Council decide if it should consider a Special Rate Variation as a way to meet community expectations of services and infrastructure.

There are a number of ways you can obtain the information needed to make an informed decision, including this booklet and community information stands. For more information call us on (02) 6626 7000 or visit

www.byron.nsw.gov.au/funding-our-future

Once you've decided which option you think is best, please tell us by:

- completing the online survey at www.byron.nsw.gov.au/funding-our-future
- completing the feedback sheet within this booklet and return to Council
- answering a telephone survey conducted by Micromex Research
- by attending one of our information stands.

COMMUNITY INFORMATION STANDS – NOVEMBER

To find out more about the proposed rate increase have a chat with us at a community market stall or attend an information session:

SPS – Suffolk Park Spar

NBFM – New Brighton Farmers Markets

OSSC – Ocean Shores Shopping Centre

BFM – Byron Farmers Markets

MFM – Mullumbimby Farmers Markets

BFM – Bangalow Farmers Markets

M	T	W	T	F	S
31 Oct	1 Nov	2 Nov	3 Nov	4 Nov	5 Nov
3pm – 6pm	8am – 11am	3pm – 6pm	7am – 11am	8am – 11am	8am – 11am
SPS	NBFM	OSSC	BFM	MFM	BFM
Clifford Street	River Street	Rajah Road	Butler Road	51 Main Arm Road Show-grounds	Behind Bangalow Hotel – Byron St
7 Nov	8 Nov		10 Nov	11 Nov	12 Nov
3pm – 6pm	8am – 11am		7am – 11am	8am – 11am	8am – 11am
SPS	NBFM		BFM	MFM	BFM
Clifford Street	River Street		Butler Road	51 Main Arm Road Show-grounds	Behind Bangalow Hotel – Byron St
14 Nov	15 Nov	16 Nov	17 Nov	18 Nov	19 Nov
3pm – 6pm	8am – 11am	3pm – 6pm	7am – 11am	8am – 11am	8am – 11am
SPS	NBFM	OSSC	BFM	MFM	BFM
Clifford Street	River Street	Rajah Road	Butler Road	51 Main Arm Road Show-grounds	Behind Bangalow Hotel – Byron St

Funding our future

Special Rate Variation



Engagement and Consultation Report Phase 3

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Summary

Target

Approx. 15,500 rateable properties within Byron Shire
Approx. 32,000 residents

Engagement Methods

Information Booklets	16,000 printed 12,500 inserted into rates notice 2,000 sent direct to ratepayer + URL link included on electronic statements
Byron Shire Council website:	1,800 visits Average time spent - 4 minutes
Media releases:	x 3
Website/digital media	Byron Shire Council home page + dedicated webpage Byron Shire Council Facebook page + advertising Call to action link via external email signature
Radio:	120 x 30 second announcements
Newspaper advert:	10 advertisements placed
Information Kiosks:	17 held - over 400 people spoken to
Roundtables:	2 held

Results

Media coverage:	featured 23 times 18 x Letters to the Editor
Social media:	14,876 people reached
Telephone survey (random)	410 residents surveyed 71% of participants were aware of the proposed SRV 51% were at least 'somewhat supportive' of Option 1 (7.5%) 48% were at least 'somewhat supportive' of Option 2 (10%) 36% were at least 'somewhat supportive' of Option 3 – (12.5%) 61% of residents surveyed supported some form of special rate variation when combining their first and second preference.
Online survey (opt in)	918 completed 69% of participants were aware of the proposed SRV 29% were at least 'somewhat supportive' of Option 1 (7.5%) 21% were at least 'somewhat supportive' of Option 2 (10%) 18% were at least 'somewhat supportive' of Option 3 – (12.5%) 66% of residents surveyed supported some form of special rate variation when combining their first and second preference.
Reply Paid cards (opt in)	826 completed 30.8% were not supportive of SRV or not stated 24.5% were supportive of Option 1 – Deteriorate at 7.5% 19.2% were supportive Option 2 – Maintain at 10% 25.5% were supportive Option 3 – Improve at 12.5% 69% of residents surveyed supported some form of special rate variation when combining Option 1, 2 and 3.
Submissions	81 email/letters + 17 telephone submissions

1. Introduction

Byron Shire Council's roads, footpaths, buildings, drainage and other community assets and infrastructure are ageing and required significant additional funds spent on them to ensure they do not further deteriorate into a state of disrepair.

Council has completed a community consultation and engagement process for its 'Funding our Future' project. During this consultation we sought community feedback and input on their attitude towards paying increased rates to ensure Council infrastructure throughout the Shire had sufficient funding and remained serviceable in the future.

Consultation began in 26 and ended 28 November 2016.

This report includes:

- background information about the 'Funding our Future' project
- a summary of communication and engagement methods plus their outcomes
- a record of community responses received via survey and submission

2. Background

Throughout the 2012-2016 term, Council reviewed the condition of community assets to determine whether the amount of money it planned to spend on infrastructure, such as roads, buildings and playgrounds, was sufficient to satisfy community demand.

Industry benchmarks were used to review the condition of infrastructure assets. The outcome of this analysis is that a significant amount of community assets were at risk of falling into disrepair. There asset types included:

- Stormwater drainage
- Buildings, parks and open spaces
- Water and sewer networks
- Roads, bridges, footpaths, cycleways and road drainage

Under the 'Fit for the Future' reforms introduced by the NSW Government, Councils across the State have had to meet a series of 'fitness' criteria relating to scale, capacity and financial health. The associated review found that Council needed to spend more money on existing infrastructure such as our roads and footpaths or face a larger bill down the track as they deteriorate with age. Council's 'Fit for the Future' Improvement Plan submitted to the Independent Pricing and Regulatory Tribunal (IPART) in June 2015 identified key improvement strategies. This included an application for a Special Rate Variation, with additional funds to be allocated in order to address the infrastructure funding shortfall.

At its Ordinary meeting on 6 October 2016, Council resolved to endorse and proceed to implement the Community consultation and awareness process for the proposal special rate variation, as detailed in the Council Improvement Plan adopted by Council on 25 June 2015. Council resolved that the consultation include correspondence specifically addressed to each ratepayer or included where possible with the next rate notice.

Council prepared a Communication and Engagement Plan which addressed IPART guidelines for community awareness and consultation, and based on best practice community engagement principles. The plan was built around the key message of informed decision making, where the community and Council together explored options for 'Funding our Future'.

Inform and Involve - Our promise to residents and ratepayers

INFORM

We will keep you informed and help you to understand the reasons why a Special Rate Variation is needed to help funding our ageing infrastructure assets.

INVOLVE

We will work with you to:

- determine your level of satisfaction on our infrastructure assets
- determine what level of service our infrastructure should be maintained at
- explore funding options that supports maintaining, renewing and upgrading infrastructure
- ensure your concerns and aspirations are reported to Council and
- provide feedback on how your input influenced the decision.

Identified engagement purposes:

1. Create awareness about the proposed Special Rate Variation (SRV).
2. Clearly articulate the need, impact and outcomes of a SRV.
3. Ensure residents and rate payers are effectively engaged about the proposed SRV.
4. Ensure multiple opportunities for residents and ratepayers to provide feedback are available.

In accordance with IPART guidelines for community awareness and consultation, a range of communication methods were identified to ensure target audiences were aware of the 'Funding our Future' project.

3. Communication and Engagement Methods

A variety of methods were used to increase community awareness about the Special Rate Variation proposal and seek feedback. A brief description of each method is provided below.

3.1 'Funding our Future' Information Booklet

A booklet of information was prepared for distribution to residents. The booklet included information about:

- The need for a Special Rate Variation
- Organisation efficiencies and the services and assets funded by general rates
- The three options, effect of land valuations and Council's financial hardship processes
- Ways the community could provide feedback or seek additional information including a list of kiosk dates
- A postage paid survey postcard for residents to return, outlining their preferred option and reasons for this choice

A total of 16,000 booklets were printed. 12,500 of these were posted direct to non-resident ratepayers and a further 2,000 were sent direct via Australia Post to ratepayers who had paid in full at the beginning of the financial year. The URL link to the Funding our Future webpage was also included on electronic bills. Copies were also available at the Byron administration centre and the Cavanbah Centre in Byron Bay and at the Community Information Stands.

Please see Appendix 1 for a copy of the 'Funding our Future' booklet.

3.2 Byron Shire Council Website

A project page, including document library, key links and an online survey was set up for the 'Funding our Future' project at <http://www.byron.nsw.gov.au/funding-our-future>.

Just under 1,800 visits to the site occurred between 25 October and 28 November by 1,419 individual visitors. Average time spent on the page was over 4 minutes.

Website

/funding-our-future

Pageviews ?	↓ Unique Pageviews ?	Avg. Time on Page ?
1,676 (2.53%)	1,312 (2.45%)	00:04:32

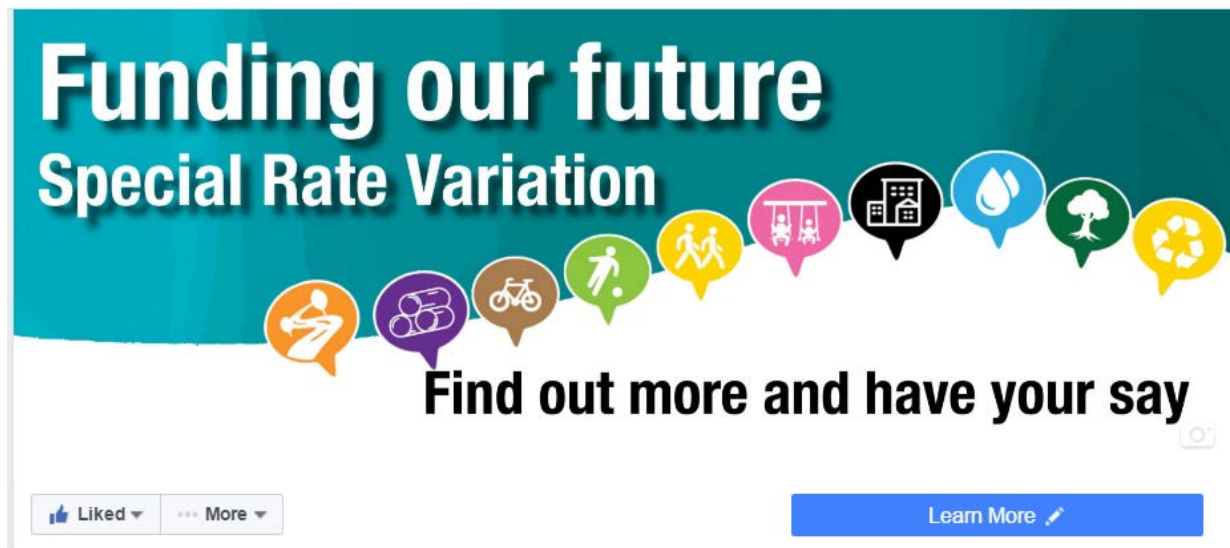
Mobile site

Pageviews ?	↓ Unique Pageviews ?	Avg. Time on Page ?
119 % of Total: 0.57% (20,816)	107 % of Total: 0.57% (18,638)	00:02:58 Avg for View: 00:02:00 (47.53%)


















3.3 Social Media

Council's corporate Facebook page currently has 1,865 likes and posted the opportunity to comment on the Special Rate Variation - 14,876 people reached. The independent Community Facebook page, Voice of Byron, also posted multiple SRV information snapshots.

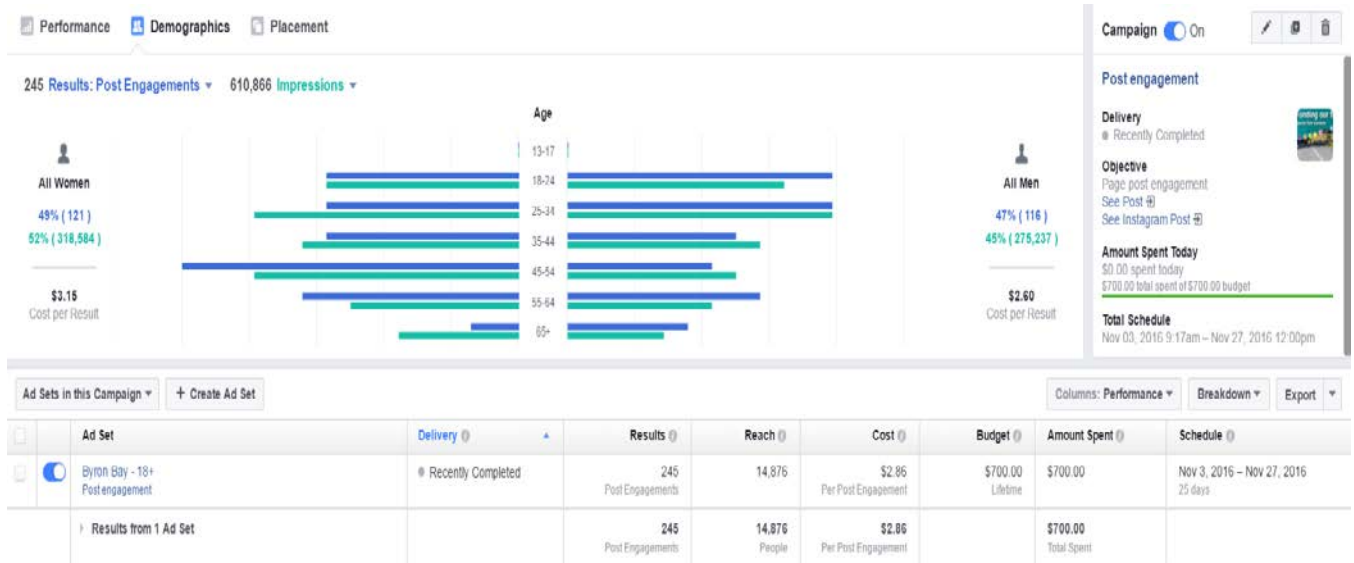
Facebook banner changed to feature Funding our Future:



Facebook organic posts:

11/28/2016 9:22 am	 ing c ate Varia	Last day for feedback - Monday 28 November. Please jump on I			75		3 0	
11/25/2016 2:50 pm	 nding c cial Rate	Last few days to complete the Funding our Future Survey. Co			135		16 6	
11/18/2016 4:52 pm		We're at the Bangalow Farmers Markets tomorrow if you want to			344		24 8	
11/07/2016 1:39 pm	 ing c ate Varia	Did you know that you can ch at to staff about the proposed			118		9 7	
11/03/2016 9:11 am	 ing c ate Varia	Byron Shire ratepayers – we n eed your input on a proposed			15.1K		250 3	

An advertising campaign was also run on Facebook and delivered 610,866 impression to 14,876 Facebook and Instagram pages within Byron Shire.



3.4 Email

The Council external email signature featured a call to action and link back to the Funding our Future webpage.

Donna Johnston | Media Communications Officer | **BYRON SHIRE COUNCIL**

signature.jpg
Type: JPEG Image
Size: 122 KB
Dimension: 1493 x 421 pixels
P 20 | M: [0419 609 189](tel:0419609189) | F: [02 6684 3018](tel:0266843018) | E: donna.johnston@byron.nsw.gov.au
PO Box 219, Mullumbimby NSW 2482 | www.byron.nsw.gov.au
Find us on Facebook www.facebook.com/byronshire.council

Byron Shire Council wants your input on a proposed Special Rate Variation. Find out more at <http://www.byron.nsw.gov.au/funding-our-future>

3.5 Radio

From 31 October to 20 November, 120 x 30 second announcements ran on local community radio station BayFM. You can listen to the advert at:

<https://databox-apps.opaas.net.au/shares/file/3b1e62be2f0b25/?modal=n>

3.6 Newspaper Advertising

- Echo and Byron Shire News – 2 x full page adverts + 3 x quarter page adverts
- Mayoral column in BSN – 16 November

3.7 Media Releases

Three media releases were issued with a focus on the proposed Special Rate Variation:

- Community to discuss a Special Rate Variation (31/10/16)
- Special rate Variation telephone survey to start (11/11/16)
- Last week for Special Rate Variation survey (21/11/16)

3.8 Information Kiosks

17 Information Kiosks were conducted across the Shire during October and November 2016 and provided the community with the opportunity to discuss the 'Funding our Future' project. In total, Information Kiosks were open to the public for 54 hours and Council staff spoke with 489 members of the public.

More than 400 residents were engaged in conversations about aspects of the 'Funding our Future' project during the 17 Information Kiosks held at local markets and shopping centres throughout the Shire. Kiosks were attended by executive staff and professional officers who were able to provide detailed information about various aspects of 'Funding our Future' options.



Date	Location	Hours	No. of people
31-Oct	Suffolk Park SPAR	3	7
1-Nov	New Brighton Farmers Market	3	51
2-Nov	Ocean Shores Shopping Centre	3	40
3-Nov	Byron Farmers Market	4	61
4-Nov	Mullumbimby Farmers Market	3	29
5-Nov	Bangalow Farmers Market	3	32
7-Nov	Suffolk Park SPAR	3	6
8-Nov	New Brighton Farmers Market	3	21
10-Nov	Byron Farmers Market	4	51
11-Nov	Mullumbimby Farmers Market	3	50
12-Nov	Bangalow Farmers Market	3	35
14-Nov	Suffolk Park SPAR	3	8
15-Nov	New Brighton Farmers Market	3	36
16-Nov	Ocean Shores Shopping Centre	3	15
17-Nov	Byron Farmers Market	4	19
18-Nov	Mullumbimby Farmers Market	3	18
19-Nov	Bangalow Farmers Market	3	10

3.8 Community and Business Roundtables

On 22 November 2016 Council held a Community Roundtable for members of the public to discuss the proposed Special Rate Variation, as well as participate in a Question and Answer session with Council staff and a number of Byron Shire's Councillors.

Several members of the community attended the roundtable as representatives of community groups, such as the Main Arm Residents Association, Byron Core Values and Brunswick Heads Progress Association.

There was an open discussion which considered various community concerns and suggestions, such as imposing a bed tax/tourism levy strategy, a festival ticket levy, working with neighbouring Councils on shared issues and funds received from paid parking. Outcomes of this meeting were to explore outcomes for voluntary contributions, continuing to lobby for legislative change on a bed tax and festival category rate, members to research how other towns globally extract money from festivals (i.e. charge by volume of attendees, not rateable value of the land), looking for long term solutions and to advise the public when IPART exhibition commences.

The Business Chambers were invited to attend a Question and Answer session on 23 November 2016, to discuss the proposed Special Rate Variation and participate in a Question and Answer session with Council staff and Councillors. No representatives attended.

4. Engagement Results

4.1 Telephone Survey

A total of 410 resident interviews were completed via telephone between 14 to 19 November by Micromex Research.

This survey is a **random sample** of Byron Shire and is weighted to reflect the demographic makeup of the shire.

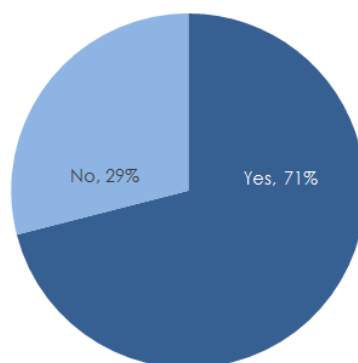
Awareness:

Of the 410 telephone respondents, **71% of residents were already aware that Council was exploring community sentiment towards a Special Rate Variation.**

This is considered a **high level of community awareness** of the proposed Special Rate Variation and demonstrated that the engagement plan was inclusive and reached a significant proportion of ratepayers.

	Overall	Male	Female	18-34	35-49	50-64	65+
Yes	71%	72%	70%	7%▼	69%	77%	87%▲
No	29%	28%	30%	93%	31%	23%	13%

	Ratepayer	Non-ratepayer	Byron Bay/ Suffolk Park	North Byron Shire	Mullumbimby	Bangalow	Rural/other
Yes	77%▲	35%	79%	63%	66%	66%	75%
No	23%	65%	21%	37%	34%	34%	25%



Base: N = 410

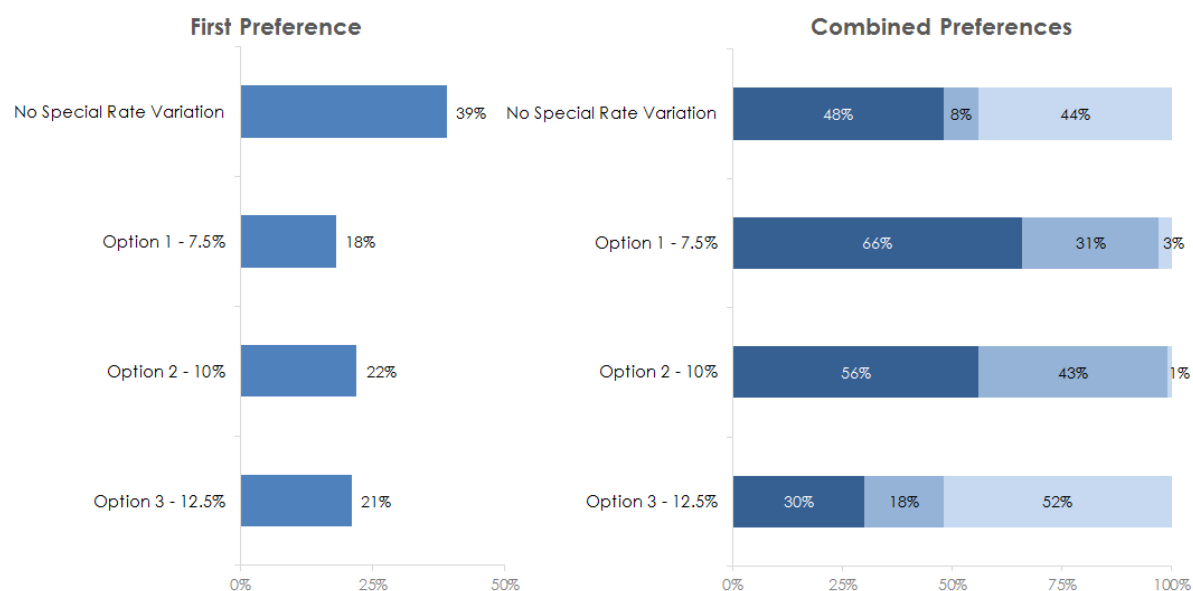
▲ ▼ = A significantly higher/lower level of awareness

Of the 410 responses:

- 51% were either 'somewhat supportive', 'supportive' or 'very supportive' of **Option 1 – Deteriorate**
- 48% were either 'somewhat supportive', 'supportive' or 'very supportive' of **Option 2 – Maintain**
- 36% were either 'somewhat supportive', 'supportive' or 'very supportive' of **Option 3 – Improve**

Special Rate Variation preference:

The first preference for 61% of residents is some form of Special Rate Variation to occur, with a relatively even distribution across options 1-3. For two thirds of residents (66%) option 1 is either their first or second preference



A full summary of surveys completed over the phone is included as Appendix 2.

4.2 Online Survey

Council created a 15 question survey to engage the public and learn about its attitude towards the Special Rate Variation proposal. The survey was distributed to residents alongside the 'Funding our Future' community information booklet and available to the community to complete online at <https://www.surveymonkey.com/r/funding-our-future>.

902 survey responses were received between 26 and 29 November 2016. 918 survey responses were submitted online in the same period.

This survey is an '**opt in**' and **is not** weighted to reflect the demographic makeup of the shire. It should be noted that 'opt in' surveys are often completed by people who are motivated to participate and there has greater potential a margin error. For example, results within the online survey showed:

- there is a high proportion of males who completed the survey.
- more residents in the north of Byron Shire and Byron completed the survey – rural area is under represented.
- participants were older with 73% being aged 50 years and above

	Telephone	Online
Gender		
• Male	48%	53%
• Female	52%	47%
Age		
• 18-34	8%	3%
• 35-49	43%	24%
• 50-64	23%	47%
• 65+	26%	26%
Ratepayer status		
• Ratepayer	84%	94%
• Non-ratepayer	16%	3%
• Other		4%
Area lived in		
• Byron Bay – Suffolk Park	28%	31%
• North Byron Shire	31%	33%
• Mullumbimby	12%	11%
• Bangalow	6%	8%
• Rural/other	23%	17%

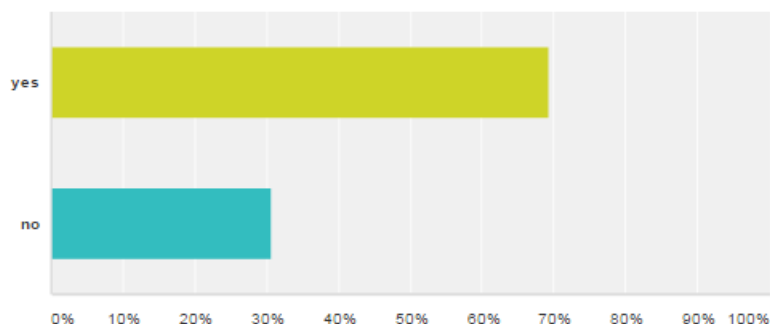
Awareness:

Of the 902 online survey participants, **69% of residents were already aware that Council was exploring community sentiment towards a Special Rate Variation.**

This is considered a **high level of community awareness** of the proposed Special Rate Variation and demonstrated that the engagement plan was inclusive and reached a significant proportion of ratepayers.

Prior to completing this survey, were you aware that Council was exploring community sentiment towards a Special Rate Variation?

Answered: 847 Skipped: 55



Answer Choices	Responses	
▼ yes	69.30%	587
▼ no	30.70%	260
Total		847

Despite 31% of online survey participants stating that they were not aware of the proposed Special Rate Variation prior to completing the online survey, they also listed the following ways that they were informed of the process via the following:

- Information booklet – 154
- Newspaper advertising – 31
- Newspaper article – 11
- Other – 27
- Word of mouth – 25

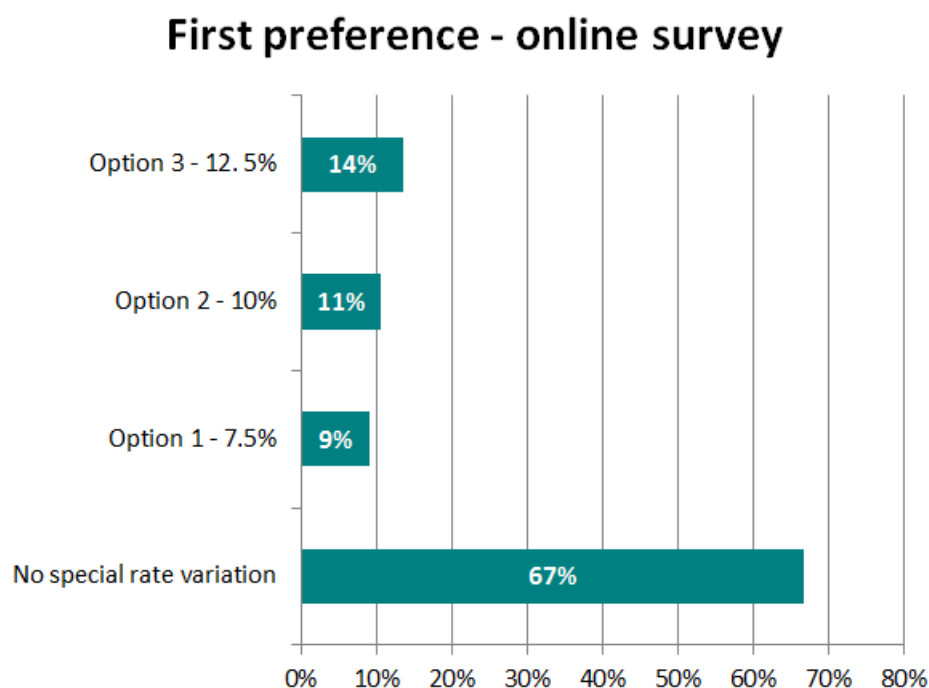
Participants were asked to choose their preferred option and summarise their reasons for this choice.

Special Rate Variation preference:

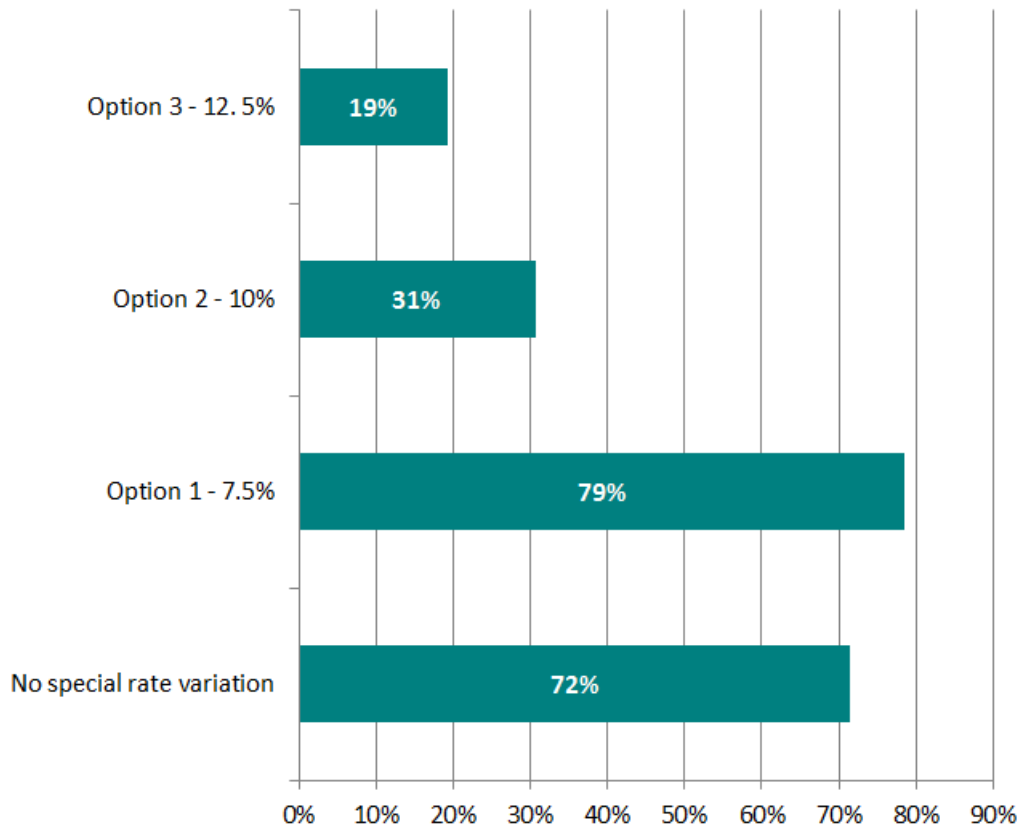
Of the 918 responses:

- 29% were either 'somewhat supportive', 'supportive' or 'very supportive' of **Option 1 – Deteriorate**
- 21% were either 'somewhat supportive', 'supportive' or 'very supportive' of **Option 2 – Maintain**
- 18% were either 'somewhat supportive', 'supportive' or 'very supportive' of **Option 3 – Improve**

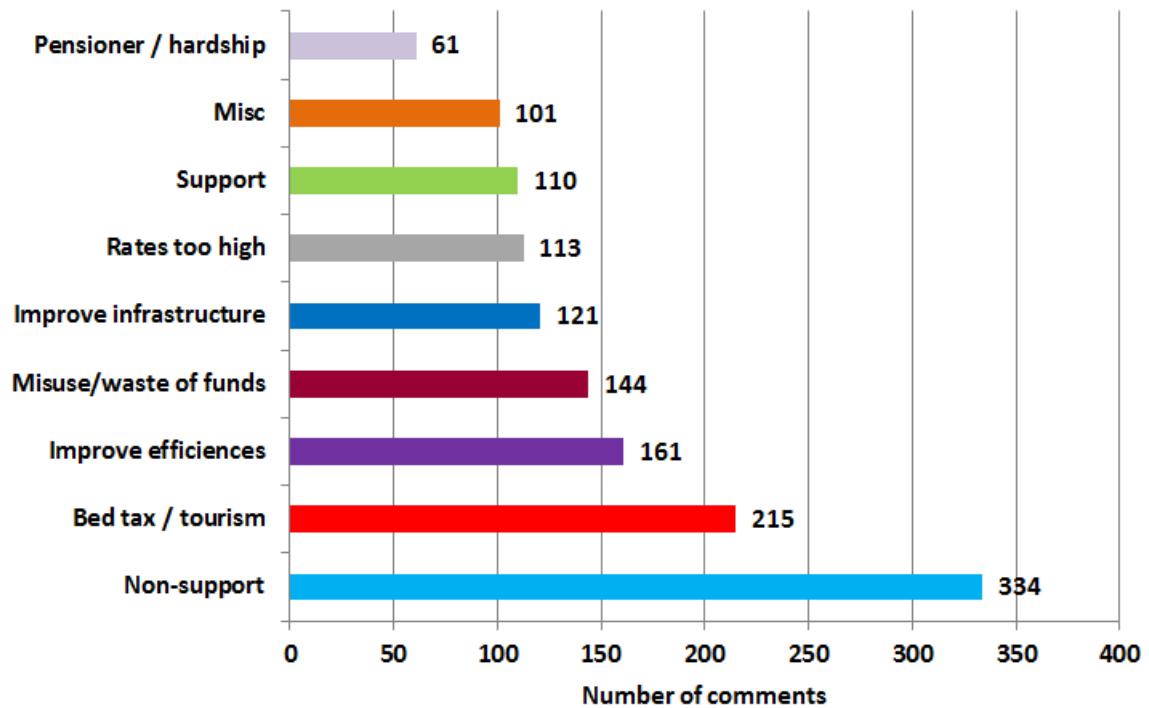
When asked to rank the following options in order of preference (1 being the most preferred, 4 being the least), respondents ranked their preference as demonstrated in the following chart:



Combined 1st and 2nd preference



Reasons given for preference



A summary and qualitative feedback from the online survey is included as Appendix 3.

4.3 Reply Paid Cards

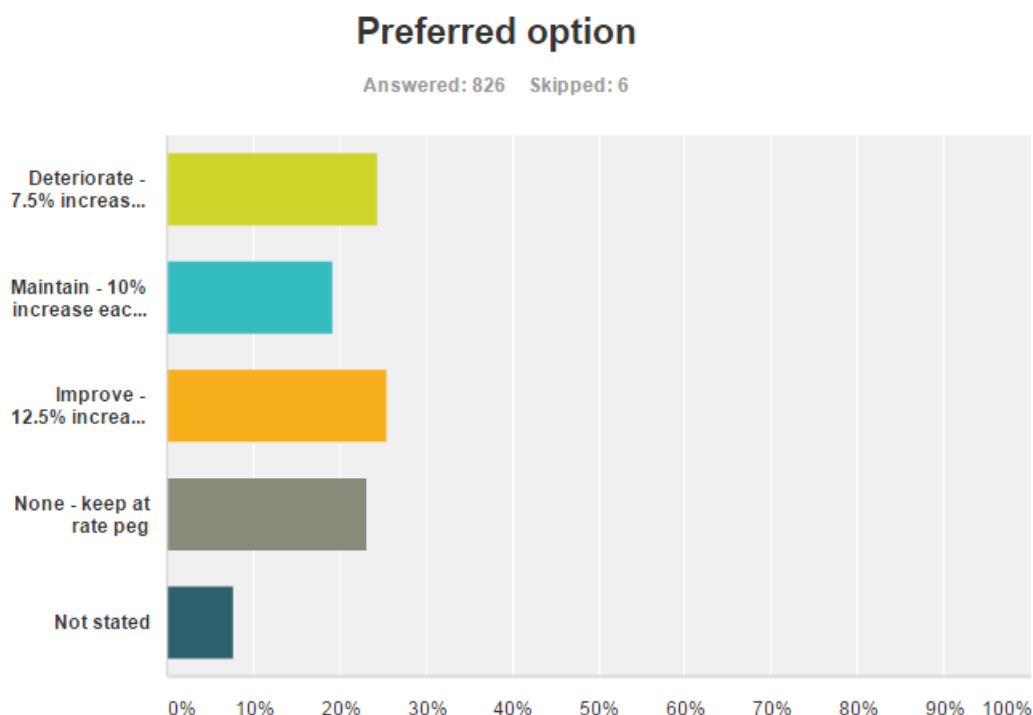
A reply paid postcard was provided within the 'Funding our Future' community information booklet distributed to all rate payers via their recent rate notice and made available at the community information stands, Councils head office and the Cavanbah Centre. Residents were asked to choose their preferred option and provide brief comments before returning the survey postcard by 27 November 2016. The responses received were manually entered into a separate online system.

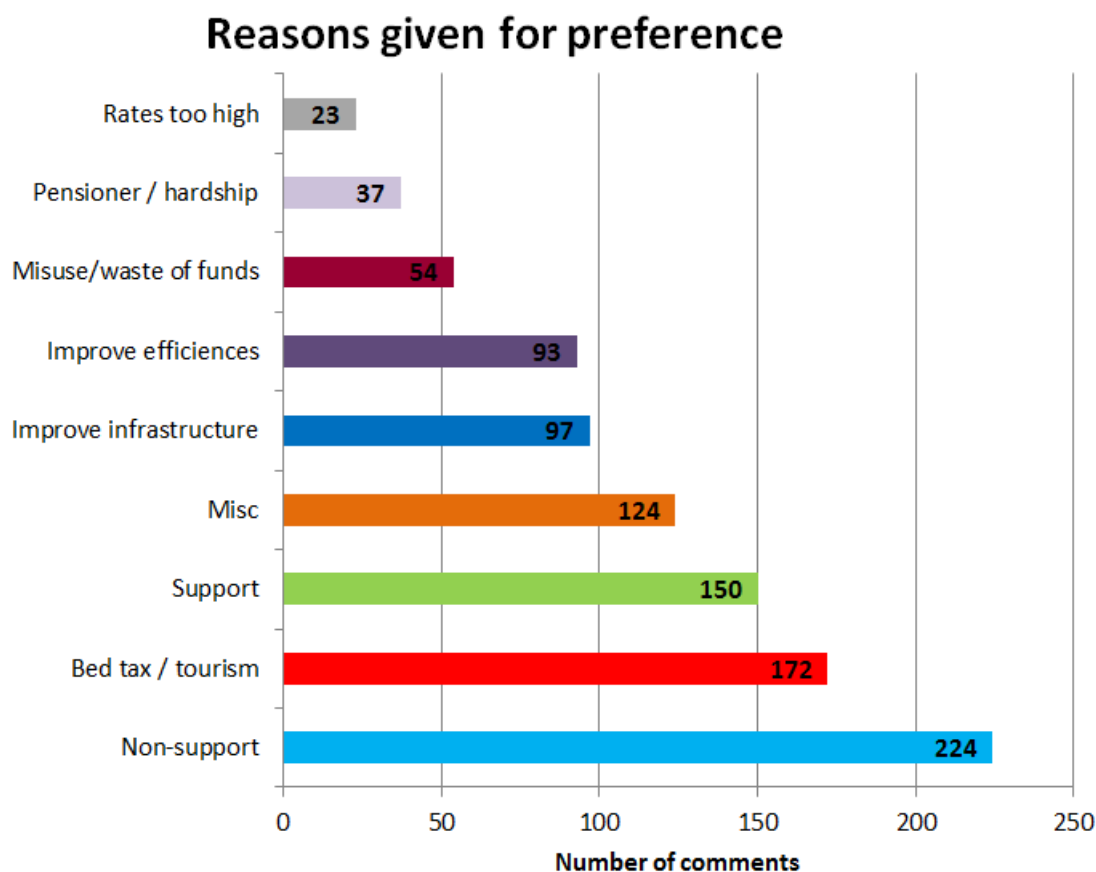
This method to provide feedback is an '**opt in**' and **is not** weighted to reflect the demographic makeup of the shire. It should be noted that 'opt in' surveys are often completed by people who are motivated to participate and there has greater potential a margin error. This feedback method was designed to be a quick and easy way to participate and was submitted via Australia Post or at a Community Information Stand. It did not ask for location or age and therefore **cannot** be considered a true demographic reflection of Byron Shire residents and ratepayers.

Of the 826 responses:

- 30.8% were not supportive of No SRV or not stated
- 24.5% were supportive of Option 1 – Deteriorate at 7.5%
- 19.2% were supportive of Option 2 – Maintain at 10%
- 25.5% were supportive of Option 3 – Improve at 12.5%

The Reply Paid results show that almost 70% of respondents were supportive of a Special Rate Variation.





Comment word cloud from Reply Paid Respondents:

Ocean Shores Home Owners Rate Rise GREEN
 BED Tax Rubbish Rate Payers DRIVE Pay
 Facilities Tourists Impact
 Rate Increase Water Council
 Survey Roads Properties in Byron Money
 Mullumbimby Option FIT Paid Parking RURAL Areas
 Holiday Lets Learn to Live within Your Means Byron Shire
 Place

A summary and qualitative feedback from the Reply Paid cards is included as Appendix 3.

4.4 Submissions

Written and verbal submissions were sought between 26 October and 28 November 2016 via email, letter or telephone call to the Special Rate Variation hotline.

Council received 17 phone calls from members of the community to the SRV hotline, who raised issues relating to assistance for pensioners, dissatisfaction with Council's ability to manage money, disappointment in the options presented, disapproval of the survey design, and requests for a copy of the survey to complete.

In total 81 written submissions were received. The main themes emerging from written and telephone submissions and number of comments by key words/phrase outlined in the table below.

Keyword/Phrase (Total times used)	Total Times Used
Non-support	35
Bed tax/Tourism	32
Misuse/Waste of funds	15
Rates too high	15
Pensioner/Hardship	9
Improve efficiencies	9
Improve infrastructure	4
Support	1

A summary of written submissions is provided in appendix 4.

4.5 Media coverage and Letters to Editor

In response to the Council's communication and engagement activities the following newspaper articles and letters to the Editor appeared in the local newspapers.

Media coverage

Date	Headline	URL	Source
02-Dec-2016	Byron Council's honeymoon ended	http://www.echo.net.au/2016/12/byron-councils-honeymoon-ended/	Echo
30-Nov-2016	Byron GM makes case for rate rise	http://www.echo.net.au/2016/11/byron-gm-makes-case-rate-rise/	Echo
28-Nov-2016	Rates rise not the way to go for Byron	http://www.echo.net.au/2016/11/rates-rise-not-way-go-byron/	Echo
25-Nov-	Byron shire should target	http://www.echo.net.au/2016/11/byron-shire-target-	Echo

Date	Headline	URL	Source
2016	parking income not rates	parking-income-not-rates/	
15-Nov-2016	Phone survey on Byron Shire rate rise starts	http://www.byronnews.com.au/news/phone-survey-on-byron-shire-rate-rise-starts/3111919/	Byron Shire News
15-Nov-2016	Phone survey on Byron Shire rate rise starts	http://www.ballinaadvocate.com.au/news/phone-survey-on-byron-shire-rate-rise-starts/3111919/	Ballina Shire Advocate
15-Nov-2016 09:30AM	Phone survey on Byron Shire rate rise starts	http://www.northernstar.com.au/news/phone-survey-on-byron-shire-rate-rise-starts/3111919/	Northern Star
15-Nov-2016 09:30AM	Phone survey on Byron Shire rate rise starts	http://www.echonews.com.au/news/phone-survey-on-byron-shire-rate-rise-starts/3111919/	Northern Rivers Echo
15-Nov-2016 M	Byron rates survey disingenuous	http://www.echo.net.au/2016/11/byron-rates-survey-disingenuous/	Echo
14-Nov-2016	Byron needs a bed tax, not rate hikes	http://www.echo.net.au/2016/11/byron-needs-bed-tax-not-rate-hikes/	Echo
10-Nov-2016	Let's talk about money and roads	https://www.byronnews.com.au/news/comment-lets-talk-about-money-and-roads/3109485/	Byron Shire News
08-Nov-2016	Rate rise Q&A with Council staff	Page 8	Byron Shire Echo
05-Nov-2016	RATE HIKES: How your council plans to pay for the future	http://www.northernstar.com.au/news/rate-hikes-how-your-council-rates/3108603/	Northern Star
05-Nov-2016	RATE HIKES: How your council plans to pay for the future	http://www.byronnews.com.au/news/rate-hikes-how-your-council-rates/3108603/	Byron Shire News

Date	Headline	URL	Source
05-Nov-2016	RATE HIKES: How your council plans to pay for the future	http://www.echonews.com.au/news/rate-hikes-how-your-council-rates/3108603/	Northern Rivers Echo
05-Nov-2016	RATE HIKES: How your council plans to pay for the future	http://www.ballinaadvocate.com.au/news/rate-hikes-how-your-council-rates/3108603/	Ballina Shire Advocate
01-Nov-2016	BYRON COUNCIL RATE RISE TO FUND AGED INFRASTRUCTURE	http://www.nbnnews.com.au/2016/11/01/byron-council-rate-rise-to-fund-aged-infrastructure/	NBN News
01-Nov-2016	Byron mayor defends rate-rise plan	http://www.echo.net.au/2016/11/byron-mayor-defends-rate-rise-plan/	Echo
31-Oct-2016	How much could your rates go up next year?	http://www.ballinaadvocate.com.au/news/rate-hike-how-much-your-rates-could-go-up-next-yea/3106364/	Ballina Shire Advocate
31-Oct-2016	How much could your rates go up next year?	http://www.northernstar.com.au/news/rate-hike-how-much-your-rates-could-go-up-next-yea/3106364/	Northern Star
31-Oct-2016	How much could your rates go up next year?	http://www.echonews.com.au/news/rate-hike-how-much-your-rates-could-go-up-next-yea/3106364/	Northern Rivers Echo
31-Oct-2016	How much could your rates go up next year?	http://www.byronnews.com.au/news/rate-hike-how-much-your-rates-could-go-up-next-yea/3106364/	Byron Shire News
05-Oct-2016	Rate rise flagged for Byron council	http://www.echo.net.au/2016/10/rate-rise-flagged-byron-council/	Echo

Letters to editor

Date	Source	Number
30 Nov	Byron Shire Echo	2
23 Nov	Byron Shire Echo	5
16 Nov	Byron Shire Echo	5
2 Nov	Byron Shire Echo	3
17 Nov	Byron Shire News	3

Copies of the letters can be found at Appendix 6.

4.6 General queries

During the course of the consultation period, Council received a number of general queries from members of the community which Council has sought to respond to within a timely manner, emphasising its commitment to improving customer service.

Of the 28 general queries Council received, the majority focused on infrastructure related issues such as repairing roads throughout the Shire.

Appendices:

1. Funding our Future Booklet
2. Special Rate Variation – telephone survey
3. Online survey results
4. Reply Paid cards results
5. Funding our Future Summary of telephone submissions
6. Funding our Future Summary of written submissions
7. Letters to Editor

Appendix 1 – Funding our Future Booklet

WE NEED YOUR INPUT ON SOME IMPORTANT DECISIONS

Byron Shire Council provides services and facilities to 9 towns and villages, plus the many beautiful rural localities spread across an area of just under 560 square kilometres.

Like many other NSW councils, our roads, footpaths, buildings, drainage and other community assets are getting old and need to be renewed. We know that our community places a high value on these assets, in particular our road network. Our assets in their current state are continually deteriorating and need costly maintenance. To improve our public assets we need to spend more money on renewing and maintaining them to ensure they meet the needs of our community.

Currently Council's revenue is regulated under "rate pegging". The rate peg is determined by the Independent Pricing and Regulatory Tribunal (IPART) and they determine the maximum percentage amount by which a council may increase its general rate income for the year. The rate peg does not apply to stormwater, waste collection, water and sewer charges.

The rate peg over the past ten years has varied from 1.8% to 3.5% and Byron Shire's last Special Rate Variation was in 2008/09.

We are seeking your feedback on a proposal to apply to the Independent Pricing and Regulatory Tribunal (IPART) for a Special Rate Variation (SRV). While we understand that rate rises are never welcome, we believe a Special Rate Variation is necessary to meet the needs of our community.

This information booklet outlines three options being considered, each with different impacts on our assets and service quality over time. We need your input to make some important decisions about Investing in our Future so please take time to read this booklet, give us your feedback and tell us your preferred option.

Please note: Waste, water and sewerage services are funded separately and do not feature as part of this booklet.

WHY DO WE NEED A SPECIAL RATE VARIATION?

Our community has consistently told us that assets like roads, footpaths and drainage are important to them, but we need to improve their condition. Our Community Satisfaction Surveys in 2013 and 2016 rated our roads as the most important asset.

In 2016, 80% of our community said that rural and urban roads should be a priority and more funding needed to be invested.

In addition to this, in 2014 the NSW State Government initiated its Fit for the Future local government reform program that required all NSW councils to submit a proposal demonstrating plans to achieve long term financial sustainability and meet seven asset, financial and performance benchmarks.

As part of our Fit for the Future process, we reviewed the condition of our assets and detailed long term financial modelling. This information told us that we have a significant funding gap and need to increase our investment in the renewal of our ageing infrastructure.

WHAT HAVE WE BEEN DOING TO IMPROVE OUR FINANCIAL SUSTAINABILITY?

On 26 June 2015, we submitted our Fit for the Future Council Improvement Proposal. This proposal identified a number of strategies including an application to IPART for a Special Rate Variation.

Our Council Improvement Proposal included initiatives such as:

- restructuring our organisation to better match service requirements – reduced management costs by \$750,000 in recurrent savings
- created a new revenue stream with pay parking – estimated to return \$2 million per year after operating costs
- reviewing our asset portfolio – sold underperforming or surplus assets to operational needs and reinvested funds into improving key infrastructure such as roads and parks in the north of the Shire.
- refinancing and rationalising loans – one loan reduced by 10 years and will save \$3.9 million
- procurement efficiencies – saving 1% (\$300,000) per year.

We are continuing to drive organisational efficiencies and have committed to a long term service review program to ensure we are delivering services and facilities that meet our community's needs in the most effective way possible.

Despite these savings we still do not have sufficient funds to ensure that the number of assets in poor condition does not continue to grow. A Special Rate Variation is part of our medium term solution.

VARIATION TO FUND THE ASSET MAINTENANCE AND RENEWAL GAP

In August 2016 we sought additional community feedback on the current condition of key infrastructure assets and funding priorities. The research was based on a random and representative sample of residents. Research participants were asked how supportive they were of the proposal to invest more money into various asset types.

Our residents told us:

- 83% supported increased investment in transport assets (roads, footpaths, cycleways, bridges and road drainage)
- 73% supported increased investment in urban stormwater drainage
- 73% supported increased investment in rural drainage
- 88% supported increased investment in buildings and public amenities
- 71% supported increased investment in park facilities.

We also asked which assets should be a priority. Our residents told us:

- 92% said sealed urban roads
- 79% said sealed rural roads
- 80% said community buildings
- 75% said public toilets

94% of research participants agreed it was important or very important for Council to implement plans and strategies that will maintain and renew our infrastructure and facilities for the Shire.

You can see the full survey results by visiting our website at www.byron.nsw.gov.au/funding-our-future

The proposed Special Rate Variation is an important step to help maintain and renew our current assets to ensure that we deliver services in line with community expectations and remain financially sustainable into the future.

WHAT HAVE WE BEEN DOING TO MAINTAIN OUR ASSETS?

For the past four years we have been working to improve our traditional assets such as roads, drainage, cycleways, footpaths, public amenities, parks, playgrounds, sporting fields, community buildings and waste.

As a result of the Financial Sustainability Plan initiatives, we have:

- invested an additional \$2 million in 2015 and \$10 million in 2016 in our roads infrastructure
- generated \$500,000 in 2015 to start a Bridge Replacement Fund – a further \$1 million in 2016
- increased the total capital works roads budget from \$4 million to \$27 million in 2016
- established an Infrastructure Renewal Fund.

Sections of key roads that we have reconstructed in the past four years include Main Arm Road, Skinners Shoot Road, Booyong Road, Coorabell Road, Federal Drive, Coolamon Scenic Drive, Wilsons Creek Road, The Pocket Road, Myocum Road, Natural Lane, Binna Burra Road, Skinners Shoot Road, Left Bank Road, Bangalow Road, Deacon Street, Shara Boulevard, Balemo Drive, Orana Road, Kolora Road, Rajah Road, Yengarri Way, Tweed Valley Way, Fingal Street, Station Street, Massinger Street, Middleton Street, Marvel Street, Ewingsdale Road, Broken Head Road. Plus, we reconstructed 11 landslips on rural roads as a result of natural disasters. New community and recreation facilities include the Byron Bay Library and Cavanbah Centre. Upgrades have been completed at the South Golden Beach Community Centre, Mullumbimby Civic Hall, Suffolk Park playground, Bangalow skate park, Waterlily Park exercise equipment, new change rooms and lighting at Tom Kendall sports field, and purchased land and constructed the North Ocean Shores Sports Field.

The Better Byron Crew has been established with a team dedicated to improving Byron's town centre and public spaces. Plus, new interim public amenities have been installed at Main Beach and Railway Park in Byron Bay.

Despite a focused effort, it is still not enough to ensure that assets are maintained, renewed and ensure that the number of assets in poor condition does not continue to grow.

WHAT YOUR GENERAL RATES PAY FOR

The role of local councils has come a long way since the days of roads, rates and rubbish. Today, we now fund many more services to meet our community's needs and expectations. Some of these include:

- parks, sports grounds, playgrounds, swimming pools, public amenities and community buildings;
- transport services including roads, bridges and causeways, cycleways, footpaths, car parks, road safety and traffic facilities;
- development services, such as development applications and certification;
- land use and natural environmental planning;
- stormwater and flood management;
- disaster and emergency management;
- surf life saving services;
- land use strategic planning;
- environmental sustainability projects;
- bush regeneration and invasive species management;
- public and environmental health;
- enforcement and building regulations;
- libraries, arts and culture;
- economic development, events and tourism;
- community development services for youth, older people, people living with a disability and Aboriginal and Torres Strait Islander People;
- children's services;
- executive, communication and support services.

OPTIONS FOR CONSIDERATION

There are three options we would like you to consider; each option will have varying impacts on assets and service quality.

OPTION 1. DETERIORATE

OPTION 2. MAINTAIN

OPTION 3. IMPROVE

Please take the time to read and consider these options before having your say.

If you would like to know what the estimated average general rates will be for 2016/17, with a 2.5% rate peg only, go to www.byron.nsw.gov.au/funding-our-future.

Finding this information difficult to read?
Like a copy with bigger text?

Call 02 6626 7320.

OPTION 1. DETERIORATE

Some of our assets would continue to deteriorate. We would focus our available funds into high risk poor condition asset renewal and maintenance.

Special Rate Variation of 7.5% each year for four years. This includes the estimated 2.5% rate peg. Over the four year period this is a cumulative increase of 33.5%. At the end of the four year period the Special Rate Variation increases would be built into the rate base and permanently retained.

FUNDING IMPACT

This option would generate an additional \$10.58 million over four years from the increased rates. Under this option, we would also borrow an additional \$2 million each year for 3 years, therefore increasing our total spend on infrastructure to \$16.58 million over the four years. The additional funding would be allocated to the following assets:

- \$13.07 million on roads, road drainage, footpaths and bridges
- \$468,000 on urban stormwater
- \$330,000 on rural drainage, causeways and culverts
- \$2.16 million on buildings and public amenities
- \$544,000 on parks and open spaces

MAINTAIN, RENEW AND UPGRADE

We would be able to fund essential maintenance and some renewal of our assets. This means the average condition of our roads, town centres, buildings, public toilets, footpaths, stormwater drainage, parks and open spaces (including playgrounds) would stabilise. However, some sealed roads that are already in a poor condition will not be reconstructed.

HOW WILL THIS AFFECT YOUR RATES?						
	Current 2016/17	Year 1 2017/18	Year 2 2018/19	Year 3 2019/20	Year 4 2020/21	Total Cumulative Increase
Annual increase % – assumed rate peg of 2.5%		7.5%	7.5%	7.5%	7.5%	33.5%
Total annual increase (average)	\$	\$	\$	\$	\$	\$
Residential Rate	1,139	1,224	1,316	1,415	1,521	382
Residential – flood prone rate	383	412	443	476	512	129
Business rate	2,071	2,227	2,394	2,573	2,766	695
Business rate – Byron Bay	4,437	4,770	5,128	5,512	5,926	1,489
Farmland	1,608	1,729	1,858	1,998	2,147	539

Over the four years, the cumulative increase in rates under Option 1 is 33.5% (rate peg only).

OPTION 2. MAINTAIN

**We would stop the deterioration of our community assets.
We would focus our available funds into high risk poor
condition asset renewal and maintenance.**

Special Rate Variation of 10% each year for four years. This includes the estimated 2.5% rate peg. Over the four year period this is a cumulative increase of 46.4%. At the end of the four year period the Special Rate Variation increases would be built into the rate base and permanently retained.

FUNDING IMPACT

This option would generate an additional \$16.28 million over four years from the increased rates. Under this option, we would also borrow an additional \$2 million each year for 3 years, therefore increasing our total spend on infrastructure to \$22.28 million over the four years. The additional funding would be allocated to the following assets:

- \$16.9 million on roads, road drainage, footpaths and bridges
- \$719,000 on urban stormwater
- \$507,000 on rural drainage, causeways and culverts
- \$3.3 million on buildings and public amenities
- \$836,000 on parks and open spaces

MAINTAIN, RENEW AND UPGRADE

We would be able to fund essential maintenance and some renewal of our assets. This means the average condition of our roads, town centres, buildings, public toilets, footpaths, stormwater drainage, parks and open spaces (including playgrounds) would stabilise. However, some sealed roads that are already in a poor condition will not be reconstructed.

The additional funding associated with this option would allow us to accelerate the works program and do more to address high risk assets. For example, over the four years we could complete an additional:

- 6.6 kilometres road reconstructions
- 83.1 kilometres road reseals
- Quicker replacement of load limited old bridges such as Scarrabelottis, O'Meara's, James, Parkers and Booyong

- Increased road maintenance including drainage (urban and rural), heavy patching, road shoulder grading and unsealed road resheeting
- Renew or replace poor condition box culverts and causeways
- Replace poor condition bus shelters with Disability Access compliant shelters
- Increased renewal or replacement of our old poor condition public amenities.

NEW ASSETS

We would have virtually no capacity for extra new capital works apart from those funded by developer contributions and grants. This means we would have difficulty funding new assets.

HOW WILL THIS AFFECT YOUR RATES?						
	Current 2016/17	Year 1 2017/18	Year 2 2018/19	Year 3 2019/20	Year 4 2020/21	Total Cumulative Increase
Annual increase % – assumed rate peg of 2.5%		10%	10%	10%	10%	46.4%
Total annual increase (average)	\$	\$	\$	\$	\$	\$
Residential Rate	1,139	1,253	1,378	1,516	1,668	529
Residential – flood prone rate	383	422	464	510	561	178
Business rate	2,071	2,278	2,506	2,757	3,033	961
Business rate – Byron Bay	4,437	4,881	5,369	5,906	6,496	2,059
Farmland	1,608	1,769	1,946	2,140	2,354	746

Over the four years, the cumulative increase in rates would be 46.4%.

OPTION 3. IMPROVE

We would improve the quality of our community assets by being able to fund the required asset renewal and maintenance.

Special Rate Variation of 12.5% each year for four years. This includes the annual estimated 2.5% rate peg. Over the four year period this is a cumulative increase of 60.2%. At the end of the four year period the Special Rate Variation increases would be built into the rate base and permanently retained.

FUNDING IMPACT

This option would generate an additional \$22.26 million over four years from the increased rates. Under this option, we would also borrow an additional \$2 million each year for 3 years, therefore increasing our total spend on infrastructure to \$28.26 million over the four years.

- \$20.86 million on roads, road drainage, footpaths and bridges
- \$983,000 on urban stormwater
- \$693,000 on rural drainage, causeways and culverts
- \$4.57 million on buildings and public amenities
- \$1.14 million on parks and open spaces

MAINTAIN, RENEW AND UPGRADE

Our assets condition would gradually improve. We would be able to fund the essential maintenance and renewal of our assets. This means the condition of our roads, town centres, buildings, public toilets, footpaths, stormwater drainage, parks and open spaces (including playgrounds) would gradually improve over time. We would also be able to undertake preventative maintenance to reduce future costs to the community and address high risk assets.

For example, over the four years we could complete an additional:

- 9.4 kilometres road reconstructions
- 117.3 kilometres road reseals
- Quicker replacement of load limited old bridges such as Scarrabelottis, O'Meara's, James, Parkers and Booyong
- Increased road maintenance including drainage (urban and rural), heavy patching, road shoulder grading and unsealed road resheeting

- Renew or replace poor condition box culverts and causeways
- Renew or replace poor stormwater drainage assets
- Replace poor condition bus shelters with Disability Access compliant shelters
- Renew or replace poor condition roadside barriers
- Renew or replace poor retaining walls
- Renew or replace poor play equipment and park furniture
- Increased renewal or replacement of poor public amenities.

NEW ASSETS

We would be able to fund new essential infrastructure gaps.
For example:

- Sealing dirt roads such as Grays Lane, Settlement Road, St Helena Road and Mafeking Road.
- Upgrading waterway crossings eg Blindmouth Creek crossing on Main Arm Road, causeways on Upper Wilsons Creek and Main Arm Roads.
- Road widening such as Binna Burra Road, Friday Hut Road, Main Arm Road, Wilsons Creek Road, Huonbrook Road, The Pocket Road and Fowlers Lane.
- Improving the liveability and appearance of our urban centres.
- Expanding the facilities at the Cavanbah Centre.

HOW WILL THIS AFFECT YOUR RATES?						
	Current 2016/17	Year 1 2017/18	Year 2 2018/19	Year 3 2019/20	Year 4 2020/21	Total Cumulative Increase
Annual increase % – assumed rate peg of 2.5%		12.5%	12.5%	12.5%	12.5%	60.2%
Total annual increase (average)	\$	\$	\$	\$	\$	\$
Residential Rate	1,139	1,281	1,442	1,622	1,825	685
Residential – flood prone rate	383	431	485	546	614	231
Business rate	2,071	2,330	2,622	2,949	3,318	1,247
Business rate – Byron Bay	4,437	4,992	5,616	6,318	7,108	2,670
Farmland	1,608	1,809	2,035	2,289	2,576	968

Over the four years, the cumulative increase in rates would be 60.2%.

IMPORTANT INFORMATION ABOUT YOUR RATES IN 2016/17

Council rates are calculated based on the value of your land, as determined by the NSW Valuer General. Updated land values are provided to Council every three years. A revaluation occurred in 2016 and came into effect on land valuations to properties throughout the Shire from 1 July 2016.

Council acknowledges that a rate increase may adversely impact some community members. Council has mechanisms in place to assist ratepayers should they incur difficulty in keeping up with their rates payments, including a Financial Hardship Policy. Visit <http://www.byron.nsw.gov.au/publications/rates-and-charges-financial-hardship-policy> for more information.

The NSW state government is currently completing a review of the local government rating system. The review could result in a new rating system being implemented from 1 July 2018.

Council will also be reviewing the current rating structure and the amount of revenue raised from each rating category. The Council review will include the increases under the proposed Special Rate Variation and the outcomes from the NSW state government; this will be reported to Council for consideration in 2017.

2016/17 AVERAGE GENERAL RATE COMPARISON NEIGHBOURING COUNCILS					2016/17 AVERAGE GENERAL RATE COMPARISON OTHER NSW COASTAL COUNCILS				
	Residential	Business	Farmland			Residential	Business	Farmland	
Byron Shire	1,137	2,646	1,608		Byron Shire	1,137	2,646	1,608	
Tweed Shire	1,341	2,976	2,045		Bega	1,051	2,678	1,986	
Lismore City	1,205	4,721	2,229		Eurobulla	930	3,305	1,427	
Clarence Valley	999	2,829	1,382		Coffs Harbour	1,173	5,001	2,152	
Ballina Shire	940	3,192	1,479		Nambucca	1,004	1,961	2,035	
					Lake Macquarie	1,303	4,670	1,991	
					Port Macquarie	1,148	3,761	1,903	

WHAT HAPPENS NEXT?

We are seeking your feedback on your preferred option for Funding our Future to ensure that we deliver services in line with community expectations and remain financially sustainable for years to come.

COMMUNITY FEEDBACK

November 2016 – Council has engaged Micromex Research to conduct a telephone survey of a representative sample of local residents. At the same time, submissions and online surveys will be sought from all residents and ratepayers.

December 2016 – Community feedback will be collated.

COUNCIL DECISION

Mid-December 2016 – Council will decide whether to apply for a rate increase.

IF COUNCIL DECIDES TO SEEK A RATE INCREASE

From mid-December 2016 until mid-January 2017 – Council's Delivery Program and financial information will be updated and placed on public exhibition for community feedback.

After assessing community feedback, an application would then be submitted to IPART.

May 2017 – IPART would notify Council of its decision and if approved, the rate increase would be included in the first rates notice issued in July 2017.

IF COUNCIL DECIDES NOT TO SEEK A RATE INCREASE

Some difficult decisions would need to be made about reducing services, maintenance and facilities. Council would likely be considered NOT Fit for the Future under the NSW Local Government reforms and could be considered a possible amalgamation target.

Over time, the continuing deterioration of assets will adversely affect services to the community. The lack of investment in asset maintenance and renewal will challenge the sustainability of Council.

No application would be made to IPART.

TELL US YOUR PREFERRED OPTION

Hearing from you is very important. Your feedback will help Council decide if it should consider a Special Rate Variation as a way to meet community expectations of services and infrastructure.

There are a number of ways you can obtain the information needed to make an informed decision, including this booklet and community information stands. For more information call us on (02) 6626 7000 or visit www.byron.nsw.gov.au/funding-our-future

Once you've decided which option you think is best, please tell us by:

- completing the online survey at www.byron.nsw.gov.au/funding-our-future
- completing the feedback sheet within this booklet and return to Council
- answering a telephone survey conducted by Micromex Research
- by attending one of our information stands.

COMMUNITY INFORMATION STANDS – NOVEMBER

To find out more about the proposed rate increase have a chat with us at a community market stall or attend an information session:

SPS – Suffolk Park Spar

NBFM – New Brighton Farmers Markets

OSSC – Ocean Shores Shopping Centre

BFM – Byron Farmers Markets

MFM – Mullumbimby Farmers Markets

BFM – Bangalow Farmers Markets

M	T	W	T	F	S
31 Oct	1 Nov	2 Nov	3 Nov	4 Nov	5 Nov
3pm – 6pm	8am – 11am	3pm – 6pm	7am – 11am	8am – 11am	8am – 11am
SPS	NBFM	OSSC	BFM	MFM	BFM
Clifford Street	River Street	Rajah Road	Butler Road	51 Main Arm Road Show-grounds	Behind Bangalow Hotel – Byron St
7 Nov	8 Nov		10 Nov	11 Nov	12 Nov
3pm – 6pm	8am – 11am		7am – 11am	8am – 11am	8am – 11am
SPS	NBFM		BFM	MFM	BFM
Clifford Street	River Street		Butler Road	51 Main Arm Road Show-grounds	Behind Bangalow Hotel – Byron St
14 Nov	15 Nov	16 Nov	17 Nov	18 Nov	19 Nov
3pm – 6pm	8am – 11am	3pm – 6pm	7am – 11am	8am – 11am	8am – 11am
SPS	NBFM	OSSC	BFM	MFM	BFM
Clifford Street	River Street	Rajah Road	Butler Road	51 Main Arm Road Show-grounds	Behind Bangalow Hotel – Byron St

Byron Shire Council

Community Survey – Special Rate Variation

Prepared by: Micromex Research

Date: November 2016



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Background



Background and Context

Background

Based on the outputs of the 2016 Community Satisfaction Survey and an Asset Management Survey, Council has determined that it will need to secure additional funds in order to address the needs of the infrastructure in the area.

As such, Byron Shire Council is considering making an application to the Independent Pricing and Regulatory Tribunal to increase Council rates above the rate peg.

Prior to undertaking this application Council is seeking to obtain a robust and representative measure of the broader community's sentiment towards a Special Rate Variation (SRV).

Council has prepared a number of funding options and contracted Micromex Research, an independent research agency to administer a representative community telephone survey.

Objectives

- Measure community satisfaction with the performance of Council and the current quality of infrastructure and facilities
- Measure awareness levels and sources of information about a Special Rate Variation
- Measure monadic levels of support for different SRV options
- Obtain a hierarchy preferences for the different options



Methodology & Sample

Data collection

Micromex Research, together with Byron Shire Council, developed the questionnaire.

Interviewing

Respondents were selected by means of a computer based random selection process using the electronic White Pages. Telephone interviewing was conducted between the 14th - 19th November 2016, in accordance with the AMSRS Code of Professional Behaviour.

Confidence Limits

N=410 interviews were conducted. A sample size of 410 provides a maximum sampling error of plus or minus 4.8% at 95% confidence. This means that if the survey was replicated with a new universe of N=410 residents, that 19 times out of 20 we would expect to see the same results, i.e. +/- 4.8%.

Data analysis

North Byron Shire refers to residents of Brunswick Heads, Oceans Shores, New Brighton and South Golden Beach

Percentages

All percentages are calculated to the nearest whole number and therefore the total may not exactly equal 100%



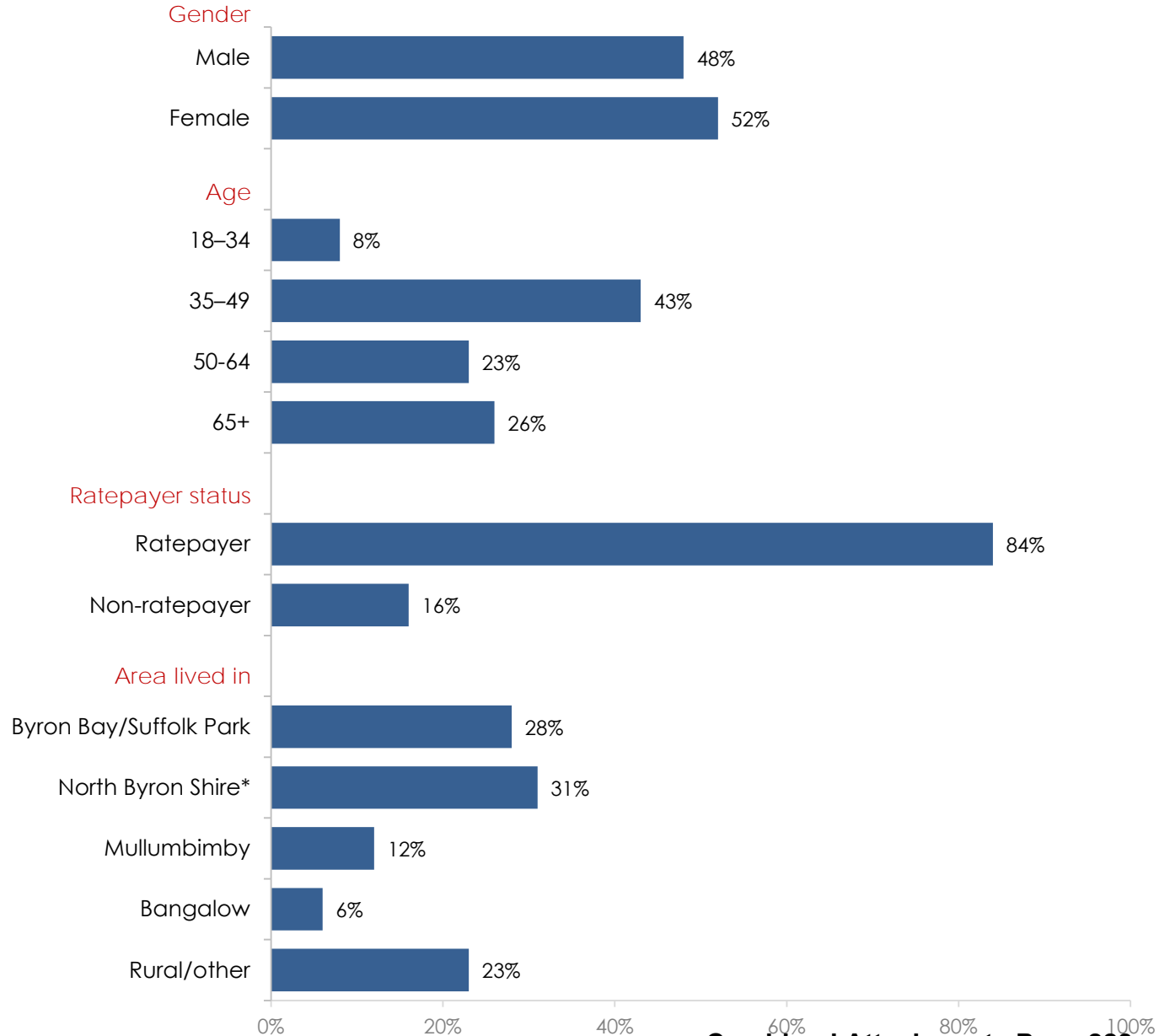
Sample Profile





The sample was weighted by age and gender, to reflect the 2011 ABS community profile of Byron Shire Council

Sample Profile



Results



Community Satisfaction

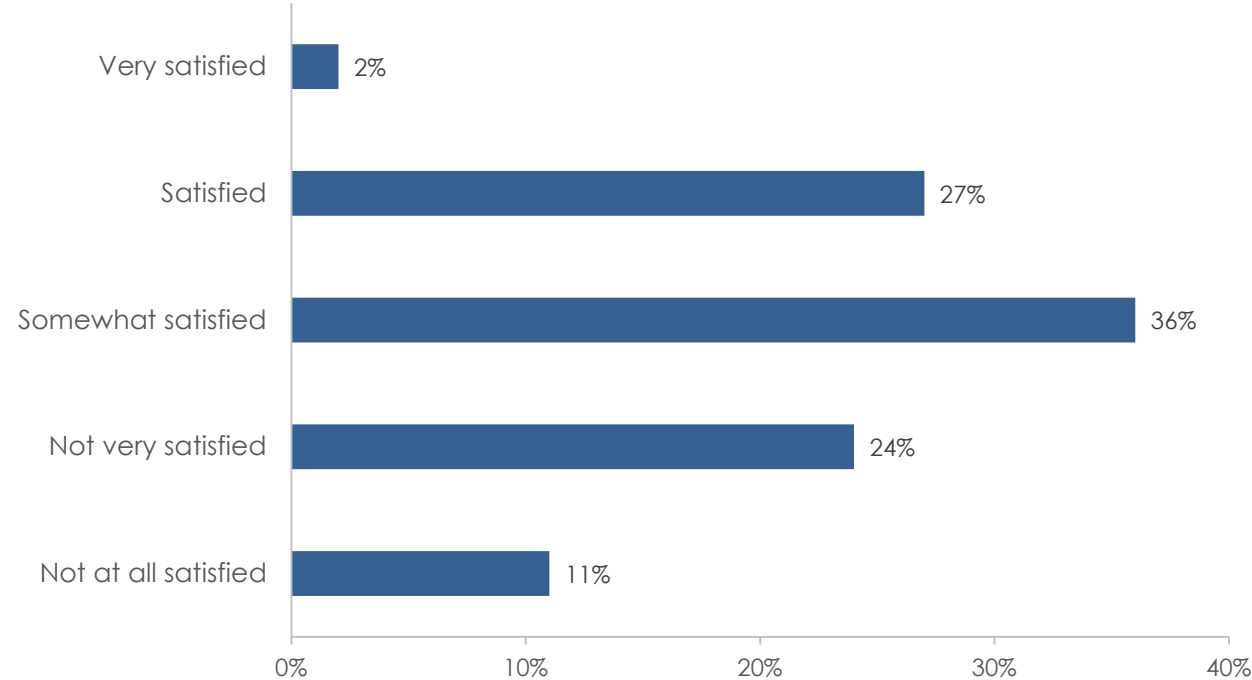


Overall Satisfaction with the Performance of Council

Q2. Overall, for the last 12 months, how satisfied are you with the performance of Council, not just on one or two issues but across all responsibility areas?

	Overall Nov 2016	Overall July 2016	Overall 2013	Male	Female	18-34	35-49	50-64	65+
Mean ratings	2.85	2.91	3.07	2.89	2.80	2.90	2.96	2.78	2.71

	Ratepayer	Non-ratepayer	Byron Bay/ Suffolk Park	North Byron Shire	Mullumbimby	Bangalow	Rural/other
Mean ratings	2.83	2.90	2.87	2.44▼	3.10	3.14	3.17▲



NSW LGA BRAND SCORES	Means
Regional	3.22
All of NSW	3.31
Byron Shire Council	2.85▼

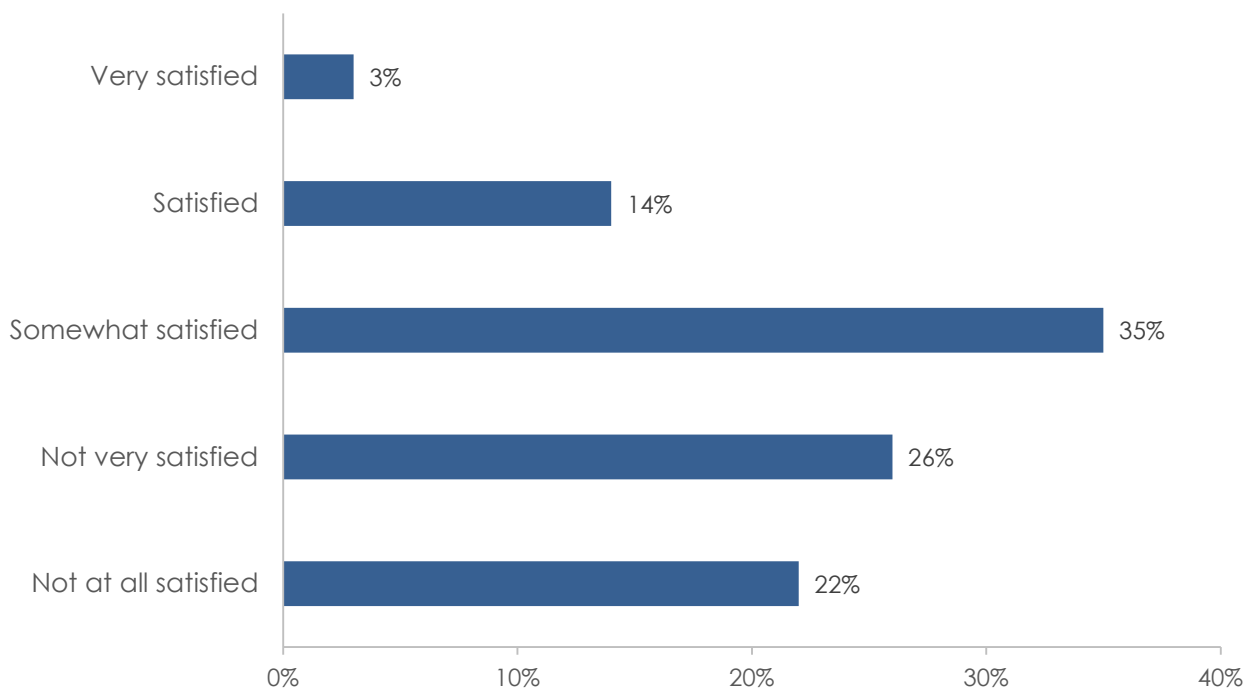
Base: N = 410 Scale: 1 = not at all satisfied, 5 = very satisfied ▲ ▼ = A significantly higher/lower level of satisfaction

Satisfaction with the Quality of Infrastructure and Facilities

Q3. How satisfied are you with the quality of infrastructure and facilities provided by Council?

	Overall	Male	Female	18-34	35-49	50-64	65+
Mean ratings	2.50	2.58	2.44	2.97	2.50	2.40	2.47

	Ratepayer	Non-ratepayer	Byron Bay/ Suffolk Park	North Byron Shire	Mullumbimby	Bangalow	Rural/other
Mean ratings	2.46	2.76	2.51	2.19▼	2.71	2.98	2.69



Base: N = 410

Scale: 1 = not at all satisfied, 5 = very satisfied

▲ ▼ = A significantly higher/lower level of satisfaction

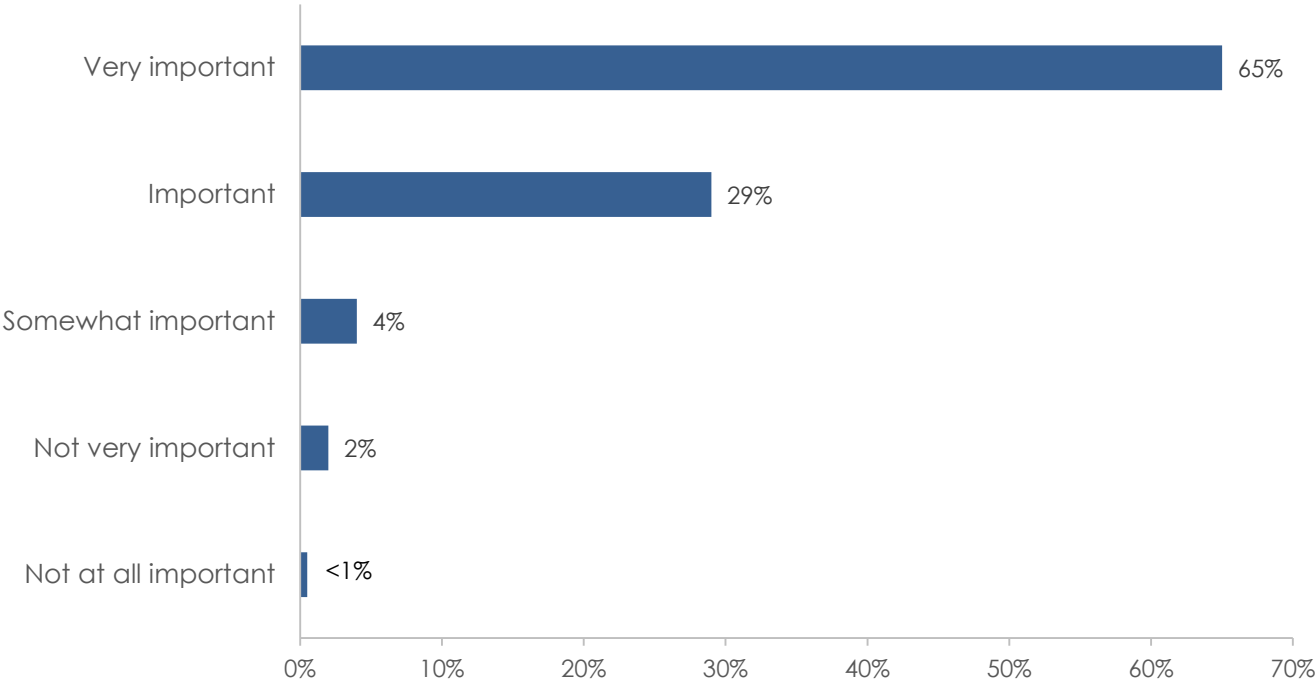
Satisfaction with the quality of infrastructure and facilities provided by Council is 'moderately low', with residents of 'North Byron Shire' significantly less likely to be satisfied.

Importance of Providing Better Infrastructure and Facilities

Q4. How important is it for Council to provide better infrastructure and facilities?

	Overall	Male	Female	18-34	35-49	50-64	65+
Mean ratings	4.56	4.47	4.63	4.79	4.55	4.61	4.44

	Ratepayer	Non-ratepayer	Byron Bay/ Suffolk Park	North Byron Shire	Mullumbimby	Bangalow	Rural/other
Mean ratings	4.53	4.72	4.37	4.74▲	4.69	4.36	4.51



Base: N = 410 Scale: 1 = not at all important, 5 = very important ▲ ▼ = A significantly higher/lower level of importance

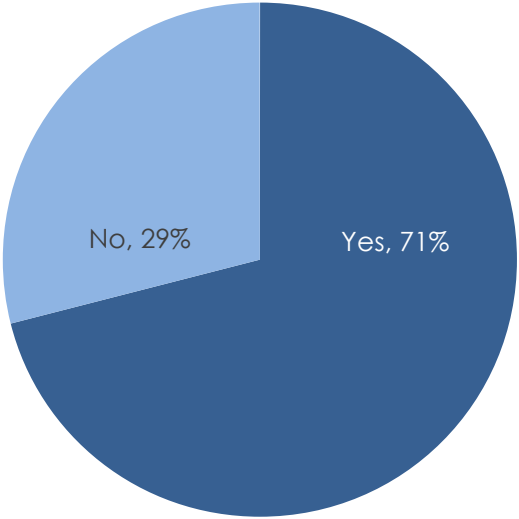
Awareness and Support for a Special Rate Variation

Awareness of Council Exploring a Special Rate Variation

Q9. Prior to taking this call, were you aware that Council was exploring community sentiment towards a Special Rate Variation?

	Overall	Male	Female	18-34	35-49	50-64	65+
Yes	71%	72%	70%	7%▼	69%	77%	87%▲
No	29%	28%	30%	93%	31%	23%	13%

	Ratepayer	Non-ratepayer	Byron Bay/ Suffolk Park	North Byron Shire	Mullumbimby	Bangalow	Rural/other
Yes	77%▲	35%	79%	63%	66%	66%	75%
No	23%	65%	21%	37%	34%	34%	25%



Base: N = 410

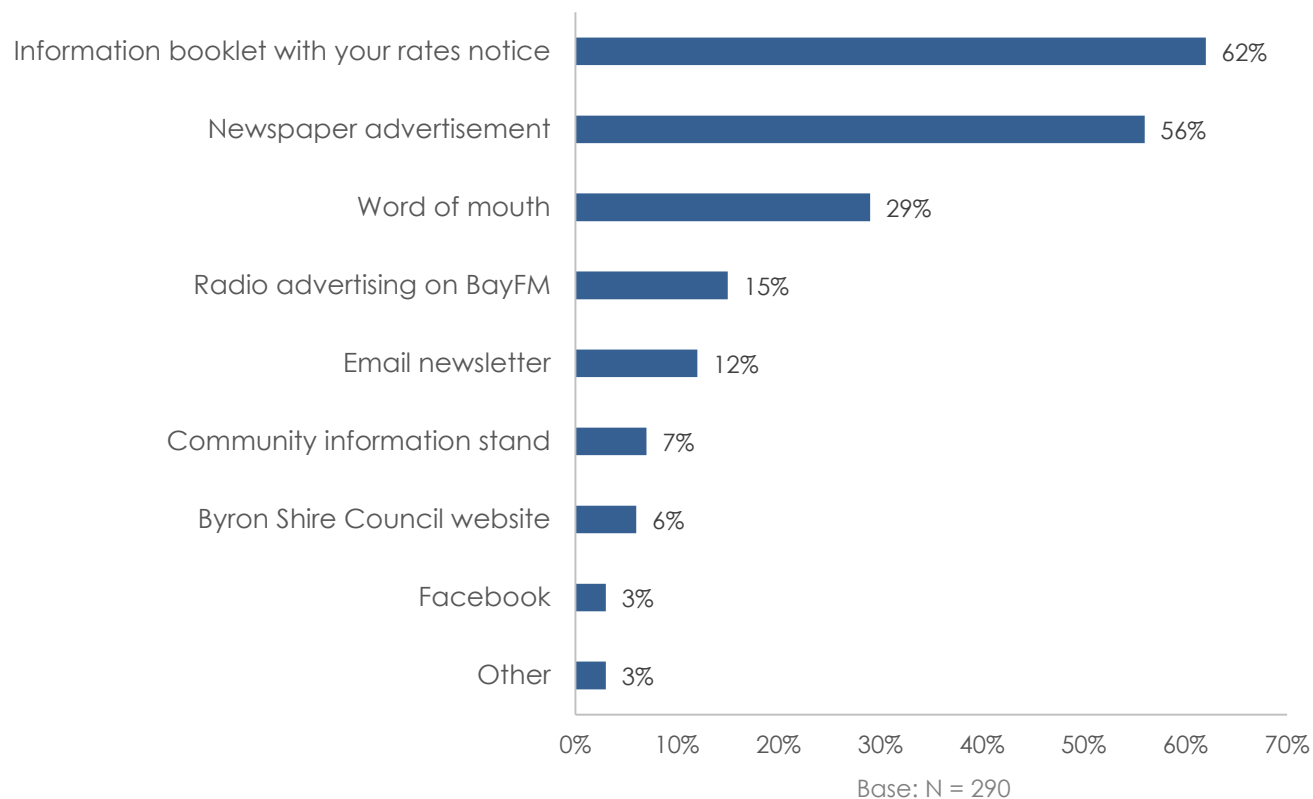
▲ ▼ = A significantly higher/lower level of awareness



71% of residents were already aware that Council was exploring community sentiment towards a Special Rate Variation. Ratepayers and residents over the age of 65 were significantly more likely to be aware, whilst residents 18-34 were significantly less likely.

Source of Information on Special Rate Variation

- Q9. Prior to taking this call, were you aware that Council was exploring community sentiment towards a Special Rate Variation?
- Q10. (If yes in Q9), how were you informed about the Special Rate Variation?



Other specified	Count
Council brochure	2
Feedback card in mail	2
Booklet from Council Chambers	1
Byron Progress Association	1
Council meeting	1
Letter box drop	1
Newspaper editorial	1
Personal correspondence with Council	1
TV	1

Note: see Appendix 1 for data cross analysed by demographics

The most common sources for residents to be informed of the Special Rate Variation were 'information booklet with your rates' (62%) and 'newspaper advertisement' (56%).

Concept Statement

Residents were read the following concept statement prior to being asked to rate their support:

Byron Shire Council is seeking feedback on a proposal for a Special Rate Variation which will impact the general rate amount (ordinary land rate) on your rates notice. It will not affect other charges.

The community has consistently told Council that assets like roads, footpaths and drainage are important to them and that Council needs to improve their condition. In 2016, 80% of the community said that rural and urban roads should be a priority and more funding needed to be invested.

During the state government's Fit for the Future process, Council reviewed the condition of its assets. The information collected told Council that it has a significant funding gap and needed to increase its investment in the renewal of ageing infrastructure.

Without introducing an SRV, rates would merely increase by the annual rate peg amount of an estimated 2.5% per year. Under this option Council's assets would significantly decline and fail.

Funding raised from a Special Rate Variation would be allocated to assets such as:

- Roads, road drainage, footpaths and bridges
- Urban stormwater
- Rural drainage, causeways and culverts
- Buildings and public amenities
- Parks and open spaces



Support for Option 1 – Deteriorate 7.5%

Q5. How supportive are you of Council proceeding with option 1?

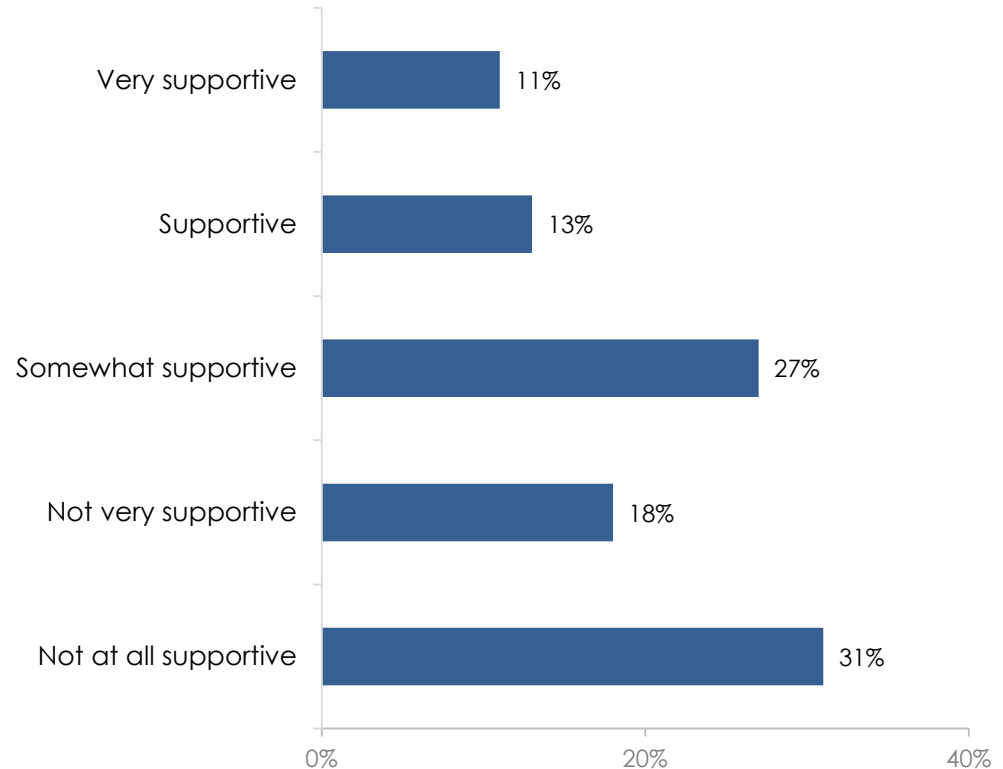
	Overall	Male	Female	18–34	35–49	50–64	65+	Ratepayer	Non-ratepayer	Byron Bay/ Suffolk Park	North Byron Shire	Mullumbimby	Bangalow	Rural/ other
Mean ratings	2.55	2.61	2.50	2.66	2.65	2.49	2.43	2.52	2.72	2.35	2.39	2.88	3.17	2.70

OPTION 1 – Deteriorate 7.5%:

A Special Rate Variation of 7.5% for each year for four years, including the annual 2.5% rate peg. Over the four year period this is a cumulative increase of 33.5%. At the end of the four year period the Special Rate Variation increase would be built into the rate base and permanently retained. Residential ratepayers who are currently paying around \$1,139 per year would pay, on average, around \$95 more each year over this 4 year period.

This option would generate an additional \$10.59 million over four years.

With this extra funding, some of Council's assets would continue to deteriorate. Funding would be allocated to high risk, poor condition asset renewal and maintenance. Some sealed roads in a poor condition would not be reconstructed.



Base: N=410

Scale: 1 = not at all supportive, 5 = very supportive

Half of the residents (51%) indicated they were at least 'somewhat supportive' of 'option 1'. There were no significant differences in support across demographics

Support for Option 2 – Maintain 10%

Q6. How supportive are you of Council proceeding with option 2?

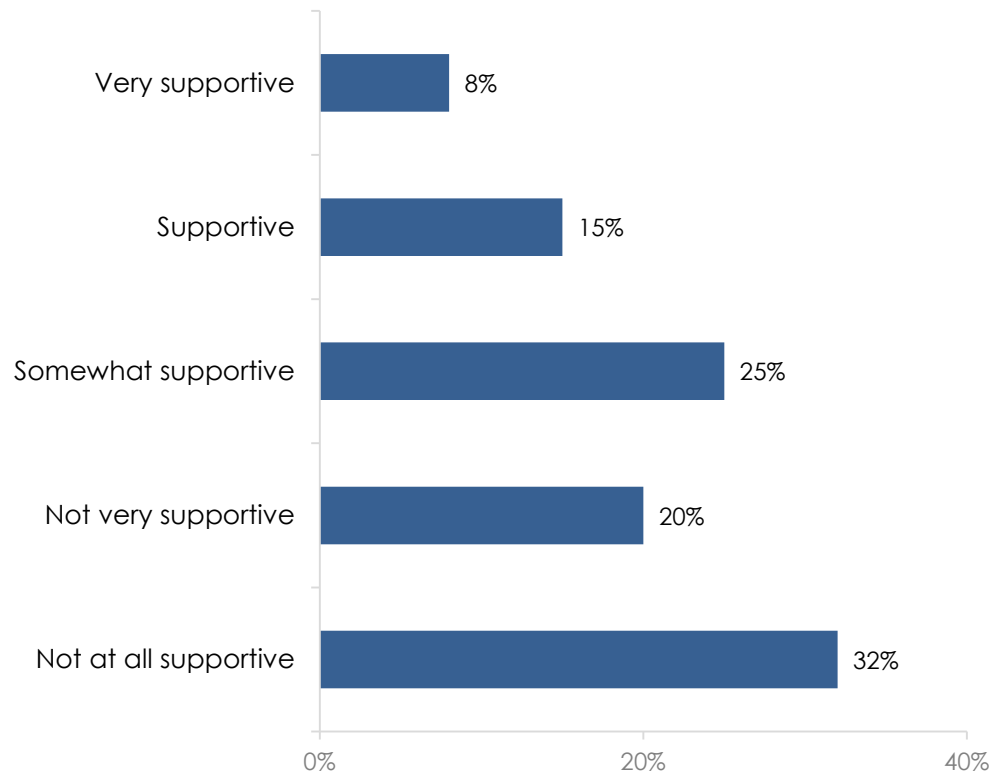
	Overall	Male	Female	18–34	35–49	50–64	65+	Ratepayer	Non-ratepayer	Byron Bay/ Suffolk Park	North Byron Shire	Mullumbimby	Bangalow	Rural/ other
Mean ratings	2.46	2.43	2.49	2.79	2.43	2.48	2.39	2.42	2.68	2.14▼	2.40	3.10▲	2.32	2.64

OPTION 2 – Maintain 10%:

A Special Rate Variation of 10% for each year for four years, including the annual 2.5% rate peg. Over the four year period this is a cumulative increase of 46.4%. At the end of the four year period the Special Rate Variation increase would be built into the rate base and permanently retained. Residential ratepayers who are paying around \$1,139 per year would pay, on average, around \$132 more each year over this 4 year period.

This option would generate an additional \$16.28 million over four years.

With this extra funding, the deterioration of assets would stop. Council would be able to fund the essential maintenance and renewal of its assets. Some sealed roads in a poor condition would not be reconstructed.



Base: N=410

▲ ▼ = A significantly higher/lower level of support

Scale: 1 = not at all supportive, 5 = very supportive

48% of residents indicated they were at least 'somewhat supportive' of 'option 2'. Residents of Mullumbimby were significantly more likely to be supportive, whilst residents of Byron Bay/Suffolk Park were significantly less likely

Support for Option 3 – Improve 12.5%

Q7. How supportive are you of Council proceeding with option 3?

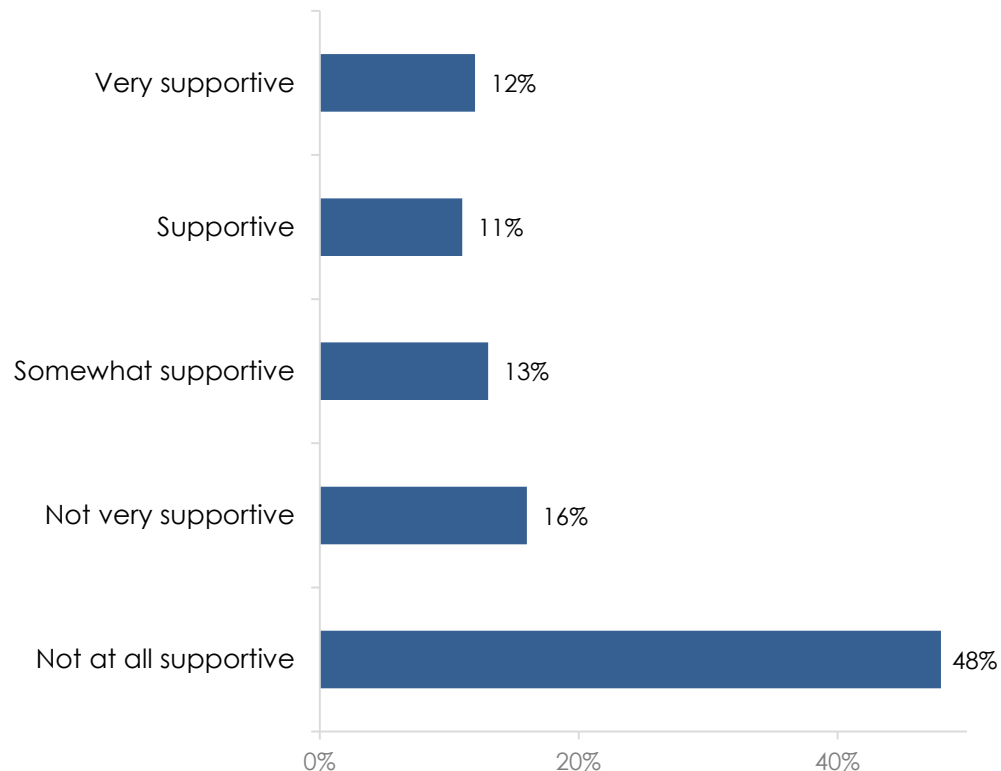
	Overall	Male	Female	18–34	35–49	50–64	65+	Ratepayer	Non-ratepayer	Byron Bay/ Suffolk Park	North Byron Shire	Mullumbimby	Bangalow	Rural/ other
Mean ratings	2.23	1.97	2.47▲	2.72	2.10	2.48	2.07	2.15	2.64	1.69▼	2.11	3.25▲	2.11	2.55

OPTION 3 – Improve 12.5%:

A Special Rate Variation of 12.5% each year for four years, including the annual 2.5% rate peg. Over the four year period this is a cumulative increase of 60.2%. At the end of the four year period the Special Rate Variation increase would be built into the rate base and permanently retained. Residential ratepayers who are paying around \$1,139 per year would pay, on average, around \$171 more each year over this 4 year period.

This option would generate \$22.26 million over four years.

With this extra funding, the condition of assets would stabilise and roads, town centres, buildings, public toilets, footpaths, stormwater drainage, parks and open spaces (including playgrounds) would gradually improve over time. Council would also be able to undertake preventative maintenance to reduce future costs to the community, and to address high risk assets.



Base: N=410

▲ ▼ = A significantly higher/lower level of support

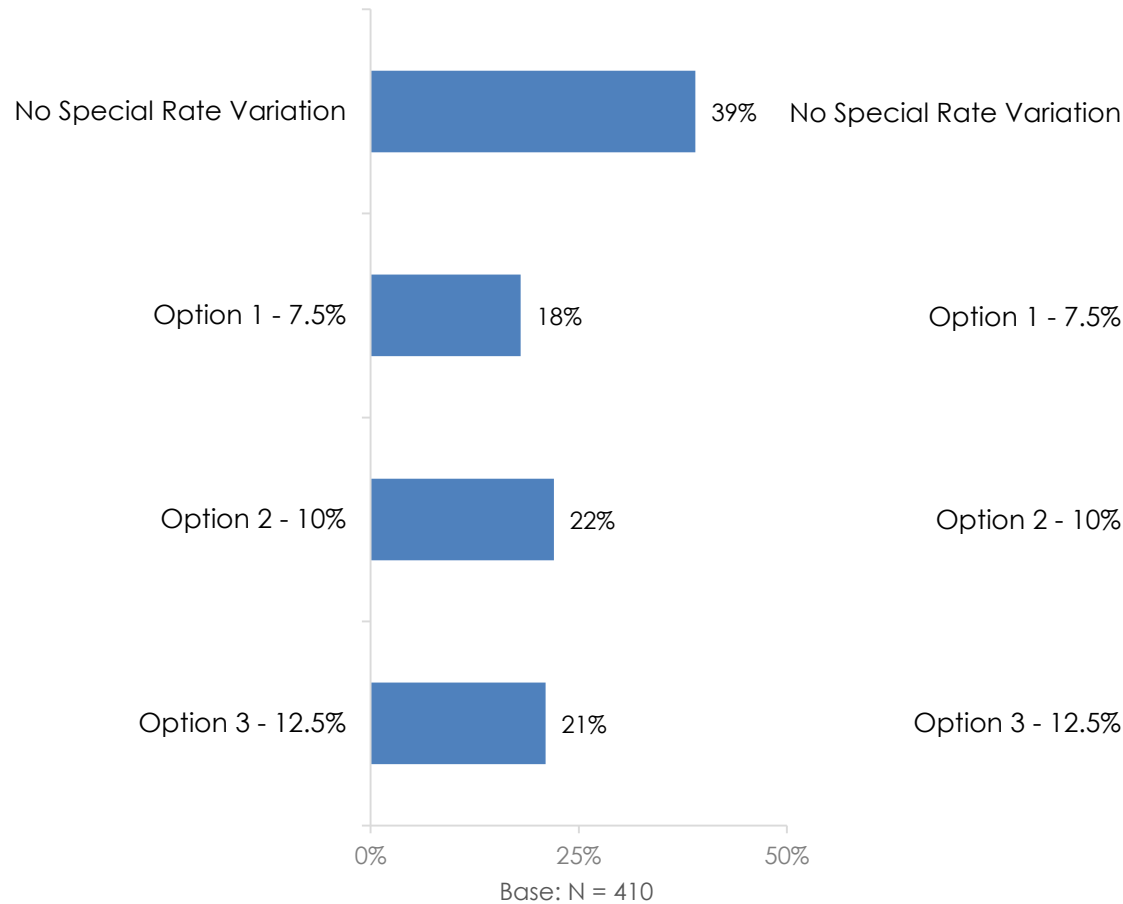
Scale: 1 = not at all supportive, 5 = very supportive

36% of residents indicated they were at least 'somewhat supportive' of 'option 3'. Females, and residents of Mullumbimby, were significantly more likely to be supportive, whilst residents of Byron Bay/Suffolk Park were significantly less likely.

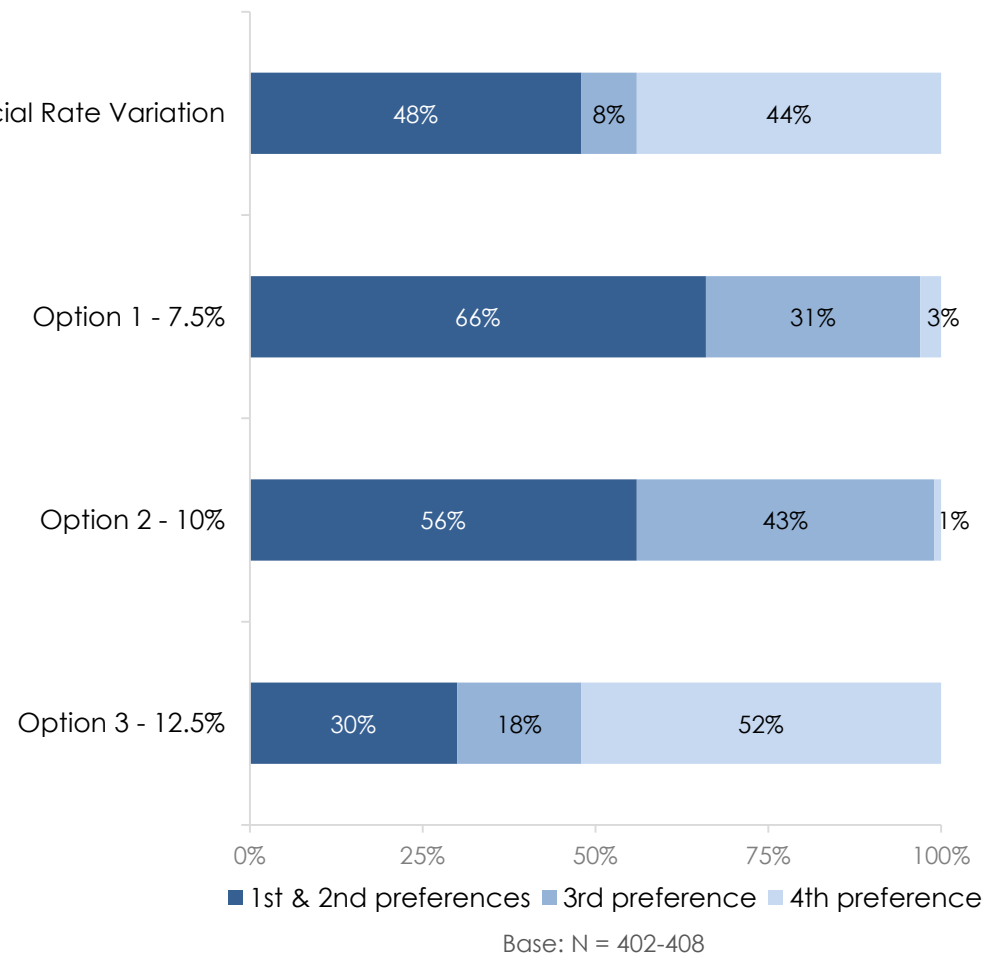
Preferences of Special Rate Variation Options

Q8a. Please rank the following options in order of preference:

First Preference



Combined Preferences



Note: 1. Ten respondents refused to provide a 2nd, 3rd and 4th preference
2. For data cross analysed by demographics, please see Appendix 1

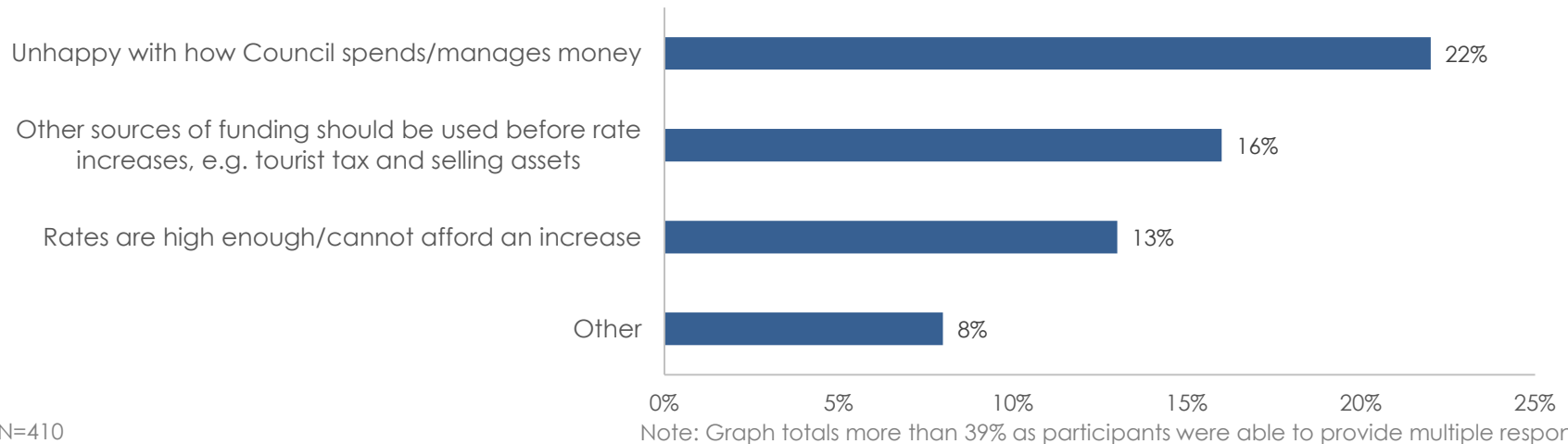
The first preference for 61% of residents is some form of Special Rate Variation to occur, with a relatively even distribution across options 1-3. For two thirds of residents (66%) option 1 is either their first or second preference.

Reasons for Preferring No Special Rate Variation

- Q8a. Please rank the following options in order of preference:
Q8b. What is your reason for choosing that option as your highest preference?



Option 'no SRV' – 39% First Preference



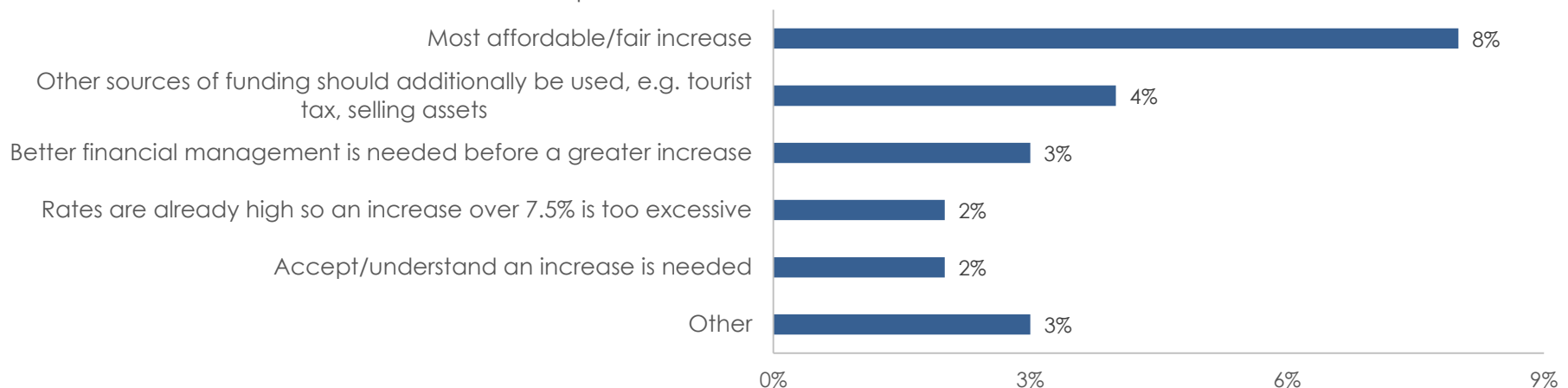
The key reason for residents selecting 'no Special Rate Variation' as their first preference was from being 'unhappy with how Council spends/manages money'

Reasons for Preferring Option 1 – 7.5% increase

- Q8a. Please rank the following options in order of preference:
 Q8b. What is your reason for choosing that option as your highest preference?



Option 1 – 18% First Preference



Base: N=410

Note: Graph totals more than 18% as participants were able to provide multiple responses in Q8b

Of the residents who selected 'option 1' as their first preference, just under half stated that it was the 'most affordable/fair increase'

Reasons for Preferring Option 2 – 10% increase

Q8a. Please rank the following options in order of preference:

Q8b. What is your reason for choosing that option as your highest preference?

affordable maintenance assets residents roads infrastructure money improvement community tourists renewal local

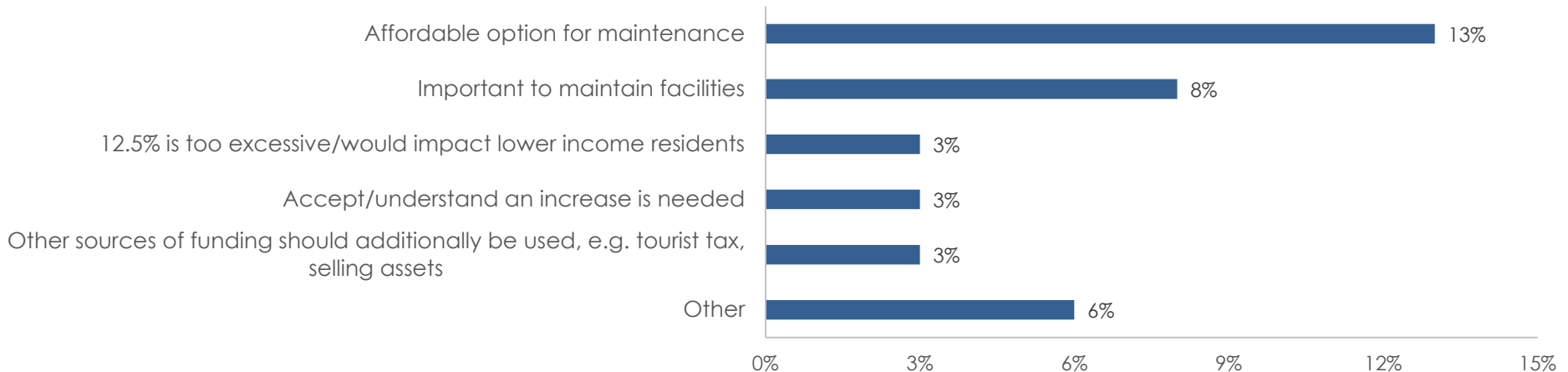
'Road infrastructure needs to be maintained, and this will allow that to happen'

'More funding could be sourced from a tourism tax'

'The highest suggested option is just too much'

'Will make a difference in the community without increasing the rates too much'

Option 2 – 22% First Preference



Base: N=410

Note: Graph totals more than 22% as participants were able to provide multiple responses in Q8b

More than half of residents who selected 'option 2' as their first preference felt that it was an 'affordable option for maintenance'

Reasons for Preferring Option 3 – 12.5% increase

Q8a. Please rank the following options in order of preference:

Q8b. What is your reason for choosing that option as your highest preference?

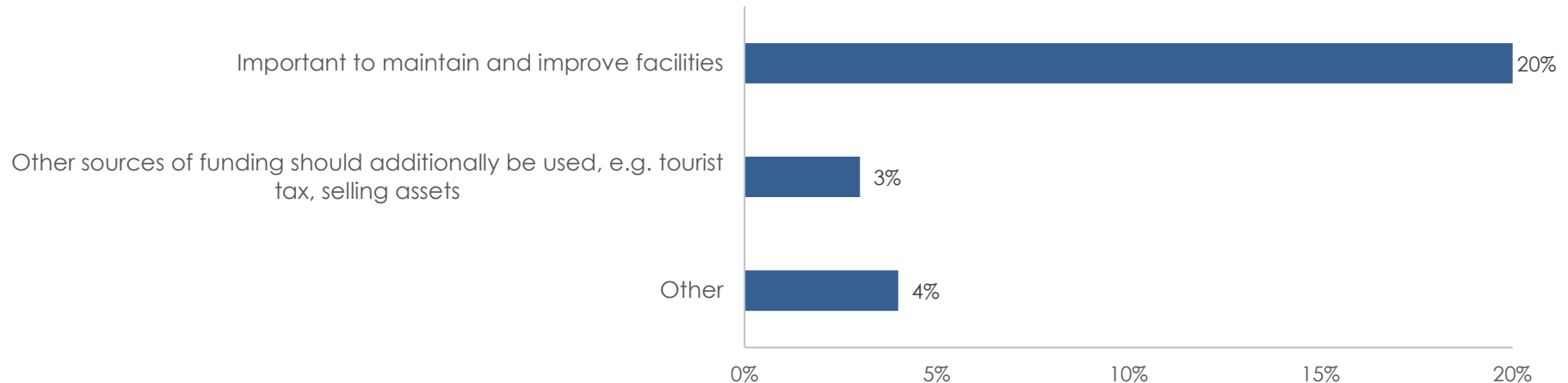
'If it will fix our roads and infrastructure it is worth doing'

'Council should additionally be looking for other sources of funding'

'Option 3 offers the best level of improvement to infrastructure'

tourists services money local facilities support assets pay community funding maintenance roads infrastructure

Option 3 – 21% First Preference



Base: N=410

Note: Graph totals more than 21% as participants were able to provide multiple responses in Q8b

The key reason for residents selecting 'option 3' as their first preference was that they felt it was 'important to maintain and improve facilities'

Conclusion



Conclusion

Satisfaction with Council Performance, and the Quality of Infrastructure and Facilities

Overall satisfaction with the performance of Byron Shire Council is moderately low and below the 'regional' Micromex benchmark

- Satisfaction with the quality of infrastructure and facilities provided by Council is moderately low, with residents of 'North Byron Shire' significantly less likely to be satisfied
- Residents consider it to be of 'extremely high importance' for Council to provide better infrastructure and facilities. Residents of 'North Byron Shire' are significantly more likely to consider it important, correlating to their significantly lower satisfaction with quality

Awareness of Rate Cap Variation

71% of residents stated they were aware that Council was exploring community sentiment towards a Special Rate Variation, with 62% of these residents being informed via an 'information booklet with your rates notice'

- Awareness was significantly higher amongst ratepayers and residents over the age of 65, whilst 18-34 year olds were significantly less likely to be aware

There is a very high level of awareness of the potential application for an SRV

Conclusion

Support and Preference Rate Cap Variation

When asked to indicate their preference, 61% of residents indicated that their preferred option is for some form of Special Rate Variation to occur, compared to 39% of residents who do not want one to happen at all

- The majority of residents who do not want an SRV stated that this is because they are 'unhappy with how Council spends/manages money'
- Residents who listed options 1 or 2 as their preferred option felt that these were the most affordable proposals whilst still increasing funds for Council
- Nearly all residents who preferred option 3 stated that this was because it is 'important to maintain and improve facilities'

A significant subset of residents (26%) expressed the opinion that additional funding should be sourced/supplemented via other revenue streams, such as a tourism tax or selling off council owned assets



The majority of the community support an SRV of some sort in order to address the condition of the facilities and infrastructure in the local area

Demographics



Demographics

Q11. Please stop me when I read out your age bracket:

	%
18-34	8%
35-49	43%
50-64	23%
65+	26%
Base	410

Q13. Gender.

	%
Male	48%
Female	52%
Base	410

Q12. Which of the following best describes the house where you are currently living?:

	%
Ratepayer	84%
Non-ratepayer	16%
Base	410

Q1. In which area do you live?

	%
Byron Bay/Suffolk Park	28%
North Byron Shire	31%
Mullumbimby	12%
Bangalow	6%
Rural/other	23%
Base	410



Appendix A



Source of Information on Special Rate Variation

Q9. Prior to taking this call, were you aware that Council was exploring community sentiment towards a Special Rate Variation?

Q10. (If yes in Q9), how were you informed about the Special Rate Variation?

	Overall	Male	Female	18-34	35-49	50-64	65+
Information booklet with your rates notice	62%	52%	71%▲	0%	50%▼	73%▲	71%
Newspaper advertisement	56%	60%	53%	100%	50%	53%	65%
Word of mouth	29%	26%	32%	100%	18%▼	35%	38%
Radio advertising on BayFM	15%	19%	12%	100%	21%	9%	10%
Email newsletter	12%	15%	9%	0%	13%	12%	13%
Community information stand	7%	1%	13%▲	100%	4%	9%	7%
Byron Shire Council website	6%	7%	5%	0%	2%	8%	11%▲
Facebook	3%	1%	5%▲	0%	4%	5%	1%▼
Other	3%	3%	3%	100%	0%▼	1%	5%

	Ratepayer	Non-ratepayer	Byron Bay/ Suffolk Park	North Byron Shire	Mullumbimby	Bangalow	Rural/other
Information booklet with your rates notice	64%▲	32%	53%	76%▲	75%	42%	56%
Newspaper advertisement	57%	42%	51%	55%	60%	60%	62%
Word of mouth	31%▲	11%	28%	36%	23%	15%	30%
Radio advertising on BayFM	14%	30%	22%	9%	14%	8%	14%
Email newsletter	13%	2%	13%	12%	5%	3%	18%
Community information stand	8%	0%	10%	5%	11%	7%	4%
Byron Shire Council website	7%	2%	3%	11%▲	4%	0%	7%
Facebook	2%	12%▲	1%	5%	8%	0%	3%
Other	3%	0%	5%	4%	0%	0%	1%

Preferences of Special Rate Variation Options

Q8. Please rank the following options in order of preference:

1 st and 2 nd preferences	Overall	Male	Female	18-34	35-49	50-64	65+
No Special Rate Variation	49%	57%▲	41%	41%	50%	43%	53%
Option 1 – 7.5%	66%	70%	63%	38%	72%	63%	68%
Option 2 – 10%	56%	51%	62%	76%	53%	61%	52%
Option 3 – 12.5%	30%	24%	35%	45%	25%	34%	29%

1 st and 2 nd preferences	Ratepayer	Non-ratepayer	Byron Bay/ Suffolk Park	North Byron Shire	Mullumbimby	Bangalow	Rural/other
No Special Rate Variation	50%	40%	71%▲	44%	24%▼	64%	36%
Option 1 – 7.5%	70%▲	46%	74%	67%	46%▼	75%	64%
Option 2 – 10%	53%	73%	43%▼	61%	70%	38%	64%
Option 3 – 12.5%	28%	41%	14%▼	29%	60%▲	22%	36%

3 rd preference	Overall	Male	Female	18-34	35-49	50-64	65+
No Special Rate Variation	8%	10%	6%	0%	13%▲	2%▼	7%
Option 1 – 7.5%	31%	26%	35%	45%	27%	35%	30%
Option 2 – 10%	43%	49%	37%	24%	47%	39%	46%
Option 3 – 12.5%	18%	14%	21%	31%	13%	24%	17%

Preferences of Special Rate Variation Options

Q8. Please rank the following options in order of preference:

3 rd preference	Ratepayer	Non-ratepayer	Byron Bay/ Suffolk Park	North Byron Shire	Mullumbimby	Bangalow	Rural/other
No Special Rate Variation	9%	1%	6%	9%	9%	2%	9%
Option 1 – 7.5%	28%	45%	19%▼	31%	52%▲	20%	35%
Option 2 – 10%	46%	26%	57%▲	39%	29%	62%	35%
Option 3 – 12.5%	16%	28%	17%	20%	10%	16%	21%

4 th preference	Overall	Male	Female	18-34	35-49	50-64	65+
No Special Rate Variation	44%	33%	53%▲	59%	37%	56%▲	40%
Option 1 – 7.5%	3%	4%	2%	17%▲	1%	2%	2%
Option 2 – 10%	1%	0%	1%	0%	0%	0%	2%
Option 3 – 12.5%	52%	62%▲	43%	24%	62%▲	41%▼	54%

4 th preference	Ratepayer	Non-ratepayer	Byron Bay/ Suffolk Park	North Byron Shire	Mullumbimby	Bangalow	Rural/other
No Special Rate Variation	41%	59%	23%▼	46%	67%▲	34%	55%
Option 1 – 7.5%	2%	8%	7%	2%	1%	4%	1%
Option 2 – 10%	0%	1%	0%	0%	1%	0%	1%
Option 3 – 12.5%	56%▲	31%▼	69%▲	51%	30%▼	62%	44%

Appendix B - Questionnaire



Byron Shire Council
2016 Community Survey
Special Rate Variation

Good morning/afternoon/evening, my name is from Micromex Research and we are conducting a survey on behalf of Byron Shire Council on a range of local issues. The survey will take about 10-15 minutes, would you be able to assist us please?

Q1. In which area do you live?

- ☐ Byron Bay / Suffolk Park
- ☐ Brunswick Heads / Ocean Shores / New Brighton / South Golden Beach
- ☐ Mullumbimby
- ☐ Bangalow
- ☐ Rural / Other

Q2. Overall, for the last 12 months, how satisfied are you with the performance of Council, not just on one or two issues but across all responsibility areas? Prompt

- ☐ Very satisfied
- ☐ Satisfied
- ☐ Somewhat satisfied
- ☐ Not very satisfied
- ☐ Not at all satisfied

Q3. How satisfied are you with the quality of infrastructure and facilities provided by Council? Prompt

- ☐ Very satisfied
- ☐ Satisfied
- ☐ Somewhat satisfied
- ☐ Not very satisfied
- ☐ Not at all satisfied

Q4. How important is it for Council to provide better infrastructure and facilities? Prompt

- ☐ Very important
- ☐ Important
- ☐ Somewhat important
- ☐ Not very important
- ☐ Not at all important

Read Concept Statement

Byron Shire Council is seeking feedback on a proposal for a Special Rate Variation which will impact the general rate amount (ordinary land rate) on your rates notice. It will not affect other charges.

The community has consistently told Council that assets like roads, footpaths and drainage are important to them and that Council needs to improve their condition. In 2016, 80% of the community said that rural and urban roads should be a priority and more funding needed to be invested.

During the state government's Fit for the Future process, Council reviewed the condition of its assets. The information collected told Council that it has a significant funding gap and needed to increase its investment in the renewal of ageing infrastructure.

Without introducing an SRV, rates would merely increase by the annual rate peg amount of an estimated 2.5% per year. Under this option Council's assets would significantly decline and fail.

Funding raised from a Special Rate Variation would be allocated to assets such as:

- Roads, road drainage, footpaths and bridges
- Urban stormwater
- Rural drainage, causeways and culverts
- Buildings and public amenities
- Parks and open spaces

Option 1 – Deteriorate 7.5%

A Special Rate Variation of 7.5% for each year for four years, including the annual 2.5% rate peg. Over the four year period this is a cumulative increase of 33.5%. At the end of the four year period the Special Rate Variation increase would be built into the rate base and permanently retained. Residential ratepayers who are currently paying around \$1,139 per year would pay, on average, around \$95 more each year over this 4 year period.

This option would generate an additional \$10.59 million over four years.

With this extra funding, some of Council's assets would continue to deteriorate. Funding would be allocated to high risk, poor condition asset renewal and maintenance. Some sealed roads in a poor condition would not be reconstructed.

Q5. How supportive are you of Council proceeding with option 1? Prompt

- ☐ Very supportive
- ☐ Supportive
- ☐ Somewhat supportive
- ☐ Not very supportive
- ☐ Not at all supportive

Option 2 – Maintain 10%

A Special Rate Variation of 10% for each year for four years, including the annual 2.5% rate peg. Over the four year period this is a cumulative increase of 46.4%. At the end of the four year period the Special Rate Variation increase would be built into the rate base and permanently retained. Residential ratepayers who are paying around \$1,139 per year would pay, on average, around \$132 more each year over this 4 year period.

This option would generate an additional \$16.28 million over four years.

With this extra funding, the deterioration of assets would stop. Council would be able to fund the essential maintenance and renewal of its assets. Some sealed roads in a poor condition would not be reconstructed.

Q6. How supportive are you of Council proceeding with option 2?

- ☐ Very supportive
- ☐ Supportive
- ☐ Somewhat supportive
- ☐ Not very supportive
- ☐ Not at all supportive

Option 3 – Improve 12.5%

A Special Rate Variation of 12.5% each year for four years, including the annual 2.5% rate peg. Over the four year period this is a cumulative increase of 60.2%. At the end of the four year period the Special Rate Variation increase would be built into the rate base and permanently retained. Residential ratepayers who are paying around \$1,139 per year would pay, on average, around \$171 more each year over this 4 year period.

This option would generate \$22.26 million over four years.

With this extra funding, the condition of assets would stabilise and roads, town centres, buildings, public toilets, footpaths, stormwater drainage, parks and open spaces (including playgrounds) would gradually improve over time. Council would also be able to undertake preventative maintenance to reduce future costs to the community, and to address high risk assets.

Q7. How supportive are you of Council proceeding with option 3?

- ☐ Very supportive
- ☐ Supportive
- ☐ Somewhat supportive
- ☐ Not very supportive
- ☐ Not at all supportive

Q8. Please rank the following options in order of preference: Order/Reverse order rotation

Preference
1st 2nd 3rd 4th

No special rate variation. Rates would rise only by the rate peg each year which is estimated at 2.5%. Deterioration of assets would continue to accelerate and Council would not be considered Fit for the Future

☐ ☐ ☐ ☐

Option 1 – 7.5%. Council's assets would continue to deteriorate. Funding would be allocated to high risk, poor condition asset renewal and maintenance. Some sealed roads in a poor condition would not be reconstructed

☐ ☐ ☐ ☐

Option 2 – 10%. Council would stop the deterioration of community assets. The additional funding would allow Council to accelerate the works program and do more to address high risk assets

☐ ☐ ☐ ☐

Option 3 – 12.5%. Council would be able to fund the required asset renewal and maintenance, and improve the quality of community assets. The works program would be accelerated and Council would be able to fund new essential infrastructure gaps

☐ ☐ ☐ ☐

Q8b. What is your reason for choosing that option as your highest preference?

.....

Q9. Prior to taking this call, were you aware that Council was exploring community sentiment towards a Special Rate Variation?

- ☐ Yes
- ☐ No (Go to Q11)

Q10. How were you informed about the Special Rate Variation?

- ☐ Information booklet with your rates notice
- ☐ Byron Shire Council website
- ☐ Email newsletter
- ☐ Newspaper advertisement
- ☐ Radio advertising on BayFM
- ☐ Facebook
- ☐ Community information stand
- ☐ Word of mouth
- ☐ Other (please specify).....

Demographics

The following information is used for demographic purposes only.

Q11. Please stop me when I read out your age bracket: Prompt

- ☐ 18 – 34
- ☐ 35 – 49
- ☐ 50 – 64
- ☐ 65+

Q12. Which of the following best describes the house where you are currently living?

- ☐ I/We own/are currently buying this property
- ☐ I/We currently rent this property
- ☐ Other (please specify)

Q13. Gender by voice:

- ☐ Male
- ☐ Female

Q14. Council is developing a community consultation register – would you be willing to register your interest with Council for future consultation activities?

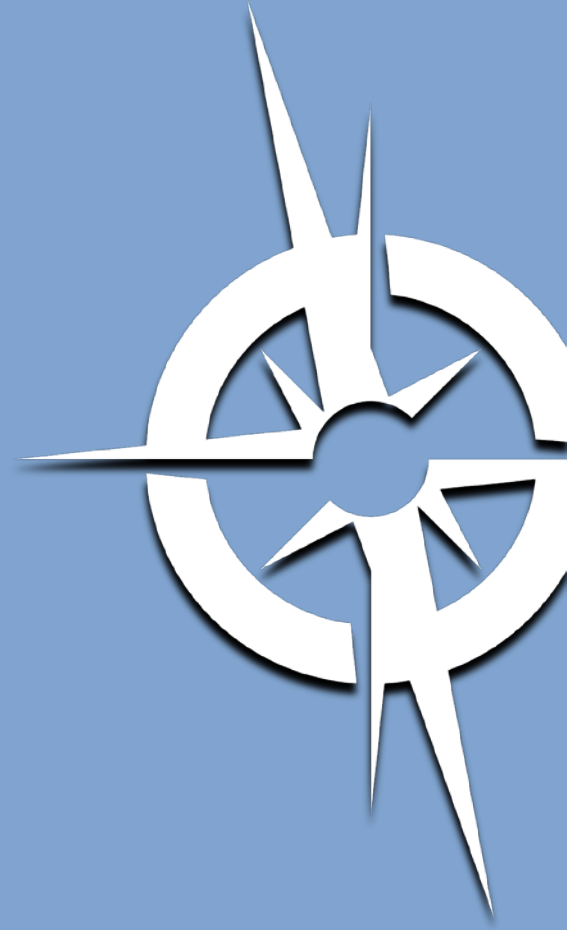
- ☐ Yes
- ☐ No **(Go to end)**

Q14b. Could I please have some contact details? Note that while these will be supplied to Council, they will be kept entirely separate from your responses to this survey.

First name:
Surname:
Email:
Preferred telephone (mobile/landline):

To find out more information about Byron Shire Council's policies and Special Rate Variation proposal, please access www.byron.nsw.gov.au

Thank you for your time and assistance. This market research is carried out in compliance with the Privacy Act, and the information you provided will be used only for research purposes. The research has been conducted by Micromex Research (02 4352 2388) on behalf of Byron Shire Council.



Telephone: (02) 4352 2388

Fax: (02) 4352 2117

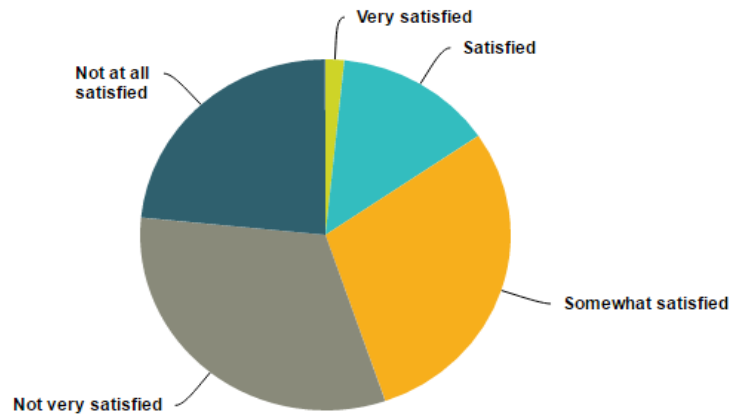
Web: www.micromex.com.au

Email: stu@micromex.com.au

Appendix 3 – Online Survey results

Overall, for the last 12 months, how satisfied are you with the performance of Council, not just on one or two issues but across all responsibility areas?

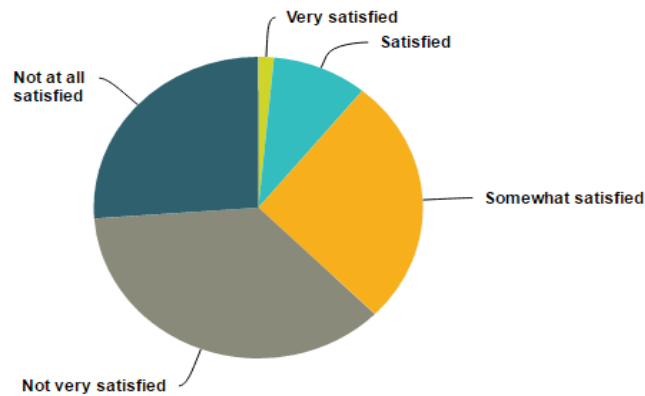
Answered: 918 Skipped: 0



Answer Choices	Responses	
Very satisfied	1.63%	15
Satisfied	13.83%	127
Somewhat satisfied	29.30%	269
Not very satisfied	31.81%	292
Not at all satisfied	23.42%	215
Total		918

How satisfied are you with the quality of infrastructure and facilities provided by Council?

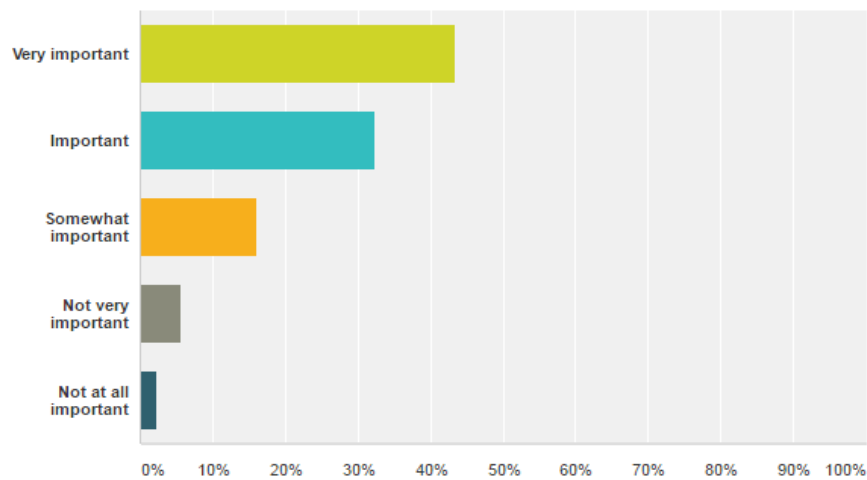
Answered: 918 Skipped: 0



Answer Choices	Responses
Very satisfied	1.53% 14
Satisfied	9.37% 86
Somewhat satisfied	26.58% 244
Not very satisfied	36.38% 334
Not at all satisfied	26.14% 240
Total	918

How important is it for Council to provide better infrastructure and facilities?

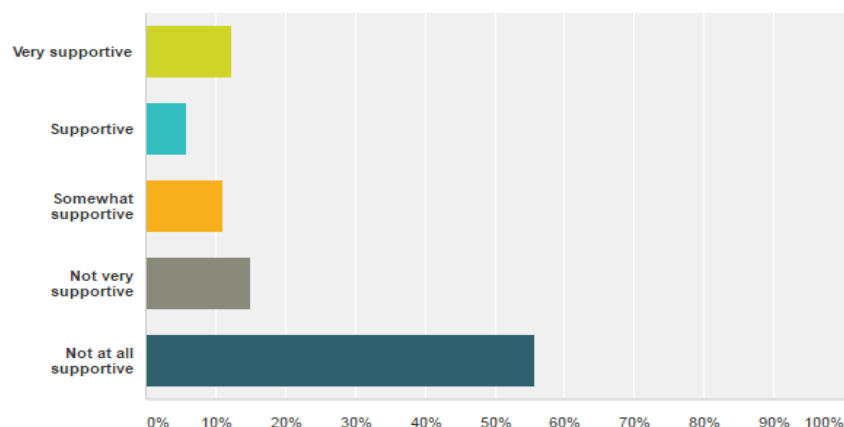
Answered: 918 Skipped: 0



Answer Choices	Responses
Very important	43.46% 399
Important	32.46% 298
Somewhat important	16.01% 147
Not very important	5.66% 52
Not at all important	2.40% 22
Total	918

How supportive are you of Council proceeding with Option 1?

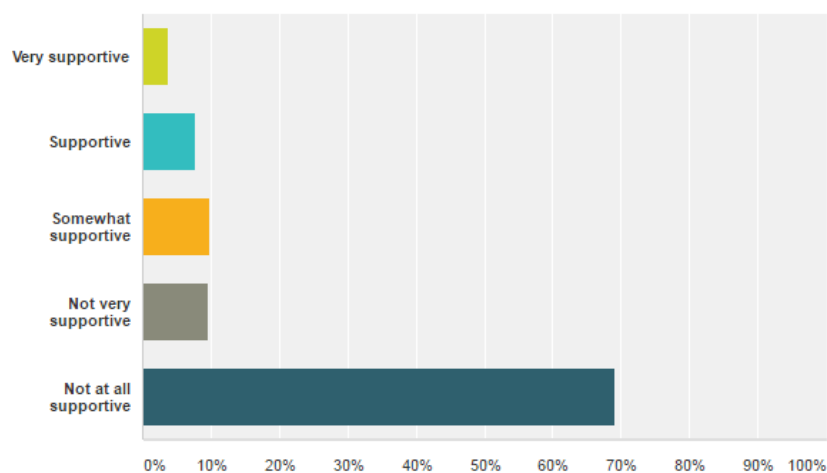
Answered: 910 Skipped: 8



Answer Choices	Responses	
Very supportive	12.31%	112
Supportive	5.82%	53
Somewhat supportive	10.99%	100
Not very supportive	15.05%	137
Not at all supportive	55.82%	508
Total		910

How supportive are you of Council proceeding with option 2?

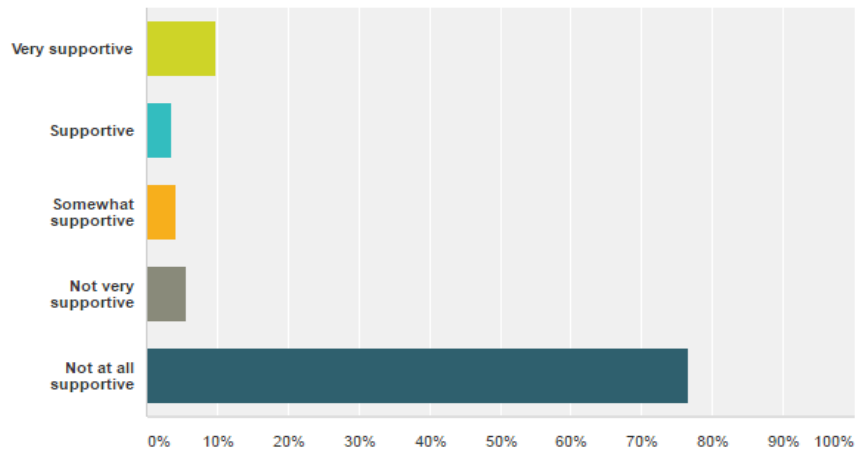
Answered: 908 Skipped: 10



Answer Choices	Responses	
Very supportive	3.74%	34
Supportive	7.71%	70
Somewhat supportive	9.80%	89
Not very supportive	9.69%	88
Not at all supportive	69.05%	627
Total		908

How supportive are you of Council proceeding with option 3?

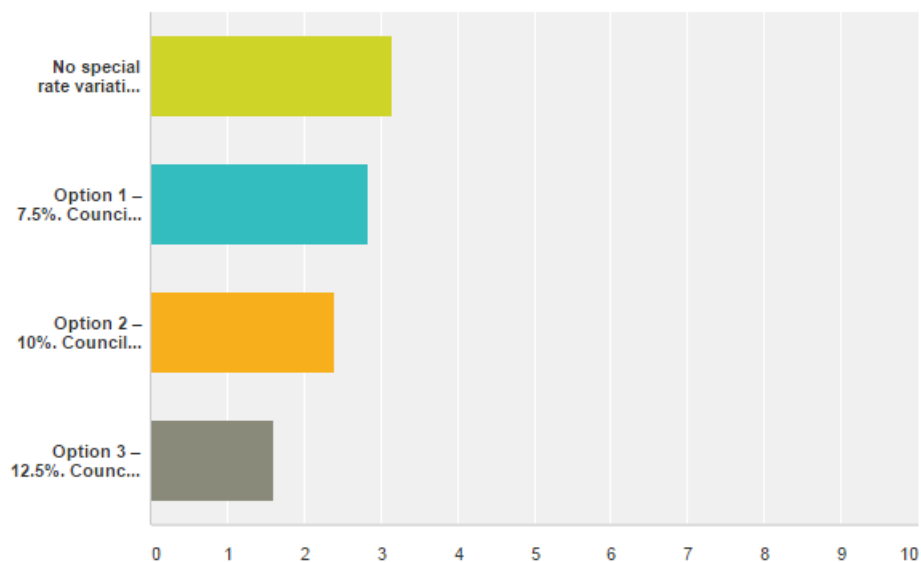
Answered: 908 Skipped: 10



Answer Choices	Responses	
Very supportive	9.80%	89
Supportive	3.63%	33
Somewhat supportive	4.19%	38
Not very supportive	5.73%	52
Not at all supportive	76.65%	696
Total	908	

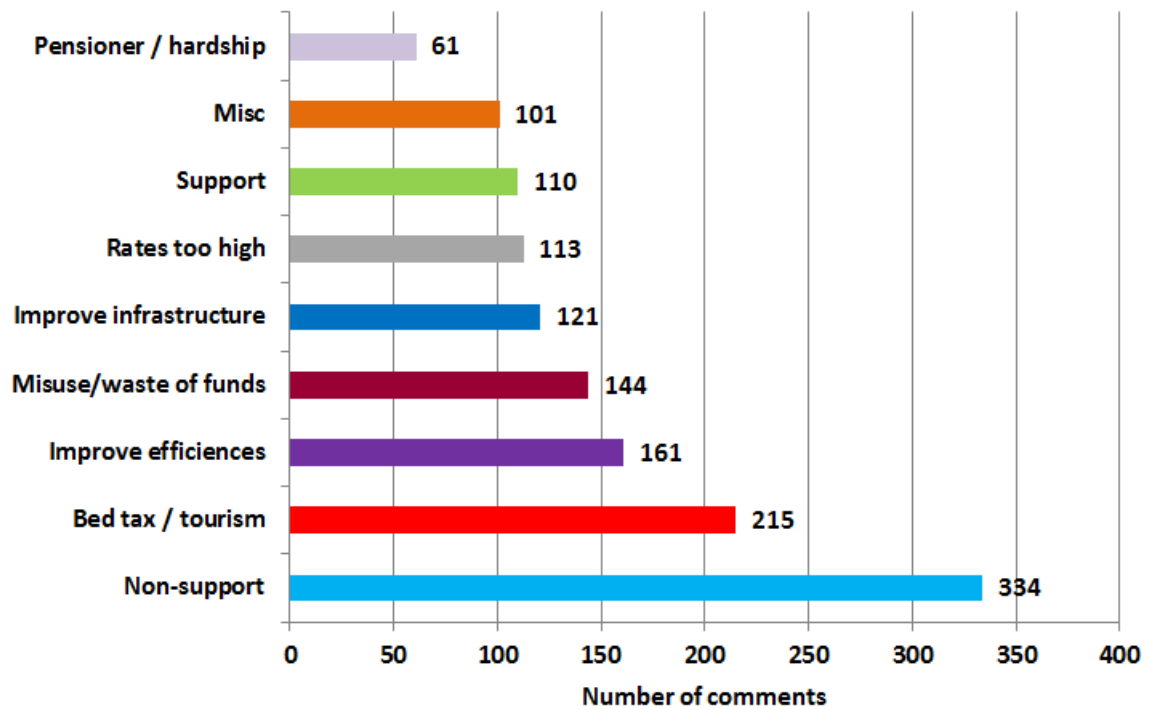
Please rank the following options in order of preference (1 being the most preferred, 4 being the least):

Answered: 871 Skipped: 47



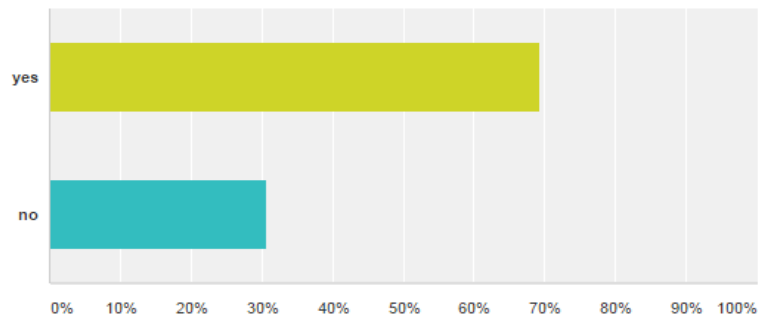
	1	2	3	4
▼ No special rate variation. Rates would rise only by the rate peg which is estimated at 2.5% each year. Assets would continue to deteriorate quickly and Council would not be considered Fit for the Future.	66.82% 582	4.82% 42	4.94% 43	23.42% 204
▼ Option 1 – 7.5%. Council's assets would continue to deteriorate. Funding would be allocated to high risk poor condition asset renewal and maintenance. Some sealed roads in a poor condition would not be reconstructed.	9.07% 79	69.46% 605	17.91% 156	3.56% 31
▼ Option 2 – 10%. Council would stop the deterioration of community assets. The additional funding would allow Council to accelerate the works program and do more to address high risk assets.	10.56% 92	19.86% 173	68.54% 597	1.03% 9
▼ Option 3 – 12.5%. Council would be able to fund the required asset renewal and maintenance and improve the quality of community assets. The works program would be accelerated and Council would be able to fund new essential infrastructure gaps.	13.55% 118	5.86% 51	8.61% 75	71.99% 627

Reasons given for preference



Prior to completing this survey, were you aware that Council was exploring community sentiment towards a Special Rate Variation?

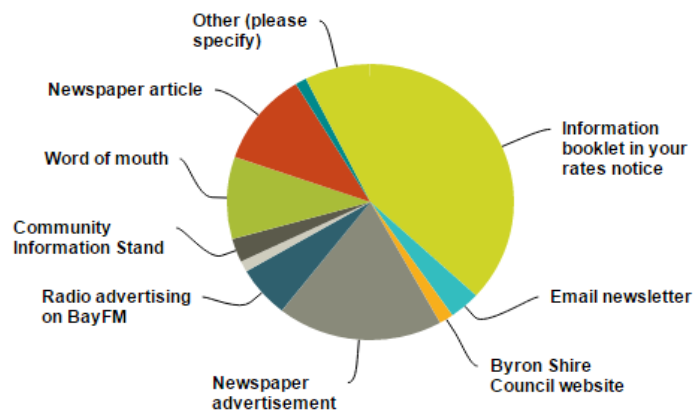
Answered: 863 Skipped: 55



Answer Choices	Responses	
yes	69.41%	599
no	30.59%	264
Total	863	

How did you find out about the proposed Special Rate Variation?

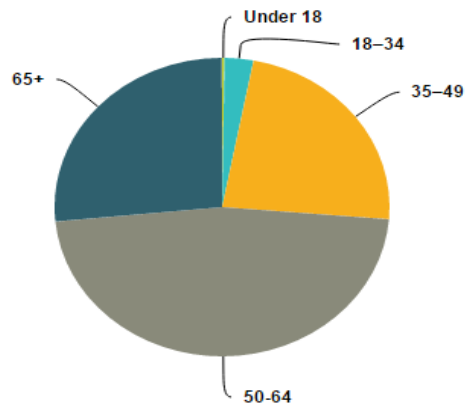
Answered: 863 Skipped: 55



Answer Choices	Responses
Information booklet in your rates notice	36.85% 318
Email newsletter	3.48% 30
Byron Shire Council website	1.62% 14
Newspaper advertisement	18.66% 161
Radio advertising on BayFM	6.03% 52
Facebook - Byron Shire Council	1.27% 11
Community Information Stand	2.78% 24
Word of mouth	9.62% 83
Newspaper article	11.01% 95
Facebook - non Council	1.27% 11
Other (please specify)	7.42% 64
Total	863

What age bracket do you fall into?

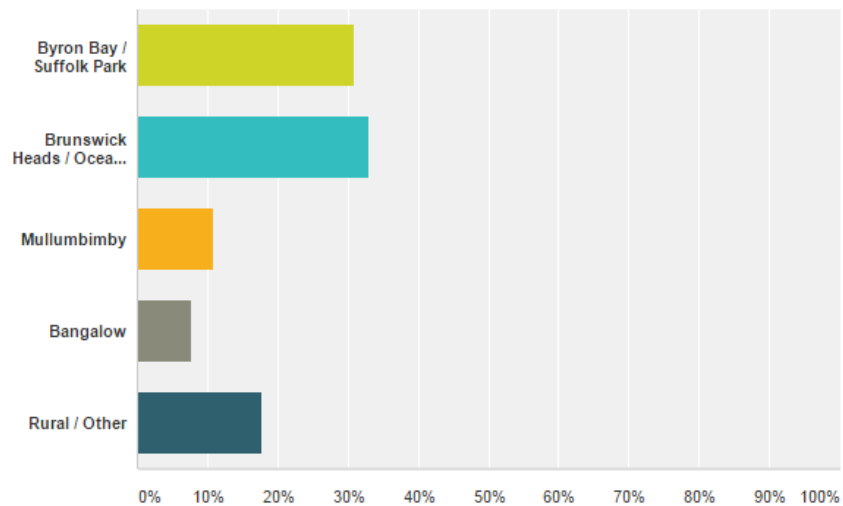
Answered: 863 Skipped: 55



Answer Choices	Responses
Under 18	0.23% 2
18-34	2.78% 24
35-49	23.29% 201
50-64	47.16% 407
65+	26.54% 229
Total	863

In which area do you live?

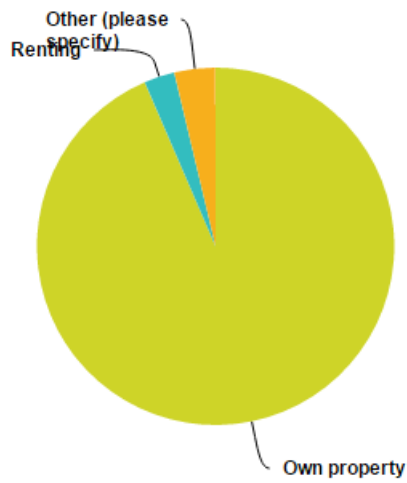
Answered: 863 Skipped: 55



Answer Choices	Responses
Byron Bay / Suffolk Park	30.94% 267
Brunswick Heads / Ocean Shores / New Brighton / South Golden Beach	32.91% 284
Mullumbimby	10.78% 93
Bangalow	7.65% 66
Rural / Other	17.73% 153
Total	863

Which of the following best describes the house where you are currently living?

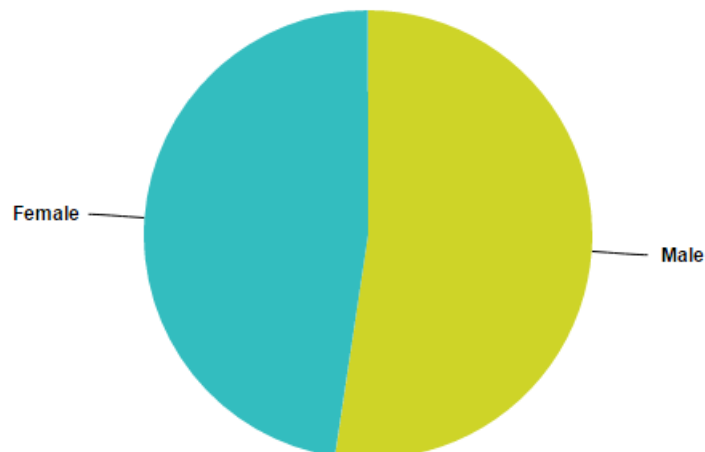
Answered: 863 Skipped: 55



Answer Choices	Responses	
Own property	93.51%	807
Renting	2.78%	24
Other (please specify)	3.71%	32
Total		863

Gender

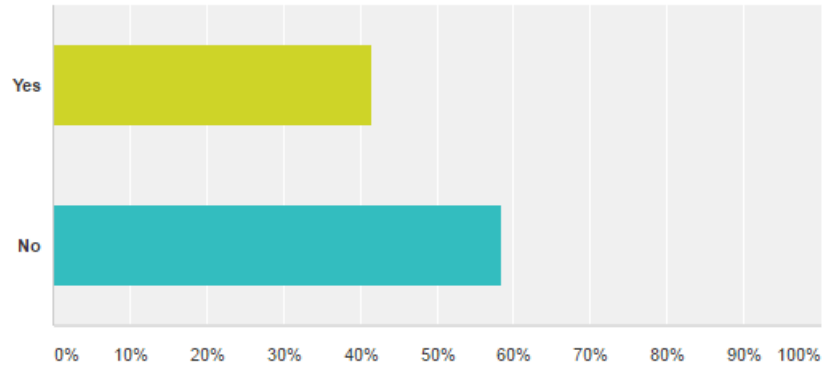
Answered: 863 Skipped: 55



Answer Choices	Responses	
Male	52.38%	452
Female	47.62%	411
Total		863

Council is developing a community consultation register – would you be willing to register your interest with Council for future consultation activities?

Answered: 848 Skipped: 70



Answer Choices	Responses	
Yes	41.63%	353
No	58.37%	495
Total	848	

Online survey - Qualitative feedback

Option 1 – 12.5% increase

1.	I don't want to pay for to maintain facilities that tourists use
2.	Business and Tourism industry needs to pay its fair share of infrastructure maintenance and repair not just residents
3.	I live on \$438 and have a big mortgage
4.	I pay enough rates! I have also paid for 3 annual parking passes
5.	Because I want council to prove they can manage the money and actually do something first. We just got paid parking and now increased rates - where has the millions expected from paid parking gone????
6.	with increased revenue from paid parking and the 7.5% rate increase I feel that enough revenue would be raised if our council possessed the ability to complete works effectively
7.	It is becoming harder to continue to live in his area already. Rates increase every year, parking is no longer free. Council has done away with curb side collection! Council has approved illegal drainage on dwelling next door causing me to undertake plumbing work. Give us a break!
8.	I don't agree to ANY rate rise.
9.	Council workers do not give value for money. Privatised maintenance and halve the cost
10.	all mentioned rate rises are beyond our means of paying
11.	Council needs to better manage funds they already receive better. This shire is already expensive enough.
12.	Cost. Paid parking was going to make money .You always want more. Enough is enough !!
13.	No option. This is a very bad idea all around
14.	personal costs
15.	I pay almost \$7500 invites. I have lived at Wategos for 23 years my children up here in the family as a single mother. I am not mega wealthy. I can't afford such increases I can barely afford it now! It pushes people like me out so I need to make a rich can afford to have their holiday houses here. So no to increase please or adjust the way the percentages work. Thank you
16.	NO Guarantee levies will be spent on infrastructure. Too many council bureaucrats on high salaries use up rates!
17.	Tourism needs to pay for road s and infrastructure not rate payers.. Your proposed rate hike is way above wage increases and that is unethical and encourages community deterioration as people are forced to move away from their homes due to rising housing prices and now rates... Bed tax ... Including back packers may be your answer to funding not rate payers who work hard and don't get 7.5% annual pay rises... I wish we did though... Tourists should pay their way
18.	Your survey does not include a rejection of all the additional increases, therefore it is an assumptive and misleading survey. Pay meters were to cover the infrastructure improvements, or seek to tax all the air BnB and illegal holiday profiteers who don't live here w an increase in property tax.
19.	it makes sense
20.	Rates payers should not have to bill the costs that tourists should be paying
21.	Affordability is already an issue in Byron Shire - This will make it more difficult for families
22.	Over the past 15 years, we have had to do all our own repairs (including our road surface)so I do not wish to pay council more for what I will probably have to do myself anyway.
23.	Agree that extra funding is required but a cumulative increase of 33.5% over 3 years and then fixed is the maximum I would consider paying. With inflation running under 2% and many pensioners getting little I think the council should not place the total burden on ratepayers.

24.	Sack the council and spend money on doing the job properly not patching everything
25.	
26.	Byron mismanage fund. More state and federal grants less court more development
27.	Pensions and people on low income would not be able to pay the high rates!!! People are more important than roads!!
28.	I don't believe there is any rationale to continue to invest in better infrastructure at the cost of ratepayers when (1) nothing substantive is being done to address the major congestion issues in town (2) new developments are going ahead which will worsen this congestion (3) a primary cause of the congestion is increased tourism and yet the tourist industry makes a negligible contribution to funding infrastructure. I see no reason to keep cross-subsidising the profits of private tourist operators and, in this context it would be better to let assets deteriorate which will, hopefully deter tourists.
29.	generate extra revenue and spend it wisely you can actually improve our assets
30.	What is the council doing with the money presently?
31.	if council wishes such a large change in their taxation base then they should have taken it to the last council election
32.	Being able to afford to pay. I am on a single wage.
33.	If the council would start saving money on silly sign and rather would do the work things would look a lot brighter in the shire...
34.	Where is the money from paid parking going?? Encourage council to look elsewhere for funding. We need to get the money from tourists/tourism not the small rate base. Rate payers are already highly impacted by tourism. Tourism needs to pay. I don't want council to be declared unfit & be amalgamated
35.	I believe council needs to look at other ways of getting funding from tourism, what is happening with the money from paid parking? also introduce a bed tax
36.	spend existing reserves first
37.	I feel like all options are a money grab. You say that you have been improving your financial sustainability, then why do I have to cough up at least another 7.5% on top of what I already pay?
38.	Affordability
39.	We desperately need repairs and maintenance to many areas within this shire. If that means rate increases then let it be so. As well, we still need to try to implement a bed tax and paid parking in Mullum and Bruns for visitors who often come from cities where that is the norm.
40.	Some increase appears necessary to meet the Government's requirements but there is useful information provided to justify the higher increases. It just seems another ambit claim. And it is misleading to talk about the "average increase" over the next four years. You are actually proposing major rate increases for an indefinite future with a trivial discount over the first 3 years. I regard that as serious misrepresentation!
41.	Council also needs to prioritize and show that it can spend our money well, before such huge increases in rates.
42.	to increase council income at rate we can just about afford
43.	An extreme rate hike would seriously impact most residents in this area. I am supportive of Council using funds wisely, rather than simply increasing rates far above standard peg rates.
44.	When I moved here from Sydney, I found that the rates were DOUBLE what I had been paying. I am a low income hospitality worker. I already struggle to meet my financial commitments and I don't see the council using my already high rates to great effect. Perhaps the council needs to sell off some council land for development to pay for the infrastructure maintenance and improvements. There seem to be a lot of sports fields and venues. These are of NO BENEFIT to me. I would like more funds spent on maintenance of existing infrastructure and less on new projects
45.	7.5 is still a big hike, but above the peg.

46.	Why should ratepayers pay more money? tourist pay nothing
47.	I'm a pensioner. That's all I can afford. More and I'd lose my house.
48.	Only moved to the Shire 4 months ago. Surprised to find rates here more expensive than Brisbane! I cannot afford higher rates - rather support re-prioritising of finances by council
49.	Them. Just live within your own means.
50.	I feel the rate rise to 7.5 could be applicable. More importantly however, could we not open an additional rate increase solely to implement some renewable energy options in the Byron Shire?!? This would actually benefit residents, and Council should only be considering taxes/ large rate increases to affect the tourist trade/big businesses that profit from the increase of visitors to the Shire. As locals we barely use the town facilities you are intent on making 'prettier/ newer/ flashier' we avoid town and its amenities for so much of the year due to the huge increase in people also using them. Lack of parking/ amount of traffic on the current roads we have, is the main issue that does not seem to change (I understand this is a hugely costly issue). We love Byron and its transient culture and have been raised here, and are now raising our own children. However, we all feel you are slightly missing the picture for many long term residents (and of course, making many happy with fixing some SHOCKING roads and so forth!) I do hope the vision you have for all these updates do not mean we are heading towards creating a 'perfect/ Noosa style town' void of character, only offering Boutiques for the very wealthy, and losing the colourful range of life we once had. If only we could focus some sincere funds (which there is no doubt so many homes in the area would happily put money towards, as it could save them money down the track) to solar/ wind farms or something that keeps this coast as stunning as it is for the future generations. I am just a normal, young working mother, hardly a total 'greenie' or whatever the term, and our circle of friends and family here all feel very much the same. That must mean there is MUCH scope to consider this for our future? Thanks so much.
51.	Council wastes finances ! Council should look at productivity grains , not increasing rates.
52.	This Council must get a lot of \$ as it is with the massive increase in people, developments etc. Don't increase more.
53.	I believe that Council has mismanaged funds especially regarding spending a huge amount on the rock sea walls, which will lead to further community costs in the future. Additional funds raised here are most likely going to be siphoned off to cover the obligations that Council now has to maintain the structure and the beach. So at the very least, a proportion of these rates will go towards protecting the properties for those extremely wealthy people.
54.	council should get better organised financially and if they cannot improve with a 7.5% then they shouldn't be in local government, in fact they should be able maintain infrastructures and services for under 7.5% the other rate rises are just unacceptable to most ratepayers, you will be driving lower income and fixed income residents out of the shire creating an elite group of residents. Get better advice on how to improve council financial situation.
55.	Our rates are already high. This is becoming a very expensive area to live in.
56.	Struggling to meet rising costs in the shire already. Would like to look at another way to raise funds besides from home ratepayers
57.	Rates in Suffolk Park already too high
58.	That is all I can afford. You can't ask people to pay more than they can afford
59.	Option 1 compares better than other councils
60.	because I do not agree with the 4year lock in
61.	Council needs to develop other income streams rather than hitting the ratepayer.
62.	I think it's a realistic manageable rate rise for rate payers.
63.	I think that a rate rise of that degree is acceptable but quite frankly I do not have faith in the financial management skills of the council. I fear that bad decisions may continue to be made and that other methods of revenue raising need to be implemented ie a way of taxing the tourist industry. I do not want to see Byron Shire amalgamated with another shire. I think we

	need to follow the lead of other council bodies (national or worldwide) who face similar challenges and hold similar values, yet are making it work more sustainably and efficiently.
64.	Cannot afford a large increase.
65.	Landowners are not necessarily high income earner. Rates are already prohibitively expensive. Introduction of paid parking was 'sol' to us as the only way to solve infrastructure funding issues. Better financial management and planning is imperative.
66.	Already paying enough in rates....I simply don't have the finances to pay more.
67.	Tourism not ratepayers need to cover this cost
68.	Council has yet to convince me it is capable of good financial management. For example it built the so called sport and leisure complex on a floodplain, then opened it without any apparent forward management plan and before it had even appointed a manager. It also seems reluctant to reveal its current annual operating loss
69.	the least cost
70.	Complex and not a lot of space to tell you but in essence I believe the massive amount of tourists should pay a small bed tax to contribute to the costs they impose on the shire. Then I would be happy to start paying higher rates to contribute a bit more. I have spoken with a lot of people about this local and visitors and it is a common theme about getting a small bed tax to help.
71.	Council is unable to work as a team. Time, energy and money are wasted on public arguments. It needs to be runs like a successful business.
72.	My rates are already too high and I don't think residents should foot the bill for the burden on infrastructure by the millions of visitors ENCOURAGED to visit our town and holiday in homes that should be available to residents.

Option 2 – 10% increase

73.	Infrastructure is badly in need of improvement
74.	Recognition that deterioration of the assets needs to be addressed, but also believe that efficiency and effectiveness could be improved via, e.g., productivity audits, to release additional savings
75.	I agree we need to stop the deterioration, but also a little bit concerned by socioeconomic impacts of a 60% increase over 4 years (i.e. would only more wealthy people be able to live in the shire?). Also, part of the Shire's charm is the country roads etc. Yes, we need to fix them up so they are not dangerous, but we don't need gold-plated service.
76.	I live in Ocean Shores North and feel this end of the shire is neglected in comparison to Byron Bay and surrounding suburbs
77.	I cannot afford more.
78.	middle of the road
79.	To prevent deterioration of assets and yet retain the unique character of the shire. Too much new infrastructure would change the aspects of the shire that make it iconic.
80.	I support paid parking in Byron. More ways need to be found to raise funds from tourism/holidays especially high rates for holiday lets.
81.	the stuff provided is good but needs a weights gym
82.	I am concerned that if council doesn't get the funding it needs to maintain infrastructure that it may need to cut funding to support services which benefit the most needy in our community. Plus I am aware that with more tourists coming in to town, we need to have roads, bins, street cleaning, park maintenance and other services operating at a high level so the town doesn't start to look run down. In my experience though, any organisation that gets too much money inevitably becomes a bit lazy with how they spend it and manage it. Same goes for not just councils but corporations and households too. So having an increase, but not

	the largest increase, is my preferred route.
83.	As a minimum we need to maintain assets that we have. However residential property being used for commercial purposes, short term and holiday accommodation need to start paying higher rates or a levy to cover the cost of additional wear and tear on infrastructure.
84.	Better maintenance of the most disgusting, potholed roads would be excellent
85.	Reasonable choice and more economic
86.	My choices are very personal. I cannot afford my rates of \$4,383 per annum as is. I see the importance of not only maintaining but improving our community assets but think it would be fairer if rates were based on valuation of improvements. I pay a very high amount for my farmland that I can no longer afford to maintain re fence etc
87.	Need to stop deteriorating
88.	Option 3 too expensive for me
89.	cost vs. infrastructure
90.	Rates are pegged to land valuations which ensure a consistent rate rise hence together with option 2 that is generous enough for rate payers to fund holidays for tourists who pay no penalty for the load on local infrastructure
91.	Council can't manage anything!
92.	Low income earner
93.	the percentage of funds from the increase going to roads is greatest this option
94.	Provides an improved level of funding without impacting too adversely on ratepayers.
95.	Need More Work Done in the area
96.	Can't afford increase and funds don't seem to get to SGB
97.	I am not confident a rate increase will bring proposed benefits. Previous increases have not led to much improvement. Council's decision making is poor.
98.	Council tries to increase revenue by charging the wrong target. Tourism is one of the most contributing factors of the asset deterioration but council does not target that group enough.
99.	Mid ground - rate increase is probably just affordable, & will provide needed extra funding to continue the road improvement program started this year. A greater % of rates should be spent on improving road quality (in town as well as suburban roads), & less rate \$ on legal disputes.
100.	Council should have had a 10 year plan in place before the FFTF came in so if we are not FFTF now then we should amalgamate with a surrounding Council
101.	As a self-funded retiree on a fixed (and rapidly falling) income can't afford Option 3.
102.	I think this is fair & affordable
103.	Deterioration needs to stop but Roads Minister needs to put in funding if Tourism Minister foresees an increase in tourism numbers.
104.	It encourages council to find funds from other sources.
105.	Most affordable for me. What guarantee is there that the work will be done if I pay higher ?
106.	The growth in tourism putting pressure on infrastructure is funded by rate payers for the benefit of tourists, tourism businesses or owners of holiday properties. These increases are impacting our family budget and something else has to give in as our income does not increase in that order. To make this sacrifice I would like to receive some comfort/confirmation that the burden also includes also a contribution from beneficiaries (tourists/tourism businesses and holiday ppty owners) of the improved infrastructure and rate payer's funds are managed and spent more wisely, which in the past has been controversial.
107.	We pay enough rates. Introduce a bed tax or some other means of getting funds from the many visitors to our shire
108.	I recognise there are problems with infrastructure, particularly many of the roads
109.	I think this is affordable, but at 12.5% increase is not
110.	I think council should introduce a bed tax and not a rate increase

111. Concerned about misuse and potential waste of funds going on independent consultants.
112. Visitors to Byron should contribute more, not rate payers
113. Improvements, but not a burden on rate payers
114. as a South Golden BNeach resident we see very little attention given to this area, we have poor drainage in Helen street and Redgate road, road surfacing for all streets on the beach side was culled due to poor funds management by the council, I am very glad to see at least beach ave being done but it is very obvious we are one of the last areas to be considered on a regular basis so I do not see much for my rate payment and I would like to see SG mentioned more precisely before you increase the rate payment substantially...what you are proposing is a lot of money for many of us...I would also remind the council of their poor judgement to the roundhouse sales...poorly advertised and sold well under what they were worth...
115. There are other way to fund the shire I.e. bed tax
116. Rates may need to rise to ensure assets are maintained, however council should also investigate ways to increase council funding from tourists who use all our facilities but do not make a contribution to their upkeep. Wasn't paid paling supposed to make a significant contribution to asset maintenance?
117. Affordable. Visitors to the shire should also contribute to improving the assets because they are using them & contributing to their deterioration
118. Not interested in more growth.
119. Because council needs to be much more pro-active on getting tourists to contribute to fixing deterioration of services that they are most responsible for
120. It seems the most logical & cost effective. Our rates are comparatively high to other shires & many struggles with high rates to pay, especially when infrastructure is absent or ineffective.
121. Based on my personal affordability
122. that is the most suitable for all
123. Prepared to pay more for infrastructure, believe it is a privilege to live in this shire and understand that the relatively low population densities of our towns and villages truly enhance liveability. Thus it is a trade-off position.
124. I'd like option 3 but cannot afford a substantial increase in rates so I opted for option 2.
125. I do not want to see our community assets & infrastructure deteriorate, but I'm also concerned by the large proposed increases. I feel strongly that other means of increasing funds are also explored fully, including state Govt funding, a bed tax, and increasing business rates that are significantly lower than other neighbouring councils.
126. Option 3 would see too much money spent on dubious projects. I.E. resurfacing of Massinger Street took too long as does all resurfacing projects. Massinger Street roundabout totally over engineered and taking too long.
127. We need improved infrastructure
128. Council needs to maintain the Shire
129. I think it is a good in-between
130. Reasonable approach as we need to improve roads and some services. But let's not waste money if there is more around. I think that road workers don't put in a big day and savings could be made with a little more training and supervision of road maintenance staff.
131. To see if this option works before committing to further rate increase
132. Our roads are in dire need of repair
133. I'm concerned that too high a rate rise would cause people not to afford to stay in their homes. I feel more should be taxed to businesses and a bed tax!
134. As a local I appreciate we need to all invest in our infrastructure, but as a region we have a significant amount of visitors, the council should plan ways that visitors also cover their costs of using our infrastructure, ie bed tax or similar. Plus hefty fines for littering, dumping, illegal parking or camping with those funds used directly for improving community assets.

135.	The road conditions are so bad, it is very dangerous.
136.	I feel it is important we maintain our facilities but as our rate base is so small, I don't think it is up to the residents. There must be a bed tax!
137.	Things need to improve!
138.	A balance...other ways of raising funds to upgrade infrastructure by other users who don't contribute directly to rates needs to be investigated and implemented
139.	something MUST BE DONE
140.	Rates are rising too quickly. Ratepayers are not the main cause of deterioration. Tourism and visitors/developers are.
141.	Infrastructure severely degraded by tourism needs amelioration
142.	Your estimates of what we pay in rates now is about half what I pay so doesn't give me information on the real cost to me. Can't imagine too many people's rates in this area are that low!
143.	It's the best of bad options. I have lived in this area for 17 years and am struggling to afford to live here anymore. I'm sad to hear that despite the paid parking the onus still must fall on the ratepayer to cover the deterioration of assets.
144.	dodge amalgamation
145.	Needed but minimal input from ratepayers use tourism generated funds to support infrastructure maintenance and improvement

Option 3 – 7.5% increase

146.	The only way forward.
147.	Long term vision.
148.	Improvement to the built and natural environment.
149.	It's a small price to pay for the safety of our residents and visitors - many of the shire's roads are unsafe (if our vehicles were in such poor condition they wouldn't pass their roadworthiness and no insurer would come near them).
150.	we need several Byron CBD bypasses
151.	If we want a strong and effective council we should be prepared to pay for it
152.	asset should be maintained and we need to plan for the future
153.	We don't want amalgamation, do we?
154.	Want Byron to be beautiful
155.	infrastructure needs a major catch up
156.	We desperately need the roads fixed
157.	Would like the community resources (parks, facilities, roads, footpaths, and tidiness, to be of a comparable standard with, say, Sunshine Coast council area or similar. The current situation is an embarrassment.
158.	As a Byron Bay ratepayer I consider that I pay more than my fair share thanks to grossly inflated land values in Byron Bay. Percentage increases to rates magnify the disparity in rates with the rest of the shire.
159.	Our infrastructure needs urgent attention. The poor condition cost me and my wife >\$1,000 in tyres and wheel repairs in the last 10 months.
160.	Don't mind paying more if all pay (rental air bnb) pay commercial as well.
161.	Improvements are essential.
162.	Very poor roads, No public toilets, Filthy paths, the entire town area needs major visual improvement. An injection of money is needed to keep this area level if not ahead of other seaside towns.
163.	I really want a bed tax! We pay for visitors! I want the shire to improve sustainably.

164.	The cost to ratepayers is minimal compared to the benefit.
165.	Have to fix what we currently have
166.	Byron needs more funds but this rate increase should be accompanied by an increase of \$1 to current paid parking so that visitors contribute more to improvements
167.	infrastructure needs major improvement especially to cope with flash flooding
168.	We need better funding, option 5 is best - amalgamation of Byron, Tweed, and Ballina would solve the problem.
169.	Fix the problems before they get out of control
170.	Byron is almost 3rd world in roads- do not waste any rate increases on your usual pet spends
171.	Common sense
172.	to support works program and fund new essential infrastructure and I trust that Council will support rail trails in the Shire
173.	Better service
174.	Roads and infrastructure need to be improved
175.	Infrastructure particularly rural roads need upgrading
176.	It's ultimately more expensive to catch up
177.	Infrastructure needs improvement but other services need to be maintained.
178.	I support better infrastructure but in residential rather than tourist areas. Very little infrastructure for children in Ocean Shores. Upgrade Waterlily Park. Bike paths.
179.	I love this area and wish for it to grow and improve
180.	Everyone needs to do their bit to pay for community assets and projects
181.	improving community assets is critical
182.	our infrastructure does not reflect our place in society
183.	Basic infrastructure needs to be upgraded.
184.	It is plain that more infrastructure investment is required and that Council is unable to do so under the current rating arrangements.
185.	Improved roads and facilities need to keep up with increased demand and usage
186.	To ensure a healthy shire in the future the infrastructure improvement/rate increase nexus needs to be established now. It costs us all but it is a responsible approach to take, especially when the council has clear forward planning projects documented and costed and needs assessments determined.
187.	we need more money to upgrade infrastructure
188.	Improve ALL the roads around Ocean Shores & New Brighton
189.	council needs to improve infrastructure I'm happy to pay more provided it goes directly to upgrading infrastructure
190.	road reconstruction and reseals amplitude & new assets funding
191.	The 12.5% increase is needed to generate funds for repairs to roads and infrastructure. Our roads must be a priority fir resurfacing though if this increase is approved.
192.	Live on Grays lane. lousy road
193.	I want our Shire to be amazing (but I think its important tourists pay their share. I don't have a local business, so don't benefit from tourists, but have to pay higher rates for their pleasure. Obviously I don't like this. They need to pay).
194.	Need services until NSW government steps in and recognises Tourist impact.
195.	We need to invest in our future as a community. There is no point moaning about the bad infrastructure if we don't put our hands in our pockets to contribute. Roads like Coopers Creek Road desperately need to be sealed, or at least long term sealing planned (working in smaller segments is fine, as long as progress and planning are seen). Water crossings need to be upgraded so that people aren't locked away from their homes when the rain comes.
196.	I would like to see an improvement in infrastructure and services. In particular, I would like to

	see Council have the sufficient funds to implement the masterplans.
197.	Use funds to replace Scarrabelottis Bridge & repair the road
198.	Replace Scarrabelottis Bridge & fix/seal Scarrabelottis road
199.	Let's improve.
200.	The Shire has been deteriorating rapidly, especially the roads. Probably the worst in what I've seen around Australia... Selling assets to cover short term losses is also not an option and has been done too much - see Ocean Shores, the Roundhouse site!!! This option really is just a show of good faith
201.	I have been impressed by the financial and infrastructure planning and implementation in the last two years and very much wish this to continue. There is now concrete evidence that the previous council made a real difference in these areas of planning and infrastructure improvements. Let's hope we do not revert back to the bad old days of financial bungling on non-essential issues.
202.	Rural roads - employment land infrastructure
203.	Safety, pleasure, growth. Bring on the Rail Trail.
204.	Unless other funding sources can be found, investment is sorely needed and can therefore only come from rate payers
205.	Because the roads are very bad. We can barely pass our street at times. I also would like more effort put into the public spaces in the shire. Rubbish collection. Moving on of illegal campers. Maintenance of parks and foreshores. I'm happy to pay a bit more if we get a better outcome for the shire. I DO however believe that other revenues streams need to be considered as well- like the paid parking- well done on that. But how about a larger levy (assuming they already pay one and if not they should) for the festivals? Who bring huge volumes of people to the shire that has a BIG impact? There has to be a way for Council to secure even 0.5% of each ticket price sold or something to generate some \$\$ for their impact. This is especially affecting Brunswick Heads and surrounds. Also, all the tourists should be paying something- you don't have a huge rate base (being a green-anti development council it can't grow easily) and I think there is something that has to be done for the tourist- maybe hotels and accommodations places need to be charged a special levy as well that is extra. It can't all go onto the rate payers only. The tourism sector benefits greatly from the Shire and should have to contribute more.
206.	Because after 30 years of paying rates I'd like to think that at least something will be done to my area of the shire.
207.	I believe infrastructure improvement is vital.
208.	Infrastructure funding is imperative across the shire
209.	As a landowner and resident of the shire, we need to move forward with a sensible plan and option 3 is the only sensible thing to do. The council needs to increase its revenue and improve the infrastructure, the current state is an embarrassment, if Byron shire want to a real tourist destination we need to spend the money to fix the problems now, delaying will get us nowhere and cost more in the long term.
210.	Byron needs better infrastructure. It's hard (though it shouldn't be) for council to get money from the tourists. Businesses benefit and should also pay the 12.5%. Additional rates should also be levelled on dwellings with unapproved accommodation - illegal let's etc. The burden should not fall solely on those who obey the rules.
211.	A quality community infrastructure is essential for safety, wellbeing and maintaining values of the area
212.	improvement on assets will benefit the community and property values
213.	Roads and infrastructure must be improved significantly
214.	Want to have improvements in all areas
215.	FIX dangerous road surfaces. Spend proportionally more money on infrastructure at Ocean Shores, such as footpaths, cycle paths

216.	The region needs better facilities and upgrading to the roads
217.	Tired of bouncing across pot-holed roads.
218.	Poor state of roads and infrastructure needs to be improved
219.	I would like to see all residential streets upgraded, ours it full of potholes
220.	improving the community's infrastructure is important especially we can rationalise and optimise expenditure without compromising transparency and integrity
221.	I hope that Council can do more than treat water. I would trust a Green Council to do this wisely.
222.	If Council were accountable this would be reasonable
223.	Wish to provide funds to seal our dirt road which is dangerous, unhealthy and used more and more as extra homes are built.
224.	Infrastructure in Byron is atrocious. There is an urgent need to dramatically increase spending to improve the liveability of the shire and especially the town of Byron Bay.
225.	I want to see our infrastructure being improved for the future
226.	I always feel disappointed when I see the lower than expected facilities in Byron, especially when I compare them to the facilities I have in Melbourne for a lower rate.
227.	Infrastructure and the general amenity of the Shire and the town of Byron Bay are totally inadequate. We need a dramatic increase in funding and investment in community infrastructure such as roads, parks and general up grading of the area.
228.	We want better assets we have to pay for them. No pain no gain.
229.	we really need dollars to improve infrastructure
230.	We need to increase the quality of the infrastructure and improve services that are lacking at the moment. The state of the area is terrible and needs to be improved to a suitable standard.
231.	I support improved infrastructure and maintenance.
232.	It seems like the best outcome
233.	We only get what we pay for. I don't mind paying for services.
234.	A roundabout at Clifford St and Broken Head corner is needed desperately. I am willing to pay higher rates to ensure the safety of residents.
235.	I would like to see improved roads around south golden. It's disgusting the state of the roads around this area. Prevent flooding in low areas and install more street lighting and safety items.
236.	I would prefer the best possible built environment outcome in Byron Shire. I am not happy with the condition of roads and drainage assets in South Golden Beach (where I own a residential property) and I look forward to the opportunity for council to be in a more sound financial shape and for the opportunity of road asset improvements.
237.	Our roads and infrastructure is in a very poor state and needs fixing - fast.
238.	Byron Bay is a tourist destination we need to provide the best facilities to keep this area attractive for years to come
239.	We need more done to bring things up to standard
240.	Even though it means a lot more for me to pay we need to ensure we can keep up the infrastructure - however I would like to see more creative ways of collecting revenue from all the visitors who use the infrastructure - not just the residents!
241.	The growth of the area demands better planning and infrastructure with focus on the terrible road access into Byron Bay itself. More riding tracks are need and public facilities need to be improved.
242.	The roads need fixing and the infrastructure needs to be improved.
243.	Want to make sure going into the future Byron Shire improves and keeps standards but also believe there should be a Bed Tax introduced as tourist are using our beautiful area and should help in maintaining it as well not just ratepayers!
244.	Our infrastructure is in need of repair.

245.	To do the job properly
246.	I WOULD LIKE TO SEE THE INFRASTRUCTURE DEALT WITH ASAP
247.	Land valuation is very high in the Shire and residents carry the burden via rates already being high. Taxing visitors who impact on infrastructure and residents should be sought
248.	leading question can't give my to option 4 stop wasting money on dumb projects
249.	something must be done about the terrible infrastructure but we prefer and amalgamation with Tweed Council which would mean more efficiency and therefore less rates
250.	I would like to see improved roads, cycleways and pedestrian accessibility throughout the shire
251.	The important thing is funds are spent correctly. Might I suggest that in this region. Curbing and guttering is a total waste of time and money in the extreme. Swales were common in the past and should be how waste water from the roads is dealt with in the future. This one initiative would shave council and us millions.
252.	Track record of Council delivering services and infrastructure is very poor. Council does not deliver on budget for new infrastructure. Therefore I cannot accept this will change. The financial management of Council does not I've me confidence no matter how much money is available.
253.	council should tax tourists not the rate payers

No Special Rate Variation

254.	I don't trust Council to carry out what they say
255.	My rates are \$1089 per quarter already for a single dwelling. I cannot afford the increases you are asking for. Find some other way to get the funds you want. Charge the tourists please.
256.	Do not think the special rate variation should be kept after the 4 year period.
257.	last 7 to 8 years, Ocean Shores Byron Shire roads gone bad to worse
258.	I cannot believe this is the only option proposed as visitors to area use roads etc hugely and a bed tax should be considered rather than residents to take the whole burden
259.	\$1 Tourist Bed Tax. They would not notice it. The high rate of tourist should pay for their impact. As rate payer I'm sick of funding tourist's needs and ware & tare.
260.	council needs to face its responsibilities fairly and squarely i.e. honestly or be sacked
261.	Council needs to be reviewed. Isn't providing maintenance etc part of Council's core role?
262.	The council can't manage the money they get now.
263.	We have a VERY small rate base and a VERY large tourist turn over. Visit and trash seems to be the mantra. Ratepayers simply cannot keep funding the upkeep. State Govt uses the Bay as a tourist drawcard for the state; do they put in any extra to help out? This is a ratepayer under extreme pressure here on a fixed income and unable to extend to anymore expense!
264.	Rates in Byron bay are higher than inner west areas in Sydney. I believe that the government and Council should be responsible for maintaining the Byron shire area and I do not support any increase in rates. Revenue from the paid parking and tourist industry should allow the roads to be maintained. If the roads had not been left for such a long time they would not have deteriorated so much
265.	I am a pensioner on a fixed income. Rate payers cannot keep funding infrastructure that deteriorates significantly because the town supports tourism. Councils of all tourist centres must seek additional state and federal funding to support this activity
266.	There have been too many rate rises over the years. Now that we have paid parking, that should help funds.
267.	I don't believe residences should have pay extra
268.	Personal economic situation and hopeful other revenue streams will become available to council!

269.	affordability for locals
270.	Money not effectively used anyway
271.	There should be a saving made by analysing amount of Administrative staff.
272.	Ratepayers need to see some evidence of spending priorities on infrastructure within existing budget .Without this evidence any rate increase is not guaranteed to be spent on what it was raised for. As residents we are now paying an extra \$50 per car.
273.	poor use of existing funds
274.	In favour of merging with Tweed council, they look after their community unlike Byron
275.	Rates are already high. Council needs to stop wasting \$\$\$
276.	sold roundhouse and now wanting more from rate payers...not happy with council
277.	Tourism industry should pay
278.	With councils application to state Government re Fit for the Future I was not aware that the application contained a proposal for a special rate increase of any amount let alone of the amounts sought. I feel council has not been up front with the people of the shire and hold concerns with councils ability to successfully guide us into the future. If a rate rise was recommended it should be that each rate payer pay the same amount and not a percentage on one's base rate as proposed which I consider as unfair. Do people who have a higher rate base receive better service from council, NO, the opposite could be said. Council status as being fit for the Future should be re visited.
279.	Residents pay enough rates. Funds need to be procured from elsewhere. In past years with increased funds from paid parking and rate increases there haven't been services as promised.
280.	This council should be amalgamated into a larger council to achieve efficiencies so you don't need to apply for a massive special rate variation.
281.	I disagree with a rate increase
282.	We feel Ocean shores in the forgotten part of Byron Shire
283.	We feel Ocean Shores is the forgotten part of the Byron Shire
284.	I see a lot of mismanagement e.g. Roundhouse sale. I have paid rates for 20 years and the road I live on is 3rd world at best. Why should I pay for council's mismanagement?
285.	Tourist are the biggest drain to our shire, I don't get any real benefit from them and they need to provide more funds not ratepayers
286.	I am not convinced that selection of 1,2 or 3 will be any different to 4
287.	Poor management
288.	Council is not a responsible business, should encourage local business not hinder it.
289.	Byron council are already some of the most expensive in NSW. They need to learn to manage the funds they already receive without holding rate payers to ransom of unrealistic rate rises.
290.	can't afford rate increase
291.	No rate rise. Already paid for roads. Ocean Shores is subsidizing the rest of the shire.
292.	Council needs to be seriously more creative and find funding from the tourists, tourist operators, music festival organisers and patrons. Ramp up paid parking. Higher rates for businesses in Byron. Not letting developers off the hook with deals on developer contributions etc. Outrageous that BSC is going for the easiest touch ie hitting the poor ratepayers.
293.	Increase in rates not acceptable, please consider low income householders. Please use paid parking or other tourist funded revenue to improve infrastructure.
294.	Current funding could and should be managed more efficiently.
295.	The guy next door is collecting \$1000 per wk. rent from tourists while he lives interstate. I am a retiree on a fixed income .Why should I pay for large numbers of tourists to use local facilities and absentee landlords reap the profit,
296.	Council wastes the money they get now.
297.	Council plan is not good and unfair to many areas; there is no plan to tax tourists. I want council to be amalgamated with Ballina or Tweed.

298.	I am a renter, any rates rises will put the rents up. It is already too expensive to live here. Council already started charging people to park, which was supposed to pay for the roads. Tourists should be taxed. this will just make the housing crisis even worse
299.	It's unfair to upkeep the extra use because of high!! Tourist and visitor numbers . I live here and already do not go into my town as overrun by people I have never met mans never will we need to get money From them
300.	Council should be sacked
301.	budget
302.	Rate payers already contribute well tourist should be made to contribute as well. HOW ABOUT A BED TAX?
303.	Council have been wasteful and ineffective. Why should be pensioners pay for the holiday makers?
304.	No rates increase
305.	Rates are too high now
306.	Council needs to learn to work within their budget and they ARE unfit for the future!
307.	High cost increases for low income residents not acceptable; eventually they will be unable to keep their homes. Your example of rates \$1139 is not representative of what we pay and is misleading
308.	Because we can't afford it. Get the money from tourists. The selling of the Roundhouse site for the price was disgusting mismanagement of our rates.
309.	Please find a way to tax tourists, backpackers. Bed tax must be lobbied!
310.	There are other ways for the shire's infrastructure to be funded
311.	Because they are hopeless and have sold all assets to help and will waste it
312.	Times are tough. Stop wasting my money. Keep away from social policies
313.	Where is my money going? Cannot see any improvements in O/S area
314.	my rates are high enough already at close to \$2500 per annum
315.	affordability and value for investment
316.	affordability
317.	Recently moved here from Tweed. How come they can manage to provide all necessary services to rate holders yet Byron cannot - many other ways to find revenue
318.	Because your council didn't use the parcel of land - Roundhouse - for the community of Ocean Shores - instead Council sold it for a pittance!!
319.	The council can't be trusted with any more money / they waste it
320.	Because we were told the Roundhouse millions were for the Fit for the Future and with the Suffolk Park land recently/ current suggestion/action for the council to buy it is unbelievable!
321.	BSC should become more efficient! That would save money \$
322.	Been paying rates for 28 years and not had much done, why pay more to not have much done.
323.	Wrong revenue source. Tax holiday lets, tourists and tourist based businesses
324.	poor service, dishonest surveys, are we mugs
325.	Love the rustic rural environment
326.	council does not even try to care about citizens of the area
327.	No money spent in area ie waljway along Kolora Way
328.	We don't get much for the money we already pay, so why pay more money! Spend more money across the shire not just on Byron. Better yet, let the North part of the Shire combine with Tweed Shire.
329.	Byron Shire Council is as it has always been unwilling to maintain or improve facilities in the northern end of the shire
330.	The north of the shire does not get adequate infrastructure and facility improvements and rents are high enough they don't need more reasons to increase

331.	Cost of living in this shire is expensive enough. Other Council can perform better - pull up your socks
332.	In the best interest of my local community
333.	Council should manage better
334.	Our rates are high enough. Know is Council is unable to provide services - bring on amalgamation hopefully with Tweed as they now how to look after ratepayers
335.	I have very little trust in council as a rate payer of 25 years. I have seen very little action on Council's behalf to keep our area up to date with roads - lights - footpaths.
336.	This council needs to manage their finances better - prioritise. I believe the Council is not fit for the future.
337.	Bad money managers. Maybe this Council needs to amalgamate with another Council that is more efficient.
338.	We strataed out little front unit because of financial reasons (was meant for family) you now take 2) full rates off what was one - only benefit garbage bins. These are age and disable united! Thanks
339.	Don't need an increase with all the development costs being paid to the Council with Tallowood and West Byron development and paid parking at Byron Bay
340.	Can't afford the rates now as they are too high. Anyway nothing gets done in Ocean Shore as all the rates go into Byron Bay. Poor poor
341.	As the Council has trouble handling money as it is why should we give them more to waste
342.	Get the tourism industry contribute - they're the cause of infrastructure degradation
343.	I am on a pension and parks and roads are a disease
344.	No rate increase. no trust
345.	No rate increase
346.	Pay too much rates already and nothing is done
347.	Stop milking the residents Simon - tax the visitors instead. We are sick and tired of footing the bill for the visitors, it's time for them to contribute to this community and the infrastructures provided
348.	I don't feel council spend our money effectively & wisely. I believe there are assets that can be sold for revenue raising. I believe the current situation is unsustainable with a small rate base of roughly 15,000 being asked to fund infrastructure to support 3 million tourists. As the 2nd most visited place in Australia it is essential that a tourist tax or special compensation from the state and federal government funding is secured. That is where the council, mayor, councillors, GM's efforts should be focused. While we appreciate the efforts of our local council and staff, if the only way they can achieve 'fit for the future' is by continuous rate raises which exceed CPI and far exceed any pay raises being achieved in the shire then their strategy is unsustainable and sad though it may be perhaps efficiencies may need to be achieved through amalgamation. It is also disappointing that after paid parking has been implemented to much fan fare as a financial savour and council was declared 'fit for the future' that now these rate raise are presented - this is a sad lack of transparency - how do we trust a GM that operates this way?
349.	The mega festivals should have a tax; they are the reason why we need these extra funds. Council never consulted us whether we wanted Falls Festival; we have to pay constantly for tourists and with no benefits. Tax the tourists and not the community!
350.	Council is HOPELESS at their own infrastructure works. Look at the Messenger St Roundabout - 9 months!! Seriously, why increase funding for incompetence.
351.	I'm familiar with clear cut examples of Council not securing value in relation to asset disposals and cost of service delivery. More funds doesn't necessarily deliver better infrastructure, as claimed. It simply releases the pressure to continue with the same practices - which is highly frustrating.
352.	COUNCIL NEVER SEEM TO SPEND ANY MONEY IN THE NORTHERN END OF THE SHIRE IT ALL

	SEEMS TO GO TO IMPROVEMENTS IN BYRON THEN MULLUM AND NEVER IN OCEAN SHORES SOUTH GOLDEN AND NEW BRIGHTON WE SEEM TO BE SUBSIDIZING BYRON BAY WITH OUR RATES EVEN WITH THE RATE INCREASE I DOUT THAT THE NORTHERN END OF THE SHIRE WILL SEE ANY OF THE BENFITS
353.	poor allocation of existing funds
354.	Poor use of existing funds
355.	We already pay high rates and you do nothing constructive with the money. I believe there must be some mismanagement somewhere.
356.	I believe that as a single mother of two, that currently I struggle to pay the rates at their current price. All I want for my rates is for better roads.
357.	I think we need to explore business contributing more to the funding of services and infrastructure that is so heavily impacted upon by tourism
358.	Tourism and business need to pay their share for infrastructure.
359.	I feel that council performs poorly with its finances. Council should concentrate on core areas such as roads and waste. I would be happy to have an Administrator appointed or amalgamate with adjoining councils.
360.	Council should manage maintenance within existing funds available it's called budgeting, efficiency and accountability.
361.	I live in Sunrise and my rates are already excessively high for a low income earner. I feel very dispossessed by Council. I have emailed regarding water lying stagnant in areas in Sunrise Beach estate as this is a mosquito hazard. Drainage is blocked by reeds. I have emailed about this twice and never had a reply! Council permitted Byron Railroad CO to progress with a train that will not be used and yet will impact so negatively on the amenity of residents without any evidence of forecasted demand. I have lost all faith in Council as representing resident's best interests.
362.	NO Rate rise.... too expensive as is...
363.	Council should be generating more income from tourism activities. Every holiday let, airbnb, backpacker lodge etc should be paying an infrastructure levy. Ordinary residents are paying for facilities used by tourism operators making a profit, much of which goes out of the shire. We don't even go to Byron bay as it is overrun with tourists.
364.	Because my rates are high enough already, and I don't get much benefit from any of this.
365.	unaffordable rates
366.	Connecting "Fit for the Future" with a rate increase is a trick. There is no evidence provided anywhere that supports your attempted use of "Fit for the Future" as an attempt to raise rates to cover up Council incompetence. Use available funding more wisely and stop talking and dribbling on about affordable housing. This is a National issue connected to negative gearing, superannuation for baby boomers and foreign investment- none of which you have any control over, despite the Mayor's delusional posturing. Ways must be found to force tourists and the people who make money off them to pay more.
367.	No confidence current elected council has any economic credibility. Have concerns about council redrafting RLUS, CZMP, not selling land at end of Manfred St., historically green dominated councils have been very poor financial managers and giving this green council more unrestricted funds doesn't sit well
368.	Tourists and visitors to the Shire should be made to contribute to our infrastructure and the burden of wear and tear on the town should not be exorbitant rates and rate increases funded by the tiny rate base payers alone.
369.	Council needs to manage the rate money they receive to maintain rds and facilities
370.	The funding should be obtained elsewhere e.g. tourists
371.	Your survey is flawed, it frames questions in a way that will give you the ability to make false claims about the level of community support for various options.
372.	Are you kidding? Our rates have increased astronomically over the past decade. Tax the

- tourists who put so much pressure on our roads and waste facilities. Introduce a bed tax and give rural land owners a break. Stop rating us based on income rather than land use. No other council in Australia is able to rate based on the land owners source of income. Planning is supposed to be based on land use not income source. We are paying residential rates for a rural land use, where we provide our own water, have a gravel road which is a health and dust hazard, provide our own compost toilet and compost our own green waste. Exactly what are you proposing we pay even more money for? Staff? Give rural land owners who look after themselves a break and tax the real culprits impacting our infrastructure - the tourists!
373. There is no need for a rate increase. Land valuations alone increase the rates we are paying. Introduce a bed tax and cut the fat at Council. Provide essential services only and take a pay cut- we all do to pay for our ever increasing rates. In rural areas we provide our own water, absorb our own green waste, are provided with substandard gravel roads that are a dust/health hazard and for this we are expected to pay residential rates. Stop zoning rural areas based on income. Byron Shire is the only shire in the country that zones based on income! Just because I have an off farm income, does not mean my land is no longer farmland, which was how it used to be rated. Greedy Byron Shire Council has no limit to gouging land owners. Tax the tourists!
374. I didn't want to choose the 2nd, 3rd and 4th option, but your survey would not let me proceed without a selection. Do not interpret these selections as any kind of support for those options. Introduce a bed tax for tourists, it is the tourists that are putting pressure on our infrastructure, not rate payers that have been here for decades!
375. Not enough information to make an informed decision. The models you are suggesting do not account for land values which are the basis for rates.
376. I believe the tourists should pay as we have an enormous amount of them visiting each year. Why should residents have to be responsible for all these other people who frequent our shire. Council should use paid parking funds for infrastructure
377. The rates are already high and I don't want any increase - I believe the million+ visitors should pay for infrastructure in addition to the residents!
378. The council have received very large rate increases in recent years and is now collecting parking expenses and fines at the same time as removing services and wasting money unnecessarily
379. We need a way to make tourists pay!
380. The council is hopeless they don't know how to manage their finances, even if they had a 20% increase they would still blow it. Hey what happen to the paid parking fiasco, 6 months later you're crying poor again. Amalgamate with a real council like Ballina, and find new jobs, and good luck I wouldn't employ you. By not doing the normal necessary maintenance on our precious you have cost the ratepayers .millions. Letting water into our road structure is negligent of this council. I could go on forever, but in a nutshell this council is useless.
381. I think increasing rates is not the answer to improving infrastructure- the traffic caused by tourism is the major user and associated deterioration therefore I think there should be a 'bed tax ' in Byron shire
382. Firstly I sense a rouse. How is it that you are looking for (at least) a 7.5% rise and still have the infrastructure deteriorate? What would happen to the extra 7.5%? That's a lot of cash. I live in Main Arm and I know that most if not all monies will be stent on the wealthy Byron Bay area. I will not contribute to the already highly serviced well cashed up Byron Bay residents.
383. Council wastes rate monies it already receives. Neighbouring councils do a much better job maintaining their assets.
384. The infrastructure of the Shire is deteriorating, in large part, due to the high volume of tourists that utilise our roads, etc ... it seems unfair for rate payers to bear the full brunt of the costs. Surely the businesses that profit from the tourist should contribute?
385. As a rate payer for near on ten years I insist that the major portion of the cost of infrastructure should be borne by holiday lets, airB&Bs, alcohol venues, and other business

that benefit from the tourist dollar. I also believe that the tourists themselves should be charged if there are individual use of infrastructure through a bed tax. My family and I only receive lack of amenity through noise increased pollution, increased traffic, increased anti-social behaviour, increased rubbish, increased crime and generally increased stress on our part. I do not wish my council to add insult to injury and increase my rates to fund previously mentioned issues!

386. BSC should be focusing on keeping its operating costs DOWN rather than promoting such outrageous rate increases well in excess of CPI increases
387. Our infrastructure is not coping with the volume of tourists. Tourists and those benefiting financially from tourists including airbnb lets should be paying to improve and maintain infrastructure within the shire.
388. We already pay some of the highest rates in the state, increasing them so council has extra funds out of line. We already pay to park in our own town!
389. Affordability
390. attempt efficiency improvements first
391. Better management of current income is the issue not more income. Income grows naturally as properties increase in value.
392. affordability for retired resident
393. Our rates went up by 18 % this year already, due to land evaluation. Council has got \$27mill extra budget which should go towards roads. Another estimated \$2mill profit from the new paid parking scheme should go towards the roads. Also the extra money locals have to pay now if they need parking in the CVD should go towards fixing roads.
394. Because BSC has to put the focus on other revenue options and stop tapping residential ratepayers!!!!
395. tourism should somehow pay for infrastructure maintenance
396. No guarantees that funds will be spent as proposed, future council are able to change these plans and spend money on more white elephants. Raise funds from those with "Granny Flats" and others benefitting from the tourist trade, increase paid parking.
397. paid parking was meant to cover costs, I do not want to pay for infrastructure for tourists
398. My rates have already gone up a staggering \$300 dollars for 2016 due to rise in land values and this has been largely caused by the commercially run holiday let properties at beach side Suffolk Park where I live. These commercially run businesses should be paying a commercial rate and not people like me. If the council puts the rates up further I as a long term resident will be priced at of the market and holiday let properties will dominate. I say a big no to special rate variation. The council clearly needs to be targeting the tourism sector and not residents.
399. I believe Council has mismanaged finances and should get back to providing only core responsibilities
400. From 2012 to 2013 my BSC rates doubled due to land valuations in my area. This increase has provided no direct advantage to me, then or since. So you will forgive me for thinking that any special rate increase will continue this situation. One also can be forgiven for being concerned that extra revenue produced by any special rate increase will be lost in administrative costs and not on infrastructure. The Shire attracts hundreds of thousands of visitors through tourism and cultural events. The cachet that the Byron image carries is a marketable product that all tourism and event operators in the Shire benefit from. Surely BSC could come up with a way to gain revenue from those who gain benefit from those who appear to be the major contributors to the deterioration of the infrastructure?
401. POOR MONEY MANAGERS IN THIS COUNCIL...I DONT TRUST THAT THE ADDITIONAL INCREASE WILL GO TO WHERE IT HAS BEEN PROMISED. IF THIS COUNCIL IS UNABLE TO ADEQUATELY MAINTAIN THE ASSETS FOR OUR COMMUNITY MAYBE AN AMALGAMATION WITH A COUNCIL THAT CAN MAINTAIN HIGHER LEVELS OF SERVICE & INFRASTRUCTURE.

402. 2.5% is the "pegging rate". Any amount above this is highway robbery. Last year my rates increased 25%. If you had your way it would be another 60%. No one I know receives these sort of wage increases. The council has wasted our money in the past why would I want you to ware anymore. I vehemently reject any rate increase above the pegging rate.
403. Bed tax or tourism levy should pay for infrastructure.
404. No confidence in Council's fiscal management - particularly after it basically gave away the Roundhouse Site blocks at well below market value
405. Council needs to find other revenue sources
406. Fairness & common sense. Rate payers cannot pay infrastructure for 1.7million annual tourists. Tax tourists (bed tax, parking, etc), tax hospitality & alcohol providers higher which benefit most.
407. This is a deceptive and flawed survey that we find insulting in its current form. Maintaining any SRV after 4 years is ludicrous. BSC's vast inefficiencies need to be addressed first. This proposal forms an easy, lazy and greedy approach.
408. The 30,000 + ratepayers are an easy target for raising revenue when the 1.5 million + visitors are not contributing their fair share. Developers seem not to be contributing their share either. Why should the average rate payer even consider a rate increase when developer contributions for secondary dwellings are waived by Council, this should cease immediately. Why should ratepayer subsidise developers. The secondary dwellings are destroying our suburbs and amenity and increasing our density on a free ticket. Make them pay, as well as raise more money from tourism and airbnb and then I might consider a rate rise of 12.5%.
409. BSC has automated increases due to increased land values. Why should I part of my hard earned money even further for an organisation with such a bad track record in spending and managing rate payer's funds wisely.
410. As a rate payer I'm in the minority group of people who use our infrastructure I expect council to deliver to me Clean drinking water Sewage and garbage disposal Maintained roads
411. Council does not provide a good enough service to northern shire to warrant charging more.
412. Rates are high enough. As a shire resident I disagree that the rate payers have to finance the maintenance of overly used roads due to tourism.
413. There are many other ways of generating money besides hitting the local ratepayers
414. My reasons for no special rate variation are 1. I am paying very high rates already, with not a lot seen for it. 2. Council sold the Roundhouse site, at below value, to pay for fixing the roads. 3. Put extra charges on all the visitors who come to this Shire and use our amenities. I do NOT support any rate increase at all, so I have no preferences at all for Option 1, 2 or 3.
415. developers & business exploiters should be made to pay more
416. I think it's time for the tourists to contribute to funds needed for pot homes etc to be permanently fixed and to keep charging locals who are constantly paying for maintenance upgrades etc..... You can find a way to get the tourists pay council put your thinking caps on
417. On a pension, rate rises are difficult. There must be a way to get tourists and festival goers to contribute. All those people at last weekend's Mullum Music Fest, for example, flocking in to have a good time, their cars clogging the streets, using the parks as toilets, yelling all hours of the night, contributing nothing . . .
418. Council get enough money they need to use it more wisely and cut out waste
419. Council needs to seek to retrieve funding from the millions of tourists that access our shire each year not penalise people who have lived here for generations. Tourists cause the greatest strain on our resources and it is becoming financially unsustainable for average residents to live in the shire. I don't want this area to turn into another part of the Gold Coast
420. tax the tourists
421. Prefer council to seek funds from tourism which is causing the infrastructure issues
422. Very unhappy...want different options
423. I do not believe that the council has the capacity to maintain our infrastructure .They have

	shown mismanagement up to the present stage. Why would we give them more money?
424.	I believe a tourist or bed tax should apply to relieve the burden on ratepayers. We pay it all over the world when we travel. When tourists outnumber locals to the extent that happens in our area it is clearly unfair that we cope with the full financial burden. We already suffer in so many other ways. Let's make this place work for the people that live here. The tourists will keep coming.....
425.	residents should not pay to support visitor facilities
426.	Tourist tax would free up Council money for works. Much of the profit from tourists, particularly shops, restaurants & accommodation leaves our town to the coffers elsewhere. Residents should not have to fund others super-funds.
427.	I cannot afford it! - How am I supposed to find a minimum of 33% increase in my rates? My wages have not and will not go up that much in 4 years. Why do us rate payers have to cover the impact of millions of tourists? I do not benefit one bit from the tourists so why should I pay for infrastructure for them? If you spent my money wisely now I might consider a rise but the example of the last few years certainly highlights that I do not want to give you any more of my hard earned dollars in an area where work is hard to find and not highly paid... yet you want to hit us with increases rather than the tourists.
428.	Stop slogging the rate payers all the time. We don't get our monies worth now. Sell some of your properties that you don't use to fix our roads.
429.	Council has many blocks of land in Byron it could sell, or cash in investments to repair our roads.
430.	Nothing done at all around ocean shores. Nothing for the money we already pay absolutely disgusting.
431.	Paying too much already
432.	Rates are already too high
433.	Affordable as self-funded retiree with nil rate rebates/concessions
434.	Funds available to council have not been appropriately used in the past i.e. court cases, and ill-advised infrastructure decisions. Byron Shire has a high tourist influx of which rate payers should not be responsible for. The parking income was supposed to support road repairs in the shire, but there is little evidence of repair to date! We are not prepared to inflate our rates further, council income should be used more responsibly.
435.	Council has mis-managed the funds available - why throw good money after bad?
436.	I think amalgamation would be better than more of nothing, I don't trust council to be putting money where it should be going, and so I certainly don't want to give them any more than the rate peg. Council has had rate increases via the Valuer General and paid parking, I cannot see why it needs more on top of that - gross inefficiency, and mishandling of funds, I can't understand why Council was seen as 'fit for the future', I really thought we'd be amalgamated instead.
437.	In 4 years' time, finances and politics locally, notionally and internationally may (hopefully) improve. Now is a time to pull our belts in.
438.	I am currently paying \$3,250 in rates at my residence and any of options 1, 2 or 3 cumulative increases over 4 years is an unacceptable increase which will only add to the prohibitive cost of living in Byron. Worst case scenario, 12.5% increase, our rates will end up \$5,000 p.a. Landlords will pass the increase on to tenants making it ridiculously expensive for them to live in Byron as there is already a lack of affordable housing. BSC is unable to organise infrastructure builds at a fair rate on time and budget so no one should be comfortable to think that they will change in the future. Some examples of waste include drainage works at South Golden Beach, 24 year roundhouse saga at Ocean Shores culminating in BSC underselling the finished blocks. Lighthouse Road erosion / walkway saga. Massinger St road works still going on after a June 2016 commencement. Byron Bypass DA mishandled again (initial DA withdrawn after 10 YEARS !!!!) Land purchased in 1991 - after 25 years it should

have been finished. Now BSC says that the budget has blown out to \$19M - no details given to the public. How can this be? Sportsfields and roundabout engineering at West Byron stuff up. BSC's handling of the holiday rental industry in the residential areas. These tourism operators are running commercial businesses on residential rates, loading up BSC (the ratepayers!) already overstretched infrastructure (profiting from it at our expense and also as unfair competition to commercial rate paying, regulatory complying, tax paying, and legitimate operators. Granny flats - BSC doesn't change any section 94's for secondary dwellings. The big beneficiaries of this are the investors and property owners - this has created an industry that has pushed up normal suburban houses by \$200,000 and beyond the reach of low income earners. Once again you have to ask, why bring in more tourists and not collect any sec 94's or extra rates - what genius thought this up? Now BSC is asking for the non-tourism operator residents to subsidise this and also push affordable rents out of reach of low income workers. These are just a few of the long list of ill-conceived ideas / incompetence and wastage of BSC ratepayer's money. The list is extensive over three decades that I am aware of and too long to detail here. BSC was deceptive in making us "Fit For The Future" ratepayers were not advised that we were not actually "Fit For The Future" and that a massive rate increase was required - where was the "Community Consultation" then. Recent election campaign not a word of rate increase and very first meeting following it is sprung on the ratepayers. The deceptive nature of the survey about which rate increase we want! Forms posted out with rate notices to all ratepayers gave only 3 options - the survey is deeply flawed and those returns which only had options 1,2 or 3 should be revoked and BSC go back to the respondents with the fourth option on the survey form.

439. we are paying for the tourist industry to wreck our town
440. Council should concentrate on residents, not tourists and learn to spend the money as if it was their own and spend wisely.
441. Paid parking has added funds to the coffers. Why should rate payers fund infrastructure for tourists? State or National government should be increasing their funding to the shire.
442. We should be raising revenue through the tourism operators and insuring we get state government permission to do so. The holiday letting operators should pay a fairer share or the rates burden. Higher rates will inevitably eventually force lower income long term residents out of the area.
443. The increases are indefinite; Council could pursue avenues for the tourist sector to fund its cost to the community. In addition I would be financially stressed by the increases being on a fixed small income.
444. BSC should look at other ways of reducing costs and increasing revenue
445. Because it wouldn't matter what amount of money this council received, it would be totally wasted. For example, the sports field at Byron Bay, the storm water pump at Sth Gooden Beach. We have disgusting roads. Public toilets are practically non-existent, as are play grounds for children. Dare I mention the debacle of the roundabout at the Byron sports field. What a waste of public money.
446. Rates should pay for residents, not for 1.7 million annual tourists to Byron Bay. Increase parking fees for visitors, introduce bed tax, plus tax tourism/accom & alc providers more
447. council should stick to their core functions
448. It is difficult to pay our current rates, we do not need to subsidise the amenities for people coming into our neighbourhood
449. I feel the money raised from the paid parking should go to infrastructure improvements. A bed tax should be added to each hotel, hostel, and nightly accommodation as it is the high level of additional traffic that affects our infrastructure and why should the ratepayers have to cover this wear and tear?
450. You need to learn to manage funds better. I think are use of your my money by you is ineffective
451. Because I believe that Byron council is not looking after the residents, more the tourists and

	we pay already too much for what we cannot enjoy!!! I can't afford to live in Byron because it became too expensive...Byron council should have a tourist tax and get money from there not from locals
452.	Because our Council should receive funding from State and Federal Govts to contribute to asset deterioration caused by the massive tourist population. The ratepayer should not have to fund this responsibility.
453.	Rate payers should not be made to pay for the improvement of infrastructure which is extensively used by tourism market. Wasn't paid parking meant to cover improvement on Byron's infrastructure?? Council needs to target the tourism market with over 1.7 million tourists per year! DO NOT hit the locals who already pay through the nose with rates! There has to be a better way. BED TAX! I don't care what it's called but it's the way forward of generating a huge amount of money to improve infrastructure which at the end of the day is becoming tired due to the overuse from outside visitors...not the local population. NO RATE RISE FOR LOCALS!!!
454.	I don't believe that the rate payers should be footing the bill for the impact of huge tourism. These costs should be subsidised by the businesses that are making the money from the 1.7million tourists. Or better still charge a nominal fee of \$4 per day per visitor as an 'infrastructure contribution'. This would need to include air B&B and the likes. I also feel that a rate increase will be directly responsible for an increase in local rental prices. This is not what the shire needs. There has to be a better way. A user pays system. A much bigger pool of money awaits council if this is implemented correctly.
455.	We have been paying rates since 1988 & Council have had ample opportunity to wisely spend rate revenue on Shire infrastructure rather than wasteful activities such as court cases & pursuing unrealistic "green" issues. Council should simply concentrate on the provision of basic services to their ratepayers.
456.	Property owners and rate payers on fixed income will not be able to afford even a 2.5% increase in rates each year. There seems no provision or allowance for any special rate for owners/rate payers on fixed income. Also, if rates go up even re the 7.5% special rate variation, it is likely rents will have to rise to allow any owners renting their properties to account for the increased costs and this will have adverse effects on ability of residents who rent properties to afford to live in the Shire, especially close to their work. Secondly, considering the number of international and national visitors to Byron it seems that alternative sources of raising income for fulfilling Council costs must be possible - e.g. a 'backpacker tax' of \$5-00 per backpacker, raised via backpacker accommodation services, should raise substantial amounts. Commercial businesses could also be levied for relatively small additional annual fees for upgrade of roads, which seems to be a priority considering the low standard of Byron shire roads especially in Byron Bay itself. There would then be no need to raise additional funds from house/land owners. Finally, the Council needs to look at better management of its fund spending regarding priorities within the rate peg limits.
457.	Council needs to better prioritise and be creative in funding and solutions. Work within sensible budget.
458.	cost
459.	In the past, Council has not shown that it can handle the finances in an adequate manner - e.g. The subsequent sale of the Roundhouse land at Ocean Shores. Return to Council appears to be \$3,985,00.00. In our opinion the return appears to be negative with a potential loss. We believe the land would have realized its true value if it had gone to auction progressively. Until Council can demonstrate it has true capacity to handle public money we do not believe it should have further opportunity to waste ratepayer's money. Status Quo of 2.5% should remain.
460.	Use money from travellers, charge a bed tax
461.	Council needs to tax the tourism options more so than now, this includes parking, accommodation including bed tax. Leave the ratepayers out of it.

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462. Council had wasted the last 12 years and is now trying to make up die is ineptitude with drastic rate hikes. Not good enough.
463. Financial inequality in Byron
464. Council's previous waste of funds including sale of "round house site". Should have been auctioned and agents should have tendered. This council poorly manages funds. When we see good financial decisions and NOT bad ones, then it will be time for ratepayers to contribute more of their hard earned funds.
465. I'm a pensioner and with all the cuts I've already endured I can't afford an increase.
466. I believe our rates are already high enough. Our rates have been spent unwisely in the past and we have created white elephants like the recreation center that is underused and brings in little revenue. We then give away revenue raisers like the broken head caravan park that should be funding the whole community. The state and federal government should be funding Tourist Towns like ours that are battered and bruised by overseas backpackers and interstate tourists that contribute to a small group of shop owners who in turn employ backpackers not locals. Our elected councillors and the likes of Jan Barham should be lobbying for special legislation to acknowledge the DRAIN and wear and tear tourism has on this town .The town is too small and was not designed for such numbers , special forward planning needs to be assisted by state and federal governments . General upkeep of the town then comes from Rates. How is it that Ballina and Lismore shires manage to have better roads and cleaner streets ????? I'm sure their Rates are not as high as ours. I have a house in Bangalow and my rates are already as high as an inner city Melbourne home of the same value. Why should I pay more. Let's spend our money on less important things like stupid massive tree root sculptures that was idiotically placed out the front of the beach hotel , and techno stainless steel toilet blocks that don't offer enough toilets for the whole community on busy weekends . Whatever happened to good old fashioned dunnys Australian style. Maybe if we had a better surf club that was allowed a restaurant and bar that could also bring in some revenue for club and shire. Let's make our assets work for us, not take more bloody rates from us . We shouldn't have to pay for bloody parking either when our kids are doing community service at nippers or surf lifesaving duties. Free parking tickets for rate payers too thank you .
467. common knowledge of mismanagement of funds
468. Housing affordability. Life is hard for permanent residents of the shire. Let tourists pay for the infrastructure via a bed tax.
469. Ratepayers pay too much already
470. This council always slugs the ratepayers. You make a lot of money out of parking, it is the tourists and day trippers who use the facilities and impact on our traffic roads and infrastructure. Charge the businesses and the wealthy who rip money from this town through overpriced goods and make a fortune lining their own pockets and not returning it to the community
471. The government should see the need to give places of tourism funding as the overseas visitors are important to the economy. Get onto issuing fines for illegal holiday lets, and make the visitors pay some type of visitor or bed tax. Our rates are high enough for what we get.
472. Higher rates will drive out the few remaining original residents of town. We are being asked to support Tourism. There should be taxes on Tourism, not on residents trying to survive in an already very expensive ton.
473. We already pay high rates, \$1600 per year. Byron is a unique case, the tourism in this town puts great pressure of facilities, infrastructure and roads, there must be a solution that includes fees going to council from visitors ie bed tax, to help support the overall costs. We as the residents can't continue to support businesses that benefit from tourism. We want to provide for our tourists and welcome them, but not at the expense of residents and ratepayers.
474. Shire ratepayers cannot support 1.5 million tourists. The state government and tourist industry should pay the short fall in revenue
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475.	Economic management could be improved - the ratepayers are already paying enough - there are other means of raising funds without slogging the ratepayers. I used to live in the largest and poorest of shires in QLD and they were able to maintain their vast area of unsealed roads far better than BSC. It's a matter of organisation. Subcontracting out road maintenance to a gang of blokes on shovels creates short band aid solutions which worsen the overall problem long term. You can do better than this. Rationalise and prioritise BSC. I can't afford to pay higher rates, & to see so much wastage of shire resources with stupid spending on signs or time wasting contractors is just wrong. Just do the job.
476.	My rates are sufficiently adequate.
477.	Council has the option of applying for grants!!
478.	We already pay enough AND we pay for parking permits. Visitors contribute to businesses only and rate payers suffer. Charge visitors more for parking and reserve parking spots so locals who have prepaid their parking can actually find a parking space
479.	Because the VG went up 50%
480.	Residents can't provide infrastructure for 1.5 million visitors annually
481.	money has to come from holiday and tourist makers
482.	Affordability
483.	Council should stop wasting money on legal battles we already funded projects you was that money
484.	I do not see a reason for the rate increase over rate peg
485.	Because the shire has high cost and minimal housing options now this would just increase this..
486.	Byron Council have wasted our rates for the past 20 years and neglected to competently spend their ample funds on preventative maintenance especially reseals. They cannot be trusted to responsibly spend additional rate funds.
487.	Paid parking revenue!!
488.	The need for large investments in roads and related infrastructure is a result of the growing number of tourists. It is fair that those businesses that profit directly from tourism should shoulder the bulk of this infrastructure burden. Personally, I ride a bike to and from town and my "consumption" of roads is nil.
489.	Because we should not be paying for the tourist. Charges higher parking fees to non-residents, charge 20 per cent extra for businesses that deal with tourism, get money off the state government to pay. This is a joke I voted for a green government and get this. Get rid of full time holiday letting. Then less impact on infrastructure.
490.	Income limitations
491.	A bed tax on tourist accommodation would be much fairer
492.	Rates are high enough. Tourism should contribute to revenue more significantly. Rates are high enough and increasing with land values. I am happy with potholes. They slow down drivers and reduce wildlife roadkill
493.	Council needs to find other ways to save money and cut expenditure on everything but the basics. Too much is spent on things like environmental surveys etc which are covered by federal and state governments. local councils should focus on things that are not already covered by other levels of government
494.	Unable & unwilling to pay more rates and fund tourism.
495.	Our rates are already incredibly high. Byron shore residents cannot afford such a dramatic rate rise. We are already having to pay an additional \$50 per year, to park in our own town!! The paid parking or taxing the tourists should cover the cost of infrastructure repairs in our region.
496.	Council should manage on the already very high rates charged
497.	We can't afford the increase and we don't want it.

498. Our rates that we have already paid in the past should cover the roads & maintenance works program. Perhaps money saved by staying out of court would fund it.
499. There is no justification to increase rates for ratepayers when tourism is obviously the area that needs to be taxed on charge to further. It is up to tourist operators and tourist themselves to be responsible for payment of infrastructure that they are currently using
500. Because we pay rates.
501. The three options are unacceptable. Council cannot demonstrate it has the ability to spend wisely within a budget. There are many instances of funds being wasted ie. Sale of Roundhouse sites being sold for way below market value. Also, council needs to investigate options where tourists contribute to infrastructure maintenance, ie. increased paid parking for visitors and/or charging owners of holiday rentals appropriate fees to license their businesses. Ratepayers should not be in the invidious position of having to pay to fix deteriorating infrastructure largely caused by the impact of tourists.
502. Housing affordability crisis will worsen with rate increase.
503. My pension is going DOWN in real terms, I simply have no more money.
504. What the council is basically saying is 'we are crap at managing our affairs, we are way behind where we should be and we would like the ratepayers to bail us out.' Stop blaming the community and blame the mismanagement of the council! You get perfectly adequate rates from us but you waste the money, clearly.
505. I feel that Council has been incompetent in the past and if finances had been managed properly there would be no need to ask for an increase. I do not believe we are fit for the future. How can we call ourselves fit if we need to ask for extra rates. We should be living within our means. Hence my answer to the question as to should we be improving our infrastructure. I believe the majority of ratepayers would have been over joyed over the last twenty years if our assets had merely been maintained . If this Council has failed to live up to its responsibility and maintain our assets why should they be trusted to embark on a multimillion dollar improvement scheme. Earn the money first, get in abetted financial position and then look at improvements. If this is not possible live within our means.
506. I am a pensioner
507. I feel that this is fair. Local residents should not have to subsidise tourists. Accommodation here is very high, in fact backpackers charge the highest rate for shared accommodation in Australia. Not to mention all the airbnb popping up in our suburbs putting extra strain on parking, water consumption and sewerage. The people that are profiting from tourism should pay council a bed tax! Roads are falling into disrepair, take Bangalow Rd at Bangalow end, where heavy trucks used the road for the highway upgrade. Upgrade completed but the local road has been decimated, surely the NSW government would be obligated to repair the damage. Where is the money from the paid parking?
508. COUNCIL DOES NOT KNOW HOW TO BUILD ROADS
509. There are so so many but main ones areCouncil can't be trusted (recent history has proven that) and is not dealing with the cause but looking simply to over charge the already suffering rate payers (who have had substandard infrastructure maintenance etc and other things for years from this council .) to somehow pay for the councils inadequacies and great ability to waste ratepayer money .. In Ocean Shores virtually nothing has been done to any of the roads in the last 8 years .Virtually all maintenance work has been ineffective simply due to the substandard work done .(in Hokkaido in February you will see roads being repaired and re sealed at night whilst it is snowing and well below zero centigrade yet council workers do a very unprofessional / poor job of fixing potholes for e.g. in a VERY hospitable climate) The sale of the ROUNDHOUSE site in last 2 years is another obvious example of council funds wastage. The sale process was laughable with the sites sold for approximately half of what the market would have paid for those prime prime prime lots ..estimated wastage over \$2M from

that alone) There are so many other examples of council wastage of rate payer funds as revealed in media and letters to BSNEWS/ ECHO etc etc as long as we have lived in the shire .Since paid parking in BYRON has been instigated , there is no evidence of using that money effectively to fix roads in this area of the shire - despite it arguably crippling several businesses in the Byron CBD .There are so many more . Several solutions (e.g.. a new tax on tourists...used in Italy e.g.)is just one solution but above all the council must fix this wastage and inefficiency in its own back yard first . We are already out of pocket over \$ 1500 k over last 5- 6 years due to suspension / tyre/ wheel alignment damage caused by the abysmal sate of the roads (not to mention the unsafe state of the roads)

510. Infrastructure not looked after as it is, why pay higher rates for no change?
511. None of these options are going to solve the problem of too few ratepayers/low business ratepayers to manage Byron Shire's obligations and stated infrastructure ambitions
512. Recent increases, land sales[round house site],land evaluation all are increased revenue which is grossly mis handled by council rubbish collection has increased \$ with diminished service ie; hard waste encouraging road side dumping. Water and sewerage has increased \$ Paid parking all are increases in revenue low commercial rates should be increased so that everyone in the shire benefits from tourism
513. Sick of being ripped off by council. Don't want to fund the mayor's follies.
514. There must be a better way to collect money other than the ratepayers who carry such a burden already by the number of tourists using our roads, facilities, etc. Find another way please!
515. Obtain monies from tourists. Bed tax should be introduced.
516. The increase is unaffordable, you must find taxes else-where.
517. Council introduced paid-parking to raise funds for infrastructure and apparently this has been wildly successful so why the need for a special rate variation? Tourism is a significant driver of deteriorating infrastructure so a way for tourists to pay should be found. Council apparently has accrued millions of dollars in investment savings so some of this money should be used to improve infrastructure.
518. BSC needs to focus on core statutory responsibilities that directly benefit ratepayers
519. rates are high enough, seek future Federal/State funding
520. Council is not fit for the future if it can't fulfil its obligations without another rate rise. Get back to core business and eliminate discretionary programs.
521. Rates are high enough now!
522. I cannot afford an additional rate rise, I have a young family and no disposable income so a rate rise would hit us hard.
523. Rates are too high as is and still council does nothing except within Byron Bay!!
524. Council has a very poor track record for carrying out essential works so far. What would change? Funds would still be wasted. Try cutting down on staff who are unable to help when asked questions. Employ maintenance staff instead of giving money to outside firms. Do the work yourself e.g. road repairs. The current contractors do not do a good job and repairs have to be redone every few months.
525. Manage what you have more efficiently
526. We would no longer be able to afford to live here. Wages are so low and expenses are getting higher all the time. Does council have a proven track record of dealing well with infrastructure and surplus funds? (Not really, and here the perception matters as much as the reality). Is the bed tax exhausted as an option? How else could this be funded?
527. The level of unemployment in the shire is high . I am struggling to find work. I can barely pay my current rates.
528. No extra rate rise. Funds can be obtained from Tourists.
529. Council should be charging tourist / facilities

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530. Rates are already high. Money needs to come from other avenues, e.g. Airbnb, holiday lets, bed tax
531. unaffordable, why can't tourist and shop owners pay for maintenance and management of roads for
532. Because it is, on principle, deceptive to not provide such an option, rather than being compulsorily to choosing from a limited range of options.
533. Many of us are on fixed incomes as pensioners. The ratepayers who are making a lot of money out of tourism, secondary dwellings, granny flats holiday letting have a major detrimental effect on the infrastructure in the Byron Shire. This is because they bring in many more visitors and residents. It is common sense that these ratepayers who are making a lot of money out of their activities must pay more in rates to upgrade infrastructure as they are a major cause of its deterioration
534. We earn our money so why don't you!
535. As a local resident for the last 60 years I have seen council make extremely poor choices with the use of public funds. I am not at all confident that the extreme increases of my future rates levels will be used wisely and frugally.
536. Tourists are the main reason for the additional pressure on infrastructure and should contribute toward roads, rates and rubbish management. The financial burden to manage this infrastructure should be shared by both residents and tourists. Introduce a bed tax for goodness sake, like every other tourist destination in the world.
537. Living at SGB on beach road and seeing how much waste is being spent on the road and also the bad management of our rates money in the past.
538. Council is very deceitful when using these surveys. Nowhere does it have a no variation rise.
539. Do not wish to pay any additional rates. Mullumbimby gets nothing from Council - all works etc go to Byron Bay and the tourists. Did not want to preference any rate rise at all
540. Rate rises lead to rent increases, that doubly impact on businesses and individuals who can least afford it, exaggerating health and social issues of our most vulnerable. Council has seriously underestimated the depth of resentment in this community.
541. affordable housing and 30- 40- 50%+ rate increase is hypocritical spin
542. it's too big an increase
543. I would like to see council amalgamation
544. They are not spending money in the right place. ie. \$11,000.00 for shark sighting. You have paid parking why not paid surfing.
545. Rate paying residents should not have to subsidise business and tourist beneficial infrastructure. The pressures of tourism mean that I avoid the Byron CBD and choose Ballina as my preferred option for shopping and services.
546. don't trust councils ability to handle finances - enormous amount of money mismanaged - e.g. Woolworths debacle, mismanagement of road repairs
547. I don't believe it is ratepayers' responsibility to maintain infrastructure destroyed by tourism. I am a believer in the adage, User Pays
548. Council rates are already too high.
549. Nothing improved with the last special rate variation, how can we be sure any new increase would be beneficial to the community?
550. Rates have already gone up dramatically with increase in land valuations- we need a bed tax to cover the high number of visitors using the infrastructure
551. council has not provided sufficient information to make any other decision, how much has it cost to replace roads per km over the past 5 years, as well what is the cost per km for each option presented, a special work force should be setup for roads in Byron Bangalow and Mullumbimby separate for the roads as this community centres need special attention and guided by a separate capital program and managers
552. This is the standard, why should it be different for Byron Council
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553. It's all I can afford and Council has in the past has not performed to normal expectations.
554. Council needs to find another way to improve funding for infrastructure, maybe spend less on consultants & never ending discussions about areas such as the bypass and just bite the bullet & do what has to be done. Use cost effective methods to improve infrastructure. The Council run improvements of Massinger St & the Lawson St roundabout show just how inefficiently this type of work is managed.
555. ANY rate rises invariably lead to higher rents. There is a lot of unemployment in the shire and people are struggling as it is - the proposed rate rises will simply lead to further poverty for some. It might be alright for all the millionaires in Byron bay and bangalow, but the rest of us will suffer enormously.
556. Council should charge tourists in Byron \$5 per car Not rate payers
557. 1. 2.5% + 2.5% extra = 5% but for 4 years ONLY. Because 33% increase in rates is too high.
558. We pay enough rates to get the infrastructure repaired to a high enough standard. You need to prioritise your funding better.
559. Do not wish to pay Council any additional funding
560. I have to live within my means. My wages have not increased. Why can you help yourself to more of my money which I don't have? Do your job like I have to. No wonder Trump got into power.
561. I did not want to rank the options apart from "no special rate". Use the parking money or update the business rates or charge tourists a toll to enter Byron
562. Council needs to find other sources of funding from investments and the flux
563. The Council has proven itself as inept and incompetent, anti-development and not fit to govern. Wasteful spending, especially on ideologically-driven litigation e.g. against Woolworths, has sapped much needed finances from the community. It would be obscene to garner more money from ratepayers to compensate for these lapses in judgement.
564. ratepayers should not be responsible for infrastructure that deteriorates because of high rates of tourism- needs to be paid for by those who benefit from tourism
565. Infrastructure improvements should be made through a bed tax
566. Only recently has there been an increase of 25% in our rates. This is more than suffice. You recently introduced paid parking and that revenue is supposed to improve the infrastructure of the town. I have already sent a letter to the NSW State Minister for local government protesting this attack on rate payers. The "pegging rate" is there for a very good reason. I strongly object to any rate increases above 2.5% (the pegging rate). Anything more is outrageous and I fail to see how people can afford this. Individual rate payers will become a thing of the past because nobody's wages go up year on year as you are asking us to pay.
567. No guarantee that Council will put increased funds into infrastructure. Twelve months ago Mayor said either paid parking or rate increase. We got paid parking which agree with as tourists are paying their way. I would be happy to pay highest increase if Council did something to control holiday lets in hinterland and repaired Friday Hut Road. Hinterland gets nothing for rates paid, i.e. water tanks, septic, paid garbage collection. Stop thinking about infrastructure for tourists and start thinking of rate payers
568. We already have accepted paid parking on basis of contribution to roads maintenance and this contribution has not been measured. Council should work within framework of the rate peg using funds more efficiently and better managed. More money to council will result in higher amount of wasted and inefficiency and poorly managed funds.
569. I feel that any extra money's raised would not be use appropriately
570. COUNCIL MISMANAGEMENT OF FUNDS
571. Council should be able to work within the budget set
572. It seems to me that Council has mismanaged funds over the past twenty years and now ratepayers are chosen to fund future works. The NSW Valuer General's increase was approx. 37% on the General Rate and this will be another increase in 2018. The Fit for the Future

	program has necessitated these increases and I do not agree that any of the Special Rate Variations be permanently retained.
573.	You say that people paying \$1139 per year would be increased by X amount. Which is essentially double the amount because RATES ARE \$500 MIN A QUARTER! !! Why should we have to pay minimum \$50 a quarter extra for you guys to continue to do absolutely nothing? It's ridiculous! Our roads and parks are an absolute disgrace. Where do our current rates go? !
574.	Visitors should pay a night tax as well as festivals...it is already the most expensive place to live in NSW ! @ this rate, only rich people would be able to live in this beautiful place.
575.	No confidence in council. Cannot trust council to make the right decisions.
576.	Council is shit and wastes money. Boo! Hiss!
577.	Businesses need to pay more not residents
578.	Council needs to investigate further options from tourist sector including holiday lets Airbnb instead of hitting residents for more and more
579.	If councils workers were asking for pay increases of the same rate what would be your answer ?
580.	don't trust council to really fix the shire's roads anyhow
581.	I don't believe the roads (which are my main disappointment) will be improved. Find the funds from somewhere else like taxing tourists.
582.	Council rates should charge according to ability.
583.	I'd prefer the council just be smarter with our money and not sell property for way under market price (round house area!) and buy equipment that doesn't work and do silly patch up's on the road that don't last etc etc. We can't afford any increase as the rates we pay are way more than we can afford; almost twice what we paid in Melbourne, already. We are a single income family with a 2nd child on the way and can't afford any increase at all.
584.	instead of charging struggling rate payers the council should harness the funds from: 1) the massive numbers of tourists who frequent our shore and cause most of the wear and tear on our infrastructure, & 2) find out who the absentee landlords are, of the huge number of holiday lets in the area, and make them forego some of their profits by taxing them to fund local roads and other infrastructure. Instead of a 'bed tax' I would suggest an environmental levy or something similar a la Wyong or Gosford councils.
585.	You have paid parking. Work smarter
586.	Tourists need to pay tax not miniscule resident base, the majority who do not benefit from tourism at all.
587.	I see so much waste in what council manages, I would want to see a financial plan for the next 4 years before agreeing to any special rate increase.
588.	The fact that these assets have been mismanaged and allowed to deteriorate doesn't mean the hard working local community should pay more than a reasonable amount in comparison to other areas of Australia, to bring it back to good order. When will Council take responsibility of the fact that it is through council's wasting of rate payer's money and mismanagement in the past that this has occurred. It is unreasonable to expect ratepayers to foot the bill and forever in eternity be paying these exorbitant fees. Perhaps a joining with Tweed Shire Council wouldn't be such a bad thing. Great things are happening up there by the look of it these days.
589.	my poverty
590.	residents shouldn't be paying for tourist usage
591.	Because I believe that there should be a tourist tax or festival tax. Byron shire has so many festivals and tourist/visitors that put a massive strain on our roads and infrastructure. It's time for them to start paying. Festival and tourist tax.
592.	nothing will change no matter what rate increase
593.	I am a very low income earner. And I wonder about council's priorities and where money is being spent. We already have paid parking in Byron. Where is all the money going?

594. Council is wasting funds on unnecessary facilities and events rather than focusing on its care business - roads & rubbish. I suggest you run this survey and ask ratepayers to prioritise the full range of expense items from your budget. I am sure ratepayers would rather council not spend money on study tours, sister city programs, cultural events etc when the shires roads are a mess and you've overcomplicated rubbish services. This "survey" is completely skewed towards an above-plan rates hike. The emotive terminology and the fact that you don't offer a "reduce rates" or "no change" choice is completely frustrating and leaves ratepayers with no doubt that this is designed to achieve an above plan rate increase. How do ratepayers even know the results will be valid? Is there an independent 3rd party engaged to validate the results? Pathetic!
595. I DON'T BELIEVE RESIDENTIAL RATEPAYERS SHOULD BE CARRYING THE GST BURDEN CAUSED BY TOURISM - MORE PRESSURE ON STATE G'MENT TO ALLOW COUNCIL TO INCREASE COMMERCIAL RATES AND CHARGE HOLIDAY LETTING I.E. AIRBNB WHO GAIN ALL THE TOURIST BENEFIT.
596. Rates should be dependent on income.
597. With the special rate variation the prices for everything will rise because businesses will roll the additional costs over to the customers, so once more the lives of the less fortunate will get harder. Why can't you get more taxes from all the filthy rich people who own property(ies) and are often not even living here. Make the rates dependant on income.
598. Things are tough economically and most of us have had to tighten our belts. We should not have to bail you (the council)out as a result of poor management decisions. Raising rates will have a severe impact on local ratepayers/residents capacity to remain in the shire. You have a significant funding resource in tourism, you need to start using it
599. 2.5% per year is enough! Start charging people who rent for holidays, or airbnb. The average rates in Byron is much higher already than the example you chose
600. Rates collected at O/S have not been spent at O/S and yet you want us to pay more. Unfair use of rates collected. Up the commercial rate, especially those that provide accommodation for tourists. Maybe a cut in staff in the office area would provide more money for infrastructure.
601. We are only just making ends meet now, we should be getting the truest to pay.
602. We pay enough rates...get yourself in order and stop squeezing money out of rate payers
603. I do not think us rate payers should be footing the bill for the hundreds of thousands of visitors we receive each year.
604. Council's funding model is sub optimal increasing levies to rate payers is not an optimal funding solution
605. Council needs to first show us that it can stop wasting our money. Roads should be the absolute highest priority. Ensure we are not paying people to stand around and watch others work. Buy better, work smarter.
606. Council needs to raise funds from other sources. Charge developer contributions for secondary dwellings (which are being built under the affordable housing strategy) and being used for holiday letting. Easy to see- just look on Airbnb and Stayz etc. All rate increases will have to be passed on to tenants who are already paying exorbitant rents.
607. Successive councils over the last 20 years have squandered my rate and they should be run like a business and stick with the 2.5% increase. Many residents can't afford to live as it is
608. Rate rises of these amounts are ridiculous.
609. because we pay enough now
610. The rates are high enough. The way council is spending is wrong. Spending is Byron centric. Ridiculous big spends such as the virtually empty Cavanbah Sport Centre. This is a rural area with people on low incomes.
611. This is a wasteful council- more money=more waste
612. Council should re-order its spending priorities - I have no confidence that council would not

	simply waste any extra revenue, especially on expensive and useless anti-development and anti-holiday letting efforts.
613.	Council continues to demonstrate that it has a great ability to waste money. It should be considered unfair and an amalgamation with other local government areas put in place
614.	Council through lack of foresight and poor management has created this deficit it is unfair and cavalier to suggest the rate payers of Byron should bail out council. There needs to be a more creative approach to funding long neglected infrastructure.
615.	amalgamation with Ballina Shire would be preferable
616.	We've had additional rate rises in the past and nothing had changed. Council needs to look at other avenues to raise funds rather than slugging the rate payers!! We live in a tourist area yet tourists pay little/nothing to address the damage and extra use of our infrastructure. Maybe a Tourist and Environmental charge, bed tax to name a few. I also don't like the word choice of Deteriorate/Maintain and Improve as even when we have had so called Improve rate rises very little has changed.
617.	Council needs to be more efficient and businesslike.
618.	Rents are already Max'd out. Charge absentee Landlords
619.	Option 2 ok for 4 years only. Permanent increase would drive pensioners out of their homes and rents would become unaffordable.
620.	I don't think that raising rates is the answer you need to somehow tax the tourist / visitors for other states. How will the middle class people be able to afford to live here ?? I can't believe as a rate payer I have to then buy a parking sticker to park in the infrastructure I have already paid for .. This proposal is a joke and can't believe you are even trying this on us..
621.	I pay already 150 per cent increase last 10 years
622.	I don't believe there is enough justification given for the figures provided in this 'exercise'. Residents want to know why we can't provide and maintain roads and other infrastructure to the same level as other coastal towns in NSW. There needs to be some basic information like "it costs Council \$x per m of new roads and \$y per m of maintenance on roads. With an additional 7.5% in rates we would be able to guarantee.... and for 10% increase in rates we would be able to guarantee..... The way the information is framed at the moment, we have no idea how the additional funds would be spent and what that would give in terms of additional public toilet facilities, improved roads, and other Council assets. If the Council wants to improve faith with ratepayers it needs to do more than provide blanket increases without any specific commitments other than bad/worse/worser!!
623.	My rates increased in the last 10 years already by 200%. this is enough
624.	If the council cannot work within the rates it already collects plus the pegged rate then it does not deserve to be there in the first place. It is ridiculous that you propose to increase rates beyond what every other council in the country has to do and it is obviously poor management that leads you to try to impose such an impost onto the ratepayers in the shire. Options 2, 3, and 4 have only been populated so as I can finish the survey. I don't believe I should have put any weighting whatsoever to those 3 ludicrous options.
625.	Stop raising rates! Enough is enough.
626.	its more affordable than the others
627.	No Special rate variation. Because working people have not received wage increases of this magnitude. It will create a rate affordability crisis dividing the community and Council will bare the blame the best solution is to make the tourists pay via bed tax or levy and make it happen. I don't accept that this can't be done.
628.	Affordability
629.	Cheaper Rates + Belief extra money will be spent "elsewhere" - ie not in my street
630.	Corrupt council
631.	Rates are already too high for the services provided.
632.	I can barely afford our rates as they are any increase will impact badly on me as someone with

-
- a low income. I think instead of increasing rates, that wealthy property developers should make much much bigger contributions, and that will provide increased funding for our community assets and infrastructure.
633. Byron Shire will become more exclusive and unavailable for ordinary residents. I support amalgamation.
634. I don't believe our rates should be increased at all, the burden of supporting the tourism industry (as they cause the majority of the cost) should not fall on the residents who gain nothing but a nightmare. Other revenue should be found from that industry, bed tax and an increase in commercial buildings rates for a start. I also don't want to pay for stupid things like the rock wall at the Belongil, better use of the funds is needed not more to waste!
635. BSC is totally incompetent in management. No matter how high the rates are increased it will never be enough. Council has too many Generals that hide in the Mullumbimby Castle. NOT AT ALL HAPPY WITH COUNCIL MANAGEMENT OF OUR HARD EARNED MONEY!!!!!!!
636. Our rates are already \$3500 per year not \$1165 as you make out!!! Any increase is a major issue for us as we are barely able to pay at moment. Rental rates are extreme in Byron already and home owners will increase rents further to offset these increases. The money needs to come from other sources ie tourist industry. We have lived in Byron for 20 years and this level of rate rise is exorbitant!!! I am particularly upset about your false advertising. Our rates are currently \$3500 per annum!!!
637. Use other forms of funding such as borrowings, state government, tourists, bed tax (yes, it's possible), capital works roads budget already increased to \$27 Million, land value rises brought windfall for council, new developments too, who says not fit for the future (scaremongering)
638. mortgage costs in this area are already ridiculously high and out of the average person's reach then to add a rate increase especially when we have roads with massive pot holes & a council that allows people to build anything on any available land - worst council ever
639. I am a pensioner & feel I pay too much for too little already - council is not fit for the present let alone the future!
640. Money is presently being wasted on non-essential items
641. You have enough money from all our rates now. Use it properly and fix Gloria street south golden beach. no rise is necessary just spend our rate money in other places other than Byron
642. Rates are too high. All the money is wasted
643. This rate rise is unprecedented why should the rate payers pay for the infrastructure for the tourist industry this is hyperinflation and an extraordinary ask against the rise of cost of living
644. I'm struggling to make ends meet and can't afford to pay existing rates
645. Paid parking was introduced instead of raising rates
646. This council is unable to manage funding & extra money would be wasted, staff can't build anything properly, or manage tendering work, Massinger St & the roundabout at Lawson is a good example it's taken so long, ridiculous when you think how long it took to build the roundabout in front of the new hospital.
647. I no longer trust the council knows how to manage the budget and deal with the asset management in an efficient way. Also, the community is screaming out for affordable housing, but there are so many rental properties than any increase will greatly exacerbate the problem.
648. Asset maintenance is our highest priority, rate increase is not the answer as crisis has been caused by councils inactivity on holiday lets- it could be receiving extra rate income if they were properly considered as a business in the correct zoning; the waiving of contributions for granny flats that have been almost universally used for rental accommodation has forgone income and caused an increase in demand for services and deterioration of assets
649. The council are not making effective spending decisions and I do not feel they current council operations provide value for money.
650. not fair to burden rate payers and residents with the task of fixing the infrastructure, without council addressing wasting revenue through bad decisions and legal costs
-

651.	I want amalgamation
652.	I believe that if Council wishes to approve commercial & tourist ventures that increase the stress on our Shire's infrastructure then those people who reap the profits from commercial enterprises should pay. Council has approved a private commercial "drug rehab" centre in my residential street which has enormously increased traffic on our crappy 1.5 lane road. An illegal wedding venue has started operating in our street flagrantly disregarding the need for a DA; and there are several illegal holiday lets going on - all of which can be viewed on AirBnb. Let these people pay for the deterioration of our infrastructure, as their businesses are contributing to it - all across the Shire.
653.	Apply a levy to the tourists who are destroying our infrastructure. Rate payers are already carrying the burden.
654.	The council is not "fit for purpose" now. The council would be better run by a government appointed administrator.
655.	I don't believe that the costs should only be paid for by the residents and believe that the solution is to charge in different manners the 1.5 million tourist
656.	There are other options than a special rate variation to raise funds for essential infrastructure e.g. selling all buildings & land deemed in poor condition at true market value market
657.	Why should rate payers have to pay for damage caused and infrastructure for tourists? Council has poor track record of handling finances and is very wasteful and can't be trusted to deliver within budget.
658.	The biggest factor for wear and tear on infrastructure surely are the visitors. Why should residents pay more rates when it is the tourist related businesses are the ones getting benefit from the infrastructure. Charge businesses and accommodation providers much more. Everyone knows the residents on average have much lower income levels than the state average, yet we already pay high rates and struggle to do so.
659.	Council is not Fit for the Future, Present or Past. If they had concentrated on building a community instead of wasting money on litigious issues, there would not be a need for excessive rate rises
660.	Have already contributed \$25000 extra to the council. Make do with what you get.
661.	Council must spend within in means as we do in our business
662.	Because the rates are not fair. Wife & I live on thirty acres we have max two car movements a day. There is a property down the road with fifty people on it and another with eight, yet we all pay the same rate per property yet the others are making much more of an impact on council assets. when you sort this out you will not only get my co-operation but council will get higher revenue without having to put up the rates.
663.	Our rates are already much higher than anywhere else. You cannot expect the small local population to finance the high number of tourists. Council needs to introduce a bed text. If you keep raising rates you will push up rent prices and further increase the unaffordable housing problem. You will push more long term residences out of town. By increasing rates above the state average council are placing a major financial strain on local residents. You are killing the local heart of our town.
664.	Council rates are expensive enough as they are!
665.	Because we need to levy the people profiting from tourism, such as anyone who lists their home on air BnB, and businesses such as "The Farm" that are non-compliant and contribute very little but take a lot of profit, and consider increasing the Cost of paid parking
666.	We Cannot afford higher increases. Council should live with same increase as Centrelink allows
667.	Already pay huge amount in rates and locals still get nothing for it. Tax airbnb, holiday makers the ones that get the benefits of our rates because the rate payers certainly do not get anything. Fine backpacker for all the rubbish left on our beachers, especially new year's day, QUIT making locals pay more n more while you take more n more away from us. Bring council clean up back, fine holiday makers that drive 100km up North Head rd New Brighton, fix the

	showers on the beach so water isn't continuously running etc etc
668.	People visiting Byron should pay, parking meters and other ways to get the funding needed, perhaps more ratepayers
669.	Local government should tax business and rentals more.
670.	Council waste and misuses money.
671.	It would seem that this council is fiscally incompetent and simply not accountable. I have seen repeated reviews, reassessment and reports of the same project over time and still nothing done. This is a complete waste of rate payer's money. I have no confidence in this council what so ever.
672.	I have no faith that council, with additional funding, spend it responsibly. New Brighton where I live receives minimal to no funds now and a rate increase appears maintain this minimal to no funding
673.	After being a rate payer for 32 years the money Byron Shire is allocated is not used in a very good way. One example is Balemo Drive Ocean Shores how many days should the pot hole contractor come out here and pack up each day and the pot holes should have been all filled no such luck they cannot see one hole next to the other one is filled others missed and lots still not filled Contractor not worth my rates money you are paying them CONTRACTOR WHO PAINTS THE WHITE LINES WASHES OFF IN THE RAIL ANOTHER WASTE OF COUNCIL MONEY Tell me how you would spend more Rates money not very well I think The Contractors you have used in the past are a waste of Rates money
674.	Council should have been managing Council from a long time ago and don't expect the rate payers to fund all tourist activities. Have the tourists pay more or those with holiday lettings. The tourists are causing the demise of our roads and infrastructure.
675.	Have Paid Parking. Shouldn't have to pay higher than 2.5% rate rise FIT FOR FUTURE should be funded from a state level.
676.	Levy tourists not local rate payers we pay enough
677.	Limited income and currently struggling to pay rates.
678.	I believe Council isn't using our current rate payments effectively. Council needs to do better to keep our shire in top form without increasing our already high rates.
679.	No to rate increase for residents. Target the illegal holiday lets.
680.	If you put the rates up rents will rise, they are already too high, council talks about affordable housing which includes I guess rents, get the money from the tourists or from the government who promote Byron as the place to go, well they should help pay for the maintenance of the shire.
681.	Rates are already high and what happened to paid parking money
682.	I don't believe an increase is necessary
683.	Find another way to pay for tourists - the majority of residents are not wealthy people here
684.	Council, never completes maintenance, is overstaffed, always spending monies in court and losing, either grow Byron or get out.
685.	cpi increase only - council to work more efficiently
686.	THE WASTE OF COUNCIL
687.	I find that the overall performance of Council to be very poor, particularly when people break Council laws and Council refuses to do anything about it when a complaint is made
688.	Find other ways to balance budget before slugging ANOTHER SRV
689.	Have paid rates for 35+years already. This survey format and council actions to maintain maintenance assets (including investments) have been poorly attended to in the past.
690.	People from all over the world use our roads and infrastructure. They should contribute as much to their upkeep as we do by increasing paid parking every year and introducing paid parking to other towns in our shire
691.	Tourism destroys our infrastructure. Those who benefit are businesses and accommodation providers. They should pay rates far in excess of residential rates. They should make up the

	shortfall. Our infrastructure was far better 20 years ago before the massive influx of tourists. Lobby Govt for a bed tax. increase parking fees, there are better ways than forcing poorer people out of the shire because they can't afford the rates
692.	I feel that residential rates should not have a special rate variation, but business rates should increase the maximum amount to put Byron Shire closer to Ballina Shire's position of charging businesses substantially higher rates than residential (4 x, as opposed to Byron's 2 x).
693.	I cannot understand how the council can justify any rate increase above the rate of inflation. If more is needed, then I can only assume mismanagement on the part of the Council. Rates are already high. Proposing an increase along the lines of 45% over four years is simply absurd and points to serious mismanagement of finances and resources by the Council.
694.	can't afford higher rate, already struggling paying the ones we have. Give bigger concession to pensioners. Find the funds via taxing overprice holiday rentals, mostly undeclared black money, ruining our Shire & not contributing financially..
695.	Council needs to learn to use the money it already gets wisely, before asking for more.
696.	Council should make better use of the Rates they already receive from Ratepayers.
697.	Council should look to other ways of raising revenue instead of slugging ratepayers.
698.	Council needs to investigate other means of funding from the large number of visitors and renters who use the infrastructure and make no contribution
699.	should not be having a special rate hike at all as we already pay higher rates than towns with more amenities
700.	I thought that the paid parking income should be used for roads and infrastructure
701.	Current funding is more than sufficient
702.	We are paying paid parking for roads and our rates are high. Stop spending the money in court proceedings and encourage nice developments such as West Byron.
703.	I am supplying low-cost housing to a single mother with child, how can I continue to do so if the rates are rising so much. I understand it is not today's councils fault for the condition of our roads but it is not my fault either. In all my years of living here and always paying my rates never have I seen any improvement of the stormwater problem. How come other councils manage with less rates? Paid parking in Byron we were told would ease the funding for our roads. I don't trust or believe in any more promises
704.	Council needs to operate like a business and make better decisions and be financially responsible. The council wastes money and has done a very poor job over a number of years on maintaining facilities in the shire. If the special rate increase goes ahead it will make it more difficult for people who require "affordable living". The council needs to explore ALL options to reduce costs, prioritise expenditure and explore all avenues to generate additional income (including council amalgamations) to find the funds to provide services. If the council was a business and implemented a plan to increase costs as it is proposing, it would be out of business in a very quick time! Of course the roads require to be fixed after years of council neglect but not when it means that the rates in Byron are higher than every other shire along the coast (not just the average but the comparable rates paid by land owners and lower mid and higher brackets). So council, obviously is not capable of making this decision and requires a company like Deloitte to provide the review and recommendations to make the budget deliver the income, expenditure and improvements the people of Byron ALREADY PAY FOR.
705.	Rates should not rise at all. Council should better manage current revenue raised from rates without having to increase costs to residents to pay for damage caused by the large numbers of non-residents that use our infrastructure.
706.	I am on the aged pension. I cannot afford large increases in rates. The pension increases will not keep up with the rise in rates. Please give pensioners a bigger discount on rates. Nancy English
707.	Ratepayers are subsidizing a tourist industry that in a majority of cases does not benefit them either economically. The ever-growing influx of tourists has a negative impact on many local's

lifestyles. We did not choose to live in a traffic clogged, constantly busy town with alcohol reigning supreme. Tourists should contribute to the dreadful state of our infrastructure. We were told paid parking would take care of this. We were lied to. Put up the paid parking for tourists. Request Stat govt for extra funding - give them the stats. Byron rates second to Taronga Park Zoo as a tourist destination in NSW. Make a case for us. Work for us Council, don't gouge us. I would also suggest your spending be gone through with a fine comb. Do we really need a fleet of state of the art vehicles? A team of up to ten men fixing pot holes. The absolute waste of money on how many(?) signs dotting our roads singing Council's praises for them fixing our roads. What a waste of my rates. It's a joke.

708. Council itself has mismanaged its finances
709. Council is not fit for the future and needs to go
710. Money should come from tourism not my rates.
711. Because this is inflation and rate money is mismanaged at local council level and performance history shows this. Many assets are held by council that can be sold as well as investments and NSW treasury states this. Council talks about affordability and proposes this? This is not sharing the load this is stealing from a local council level.
712. Use the parking meter funds like you said you were going to.
713. By 2018, if you go ahead with the rate increase, an article in last Saturday's Northern Star quotes Byron Shire Rates at \$3500 for 2018 - that is the equivalent to 1 month's wages for the average person. Byron Shire will have new properties built by then with all the DA's that Council is taking at least 8 months to approve. There will be more rateable properties that will add to Council's coffers. Please do not make this area any more unaffordable than it already is. 1 whole month's wages for any home owner is absolutely crippling.
714. Not less than 12mths ago I was sold the idea of 'paid parking' to fix the roads etc. A rate rise will be passed on directly to renters creating higher rent. (like we need that) Bed tax or similar is the answer. It's the huge pressure from tourism that is the imbalance. It's long overdue. It's actually simple if a bed tax or similar was implemented a long time ago we would not be in this position.
715. We are paying quite enough already and council should be able to maintain services within the 2.5% as do other councils with a poorer rate base. So get to it!
716. Council amalgamation will create better management and outcomes. Also State Gov. has to permit Bed Tax on visitors, otherwise no rate rise can possibly cope.
717. no matter how much rates council get they will mismanage funds.
718. AS A RATE PAYER OF OCEAN SHORES WE HAVE HEARD ALL THIS BEFORE AND THERE IS NOTHING TO SHOW FOR IT HEAR AND NOTHING WILL CHANGE WE DO NOT TRUST THIS ELECTED COUNCIL TO CARRY OUT ALL THE MUCH NEEDED INFRASTRUCTURE AS THERE IS NOTHING LEFT TO SELL AND IT ALWAYS COMES DOWN TO SELLING OUR ASSETS IN THE NORTH OF THE SHIRE TO PAY FOR ANY INFRASTRUCTURE MAINTENANCE TO OCCUR SO FOR THIS REASON AND OTHERS CANNOT SUPPORT THE RATE VARIATION THANK YOU
719. rate payers are slugged enough. Tax tourism industry, a bed tax?
720. I believe we are paying enough, especially given the current 2.5% rate peg. I think Council should find better ways of raising extra funds other than taxing residents by rate rises, increase efficiencies and spend more wisely. A tourist tax should be implemented since Council claims much of their burden is due to servicing visitor needs
721. You have to work within your current model...or move on. Reality - no other business can ask for more money to survive. Please relook at your current model and make it work or amalgamate.
722. You can't manage the money you have. Make the tourists pay for the damage they create
723. The sooner we amalgamate the better!!!!
724. Our rates are already far too high. Council should spend money wisely not fighting in court!
725. Given tourists (more than 1m>) use the road and locals (10,000s) have to pay, I think the

	council should look at other options.
726.	Rate bills are high for myself paying them. I'm not understanding why in the booklet we are paying \$1800 in the fourth year which is \$600 more than now and it's stated here that it's only \$175 more a year. I'm also not clear what will happen after the four years.
727.	We pay enough rates already to support infrastructure for people who do not live here, get a bed tax and charge the tourist
728.	You have enough funds to keep assets in good condition, you choose not to!
729.	Increases of the amounts sought by BCC are disgraceful. BCC needs better financial management to find funds internally to provide its ratepayers and residents with the most basic of infrastructure. BCC is constantly seeking \$ from ratepayers to fund their incompetence in running the shire. In addition, Councillors seeking election were dishonest in not mentioning increases of this significant amount during the recent election - they probably wouldn't have been voted in. BCC want affordable housing but if one of these options is implemented, landlords (I am not one) will have no choice but to increase rents significantly. I did not support Council amalgamation in the past but now do - merging with another better managed Council is the only way to go. Perhaps even looking at shared services with other Councils to reduce the cost of non-core services would help.
730.	Don't agree with second line sentence in fourth option.
731.	Council has sufficient excess funds available and our rates are already too high compared to nearby Councils.
732.	The rapid expansion of dwellings, granny flats & holiday lets in the last 3 years has been poorly managed. I disagree strongly with this policy and don't believe I should have to pay for people who have turned their residence into a holiday business. You should be charging the increases to residences with granny flats or residences who air BnB.
733.	a total lack of trust in where the funding will actually go, maybe people who holiday rent should pay twice the rates, maybe the fucking tourists can pay a bed tax and maybe we could stop trying to appease the rich and look after the actual people who live here and not those whom use and abuse and exploit the place.
734.	There hasn't been ANY information provided as to why the council is in such poor financial health. You are simply telling us you need more money, and if we don't support it, it's our fault! What about merging with a profitable council and reducing costs?
735.	The majority of the deterioration is caused by the high number of tourists. The tourists themselves, and the businesses that benefit from them, are not charged anything in order to contribute to the upkeep of this region. Holiday letting, for example, should have a percentage of their income paid to the council to alleviate the ratepayers from paying for their customers to visit and enjoy this area.
736.	Even the 7.5% is a permanent 33.5% increase as it is proposed over 4 years and then stay .It is not a one off rate hike it is a 33.5% increase by stealth . We were told paid parking would make us fit for the future . When is paid parking coming to Mullum Bruns and Ocean shores .?
737.	your rate increases are completely unreasonable
738.	Council should better manage their budget and have tourists contribute more
739.	We pay a fortune in rates already and the proposed options 1-3 could well mean us selling up and leaving. This will result in one of the very few houses with a family living in it in Lawson St. will go and be replaced, most likely, by more holiday units. So much for a community and family supportive council!
740.	stop wasting the funds they get now
741.	Council needs to better manage funding they have.
742.	more assets equals more required maintenance, equals more rate increases in future, equals a never ending cycle of increasing necessity to increase rates
743.	BSC has a history of poor management of infrastructure assets and many of the same staff still remain Assets will continue to deteriorate with current management staff with a rate increase

744. Any Rate increase will drive existing residents away. History has shown Byron Council doesn't use extra funds for infrastructure, please refer to the millions obtained by Harry Seccombe in the 1990's
745. I am on a low income as are majority in Byron and would really struggle to keep up with such high rate increases
746. inability to pay more
747. Rates are high enough and the council has wrong priorities for spending
748. Not happy with the spending on tree felling in Arakwal NP and the intended "upgrade" of Ironbark Avenue. This is destruction, not improvement, and will cost a lot. Not wise spending.
749. Rates too high now, Council should manage their funds
750. how are the thousands of visitors to Byron paying for what they use?
751. I couldn't get a car park at cozy corner today to go for a surf so why should I pay for more roads so that more tourists can go surfing?
752. Council has for years had poor management of asset maintenance, in particular roads. There is very little confidence in Council's management abilities to improve on this issue irrespective of funding limitations or surplus.
753. The parking meters are supposed to supplement income for the roads. The repair on the roads need to be seriously reviewed. Only SOME of the potholes get fixed on the same road, so the crew needs to come back several times to fix one section of road. I assume labour costs are the major expense? get more EFFICIENT road repair crews.
754. Rates are already high enough, Council just needs to be better at managing their finances to avoid waste and litigation costs unnecessary etc.
755. Even your lowest increase option would likely place BSC rates higher than any other comparable council after 3 years.
756. Byron is already has highest rates and should be more efficient instead of increasing rates.
757. Council income is more than adequate ie present high rates-- parking income--festival income etc. Improve council efficiency --Keep to your core business.
758. rates already too high. Ocean Shores has subsidised the rest of the shire for years. Corrupt Roundhouse lands sale was meant to finance Co8ncil's long-term neglect of Ocean Shores
759. Cost and inefficiencies in council where savings can be made.
760. 'There is a fourth option: differential rates. Such a scheme would enable pensioners and others on limited incomes to stay in their homes. It would also, in part, address the holiday letting issue by ensuring that these properties pay a fairer share. 'Every rateable property in the Noosa region is levied a general rate. As Noosa Council uses a system of differential general rates all properties in the Noosa region are classified into one of 29 general rate categories, each with its own rate in the dollar and minimum general rate. The general rate for a property is calculated by multiplying the rateable value of the land, as determined by the Department of Natural Resources and Mines (DNRM), by the rate in the dollar for the relevant category. If the calculated amount is below the minimum for that category then the minimum general rate is levied.' of special interest is this: 'The general rates levied on a property where you live i.e. your principal place of residence (PPR) are different to the general rates levied on a residential property if you own it but don't live there. A PPR is a residential dwelling or unit where at least one owner permanently resides.'
761. Affordability, leading to a lack of diverse community. Look again at other options. Unfair for a low rate payer base to be supporting tourism.
762. No guarantee that higher rates result in better infrastructure
763. Because Council spending should be examined and analyzed prior to boosting the rates. Too much money going to the wrong people/places!
764. Spend your money on maintaining existing assets only please. Stop building new roundabouts, new public toilets - that needs to be stopped.
765. Council should be looking at innovative ways to get revenue other than just the selling off of

assets and targeting rate payers. The state of our roads is in part due to ongoing mismanagement, and the extremely high volume of visitors we have to our shire. Recently council sold valuable assets in Ocean Shores for under market value to fix the roads, and now you are going to charge us again to do the same thing. I feel our rates are high enough as it is, and I do not support any special variance.

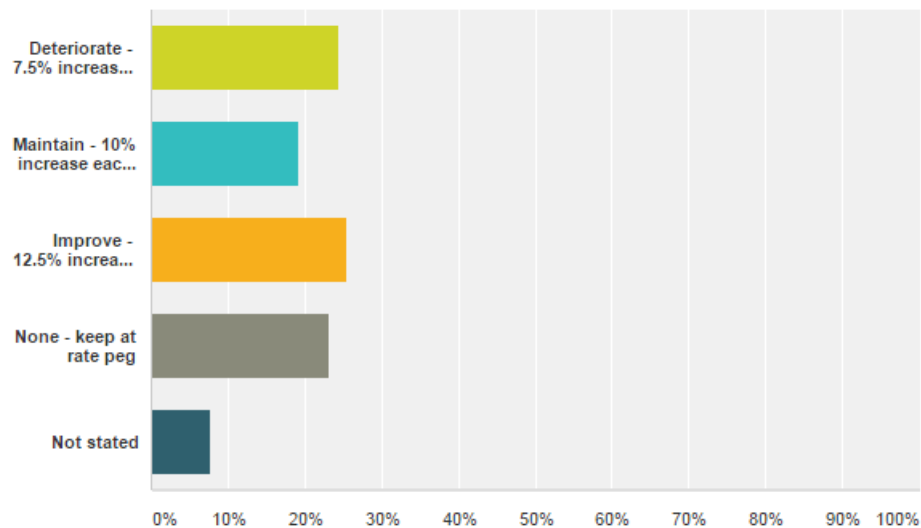
766. I don't think ratepayers should have to pay more, suggest paid parking increase so visitors pay more share.
767. We the residents and ratepayers of Byron Bay need to allow our infrastructures to go beyond the state of neglect that currently exists to the point when visitors and tourists are discouraged. The additional load placed on our infrastructures by the change of use of residences to tourism via Bed and Breakfasts, Air BnB, and holiday letting and the upsurge of day visitors is not sustainable financially for the local rate base to support. Just roads and bridges alone require expenditure of \$150-\$200m to bring them up to a safe standard throughout the shire. Such expenditure can never be achieved through rates increases let alone all the other infrastructure investment overdue. The Council and the State Government must find a solution that coerces the beneficiaries of the increased tourism and the increased and that this industry Places on the Shire's infrastructure.
768. I have no faith that the funds will be spent as identified. The absorption of the increase into general revenue after 4 years is extremely concerning. By such a mechanism infrastructure could be stripped of funding.
769. council wastes money on consultants
770. council should be funding this from the normal rate rise and shouldn't have been let get this bad in the first place. The GM needs to do his job and stop wasting money.
771. Rates are already too high, council should raise revenue by encouraging development
772. I don't support a rate increase I prefer a continued refocussing on expenditure to continue efficiency
773. you have to pursue other funding options. a tourist town cannot be supported by ratepayers. you have to raise funds from tourism. go rogue, implement the bed tax, congestion tax. don't bother fixing the roads, the traffic only speeds excessively. put a speed camera on the new smooth road on Massinger St. also limit the airbnb to 90 days, its killing the population mix.
774. the rates are already high, this leads to higher rents and the elderly and underemployed being unable to stay in this community.
775. I am satisfied with how things are &, if there were a further increase, I'd likely be priced out of my home & wouldn't be able to remain living here (after 18 years of residency)...I am heartbroken at this thought. Please find another way without having to 'tax' your residents even further!! I think it's remarkable that Byron has become one of the most expensive parts of Australia to live. By making it so expensive, only a certain class of people are able to enjoy living here now &, in its own way, that is discriminatory!
776. funding should come from other sources - ratepayers cannot and should not continue to pay for millions of visitors each year using our infrastructure and services
777. Council must find economies - it's too easy just to put up rates
778. Inefficient and wasteful use of taxpayers rates.
779. Sick and tired of paying for infrastructure that is used by over a million tourists a year including some of the worst drivers all of which I receive no benefit from.
780. Because Byron Council would not be able to manage any of the strategies effectively
781. Tourists need to pay. Business and accommodation providers who benefit from tourism should pay extra to compensate for the high cost of providing infrastructure road repair etc for tourists. Almost 30% of our rates go towards tourist infrastructure. Resident rates should be reduced by this amount while business and accommodation providers should pay extra. We should raise funds from tourists any way we can, including parking levies, Airbnb accommodation rates.

782. If Council were to concentrate their spending on infrastructure and not spend residents rate money on matters which give nothing back to the Community (No Gasfield notices, Gay Marriage Certificates, are just 2 examples of this), they would make better use of their income, without having to levy yet another permanent rate increase on residents.
783. 1. Previous special rate variations have achieved little improvement to infrastructure or facilities. 2. The cost of providing infrastructure used by visitors to the shire should not have to be borne by local ratepayers. 3. Revenue from parking fees needs to be used to fund repairs to existing road infrastructure. 4. New infrastructure and facilities need to be funded by the development proposals that result in the need.
784. Council should manage their rate funds better as do other efficiently run councils in NSW
785. for the last 8 years the council has done nothing in Billinudgel anyway. increase the rates for beachfront and business properties or charge the tourists or entertainment parklands. try and tell me that 1000000 visitors a year need my rates to service their road usage! Charge a tourist Tax
786. Because this entire process has been deigned in an incredibly manipulative way...using 'red' and 'green' (people are accustomed to this from signs meaning 'red=stop', 'green=go' and using manipulative language like 'deteriorates'; also the suggested spread of funding aggregates funds in areas such as stormwater/sewage improvements that should only be paid for by ratepayers connected to these systems, not those in rural areas. overall Byron Shire Council needs to look at ways of reducing internal costs...cutting excess staff, and stop wasting money on things like the Belongil sand nourishment and rock wall...overall because Council has such a bad history of wasting money, we don't support being sluggish with any higher costs. And where is the 'windfall' from the parking metres going?.
787. none, should be funded from other sources e.g. paid parking
788. No variation is required council is not managing their assets in a socially responsible way.
789. I have not seen any reference to taxing owners of tourist accommodation or Airbnb properties. This should be put forward before taxing residents who do not put the biggest strain on our resources. I do not support an increase in our rates, which are some of the highest I have heard of.
790. Council's neglect of adequate funding being directed to the roads and drainage assets over many years, should not mean I am so heavily penalised financially. Funding should be re-directed from its present budgets. Maintenance and works programmes have not followed any direction reflecting condition. The present selection criteria is ad-hoc, and crisis driven. A complete overhaul of this Council's paradigm is a must before any spending-rate increase is discussed.
791. we pay enough already. Increase rates will mean increase rents as well.
792. Pay far too much for rates as is for such poor services. Any extra rate increase will be just funnelled in to Byron bay and for the benefits of tourists.
793. my financial situation
794. it is not fair that a rate payer base of less than 30,000 people are paying for 1.7 million visitors per year. And Council has just tapped into a new venue stream of paid parking- why do we need to pay more when you now have this?????
795. Rates are already too high.

Appendix 4 - Reply Paid cards results

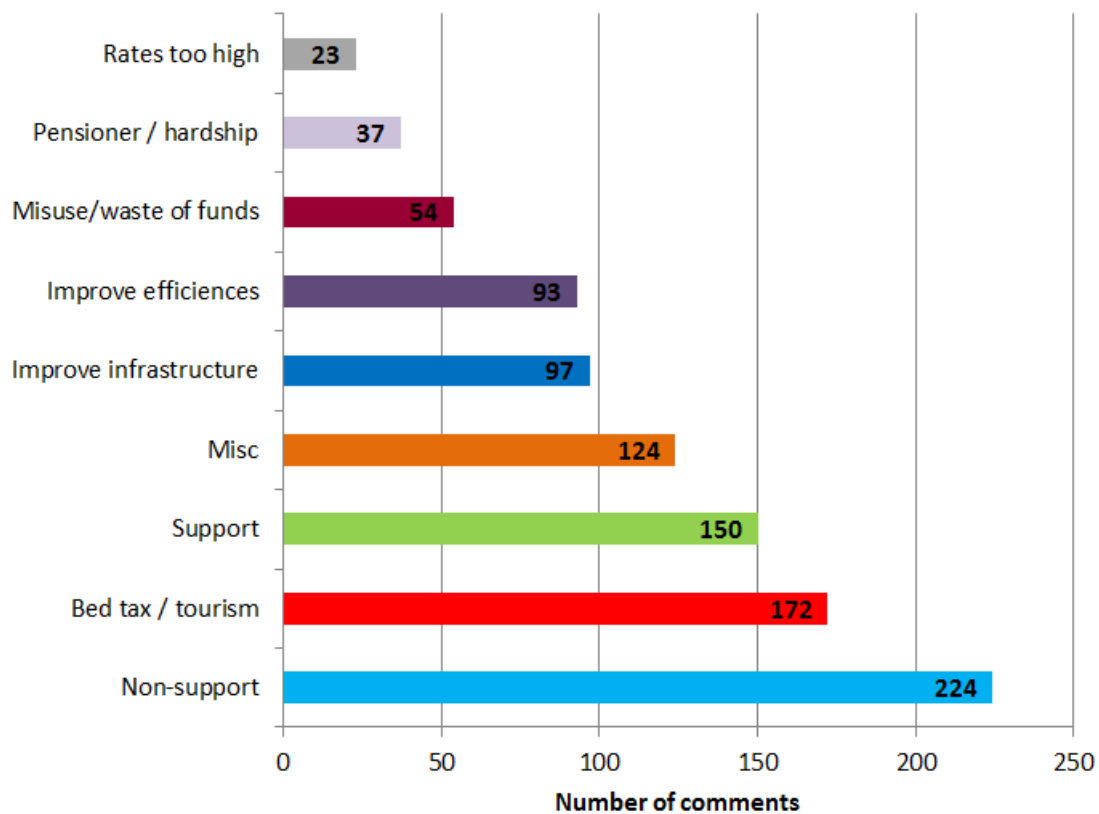
Preferred option

Answered: 826 Skipped: 6



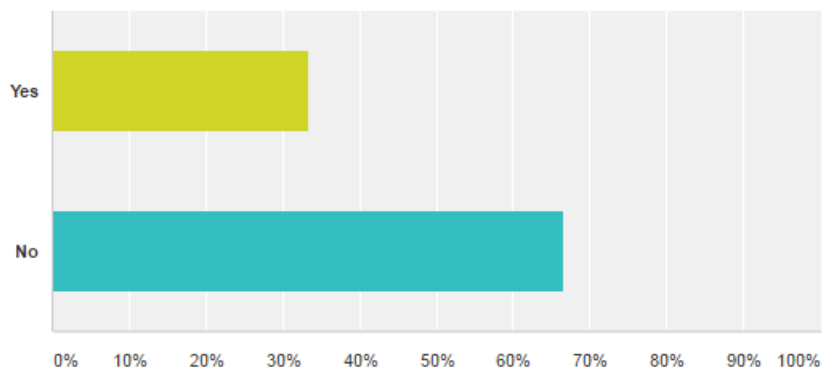
Answer Choices	Responses	
▼ Deteriorate - 7.5% increase each year for four years (inc. rate peg)	24.33%	201
▼ Maintain - 10% increase each year for four years (inc rate peg)	19.25%	159
▼ Improve - 12.5% increase each year for four years (in rate peg)	25.54%	211
▼ None - keep at rate peg	23.12%	191
▼ Not stated	7.75%	64
Total	826	

Reasons given for preference



Would you like to receive email updates on the outcomes of this consultation?

Answered: 787 Skipped: 45



Answer Choices	Responses	
Yes	33.42%	263
No	66.58%	524
Total	787	

Reply Paid cards - Qualitative feedback

Option 1 – 12.5% increase

1.	Council has allowed us to shift into a third world state. Do something about it, before it is too late
2.	Roads and infrastructure must be fixed before anything else.
3.	If you want to make the voters in Byron happy FIX THE ROADS! All of them - properly.
4.	REQUIRE BED TAX urgently!! close air BnB
5.	Subject to work being done efficiently and cost-effectively. Unlike recent work near Eureka Public School - Poor quality, long time
6.	I would be happy to see option no. 3 for this period then drop it to 10% after to maintain.
7.	I agree to number 3 on the condition that unauthorised run businesses pay their fair share of rates. How is it that the legal people pay for the under counter ones? Be brave fine, impose and man up like Randwick, Paris and New York. These are respected organisations. Be the same respected for doing what is right and fair.
8.	Why don't you merge with Ballina Council and get the \$105million? money for Ocean Shores
9.	Please do a good job and try to not waste our money. PS not interested in funding roads
10.	On back page of info booklet shows average rate for Shire as \$1137. We pay \$2368!! We have very small block in Suffolk Pk. Do not understand.
11.	It would be nice for the rate increase from residents to reduce residents paid parking from \$100 - to more of an admin/true cost figure \$20
12.	Please attend to mowing the edges of Tongarra Drive near lookout. As it is on a blind hill it is dangerous to have access limited
13.	We were promised Coomburra would be improved what a joke this council is
14.	No sale of Suffolk Park community green please!
15.	
16.	Council rates are already high. Council should actively seek alternate funding methods
17.	I hope improvement of bike paths is part of this
18.	Zebra crossing @ all main street intersections in Byron Shire. Flood level + to take 75 tonnes. All causeways above flood level. Wheelchair mobility scooter access to all businesses in Byron shire encouraged.
19.	A lesser total increase should be considered for those who pay the whole annual fee (not qtrly instalments) p.s FIX OUR ROADS!
20.	Next time you do something to Tunnel Road, could you please do the 80 metres up to our house. It's in shocking condition, gets lots of vehicles.
21.	Spend it wisely!
22.	Convinced by Councils excellent brochure 'Special Rate Variation'
23.	Priorities: 1. Better bike paths that don't go on to include the road ie. continual 2. Year round pool access
24.	1500 AirBnB in Byron Shire x \$100/week x 52 weeks = \$7.8 million! MILLIONS OF TOURISTS ARE USING INFRASTRUCTURE WHILE LANDLORDS GAIN.
25.	This is a very large increase in rates. We would hope that the money will be well spent & that it leverages state & federal grants adding further value & capacity to invest in assets.
26.	Increase in rates well over due
27.	The carpark in Somerset St Park is a failure. I live there, it is never used! Probably because the road is in such a state! a poor state! what a disgrace!
28.	ROADS ARE CURRENTLY DISGRACEFUL & DETERMINING POTENTIAL TOURISTS
29.	I am a pensioner so won't really be affected BUT * The business rate is below most other Councils. How about increasing the business rates in Brunswick Heads and Bangalow? They

	benefit from tourism. * Can't you find some way to get revenue from tourists?? * Put Cavanbah Centre last on the list. It's a white elephant. * Save money by increasing efficiency of road crews. The time spent on the Massinger St round-about is beyond belief!!
30.	Please include designated bicycle lanes in all road improvements works
31.	Must get all people that rent out rooms, houses (AIR BnB) holiday industrial estate ect to pay up + no more pop up
32.	Please fund more infrastructure to keep cyclist & pedestrians safe. More connected pathways & a rail trail please.
33.	DRAINAGE + PUBLIC TOILETS NEED ATTENTION
34.	Spend on infrastructure. Use private sub-contractors
35.	FOR AROUND \$10 EXTRA A WEEK. LET THE WORKS BEGIN
36.	Just make sure the money is actually used as promised and not wasted.
37.	Business should have a higher rate, esp. illegal letting. Council inefficient - other Councils have better infrastructure & lower res. rates.
38.	SEALING ST HELENA ROAD WOULD CAUSE MORE ACCIDENTS AS SPEED WOULD INCREASE!
39.	Allocate funds to improve BCD appearance + facilities eg pavement, toilets
40.	The towns infrastructure is deteriorating. I hope a rate increase will show an improvement. As locals and ratepayers have to pay with the increase in tourists!
41.	
42.	WE APPRECIATE THE CLEAR EXPLANATION OF OPTIONS AND ACCEPT THE NEED FOR VARIATION
43.	Put a tax on the back packers or something like that. Also tax those who have granny flats.
44.	RATES ON PROPERTIES WITH "GRANNY FLATS" SHOULD BE INCREASED BY 25% TO COVER EXTRA USE OF SHIRE FACILITIES
45.	Please look at creating income from holiday rentals in residential properties. Don't ban them - earn from them!
46.	Happy to support an increase, as long as the Council manages this properly. Simon Richardson, recent support for TooT is an example of chronically poor understanding of what good investment looks like. Financial acumen please
47.	but think it very unfair that you get over \$32,000 from one lovely lot - our block of units (x20) Units should be less rates. Please comment! PS and stop ENCOURAGING tourists to come here it's too much.
48.	as long as small towns like South Golden Beach get improvements as well
49.	If the money is spent on infrastructure, (roads, in particular, in front of our house there are 80! potholes), not endless reports with no practical application!
50.	Be good to see it used for improvements and not wasted.
51.	Admirable democratic public consultation - much appreciated More info re: water/sewer, etc required
52.	If we go for the 3rd option, why do we still borrow \$2 million dollars every year for 3 years?
53.	Thanks & congrats to Council for all the work done in the past 2-3 yrs. Byron is a better place for it. Keep up the huge effort.
54.	Our roads are in a terrible state. Federal Road has no lines marked on dangerous sections
55.	I thought the information document was excellent. Byron Bay and surrounds is a beautiful place that attracts people from all over and those of us lucky enough to live here all the time need to be prepared to help keep it beautiful and working!
56.	Tourism sector should be contributing more to Council funds. Unfortunately, we cannot trust that increase in funds will get to where they are required.
57.	BINNA BURRA ROAD !*!#?
58.	OUR SHIRE IS AN EMBARRASSMENT COMPARED TO OTHERS - MY CLIENTS OFTEN EXPRESS CONCERN OVER THE LACK OF CIVIC PRIDE

59. Is it possible to get improvement targets so that increased rates are not squandered on mismanagement and legals?
60. It would be good to have improvements - especially the roads + many potholes
61. Improvement is necessary. Current maintenance inadequate. HOWEVER - tourists need to shoulder a substantial share of funding.
62. Your poor decisions about DA next door - high density - destroyed our privacy :(Communication was atrocious
63. As aged pensioners, the increased rates will be difficult for us but we believe it to be necessary. However we think Council MUST somehow levy income from our tourists as well.
64. There is a much higher expectation of local services and infrastructure than there was historically. Equity with rural areas!
65. This is a chance to make this a top place.
66. Roads and other infrastructure are terrible and need to be fixed. good luck!
67. Road building priority above all else
68. the improvement (maintenance) of the road between Byron and Bangalow is a priority for us. Sections are really really bad. Small sections of pot holes on a narrow road are really unsafe.
69. PLEASE REPLACE MULLUMBIMBY PAVED MAIN STREET
70. We need better roads that are bitumen that will be lower maintenance. Also need both recycled & general waste every week, not fortnightly
71. ONLY IF YOU RECONSTRUCT BAY VISTA LN + McGETTIGANS LANE. OTHERWISE NO: HOW DID WE GET "FIT FOR THE FUTURE?"
72. How can we be sure how the money will be spent?
73. The rapid population growth in the Shire places new pressures on infrastructures. we have to increase rates to offset this.
74. pursue with vigour all avenues available in order to implement a bed tax so that visitors and related people contribute
75. Consideration that money drive is sealed and garbage collection introduced
76. we need to get things fixed. although I am angry that we subsidise all the tourists - no benefit to me
77. Needs to improve
78. Minimising consultancy fees. As long as there is no pay parking in Brunswick Heads. Could we see the plan - for all the streets of Ocean Shores and also the public toilets at Bruns - they are URGENTLY in need of upgrade
79. We have to do something to get on top of our infrastructure problems - esp. ROADS
80. Shire roads & drainage are in urgent need of upgrade - we are ashamed to have visitors see our roads etc
81. THANK YOU FOR THE OPPORTUNITY TO REGISTER AN OPINION IN THIS MANNER. FINGERS CROSSED THAT THE MAJORITY CHOOSE # 3.
82. Fix the roads properly - not just poorly carried out pot hole fill without stabilisation - a waste of money - do it properly
83. New and improved infrastructure will encourage more private investment which in turn will improve the rate base. Do nothing and the place will stagnate and deteriorate further.
84. It's unfortunate to have to pay such high rates and it does put a lot of stress on me and others - but I think we need to be realistic about costs and services.
85. I THINK THAT HIGHER RATES ARE JUSTIFIED FOR SUBURBAN.DOMESTIC PROPERTIES IF IT IMPROVES AMENITIES. BYRON IS WAY TOO BUSY FOR CURRENT INFRASTRUCTURE.
86. If we are not improving we are going backward
87. you got to pay to play :)
88. NUMBER 3 PROVIDING AGE PENSIONERS ARE GIVEN A BALANCING DISCOUNT. AFTER LIVING IN OCEAN SHORES FOR OVER 20 YRS WE ARE FACING PROSPECT OF BEING FORCED AWAY
89. I hope this isn't just another empty Council promise!

90.	I am 70 years of age and raised in Middle Pocket. I agree to a rate increase if it can improve roads like Middle Pocket Road.
91.	Byron Shire was looking very worn out, but is improving. Willing to pay higher rates for improvements.
92.	- INTRODUCE A BED TAX - CHARGE MORE FOR PARKING - (INCL AIR BNB) - USER PAYS
93.	Our roads are in very poor condition. Not just in town (Mullum) but also regional roads - they need fixing
94.	Please consider bitumen surfacing on Dingo Lane (at least) on the flat section which at times is dangerous due to large pot holes near concrete drains
95.	COUNCIL MUST: 1. SPECIFY THE PROJECTS/OUTCOMES THE 12.5% ANNUAL INCREASE IN TALE WILL PRODUCE 2. COMMUNICATE TRANSPARENT STATUS REPORTING AND BE TOTALLY ACCOUNTABLE
96.	Highly desirable
97.	Years of poor financial decisions made regarding council funds is why we are in this mess! Now you are asking ratepayers to fix your mess!
98.	MAINTAINING ASSETS WOULD LOWER THE NEED TO IMPROVE ASSETS. SURELY, WE AS RATEPAYERS PAY ENOUGH RATES TO KEEP ASSETS MAINTAINED?
99.	There is a price for everything - costs just rise - so do rates need to
100.	ISSUE IS TRUST - WILL YOU SPEND ON INFRASTRUCTURE OR MORE NON IMPORTANT ISSUES. - SHOULD PUT A BED TAX IN PLACE. - OUTSIDE RATE PAYERS SHOULD GET BENEFIT OF PARKING AND LOCAL CARDS.
101.	Byron Shire is in a very sad state. Local roads are appalling and no increase in infrastructure for many years. Spend this increase very wisely and where needed not on more legal fees!!
102.	NEED GOOD GOVERNANCE ELIMINATE WASTING MONEY REPEATING THE SAME STUDY AFTER STUDY ACTION RATHER THAN WORDS
103.	Don't WASTE the extra
104.	As long as those resources are dedicated to what it is designed for
105.	Must fix James Bridge and other bridges across Byron and Wilsons Creek
106.	Get on with it
107.	It's time to catch up and plan ahead
108.	The council needs to work on securing funds, for the impact tourism has on our infrastructure from state and federal gov. our small rate base shouldn't have to do this alone
109.	compared to many Shires our rates are reasonable. Improvement in our roads is a critical issue.
110.	Tandys Lane needs re-surfacing My cars suspension has cost me thousands of dollars
111.	Mullumbimby could become an RV friendly town with parking for vans and motorhomes near the old railway station.
112.	To make it fair for rate payers you need to find a way for visitors to contribute more to our infrastructure.
113.	we are ok with this increase but would like to see more than the one rubbish collection/fortnight! particularly as we don't get provided with the green bin.
114.	I would like to see something done about the erosion caused by the storm water outlet onto the beach opposite Cooper St.
115.	Byron will never get ahead relying on such a small rate base. We need support from the State as Byron attracts massive tourism
116.	Procurement efficiency savings of at 'least' 20% should be targeted by Byron Shire Council.
117.	PUBLIC SPACES NEED CONSTANT MAINTENANCE & IMPROVING. OUR TOWNS ARE SHABBY! E.G. MULLUMBIMBY
118.	As pensioners don't know how we'd be able budget for "Improve" but it's the best option
119.	MY SUPPORT FOR OPTION 3 IS CONDITIONAL OF THE FOLLOWING: 1. COUNCIL ACHIEVE EFFICIENT DIVIDENDS TO MATCH THE RATE INCREASE 2. THERE BE A DIFFERENTIAL RATE FOR

ABSENTEE RESIDENTIAL OWNERS 3. COUNCIL INTRODUCE A BED TAX.

- 120. A lot of our town still looks 3rd world. I am prepared to pay higher rates to improve infrastructure.
 - 121. Infrastructure needs improvement and this will assist greatly.
 - 122. PRIORITISE BENEFITTING MOST RATEPAYERS NOT SINGLE/SPECIAL INTEREST GROUPS
 - 123. Content to agree to 12.5% increase PROVIDED funds spent sensibly - ROADS priority??
 - 124. Need to cut wastage to an absolute minimum.
 - 125. This Council is doing a great job and could benefit from more resources.
 - 126. While I can, I wish to support the improvement to the community I love.
 - 127. No reference in booklet to sealing rural roads. This should be a priority with increased funds.
 - 128. Roads are my main concern.
-

Option 2 – 10% increase

129.	Persist with efforts for 1. Extra Gov funding 2. Levy (bed tax, environment tax, other contribution from visitor/tourists, etc)
130.	Hopefully an increase will mean infrastructure that will be good in the local population and not just the tourists.
131.	Tourist influx over stresses our infrastructure. they should pay.
132.	A fair rate rise. Money urgently needs to be spent on "flooding areas" silting up of creeks please.
133.	Please fix up Billinudgel Road
134.	I would like to see Byron Shire growth slow so it isn't overwhelmed like the Gold Coast. To preserve its uniqueness it needs to stay small.
135.	SPEND FUNDS ON LOCAL NEED, NOT LIKE THE MAYORAL TRIPS TO PARIS RE CLIMATE CHANGE ETC - LOCAL GOVT SHOULD BE FREE OF STATE OR FEDERAL POLITICS! LOCAL ONLY! RATEPAYERS ARE NOT GOING TO APPROVE OF EXPENDITURE ON FRIVOLOUS ITEMS, STICK TO CORE ITEMS - ROADS, SERVICES, ETC
136.	Our preferable option would be for another source of revenue. Tourism?
137.	I live on ag land and have a commercial office property. Those of us who DO NOT benefit from but pay infrastructure for tourists are disadvantaged - tax the VISITORS
138.	The Council should make people who are running ILLEGAL holiday lettings (esp Air B'n'B) pay more towards rates - as the influx of visitors this creates is placing a workable strain on our infrastructure. Rather than penalising the majority of rate payers who are playing by the rules.
139.	RE: 1/19 Booyun St Brunswick Heads Concerned about Air BnB - not contributing to maintaining the infrastructure. Outrageous that ratepayers are subsidising developers, etc
140.	Council finances will not be improved if too much is spent on the bureaucracy
141.	Spend it on our streets
142.	As a low income earner just paying water + land rates is HUGE!
143.	RURAL ROADS SHOULD BE A PRIORITY TO MAKE THEM SAFER AND MORE PLEASANT TO DRIVE ON.
144.	On condition that more attention is paid to this northern end of the shire. ie. mowing spaces, clearing of walkways, upgrade of walkways, beautification ROADS!!
145.	Spend it on our streets
146.	I would support No. 3 if money was spent more wisely e.g. Federal money spent on resealing a 55-60 year old road on Main Arm Rd west of "Bamboo Straight". Not a wise decision in my books.
147.	IT TIME FOR BYRON COUNCIL TO PUSH FOR BED TAXES AND A FESTIVAL GOER SURCHARGE TO OFFSET COUNCIL EXPENSES BY EACH FESTIVAL PATRON LEGISLATION WITH THE NSW STATE GOVERNMENT.
148.	Do nothing!! IN 20 YEARS IT'S ONLY BEEN RATES + RUBBISH (AND THESE COLLECTIONS HAVE BEEN REDUCED) APART FROM ONE TIME WHEN GRAVEL WAS SPREAD ON THE SHOULDER OF THE STREET!!
149.	Rates are high enough. Find another way!
150.	They are high enough already. Tax illegal holiday lets instead!
151.	Can ratepayers afford additional charges
152.	Levy businesses/services that profit from tourism to fund repairs cause by extra use.
153.	BRING BACK HARD RUBBISH REMOVAL!!!
154.	Public toilet facilities need urgent address Byron CBD
155.	Coopers Shoot Road from Bangalow up to Piccadilly Road is a disaster waiting to happen. Traffic has increased dramatically.

156.	I found this a very difficult choice I wish I could say No. 3
157.	Thank you for asking us.
158.	PUT A BED TAX ON ALL HOLIDAY LETS!! THESE TOURISTS COME AND ENJOY BUT GIVE NOTHING BACK!!
159.	I am not happy paying for the septic rego fee \$40.00 on my rates.
160.	A TOURIST TAX WOULD BE A BETTER ALTERNATIVE
161.	PROVIDE BONUS INCENTIVE SCHEME TO WORKERS TO CREATE AN ATMOSPHERE OF PRAISE & GET THEM MOTIVATED
162.	This is the first time this year that out rates went down. Now you want to increase it? We have been ripped off 24yrs
163.	WHY DOESN'T COUNCIL CONSIDER A TOURIST BED TAX ON A SLIDING SCALE EG: LUXURY ACCOMODATION - HIGH TO BACKPACKERS - LOWEST
164.	I would like to see the roads/streets around Mullumbimby maintained better
165.	Maintenance of rural areas is required too not just the town of Byron. Upkeep + maintenance if toilet facilities is essential
166.	Would like to know rate rises for business places in the other towns of Byron Shire as I though Mullum, Brunswick, Bangalow, etc were all part of the Byron Shire & why should the Bay always slugged more
167.	10% is already well above CPI and movements. We have been and are in a minimal inflation world.
168.	Please do not raise our rates. We do not wreck our roads. 1000000 tourists, in their cars, buses, trucks, etc...They are the ones that should be made to pay
169.	MAKE SURE YOU DO A GOOD JOB ON THE ROADS FIRST TIME - NO SHORT CUTS
170.	Try moving the monthly Sunday markets out to the Cavanbah Centre. Run a few buses. Stop the traffic congestion
171.	Please fix roads in Ocean Shores! Potholes are terrible
172.	Keep the extra \$ for roads not court fees for RICH developers.
173.	Issue isn't what we pay in rates, it's in the value we get for where & how it gets spent!
174.	Don't waste money on legal challenges and the like
175.	our path and nature strip behind Hazelwood Cl. is not maintained as yet.
176.	FOR ME, AS AN AGED PENSIONER, I FEEL THIS IS UNFAIR. ALSO WHY NOT INTRODUCE A BED TAX. OUR RATES ARE FOR THE TOURIST BENEFIT AS WELL.
177.	I feel the Council should take a look at the waste in its council & listen to its residents & treat all the same not just the greens
178.	On one condition that Ocean Shores receives out fair share of rates not as at present where the bulk of rates are spent on Byron Bay.
179.	Rates are expensive as they are. I understand money is needed for infrastructure but as pensioner do not have excess money to support big rise in rates.
180.	TOURIST BED TAX PLEASE!
181.	nothing has been done for years and now with the huge increase in "tourists" (many of whom are undesirable) our infrastructure reached crises point. Stop planting dainty little garden beds which are not looked after) and concentrate on the roads and amenities for the people who live here and pay the rates.
182.	Fix the roads as a priority and use as promised \$'s from Pay Parking to support extra rates.
183.	Rates have been steadily increasing more than inflation for years. Overtaxing
184.	It's already a ridiculously expensive area to live - with a heart of gold but not much employment - don't go making it a playground for the rich!
185.	I live at Waltons rd Federal on an unsealed road. while I see other country roads getting kerb and guttering (eg Myocum Rd) I got SFA! Why? Why do I receive so little for my rates? No water. No sewer. No road?

186. HIGHER RATES WOULD ADVERSELY AFFECT THE VIABILITY OF THE ARTS AND INDUSTRIES PRECINCT. IT'S NOT AS STRONG COMMERCIALLY AS THE TOWN CENTRE BUSINESS PRECINCT.
187. Byron's residential rates are relatively high. Our business & farmland rates are relatively low. Perhaps the proposed increase should be varied by property type.
188. BECAUSE OF COUNCILS CONTINUOUS NEGLECT OF OCEAN SHORES INFRASTRUCTURE I OBJECT TO ANY RATE INCREASE
189. WHERE ARE THE FUNDS FROM PAID PARKING BEING ALLOCATED
190. Byron Bay is a very famous and renowned tourist destination in the world. Therefore, it is perfectly understandable if the city charges tourists. I have travelled to numerous cities in Europe and Asia and they all have tax charges to tourists, usually paid at the accommodation or in the form of an entry fee (for public buildings) and one does not think to question about that but just accept it as the way it is. I do recall that there was a plan to introduce "bed tax" to Byron Bay accommodations but it was opposed (by the owners of accommodations I believe) and never eventuated. Let's bring back that plan and put to Byron residents again together with facts such as annual number of tourists, impact on roads and public building usage, etc. The current conditions of the roads in Byron Shire are simply at "shocking" state and it seems that only parts of residents are benefitting from more funding to public buildings (for example, I have never been in Cavanbah Centre and Byron Bay libraries). I have been living in Byron Shire since 1992 and used to go to town and the beaches very often, however, I rarely go now because traffic is always bad, parking is restricted (I did buy annual resident parking permit but 2 hours is not long enough to go to the beach and shop), shops are expensive and more and more cafes open but not much else and apart from the post office and banks, may be chemists, there are no shops that I would like to (or need to) go any more which I feel is a very sad situation.
191. What about So Golden Beach improvements??? let's just hope we can trust council to manage this increased revenue in the most efficient way poss.
192. I LOOK AT GOVERNMENT AND ALL I SEE IF WAISTFUL PEOPLE WHO DO NOT CONSIDER THAT THEY ARE SPENDING OTHER PEOPLE'S MONEY. I AM PISSSED OFF THAT THIS EXCEEDS INFLATION. IT CAN ONLY BE OVERSPENDING AND/OR PROVIDING THE WRONG SERVICES.
193. I would endorse a bed tax for the area
194. Yes! + fix the roads please
195. 1. I DECIDED ON (2) AFTER STRONGLY CONSIDERING (3) BUT I KNOW YOU WOULDN'T SPEND IT VERY WISELY. 2. FIX COOP[ERS SHOOT ROAD!
196. WHAT ABOUT A BED TAX? ARE RATEPAYERS SUPPORTING TOURIST INFRASTRUCTURE
197. We should look at raising more funds from visitors and holiday let landlords not residents
198. These terms are a bit emotional. Everyone would like infrastructure to be 'improved' and not to 'deteriorate'. However, rate increases of 60% over four years are too high for us retired people!
199. I own a property in Byron Bay
200. Unfortunately as a retiree on a fixed income I'm unable to have Option No 3 as my preferred choice.
201. Good to see recent improvements to roads. Council should focus on roads & forget peripheral things.
202. The State Government must contribute more for infrastructure not rate payers
203. tax the tourists and the businesses which make money from the tourists!!!!
- 204.
205. Perhaps communicate with Ballina where we also pay rates and do not seem to have the same crisis!! Better strategic planning?
206. I have owned 4 different properties in Byron Shire in past 30 yrs. I would like to know which areas pay VERY LOW rates in order that \$1139 is the AVERAGE??? Mine have always been \$2000 or more.

207.	PLEASE FILL ALL POTHoles PROPERLY SO THEY DON'T WASH OUT NEXT RAINFALL
208.	Please council spend it on option 2 Tweed did it so can we.
209.	Like to go for 3 but because you have other options and 10% is a suitable increase.
210.	find other ways to get money from Visitors (paid parking has my support in Byron and possibly parts of Brunswick - with the \$50 locals option). DO NOT build new stuff with no budget to maintain (e.g. Cavanbah centre).
211.	I would have preferred to tick No. 3 but my rates in Brunswick are already high and I am unable to afford that option.
212.	I would like to see an increase in \$ obtained from properties providing rental (holiday) accom. I see these properties as essential in order to keep Byron LOW RISE (by providing accommodation) but think they should contribute more based on a nightly fee ie AirBnB get 7%-10% per night!! what about a Byron accom site that directly contributes?
213.	You should apply business rate to all houses that are holiday let or if that's not possible adopt a valuation that recognises that activity. Use AirBnB and real estate agent listings to identify these!
214.	I'd like to improve but wouldn't be able to live here after that & then more increases. WHY WOULD YOU PLANT SUCCULENTS THAT NEED HAND WATERING??
215.	Option 1 disgusting!! Even though I need wheel alignments regularly to drive on these shire roads I don't think Council staff have expertise or ability to fix! insufficient room for comments
216.	Apply business rate or higher valuation to all houses that are holiday let (use Air BnB and real estate web-sites to identify them) Use that "value capture" for improvements
217.	Let wisdom prevail in all offending.
218.	What happened to the money from PARKING METERS?
219.	MAINTAIN WHAT! TOO MANY VISITORS COME TO THE SHIRE. CURRENT POTHOLE REPAIR METHODS INADEQUATE!
220.	Only for four years. Must explore all options to make tourists and beneficiaries of tourism pay their share - via a bed tax e.g. no more PAID PARKING please.
221.	I am very concerned about affordable housing and the impact on that.
222.	Council/State G'ment need to tax tourists in more imaginative ways. Poor Council performance.
223.	Have the efficiencies of amalgamation been considered? Duplication of management?

Option 3 – 7.5% increase

224.	THE COUNCIL NEEDS TO KEEP OUT OF THE COURTS, RATEPAYERS NEED THE MONEY SPENT ON UPGRADING ROADS
225.	I think it's time that tourists and the tourism industry in the shire take most of the raise. sick of basically getting nothing.
226.	7.5% is enough. because it is wasted on legal fees.
227.	That is enough
228.	better management of existing funds and cut back of internal staff
229.	Improve Councils management & stop wasting ratepayer money. Examples too long to list!! log 4P parking near CBD
230.	Stop wasting my rates!!! \$500k on useless 4P parking signs around Kingsley St. Now \$19m on useless bypass.

231.	Don't punish the rate payers because of the tourists. CHARGE THE TOURISTS!! USER PAYS
232.	It is the million plus visitors who cause the infrastructure decline NOT 34,000 people in B. Shire Bed tax needed
233.	I don't think taxing the locals is the answer. We have more than \$1m tourists each year and we are effectively paying for them. We need to creatively find ways to tax them.
234.	NO CONFIDENCE THAT ANY MONIES RAISED VIA RATE INCREASE WILL BE USED TO MARKEDLY IMPROVE ROADS
235.	PLEASE MANAGE YOUR BUDGET BETTER!! CPI IS <3%
236.	COUNCIL SHOULD DEVISE A WAY FOR VISITORS TO THE SHIRE TO MAKE A GREATER FINANCIAL CONTRIBUTION TO REDUCE THE LOAD ON RESIDENTIAL RATEPAYERS
237.	COUNCIL SHOULD DEVISE A WAY FOR VISITORS TO THE SHIRE TO MAKE A GREATER CONTRIBUTION TO REDUCE THE LOAD ON RATEPAYERS
238.	Make the tourists pay more
239.	Why should ratepayers bear the brunt of financial mismanagement by Council?
240.	Sick of paying for the tourists. There is nothing in this town for Locals. Sick of paying for grand plans to turn Byron into another Noosa!
241.	Increased tax for holiday let/airbnb premises.
242.	No rate rise. I do not believe we need a rate rise. I spend hundreds of dollars/year on mowing and taking rubbish from reserve.
243.	I prefer NO rate rise. I see no problems with the services you wish to improve. Leave things alone.
244.	Prefer no increase actually! 7.5% increase is too much + not happy to have an increase at all. Council should get funds elsewhere
245.	1. I object to the excess money spent by Council in "SELLING" this proposal 2. to call a 7.5% x 4 years increase "deteriorate" is pure manipulation and says Council can take no responsibility for maintenance 3. Land values have escalated over recent years - improve your use of money 4. TOURISTS CAUSE OUR PROBLEM TAX THEM!
246.	I am already paying \$2,284.00 annually. I figure this is more than enough charged!!
247.	I'm sick of unfair rate rises. Maybe a little less support for Tourism!
248.	A compounded increase at either 10% or 12.5% will force me to SELL. Please look creatively to levying tourism and those directly benefitting from that market
249.	I strongly suggest to charge visitors a visitor tax instead of having local residents taking all the cost as they use majority of our roads. In Europe if you holiday you have a small charge on your guesthouse or hotel bill which goes to Council
250.	I'm a single mum & already pay \$2,048 p.a. (not sure who pays \$1,139) DETERIORATE!?! - another word to make me feel guilty!
251.	as long as this council can afford to give the valuable roundhouse site away and build useless sportsgrounds, NO increase is needed or warranted.
252.	How about we increase productivity by all Council workers + tax Air BnB + tourist beds.
253.	Introduce a bed tax to share costs across all. Can you please let the rate payers know where the paid parking funds are being spent!
254.	- Why not stick to the CPI increase? These rises cannot be sustained. Balmain is \$364 p/quarter!
255.	THIS IS A PERMANENT RATE INCREASE NOT JUST FOR FOUR YEARS
256.	Please see attached letter. There should be a fourth option.

257. How dare you! Hundreds of thousands of dollars wasted by Council on "Consultants" over the years, instead of getting on with the job. Now we have to pay!!! Get on with the job + budget properly (just like everyone else does)!!!!
258. Haven't seen that much improvement or evidence of where the 10% goes
259. Would be nice to have some drain maintenance done in Brunswick Hds. Report blocked drain on 5/1/16, Council staff checked it, put it on list again
260. STATE GOV. ALLOCATE MONEY TO SYDNEY AREA - WHY NOT BYRON SHIRE - AS THEY CALL US THE TOURIST MECCA OF AUSTRALIA AND WHAT SOMETHING FROM TOURISTS - NOT BED TAX YOU TRIED FOR THAT - A FEW DOLLARS ETC ON ALL BOOKINGS INCLUDING BACKPACKERS WHO USE ALL OUR FACILITIES BUT NOT MUCH IF ANYTHING INTO BYRON BAY - AND WHAT ABOUT THE PAID PARKING WE THE RATEPAYER GET PARKING - BUT TOURISTS FILL UP IN OTHER STREETS - HAVE YOU EVER DRIVEN DOWN TENNYSON ST. CARLYSLE - PACKED OUT ON MARKET DAY - OR ANY OTHER BIG EVENT HERE - HAVE NOT MENTIONED ALL THE STREETS FOR TOURIST PARKING - FREE - BEACH EVENTS -SEVENS FOOTBALL TO NAME A FEW. READ ENCLOSED CLIPPINGS!!! GOOD ONE JIM EH!
261. Go back to the basic that shires & councils were for e.g. water surge & roads. Keep your nose out of these thing that greens and hippy alternate think off
262. What a waste of money on new sports fields at Northern Shores. Money or grants. Put the fields of cricket size with room for two fields plus lights in the area.
263. After living in the Shire for 30 years. For myself I cannot see an improvement coming into place. Any time for my benefit
264. I THINK THIS IS APPALLING. LOCAL ROADS & INFRASTRUCTURE ARE MORE IMPORTANT THAN TOURISM. RATEPAYERS DESERVE BETTER THAN THIS.
265. WHAT CAN I SAY WORST MONEY MANAGEMENT IN AUSTRALIA. HIGHEST RATES - WORST STREETS GET A GRIP - TRY 1 HOUSEHOLD BUDGET. WE HAVE TO MANAGE YOU SHOULD ASK A HOUSEWIFE TO RUN YOUR SHOW I WOULD LIKE YOU TO ALLOCATE YOUR MONIES WITH THE RATEPAYERS IN MIND
266. 7.5% increase each year is enough to cope with. I do not complain about the potholes. They get filled in on time. No guarantee there will be no potholes with 12.5% increase
267. Why should the residents have to foot the bill. Why should not all the tourist who flock also contribute to the cost.
268. As a low incomer, and if payed parking wasn't enough, you need to put BED TAXES ON FOR THE TOURISTS
269. We are pensioners and can't survive on centrelink payments. We cannot afford a 12.5% increase in rates.
270. 1. CONSTRUCT COUNCIL OWNED "PAID PARKING" CARPARK AREA ON EWINGSDALE ROAD SWAMP LAND - PARKING FEE INCLUDES SHUTTLE BUS TO BRON BAY EVERY 20-30 MINS 9AM-10PM. A HUGE MONEY SPINNER! PLSU TRAFFIC RELIEF FOR BYRON CENTRE 2. BUILD A BYRON BYPASS NOW AND FOREVER BE APPLAUDED FOR BITING THE BULLET 3. BED TAX FOR TOURISTS ACCOMODATION - NOW!
271. Improve Booyong road. Return to bitumen & fixed Booyong Bridge & improve Stewarts Road & Bangalow Road intersection (deadly)
272. I thought we were already "fit for the future. "
273. Rates are far too expensive as is.
274. HAVE PAID PARKING THROUGHOUT THE SHIRE LET EVERY BODY HELP.
275. (upkeep of Wilsons Creek rd is a big expense!) - Please make people who use Byron hinterland roads (i.e. Wilsons Creek Rd) pay more: There are also lots of illegal dwellings + ext inhabitants - Please make holiday accommodation pay more: Tourists have huge impact on infrastructure!
276. Where is the money for paid parking going to? Transparency please.
277. Good bye Byron* I find it incredibly hard to believe with the reduction of red bin service &

	introduction of paid parking Council is still crying broke!!
278.	charge a bed tax on people making millions from holiday letting.
279.	Roads are a disgrace in Ocean Shores. Where does the \$16.9 million go?
280.	Use what you have sensibly, prioritise works in order of need & stop wasting money on useless projects
281.	To Top Heavy
282.	The budget includes spending. If I knew that Byron Shire wouldn't just spend it on staff exec. bonuses (aka BCC in QLD) I might agree to rates
283.	On top of a 2.5% increase rate peg??
284.	Ratepayers are being charged overly as it is - with water rates, etc. We can't afford any increase.
285.	Increase too high. I clean my own gutter in front of my house at least it keeps the water flowing.
286.	BUILDING THINGS LIKE THE CAVANBAH SPORTS CENTRE THAT NOBODY USES IS A WASTE OF MONEY. BUYING THE SPORTS FIELD IN SUFFOLK PARK IS A WASTE OF MONEY, YOU GUYS BRING IN A LOT OF MONEY THRU CONTRIBUTIONS OF NEW BUILDINGS BSC WOULD BRING IN MILLIONS IN PAID PARKING
287.	when is your program # planning to upgrade the Federal Road in Goonengerry? (3rd world country condition!)
288.	I wish I could increase my income by the same amount
289.	The analysis provided does not take account of the impact of increasing land values on rates. Rates will increase significantly more due to this.
290.	7.5% PA COMPOUND IS A LOT OF MONEY! FOR EVER IT WOULD BE.
291.	There are many people subletting, renting out unapproved sheds, etc or rooms in houses, air BnB, etc. As far as we know, the people reaping the financial rewards of this leasing do not pay extra rates to cover the wear & tear on infrastructure. We support no or limited rates rise until this unfair situation is rectified.
292.	As a "major" tourist destination - Application should be made to N.S.W Gov for funds to assist maintenance.
293.	We get out nothing for our rates except road slashed twice a year! If you don't live in Byron you get nothing!!
294.	Tourists provide much of the pressure on the Shire so a local tax should be implemented and higher more realistic contributions demanded from developers.
295.	4 years too long! (The next Council could keep it for another 4 years). Why not try 2 years first? then what?
296.	If even a 7.5% is, in your view, not enough then MORE SAVINGS must be found. Focus on savings!!!
297.	Best outcome for bangalow would be amalgamation with Ballina. They have well-maintained roads, good footpaths, cycleways, etc
298.	Rates already high. Sorry, but I find the Shire admin V. inefficient
299.	It seems most unfair the locals have to pay for the infrastructure here. People renting to tourists need to contribute accordingly.
300.	In Suffolk Park, our 1980's 3 BR home rates are \$3,385/year. The roads are full of potholes, the stormwater drain is collapsing. We wouldn't deterioration and even at the 'deteriorate' option, our rates will increase 33% (over \$1,000 pyr). Please TAX TOURISM/TRAFFIC/VISITORS. Crowd source more \$\$ to fight expensive court cases to stop more development in Byron town and surrounds PLEASE
301.	It is not up to the rate payers to put in infrastructure for business and tourism. I object to paying subsidisy other who don't pay.
302.	charge the "air B n B", holiday lettings, tourists, developers for it.
303.	DO BETTER WITH WHAT YOU HAVE. YOU CHARGE ENOUGH IT SEEMS - BE EFFECIENT.

	MANAGE BETTER P.S. (We pay 2x more rates in Byron than we paid in Sydney)
304.	would have thought 7.5% would more than maintain services...
305.	Increase efficiency of council spending
306.	Why should rate payers fund the tourism industry?
307.	I DONT GET ANY THING FOR MY "RURAL" RATES - NO WATER, GARBAGE ETC ETC. SO I DONT NEED ANY MORE RATE \$
308.	Saying that a 7.5% increase will lead to deterioration is creating a bit of a self-fulfilling prophecy. More savings required.
309.	You do not maintain as it is. Roads in Ocean Shores terrible.
310.	Economise in other areas and there would be no need for a 7.5% increase to lead to deterioration. Not sure what aspect of Council responsibilities you are referring to!
311.	More money needs to be spent on the Northern end of the Shire & less on Byron Bay
312.	Tourism should be filling the gap!
313.	I don't believe that the 'Improve' option will improve anything, it will just give the council more money to mismanage. Tax the tourists!!
314.	Paid parking was supposed to pay for roads repairs. tax the intruders!
315.	Parking fees were supposed to keep our roads in good order (if needed increase these fees by \$1). Introduce a bed tax and reduce Council staff!
316.	I spent over \$30,000 on legal fees to get council to stop diverting a new development water onto my property and to open up the easement on my property that I MAINTAIN down to the creek, but council don't want to ask people for access to open the easement as per plans. You forced us to keep ours open but not any of the other properties so we have a dam that council say will never be fixed. I am not paying for more services that I don't receive.
317.	IT'S UNACCEPTABLE TO INCREASE RATES GIVEN UNREALISTIC PROPORTION OF FUNDS SPENT ON ENVIRONMENTAL ISSUES
318.	We are a low income household and find it hard to have to fund tourist impacts!
319.	By all accounts you have lots of money invested use that after all it is rate payers money. Put more men out doors and not so many fat cats in the tin shed.
320.	1. USE REVENUE FROM PAID PARKING 2. USE MASTERPLANS TO LEVERAGE STATE/PRIVATE FUNDING 3. INTRODUCE DIFFERENTIAL RATES - LESS OR 0 FOR E ZONES? MORE FOR COMMERCIAL/HOLIDAY LETS 4. LESS FINANCIAL WASTE
321.	ps: mailing date 28/10 + receive 08/11? Rate rise at this amount for me is enough. Please explain ongoing date discrepancy Council can lobby state via MP for more funding. What/where is \$ from parking meters going? Thank you
322.	Our rates are already high, they are a very large part of my small income. Council needs to be more efficient.
323.	Property that I own is vacant land which has no impact on infrastructure
324.	reluctantly. I thought paid parking was going to be used for updating infrastructure
325.	ROADS ARE A DISGRACE IN THIS AREA. THE BEST ROAD IS OVER THE TUNNELL
326.	INCREASE IN FUNDING SHOULD COME FROM TOURISM
327.	IF COUNCIL WORKERS ACTUALLY WORKED INSTEAD OF HAVING 10 PEOPLE DO A 5 MAN JOB. THERE MORE TRAFFIC CONTROLLERS THAN WORKERS MOST OF THE TIME. IF THIS HAPPENED RATES WOULD ACTUALLY GO DOWN.
328.	MAKE TOURISTS PAY SOME OF THIS VIA LEVY'S ON ACCOMODATION
329.	If roads are being deteriorated by increased traffic then I think either the tourists should cover this cost or the businesses that benefit from them
330.	Make tourists pay a levy, they are the ones benefitting
331.	IT'S NOT THE AMOUNT OF INCOME THAT IS YOUR PROBLEM BUT THE AMOUNT OF MONEY YOU WASTE. NOT FIT FOR THE FUTURE
332.	Residents cannot provide affordable housing or run profitable businesses if you increase rates

	& squeeze their margins. Operate within your means.
333.	Less than 7.5% Massive increase, I soon won't be able to live here anymore. It's rude and it makes me angry. Nothing gets fixed. Where's the money go!! start a bed tax for tourists. IT'S NOT FAIR!!
334.	We have been paying our rates. Council has for several years wasted all of its monies on litigation. I am appalled.
335.	Implement paid parking in other beach areas, e.g. Wategos, Brunswick
336.	I'm a home owning govt. pensioner. This increases a huge slice of my \$400/week income. I object to calling option 1 'deteriorate'. There are other ways of raising the money e.g. paid parking in Brunswick H. Too many tourists and no parking for locals currently.
337.	THIS IS A LARGE INCREASE STILL AND I THINK IT WILL PROMOTE EFFICIENCY
338.	DON'T SLUG RATE PAYERS. INCREASE PARKING TO \$4/\$5 AN HOUR IN BYRON BAY. EXTEND PAID PARKING TO MULLUM, BANGALOW, BRUNSWICK HEADS.
339.	What is the point on increasing rates when the council don't care. Parking on footpaths + destroying verges in Sunrise Boulevard Byron Bay. My complaints re this is "everyone does it" FINE PEOPLE!!!
340.	Should go at C.P.I Byron attracts massive tourism bed-taxes + more parking metres
341.	You should look internally for an 'efficiency dividend' and stop wasting money on politically correct schemes.
342.	Paid parking revenue should offset costs
343.	as an aged pensioner struggle to afford my rates as is. another increase = less food.
344.	wages have not gone up. becoming unaffordable now. need more help from state gov. to account for tourism impact.
345.	1. Charge Businesses 2. Charge holiday leasing 3. Better manage \$
346.	better for no rise what did paid parking bring in for
347.	Too many pensioners already struggling, must be a better way, larger rebates?
348.	I cannot afford a significant rate rise - 7.5% is already very high?
349.	STOP WASTING MONEY ON LEGALS?? NOT - GET OFF YOUR ASSES. I DON'T AGREE WITH YOUR RIDICULOUS IDEAS WHAT YOU NEED TO DO IS STOP WASTING MONEY ON SPORTS FIELDS WE DONT NEED AND FIX OUR ROADS, REBUILD TOILETS ETC (BRUNS). CLEAN UP OCEAN SHORES 4FT LONG GRASS, LOUNGES, ETC. ON SIDE OF ROAD AT ORANA RD ROUNDABOUT WHICH IS A BUS SHELTER? (WAS) THAT'S ON DAY 1 - P.S. YOU COULD HAVE BUILT THE SERVICE STN. THAT WAS APPROVED ON THE N. OC SHORES SITE WHICH WOULD HAVE MADE MILLIONS?? WHY DONT YOU GUYS GO BACK TO SCHOOL.
350.	WHEN I SEE A BIT OF IMPROVEMENT IN STUART ST I MAY THEN THINK ABOUT IT. HEAVEN HELP IF WE GET A RAIN SEASON. I WOULD LIKE OUR PENSION TO RISE AS MUCH!
351.	Our rates have already doubled in 2 years. Ruskin ST is still a mess! Residents are paying for businesses and tourists we get no benefits! Ordinary rate payers should not shoulder this burden! Everyone who is earning from tourists should pay more, Air BnB etc
352.	I do not support residents paying any increase above 1.8 to 3.5% peg!!!! We are the 4th most visited place in Australia! It is the tourists smashing our infrastructure! you need to find a way for them to contribute or a grant from government tourism etc. It is not fair we fund the damage tourism does to our roads!!!
353.	Being pensioners and having lived in B.B. 23 years feel we as locals are being priced out of our town. The chamber of commerce and NSW gov. saturation adverts over past years have resulted in inundation. I strongly object to paying for infrastructure to be mainly used by non-local visitors.
354.	Find a way to impose a bed tax on the tourists. approach state govt. again re: this matter. it is the tourists overloading infrastructure not use long suffering ratepayers.
355.	NOT FUNDING TOTAL MISMANAGEMENT OF THIS COUNCIL!!!!
356.	Wages have not gone up. Becoming unaffordable (rates) now. Need more help from the State

	Govt to account for impact of tourism.
357.	Nil
358.	IN 1985 WE WERE TOLD THERE WOULD BE A "ONE OFF" SPECIAL VARIATION OF 125%. THERE'S BEEN MANY SINCE
359.	PREFERENCE IS 0% INCREASE. BYRON COUNCIL IS FISCALLY INCOMPETENT!!
360.	a 2.5% increase yearly should allow for maintenance + improvement with careful & efficient management
361.	Soon an old age pensioner - how can I afford higher rates?
362.	Sorry but as a pensioner I really can't afford options 2 or 3, or my quality of life will definitely be as option 1 - i.e. deteriorate. It's unrealistic to expect folks on the pension to copy a big increase in rates.
363.	Why would option 1 cause deterioration when inflation is way way below that figure.
364.	7.5% increase is already way above the inflation rate.
365.	WHY IS BSC ONLY RELYING ON RAISING RATE REVENUE WHEN COUNCIL HAS PROPERTIES IN BYRON BAY THEY CAN SELL. SELL THOSE FIRST PLEASE. IF YOU HAD SET ASIDE MONIES FOR INFRASTRUCTURE IN PREVIOUS COUNCIL TERMS YOU WOULDN'T HAVE A PROBLEM NOW.
366.	There are additional savings that can be made.
367.	Fed up with paying high rates that go to Byron Bay and not Byron Shire.
368.	So long as Council allows these illegal wedding venues to pop up all over the shire ruining the lives of those ratepayers living nearby, I will vote against ANY increase on rates. They are an abomination.

No special rate variation or not stated

369.	No preferred option. BSC should be increasing rates for Granny Flat, holiday letting on residential properties. Not single residents
370.	I do not agree with the above 3 options. it would be better to retain the approved 2.5% increase and raise funds from the beneficiaries of the tourist dollars and developers.
371.	Council has had many special rate rises over the years and have wasted the money. so keep within the budget. my option 2.56 rp.
372.	As a pensioner I will be unable to absorb any rate rise. What is happening to parking meter money?
373.	have recently retired and do not wish or can afford of this increase - lots of pensioners here - we do not have pay rises this high
374.	No increase at all. Tourists/visitors should pay a bed tax/holiday letting fee to go towards our infrastructure updates - not the rate payers.
375.	4. Nil increase Live within our budget! 1.5+million tourists each year have a responsibility towards roads and road maintenance in Byron Shire
376.	4. No rate rise - this is a statistically flawed survey. Sell some assets, raise commercial + 'tourist' rates. I am not receiving a 33% pay rise.
377.	I FEEL 5% PER YEAR INCREASE IS PLENTY - MAYBE A BED TAX ON HOLIDAY RENTALS WOULD HELP
378.	No increase apart from PEG. So disappointed in this council I think they need an overseeing body to see how they are managing our money!!!
379.	I do not want ANY rate rise
380.	NONE of the above. YES FOR NO SPECIAL RATE VARIATION.
381.	I vote for NO increase.
382.	None of the above -No rate increase
383.	DO NOT AGREE TO ANY INCREASE
384.	0% increase each year preferred option
385.	NO RATE INCREASE. ALREADY TOO HIGH. SACK DEADWOOD STAFF EG: XXXXX + START DOING THE JOB YOU ARE PAID TO DO. WORST COUNCIL THE THE COUNTRY.
386.	No increase. New paid parking should cover improvements - plus an added tourist tax.
387.	No increase. Don't slug the Ratepayers. Charge the Tourists more, and the Businesses and accommodations that get the Tourism benefit. Find innovative income options.
388.	Budget. Cut spending on glossy brochures etc. NO INCREASE (inc 2.5%) stop advertising in B.S. News put time frames on council projects as if it was a business. Get more things done, faster.
389.	I DON'T SUPPORT ANY RATE INCREASE. TOURISTS SHOULD BE TAXED TO MAINTAIN THE INFRASTRUCTURE THEY DETERIORATE NOT RATEPAYERS.
390.	WE ARE OUTNUMBERED BY TOURISTS. ALL HOLIDAY & TRANSIENT LETS ARE BUSINESSES. THEY MUST PAY BUSINESS RATES. NO RATE RISE
391.	NO INCREASE Raise revenue from tourism/bed tax/NSW Govt. Raising rates will exacerbate housing affordability
392.	NO INCREASE ALL COUNCIL WORKS DIRECTED TO LOCAL ROAD WORK. NO QUICK PATCH UP OF POTHOLES, PROPER ROAD CONSTRUCTION. ASSETS IN HAND WILL COVER THIS WORK. LETS GET IT DONE
393.	NO INCREASE Land value increases have already made my rates increase Tax tourists not locals
394.	NO special rate increase! This must be put to a referendum! Expecting 15,500 ratepayers to cover the infrastructure costs of 1.5 million plus tourists is totally unrealistic. A lot of ratepayers are under financial stress now. WAKE Up! Byron Shire Council. We expect better.
395.	NONE OF THE ABOVE! WE ARE TOTALLY APPOSED TO ANY RATE INCREASE. WHAT WE NEED IS AMALGAMATION OR AN ADMINISTRATOR. HAD BETTER SERVICE 40 YEARS AGO.

396.	No increase! BSC has millions invested - expend some of those cash reserves, find further efficiencies, amend service levels. Manage our Shire better rather than slug rate payers further!
397.	NO INCREASE RATES IN THE NEXT FOUR YEARS. HAD ONE THIS YEAR 1916
398.	Just keep rates as they are as Ocean Shores does not get anything out of all these raises
399.	No change from existing rates. Council can and should do better with funds raised at the current rate. I have no confidence that increased rates would improve performance.
400.	NO RATE INCREASE CL HAS A HISTORY OF WASTING RATEPAYERS MONEY ON NON-CORE ACTIVITIES & IDEOLOGICALLY DRIVEN LEGAL CASES
401.	Option 4. Normal increase We have just finished paying for Mullum Chambers. No new debt! Local Councils cannot budget!
402.	Remain each year for 4 years at 2.5% peg rate 1. Improve management to fit budget 2. leave major changes e.g. Affordable housing for governments 3. Use money reserves which ratepayers have established to finance problems.
403.	Remain each year for 4 years at 2.5% peg rate 1. Improve management to fit budget 2. leave major changes e.g. Affordable housing for governments 3. Use money reserves which ratepayers have established to finance problems.
404.	No rate rise! I consider any rare rise unjustified in view of poor performance of Byron Shire Council over many years
405.	GET BACK TO BASICS Manage \$ better. Prioritise roads esp. in North Byron Concentrate on water, sewerage & roads.
406.	The option to not increase the rates - should be included. The shire needs to be more efficient + push the tourist trade to pay its share.
407.	NO INCREASE IN RATES
408.	My preferred option is to leave rates at CPI. Look at bed tax option
409.	Stay at the rate peg and share the budget more fairly within the Shire.
410.	None preferred of these! Should not deteriorate if the money collected is spent more wisely AND visitors make appropriate contributions No extra rate rise!! Have a nice day :)
411.	Pensioners find it hard enough to find the money to pay the rates, how much harder will it be if there was a rate rise.
412.	I do not support any increase to rates. Council should be working within current budgets which are similar to other coastal councils.
413.	Option 4. 2.5% increase. No further increases until parking revenue is evaluated
414.	I suggest the only increases be the rate peg at BSC. Learn to live within their means like every business & individual has to. An alternative would be to amalgamate with neighbouring Councils to achieve economies of scale. BSC could also consider a bed tax on tourists who use all the facilities & roads but contribute nothing. I will not provide my name for fear of pay back which has been my unfortunate experience with BSC in the past.
415.	NONE OF THE ABOVE REMAIN WITH 2.5% RATE PEG - PLEASE STAY WITH YOUR CORE BUSINESS MODEL (STOP THE WASTE) - MANY SMALL COUNCILS WOULD LOVE THE PAID PARKING INCOME PLUS THE FESTIVAL INCOME
416.	No increase. Pay enough already you cannot fix our potholes. What do you do with our money
417.	I am unsure if the current rates are being efficiently spent. e.g. Mass. St. round about. This construction is taking an enormous amount of time & money to construct. I am in favour of a tourist & day trippers tax. They are loving Byron Bay to death & don't contribute except for paid parking. A tourist tax on commercial retail, backpackers, etc is something I am in favour of.
418.	Not any of above. Where's the 4th option. You can't manage the rate money now. Rate money is spent on unnecessary projects. Listen to what rate payers have to say.
419.	2.5% rate peg only. The case for 1, 2, 3 above has not been made. Tourists and businesses

	must carry a more appropriate share of the rate burden NB 1 1/2m tourists/yr and growing rapidly
420.	NO RATE RISE - NIL INCREASE Council management and councillors should find ways to increase revenue from the 1.5 million tourists to cover the hole requiring this so called special rate rise. Unfortunately there is no confidence that this Council has the ability or the creative thinking to find solution other than slug the rate payers. Bring in the administrator
421.	NO INCREASE
422.	No change. 1. Grannie flats to pay contributions. 2. Commercial properties pay increased rates. 3. Holiday lets increased rates 4. Bed tax
423.	None of the above. 2.5% rate peg and cut costs by increasing efficiency and developers contributions
424.	15 years ago it was \$80 per 1/4 now \$825 1/4 with less services. Why should you not be in line with CPI like everyone else
425.	Preferred option for SRV is zero per cent increase. Many of us are pensioners on fixed income. Instead increase the rates for people benefitting from tourism & having secondary dwellings (granny flats). These activities increase the no. of people here & this puts demands on infrastructure. These people must pay for demands on infrastructure.
426.	NO INCREASE! 1. Get your money from assets! 2. Cut costs! 3. Get a business manager
427.	Not happy at all about yet another Rate Rise - Isn't it amazing how we pay for all the tourists to come here & trash the place!! Wake up Council - charge Tourist Tax!! All you do is empty the rubbish bins
428.	NIL INCREASE
429.	NO INCREASE ABOVE THE RATE PEG AND USE THE RATES REVENUE EFFICIENTLY!!
430.	None of the above!!! When our wages aren't going up how can Council increase rates by any of these amounts!
431.	THIS IS NOT A SURVEY. A SURVEY WOULD HAVE GIVEN THE OPTION OF RATE PEG INCREASE ONLY
432.	NONE! WORK WITHIN THE BUDGET YOU HAVE OR HAND THE JOB TO SOMEONE ELSE.
433.	None of the above. 2.5% rate peg only. Why should home owners be considerably hit with a substantial increase.
434.	NONE OF THE ABOVE PREVIOUS RATE HIKES (WHICH ARE CUMULATIVE) HAVE NOT PRODUCED ANY BENEFITS FOR OCEAN SHORES. WHY SHOULD WE TRUST YOU THIS TIME?
435.	No Special Rate Variation!! Where is this option on the form!! Make the tourists pay!!
436.	NO RATE RISE! I'VE HAD TO INVEST IN A SUZUKI ALL TERRAIN VEHICLE TO CATER FOR YOUR ROADS AND I'VE LIVED HERE FOR 40 YEARS!!!
437.	To B.S.C. Please don't increase the rates. I am a pensioner. The aged pension does not keep up with inflation. PS I am just making ends meet.
438.	NO RATE CHANGE - WILL DRIVE LONG TERM RESIDENTS OUT. DON'T TRUST IT WILL BE WELL USED
439.	Completely unfair proposal - increase business and accommodation rates - they make the money out of tourists.
440.	Seek help from State Government. We can't pay for tourists backpackers, etc. Where is G.S.T Fair go over 1 million tourists, etc
441.	I do not agree with your increases! The state government has a 2.5% rate peg each year which needs be met. No more pls!
442.	2.5% increase each year Rate of inflation is about 1.5%/year so a 2.5% increase/year is adequate. Council needs to become more efficient, share costs with other Councils, use more private contractors, tax tourists
443.	I AM A AGED PENSIONER - I DO NOT WANT ANY INCREASE. MY PENSION WILL NOT INCREASE BY 7.5%
444.	NO INCREASE ABOVE RATE PEG

445. "NONE" where is option (No. 4) Where is all the money from parking meters going. This was supposed to go to fixing the roads. The "Be all & end all). Pigs arse it is. All the money wasted over the last few years on court cases, we wouldn't be in trouble now.
446. 2.5% increase each year. Rate of inflation is about 1.5%/year so a 2.5% increase/yr is adequate. Council needs to become more efficient, share costs with other Councils, use more private contractors, tax tourists.
447. 2.5% increase each year Rate of inflation is about 1.5%/year So a 2.5% increase per year is adequate. Council needs to become more efficient, share costs with other Councils, use more private contractors, tax tourists.
448. No Rate Rise! :(The rates are high enough! & they continue to rise anyway. Stop rate rises! Save the park at Suffolk Park! NB: BRING IN BED TAX! INSTEAD! Please
449. WHY DOES THIS EXCEED INFLATION? SHOULD BE TIED TO CPI THE RATES ARE ALREADY HIGH! THE RISE IS RIDICULOUS. WHAT WE NEED IS MORE EFFICIENT MANAGEMENT.
450. None of the above. Work within your means Hit the tourists with an environment tax (bed tax) Get Gov. money to fix all the roads. They've got plenty selling off everything Save money by not printing and sending out all this Bull. Where is all the paid parking money going. Not into our roads as we were told. Sell a few of your assets and put it into roads.
451. No increase. Gee, I also have property in Pittwater. They have the third highest rates in NSW. Byron rates are not far behind. With soaring land values & a rapidly increasing permanent population and developer levies. I think you should be collecting enough.
452. NO RATE VARIATION - Find a way to get money from tourists
453. No rate increase you are pricing long term & pensioner residence out of town all for tourism. State Government would do us a favour and sack you all & put an administrator in
454. Better Council financial management would ensure greater stability without any proposed rate increases
455. 4. CPI increase - business rates to double as per Ballina or Lismore. Air BnB + holiday lets tax rates as per businesses.
456. Leave rates as is. Special rate variation should apply only to holiday let properties and not other residential properties.
457. 2.5% INCREASE ONLY. THIS SURVEY IS FLAWED!!
458. Learn to manage finances within your budget This is not a survey at all. There is no box provided for our opinion, which is for no rate increase. We already pay 2x to park plus national park fees
459. My preferred option is no rate rise AT ALL. The more money BSC gets the more it wastes.
460. NO MORE!!! why do we have to do anything!! it's the tourists that should pay not us!!!!
461. No rates increase please
462. NO RATE INCREASE
463. 4. NO INCREASE. Please find a way to rate holiday lets and air BnBs
464. Option 4: CPI Increase - business rates to double as per Ballina or Lismore. Air BnB and holiday lets tax rates as per businesses.
465. THIS FUNDING SHOULD BE COVERED BY STATE GOV. GIVEN THAT THEY'RE AIMING TO INCREASE TOURIST NUMBER 20%. THS IS UNNAFORDABLE FOR US. WE WILL HAVE TO HOLIDAY LET.
466. I disagree with all of the above. The rates are already far too high!!!
467. Sack Byron Council Roads are crap. Wasting money on greeny crap + lawyers Pay yourselves LESS. Get rid of bludgers No rates increase above inflation. Wages + incomes are not going up. You have to pay yourselves =LESS=
468. none of the above. amalgamation would be preferable to reduce administration costs and leave more money for roads, etc.
469. 4. No increase. Visitors to the shire are not contributing to the wear and tear on our road. Businesses in town are the only ones benefitting from tourists. Increase the business rate to

	fall in line with Ballina and Lismore shires.
470.	Option 4 - no increase. It is ridiculous not having this as an option. why seek consultation council has already decided.
471.	NO INCREASE ABOVE C.P.I NONE OF THE ABOVE!!
472.	Not in agreeance or acceptance of any of the above
473.	COUNCIL SHOULD LIVE WITHIN ITS MEANS JUST LIKE WE HAVE TO
474.	NO RATE INCREASE. What happened to all the Parking Meter \$\$? Our roads are no better. No confidence an increase will fix 'em
475.	MY PREFERRED OPTION IS - NO RATE INCREASE.
476.	I do not approve of any of the above options because: 1. Amalgamation is a sensible option in terms of economics of scale. I witnessed the amalgamation of 5 Shires in East Gippsland which was very successful. all services were tendered out. no towns lost their identity. 2. I doubt Councils ability to spend the money wisely. witness: Massinger ST roundabout.
477.	Spend within your means. As you have had to do in the past as 2 and 3 do nothing to address the questions of affordability of housing and affordability or rent!
478.	I am a pensioner. Do you think that the increase will keep pace with my income??
479.	NO INCREASE AT ALL EXPENDITURE ON GREEN ISSUES OVERRIDES IMPORTANT INFRASTRUCTURE ISSUES
480.	Not prepared to pay higher rates. Use the money you have properly or amalgamate. Why should residents pay for tourists' wear and tear. I hardly ever leave Mullum!
481.	I DIDN'T HEAR THIS ANNOUNCED PRIOR TO THE RECENT COUNCIL ELECTIONS. WHY DON'T YOU JUST MANAGE OUR MONIES BETTER?? YOU BLOKES ARE A FAIR DINKUM JOKE
482.	My preferred option is 0% increase! Our wages don't go up at these rates.
483.	Council rates are already high! the roads are an absolute disgrace. Ditto the public toilets.
484.	I DO NOT AGREE WITH ANY OF THE ABOVE. I ALREADY PAY MUCH MORE THAN THE "AVERAGE" RATE. ON A FIXED INCOME, I CANNOT AFFORD MORE IN ORDER TO BOLSTER THE "TOURIST TRADE"
485.	NONE OF THE ABOVE = NO INCREASE. stop wasting money - printing these flyers & booklet, sending Mayor to Paris, etc etc etc.
486.	AMALGAMATE WITH TWEED S. NOW! - TOO MANY BEAURECRATS ON HIGH SALARIES IN COUNCIL BUNKER - POOR QUALITY ROAD MAINTENANCE. MANNS RD. WORK RECENTLY INCREASED CORRUGATIONS DRAMATICALLY. - NO REPLY FROM STAFF ON OFFICIAL COMPLAINT FORMS. - AS SOON AS I DRIVE/ENTER TWEED SHIRE ALL ROADS ARE 100% - BYRON THE "GREEN SHIRE" WHY ARE THERE NO RECYCLE BINS IN STREET? TWEED & LISMORE HAVE THEM!
487.	None of the above. My rates should cover the basic infrastructure. They've gone up enough. NO MORE RATE HIKES!!
488.	NO RATE INCREASE IS MY REAL PREFERRED OPTION. AS PROMISED, USE PARKING METER REVENUE TO FUND OR PENALTIES TO AIR BNB
489.	NO RATE RISE WHERE IS THE MONEY FROM PAID PARKING!! WHY SHOULD RESIDENTS SUBSIDISE INFRASTRUCTURE FOR OUR 1.5 MILLION VISITORS, FROM WHOM WE GET NOTHING BUT STRESS. TOURISTS & THE TOURIST INDUSTRY SHOULD BE PAYING TO MAINTAIN ALL THE THINGS THEY USE AND BENEFIT FROM, NOT THE PEOPLE TRYING TO LIVE HERE.
490.	AMALGAMATE WITH A LARGER SHIRE NIL INCREASE
491.	My preferred option - no increases. In a fix income, pensioner. increase rates driving away less wealthy residents. Other options - instead of increase income but costs. raise funds in other ways. Increase paid parking levies on secondary dwellings.
492.	These descriptions are disgracefully leading!! I prefer NO special rate variation! Which was not an option!!!!
493.	None of the above. Rate payers do not need to pay extra for Councils mis-management. Being a middle income earner I don't get any discounts on rates or paid parking. Please give us

	a break.
494.	Not in acceptance of any options. I do not want to pay any extra Variation.
495.	NO RATE INCREASE!!! OUR PENSION PAYMENTS ARE DOWN IN REAL TERMS AND WE CAN'T AFFORD A RATE INCREASE.
496.	there needs to be some protection for the socioeconomical disadvantaged. Some homeowners and renters will be badly affected by special rate increase. B Shire needs diversity in its population so it doesn't become for only millionaires and loose its charm. Paid parking s94 contributions should be used for infrastructure. the last time this was implemented we got a sports centre at Byron. BSC need a different strategy.
497.	No rate increase at all! Rates are sufficient for what locals are getting from Council. But tourists should be taxed to help us pay for what they use. Imagine \$2 from 2 million tourists annually... ?
498.	This is criminal. First demonstrate that Council doesn't waste money on a few (such as rockwalls)
499.	Not in acceptance of any options as listed above. Rates increase Not Acceptable
500.	I don't support any increase in rates. Council should manage their funds better, too much waste. Ratepayers should not have to pay when council are struggling
501.	Normal rate pegging only
502.	NO I DO NOT AGREE WITH ANY RATE INCREASE. COUNCIL HAS MISAPPROPRIATED ENOUGH RATE PAYERS MONEY.
503.	NONE of the above. Councils needs to tax tourists in some way. As a local pensioner I struggle to pay the rates. I realise tourists are responsible for road deterioration, amenity use, rubbish clearing - they should pay.
504.	None!! I have lived in Ocean Shores at same address for 21 years & seen this area especially Coomburra Cres Rd deteriorate!! Where is my money being spent? Not happy :("AFFORDABLE HOUSING" What about affordable rates for families!!
505.	No rate increase.
506.	I FEEL THAT WITH THE RECENT INCREASE IN REAL ESTATE VALUE IN THE AREA THAT BSC WILL RECEIVE AN INCREASE IN RATES WITHOUT A SPECIAL RATE VARIATION.
507.	AFR - 5/11/16 REPORTS INFLATION 1.5% IN 2016 TO 2% IN 2018. ECONOMIC GROWTH 2.5% TO 3.5% OVER 2016. WAGE GROWTH AUSTRALIA 2.0% TO 2.4% OVER 2016 (ABS). BYRON SHIRE IS IN CLOUD CUCKOO LAND WITH ITS EXPECTATIONS OF 7.5% TO 12.5% RATE INCREASES. CUT COSTS NOT INCREASE REVENUE. MANAGE WITHIN SOCIALLY AFFORDABLE LIMITS OR THIS WILL GET OUT OF CONTROL! TAKE ALL UN-RETURNED "FUNDING OUR FUTURE" POSTCARDS AS DISAGREEING TO THIS PROPOSAL.
508.	0% INCREASE COUNCIL DOESN'T SPEND IT WELL.
509.	Less not more Council asks 4 too much and gives back to LT. You don't need more \$ just more sense. "who mo's" -much less or none at all-
510.	None of the above No rate increase - increase bed tax + holiday rental rates to improve our total shire!
511.	NEITHER - CHARGE GRANNY FLATS WHY SHOULD I PAY INCREASED RATES WHEN COUNCIL HAVE ALLOWED HUNDREDS OF GRANNY FLATS + AIR BNB WHICH HAS DRIVEN COSTS - UNFAIR.
512.	Live within your means - everybody else has to
513.	Wasn't the premise behind paid parking in Byron, to pay for fixing the roads?? Between paid parking + parking fines I think council should have enough money without increasing rates!
514.	None of the above. let the tourist industry pay they get the benefits not us.
515.	WHAT ABOUT "PAID PARKING" FUND TO FUND YOUR MESS?
516.	Please can we increase the rates for people who are running holiday letting/Air BnB in residential zones! They should be on business rates. Our little home of 25 years now incurs rates of \$2,400!! with pension disc!! More than twice the amount listed as average Really

	none of these options agree with me. WE PAY ENOUGH ALREADY
517.	No increase at all. Investigate further ways to levy tourists. A rate base of 15,500 cannot provide for 1 million + visitors
518.	NONE OF THESE
519.	NO RATE RISE! - what do you do with our money? A. My rates have risen more than 100% in the last few years. B. there is nothing to show for those payment - no street lights, no footpaths, dangerous deteriorating roads.
520.	None of the above. Why not get AIRBNB to kick in?
521.	NP VARIATION? WE HAD 6 PRIOR TO 2010 WHAT HAPPENED TO THE MONEY THAT WAS RAISED?
522.	There should be plenty of money to fix up the potholes. Why not reduce the GM's salary if we are short of funds? The inflation rate is less than 2%, how do you justify these increases?
523.	I am totally against any increase I'm shocked to think that normal ratepayers are once again footing the bill. Surely paid parking is creating enough revenue to 'improve' council service Perhaps taxing (bed-tax) all the holiday lets would be fairer Another suggestion would be to raise revenue from all of the illegal granny flats throughout the Shire!!
524.	NO SPECIAL RATE VARIATION REDUCE ADMIN COSTS, REDUCE RED TAPE PROCESSES, STOP COUNCILLORS TRAVEL PERKS, IMPROVE EFFICIENCY FOR ALL EMPLOYEES.
525.	I am not in agreement with any increase AT ALL. How about better management of expenses!! Get rid of Council or merge it.
526.	C.P.I increase only. I am a retiree can't afford. Already pay \$5,000 p.a.
527.	My preferred option is no increase at all as I am a renter
528.	NO OPTION WE DON'T HAVE STREET LIGHTS, FOOTPATH OR ANY OTHER FACILITY IN OUR STREET. EXCEPT WE DO HAVE THE MOST DISGUSTING HOLES IN THE ROAD WHICH IS A WASTE OF TIME TRYING TO FIX WITH THE WORKMEN YOU USE
529.	Farmland ratepayer since 1978 Participated in MICROMEX phone surveys I suggest 1. Stick to IPART base rate 2. Work on issues with: a) Holiday lets (\$\$!) b) Tourists (\$\$!)
530.	I don't think any of the above should be applied to residents but should be applied to at a higher rate increase to holidays lets
531.	I DO NOT WANT ANY OF THE ABOVE. AS I THINK MOST OF OUR RATES GO TO THE BYRON BAY END OF THE SHIRE
532.	Amalgamate with another Council and reduce costs massively. Use private enterprise to manage roads
533.	No increase Impose the bed tax and fix the road!
534.	Rates are high enough. Use the funds from paid parking! Also, Council is contacting landowners to increase housing so there will be funds from that too!
535.	These infrastructure works should be carried out with existing reserves + new fees e.g. parking
536.	I resent being asked this. Council has mismanaged the resources finances. I DO NOT APPROVE ANY INCREASE.
537.	NO RATE INCREASE!! NOT UNTIL TOURISTS CONTRIBUTE TOWARDS OUR INFRASTRUCTURE IE BED TAX. RATEPAYERS SHOULD NOT SUBSIDIZE AIRBNB, FESTIVAL, ETC.
538.	NONE OF THE ABOVE. YOU OBVIOUSLY HAVE A PROBLEM MANAGING RATE PAYERS RATE MONEY.
539.	WE ARE NOT HAPPY WITH BSC! NB Re ABOVE. BSC DONT MAINTAIN LOCAL ROADS AT PRESENT: TAX THE TOURISTS? A BED TAX?
540.	NONE OF THE ABOVE ARE APPROPRIATE. WE SUPPORT A LPI INCREASE AND LEARN TO LIVE WITHIN YOUR MEANS LIKE MOST ORGANISATIONS. SLUG THE CAUSE OF THE SHORTFALL NOT THE RATEPAYERS.
541.	WE PAY 50% RATES SURCHARGE ALREADY FOR HAVING A B&B - 1500 AIR BnBS DO NOT?
542.	IF THE MONEY YOU GET FROM RATER PAYERS WAS MANAGED A LITTLE BETTER YOU WOULDNT BE ASKING FOR OUR MONEY AS BEING A RATE PAYER ITS HARD TO LIVE AS IS

543. No increase! I am not in favour of any increase because our money is just pissed off!!! Then there was the "Round House" scandal with lots sold much too cheap.
544. None of the above. We already pay huge rates. please find other means such as the wealthy developers and tourism operators!
545. I PREFER "DETERIORATE" W/ 0% INCREASE. BYRON COUNCIL IS FISCALLY INCOMPETENT.
546. NO INCREASE UNTIL AN INDENDANT AUDIT OF BSC RUNNING COSTS & EFFICIENCIES & ESSENTIAL FUNDING PRIORITIES
547. None of the above tax the tourists.
548. None of the above. Learn to live within your means by reducing waste, increasing efficiency like good businesses and households.
549. How about a bed tax? You have paid Parking. You have just put the rates up. Lived here all my life. What is Council trying to do. Get rid of old locals?
550. NO INCREASE ABOVE CAPPED RATES. Use the money you generate BETTER. You waste residents/ratepayers money CONTINUALLY with strategy plans, calling for input into short term holiday letting and doing SFA useless drones, ridiculous notions of affordable housing in elite area. Having over a million visitors here every year expect residents to foot the bill for your incompetent managing the list goes on and on!!! What a waste of ratepayers money. Once again with this ridiculous survey and brochure.
551. None of the above options. Where is the option for NO INCREASE? Council has squandered millions over the years. None of this money will be spent on infrastructure.
552. 2.5% only. We as a community are talking low cost housing. Big increases will only turn more landlords to holiday rentals. Goodbye helping low income people. Thank you for letting me voice my feelings.
553. Pensioners can't afford rate increases. I would prefer only 2.5% rate increase each year.
554. I am not prepared to pay higher rates to provide services for tourism. Paid parking was meant to supplement this. Raise money from tourists - congestion tax, bed tax holiday letting, people are milking this town and not paying their share. AIRBNB is killing this place, the town is losing its locals.
555. STOP WASTING MONEY ON GARBAGE INSPECTORS ETC. AND FIX OUR STREET, WHICH HAS NOT BEEN RESURFACED IN 26 YEARS OF MY RESIDENCY.
556. I am a single householder on a low(working) income and cannot afford an increase.
557. NONE OF ABOVE. Stop wasting money on pointless anti-development legal actions, including anti-holiday letting. Where is the 0% option?
558. no increases - it is not ethical or honest to accept endless business development and expect ratepayers to pay
559. THIS IS PUSH POLLING!! NOW THERE ARE PARKING METERS THERE SHOULD BE ENOUGH MONEY IN THE COFFERS TO MAINTAIN & IMPROVE INFRASTRUCTURE
560. None of these, you only waste money and we get nothing done to our roads
561. big things nothing changes I am satisfied with my services.
562. NONE OF THE ABOVE Suggestions: (a) Levies on all beneficiaries of tourism incl. holiday letting, air b.n.b, etc (b) Revisit T-Corp option of March 2013 re: Councils cash and investment reserves (c) Failing above: That ratepayers resort to NSW Govt to appoint administrator
563. All of the above are unsustainable for pensioner/retiree/ratepayers of limited means. Please look at levies on tourism, holiday-letting, air BnB and/or reconsider T-Corp option of March 2013 re: cash investment reserves
564. BED TAX As a family we have paid \$150 for paid parking in Byron. That is an extra 10% of our rates already.
565. Council should review our priorities instead of circumventing councils pegged rates. It is more to the point to try to live within our means.
566. Council should prioritise funding so that what is important to the community as a whole

	(roads, etc) is funded before minority projects which only benefit Byron Bay. Tourists ARE important BUT SO ARE LOCALS - i.e. ratepayers
567.	I DO NOT approve or agree with the above options. Angry & disappointed. There will always be a low rate base - can't keep putting up rates to pay for tourism.
568.	None of the above options Find alternate ways to fund our Council. Especially investigate the tourist industry
569.	No Increase
570.	NONE OF THE ABOVE
571.	Absolutely opposed to rates and your increases (NO!)
572.	BSC Unfit for the future. How about BSC stops its obscene waste of OUR rates on absolute garbage like this survey and its never ending, utterly useless and eventually resultless studys, court cases and extravagant promises. BSC should actually get on with providing the services that any normal, properly managed council has a duty to perform for its ratepayers and ultimately its own source of its wages. Come on guys, it's not rocket science, it's YOUR job. But wait, there's more. Please get some of those lazy pen pushes off their fat arses outside to help fix up our roads, parks and amenities. Signed A pissed off, frustrated and disappointed ratepayer
573.	You have to be joking - Option 3 (blackmail option) means 50% increase in 4 years!! You're mad.
574.	My preferred option is only CPI increases. I am not confident that the issue is "financial" but rather skill. And why doesn't the new parking revenue cover this.
575.	Please do not increase old permanents are getting forced out of Byron Bay
576.	PUT PAID PARKING IN BANGALOW, MULLUMBIMBY, BRUNSWICK HDS AND WATEGOS PUT A BED TAX ON THE TOURISTS BEACH AND CALL IS An ENVIRONMENTAL TAX
577.	NONE OF THE ABOVE - SHOULD REVISIT OTHER AVENUES INCLUDING A BED TAX
578.	NONE OF THE ABOVE. WE ARE REFUSED A GARBAGE SERVICE. OUR ROAD WASN'T BE GRADED BY COUNCIL FOR 15 YEARS & YOU EXTORT MORE THAN ENOUGH MONEY FROM US NOW.
579.	Please be reasonable. 2 - 83 year old pensioners. The Council seeks to push us out of Byron. Your current rates are the limit. Where could we go?
580.	I do not agree to any of the above options. I was led to believe the parking metre money was to fix the roads. Why not introduce or try again for bed tax as it is the tourist industry that creates the mess not locals!!
581.	NONE OF ABOVE! AS A LONG TERM RESIDENT I DO NOT BELIEVE I SHOULD HAVE TO PAY INCREASED RATES FOR BENEFIT OF BUSINESS
582.	1. My preferred option - Option #4 as per Byron News 10/11/2016 2. Why was this proposal to increase rates NOT mentioned at recent Council elections??? As per my legal advice, name, address, email, etc is not necessary when making these comments, re: Options etc
583.	We were told metres (parking) would be for improving roads. And as tourists use the road why not a percentage of all revenue be spent.
584.	LEAVE IT ALONE! LET THE TOURIST INDUSTRY PAY FOR ALL COSTS AS THEY USE THE FACILITIES!
585.	None of the above: Dismiss the Council & appoint an administrator
586.	These are not the only alternatives as you well know. Don't keep penalising the legitimate ratepayer. Why waste ratepayers money on this ridiculous 'survey'?
587.	4. CPI THERE HAS BEEN LARGE RATE INCREASES IN THE PAST SINCE I HAVE OWNED THIS PROPERTY. I HAVEN'T SEEN ANY IMPROVEMENT FOR THE ADDITIONAL RATES. I DO NOT AGREE THAT THE RESIDENTIAL RATE PAYERS FORK OUT FOR BUSINESSES IN BYRON TO REAP THE BENEFIT.
588.	None of the above. No guarantee that an increase in general rates will come anywhere near fixing the roads.

589. None of the above. Any Special Rate Variation is a burden on all home owners & people who rent. Especially pensioners who either own their or any person who has to rent. Come into the real world.
590. There is no clear explanation separating Federal, State or Council money.
591. 4. I am willing to share the load with the businesses that profit from tourist industry. POPULATION OF 30,000 CANNOT MAINTAIN INFRASTRUCTURE FOR 1.5 MILLION!!! STOP STATE GOVT GREED DESTROYING OUR COMMUNITY
592. I am willing to share the load with the businesses that profit from tourist industry
593. Improve Council efficiency and better Council decision-making. e.g. Why waste \$ on overly expensive robot toilets in Byron that the young & old are too intimidated to use. Look at the Gold Coast for a model for simple, clean, cheaper, more available toilets. Also, learn from other councils on how to do road repairs that last better! Lift your game first!
594. The survey is poor constructed. It's my understanding that IPART looks favourably on methods such as citizens juries. This issue requires considerable deliberation. Not a survey
595. NONE OF THE ABOVE. TOO MUCH MONEY IS WASTED ON ROCK WALLS WHICH OWNERS WHO BUILD ON SAND SHOULD PAY FOR. -NO MORE GROWTH- THE WHOLE NATURAL ENVIRONMENT IS ALREADY SUFFERING TOO MUCH. DO YOU WANT AUSTRALIA TO LOOK LIKE THE MIDDLE EAST? IT IS TIME FOR POPULATION CONTROL. IT IS RIDICULOUS FOR ME TO HAVE A MULLUM ADDRESS. MOST OF MY MAIL IS ADDRESSED TO BILLINUDGEL - OBVIOUSLY THEY LOOK ON A MAP. NO SUBURB IN BUSH HALF WAY BETWEEN MULLUM-BILLI-AND OCEAN SHORES
596. PLEASE MAINTAIN RURAL ROADS
597. BSC RATES ARE HIGHER THAN SYDNEY NOT FIT FOR THE FUTURE I DON'T PREFER ANY OF THE ABOVE OPTIONS. I THINK WE NEED AN ADMINISTRATOR OR MERGE WITH TWEED OR BALLINA SHIRE P.S. STOP DUPLICATING STATE GOVT SERVICES MR. SPOONER
598. GET FACK
599. 4. Only 2.5 % rate peg increase. no further increase.
600. 4. 2.5% rate peg increase only. with tightening of budget and paid parking in bangalow, Brunswick heads, Mullumbimby and ocean shores.
601. OVERSTAFFED - Reduce numbers & insist ALL put in a fair days work!! That will fix the bottom line.
602. Option 4 - CPI + increase paid parking areas to more streets
603. Rates are not what you should be funding money for infrastructure used by the million tourists who came here - do it with paid parking everywhere or something else!
604. LETTER MAILED TO GENERAL MANAGER 9/11/16
605. You've wasted enough of my money - Don't bed for more - * you pathetic morons *
606. Please red attached
607. Best 10% for 10 years commercial. See my letter in next week's ECHO
608. None of the above
609. my option is that Council stop screwing ratepayers because they want a bigger uglier Byron bay and surrounds. stop growing this area so that it becomes an expensive mtropolitic - inflation is at 2% not 10%
610. why ask ratepayers to foot the bill of a 10%-12.5% increase when our wages are not going up and inflation is supposed to be only 1%
611. Another big con. get off your backsides and give value for money and accept normal 2.5% rise.
612. 1 RATE PEG INCREASE ONLY 4. AMALGAMATE COUNCIL SHOULD FIND OTHER WAYS TO RAISE FUNDS. DO WHAT RATEPAYERS DO - GET OFF YOUR BUM AND WORK FOR A LIVING!
613. WHY? The money for parking is suppose to fix our roads - you think we'd forget you are the worst - greediest - stupidest Council - take a pay cut you donkeys
614. RAISE SOME REVENUE FROM TOURISTS EG AIR BNB HOLIDAY RENTALS. INCLUDE ILLEGAL RENTALS AND WE WOULD BE HAPPY WITH INCREASE.

-
615. HAVE AN ADMINISTRATOR APPOINTMENT. I LIVE ON A PENSION.
616. NONE OF THE ABOVE. STOP SLOGGING RATE PAYERS. HOW ABOUT TAXING USERS OF OUR INFRASTRUCTURE - A BED TAX ON TOURISTS
617. Another stupid B. Bay survey! What a waste of money
618. The majority of rate payers come from North Byron yet Byron get most of the funding. Also, our rates are increase and yet we get constant noise, parties, unsafe rentals (illegal) and nothing is done to change this. It seems business (retailers) take precedence over families. YOU CANT HAVE IT BOTH WAYS! increase our rates and make our place for homes and families not businesses and tourists.
619. DO YOUR F#@ING JOB!
620. 4. Decrease to an even \$2,000 per year. Option 4 MAINTAIN as is - lower rates to \$500 per quarter. PS. We don't get more money.
621. ALL REPRESENT INCREASES. This is a silly survey.
622. Open-Ended Response
623. SEEMS TO ME WE HAVE HAD ONGOING RATE INCREASES SINCE MR HOWARD REDUCED FUNDING FOR COUNCILS. SOMETIMES WONDER WHO IN SYDNEY GETS MY TAX INPUT! I AM DEEPLY OPPOSED TO THE PREPOSED BYRON MASTER PLAN! DONT WASTE MONEY THERE BY COATING THE TOWN IN MEDIOCRITY!
624. Tax the tourists! Unfair to rate payers. Businesses that benefit should be paying for upkeep of streets, footpaths, gardens cleaning up the mess made by hundreds / thousands / millions of tourists. Save Suffolk Park Green Space.
625. My experience of Councils is that money is often wasted and used inefficiently. Therefore Option 1 will need good application to maintain services.
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Appendix 5 – Funding our Future Summary of Telephone Submissions

Summary of Comments/Issues	Key Words/Themes	Preferred Option
Request for information.	n/a	
Request copy of SRV survey.	n/a	
2 concerns. One is how are pensioners supposed to afford a rate increase when their pension from government doesn't provide for this? Two is whether the 12.5% is based on the gross residential rate.	Pensioner/Hardship	
Don't understand how Council rates can keep going up when wages are under stress. Not satisfied that Council is doing enough with what it has got/seems a lot of money is being wasted. Option 3 to improve is a 50% increase and that is robbery.	Misuse/Waste of funds Non-support	No increase
Lived in Byron Bay since 1980. Family home in Lawson Street. Pay \$6,000 currently for rates. Likely to go up to \$10,000. This increase is a scandal. No doubt the houses will all turn into holiday letting. It really is a disgraceful proposition. The ratepayers currently get virtually nothing for what they currently pay. A rate increase will surely drive people out. Would welcome the opportunity to talk more to people at Council about this feedback.	Bed tax/Tourism Non-support Rates too high	No increase
Referring to article in newspaper about community consultation. Not one single piece of information about how many ratepayers have provided the feedback to Council. This should only be informed by ratepayers' feedback. How are you going to show the ratepayers feedback from any one else who'd like to complete a survey?	Non-support	No increase
It is disgraceful that there isn't an option for 2.5%. This is a textbook example of a leading question - it is completely dishonest the way it has been structured. Very deceptive of Council and the person who designed the survey. The descriptions words as "deteriorate, maintain, improve" are highly deceptive and leading. This would never stand any critical analysis. It is a completely biased survey and therefore void.	Non-support	No increase
Pensioners simply cannot afford this. Already struggling as a ratepayer to keep up with that means we will be forced out of our homes. No doubt wants area to improve but not all ratepayers can afford this. I have serious concern for all people on a pension and I can see how	Pensioners/Hardship Rates too high	No increase

Summary of Comments/Issues	Key Words/Themes	Preferred Option
hard things are going to get.		
Request copy of SRV survey.	n/a	
Started completing on-line survey but it does not give option of no increase so sent a paper version via email . Need a bed tax. Cannot expect the ratepayers to absorb such increases whilst the tourists contribute nothing.	Bed tax/Tourism	No increase
Question about how the rate increase applies to non resident owners - the gap between residents and non resident rates is high. Also wanted to confirm whether it is cumulative increase over the 4 years.	n/a	
Please send copy of survey to complete.	n/a	
What is meaning of built into rate base? Doesn't necessarily disagree but thinks that pay parking could be \$4 per hour rather than \$3 and it should keep going up. Wanted to submit that there are other ways to raise revenue.	n/a	
He believes the SRV is 'biased' and 'PR driven' but was polite over the phone and simply wants to have a discussion with someone who can answer a few questions he has.	n/a	No increase
Wanted to understand the process. Would rather drive over a pot hole every day than have her rates further increased. Feels as though being pushed out of their town - no one can afford to live here other than the rich. So upset - not possible to live here anymore.	n/a	No increase
Consultation unethical. Community forced to pick an increase. Bed tax would be a success in coastal areas across NSW. Pay parking should be rolled out across all towns. Private homes used as Air BnB and holiday rentals should subject to commercial rates.	Bed tax/Tourism Non-support	No increase
No support for rate increase. Would like monies allocated to improving Ocean Shores.	Non-support Improve infrastructure	No increase

Appendix 6 – Funding our Future summary - written submissions

Summary of Comments/Issues	Key Words/Themes	Preferred Option
Rate peg by State Government sufficient. Rising rates have not produced improvement to infrastructure. No guarantee money would be spent wisely. Tendering process should be evaluated. Suggests bed tax. Consider amalgamating. Oppose all options.	Non-support Misuse/Waste of Funds Bed tax/Tourism Improve efficiencies	No increase
Rate rise inevitable. Increase productivity and decrease wasted resources using specialised software.	Improve efficiencies	Not stated
Proposed alternatives. Queried rate in 5 years' time should options 1, 2 or 3 be implemented.	Non-support	No increase
Ratepayers already struggling. Effects of tourism on infrastructure. Bed tax fair contribution. Paid parking excellent. SRV short sighted.	Bed tax/Tourism Improve infrastructure Non-support Rates too high	Not stated
Tax tourism industry (including festivals).	Bed tax/Tourism Non-support	Not stated
Pensioner. Rate increase difficult to budget for. Paid parking money should contribute to repairing roads. Suggests bed tax.	Pensioner/Hardship Non-Support Bed tax/Tourism Misuse/Waste of Funds	No increase
No rate variation until strategy for taxing tourists.	Non-support Bed tax/Tourism	No increase
Survey poor. Previous issue surveyed on not resolved. Best option is amalgamate.	Non-support	Not stated
Visitors should pay for wear and tear of infrastructure. Not fair/reasonable tourists don't pay.	Bed tax/Tourism	Not stated
Don't consider submission as no option to have no rate rise in survey.	Non-support	No increase
Survey concerning. No option for no increase. Media portrayal of SRV misleading. Tourists don't share responsibility/cost. Where is money from paid parking?	Bed tax/Tourism	No increase
Suggests bed tax. Fleet of small shuttle busses (e.g. Freemantle Council) great option.	Bed tax/Tourism	Not stated
Request more info on hardship policy	Pensioner/Hardship	Not stated
Existing land rate figure unrealistic/low. Taxing wrong people. Many already finding it difficult to pay rates. Charge tourism industry. Online survey not sufficient.	Bed tax/Tourism Rates too high	Not stated
Illegal dwellings not paying rates. Holiday rentals should contribute more.	Bed tax/Tourism	Not stated
Online survey confusing. Object to SRV. Paid parking to cover costs of infrastructure. Rates already high. Unchecked tourism in region.	Non-support. Misuse/Waste of funds Rates too high	Not stated

Summary of Comments/Issues	Key Words/Themes	Preferred Option
Council has no track record with financial management.	Bed Tax/Tourism	
Rates tripled in last 12 years. Further increase will cripple residents. Paid Parking introduced to help. Holiday lessors should pay more.	Rates too high Bed tax/Tourism	No increase
Small rateable base can't fund large tourist industry. Increase commercial rates. Holiday let properties should pay more. Pursue bed tax. Properties with dual occupancy/granny flats should pay more.	Bed tax/Tourism	No increase
Struggling to pay bills. Only the rich will be able to afford to live in the Shire.	Rates too high Non-support	No increase
Survey deceptive/manipulative. No rate increase.	Non-support	No increase
No increase. Funds not used wisely. Previous jobs done incompetently. Small rate base can't pay for large tourism industry.	Non-support Improve efficiencies Misuse/Waste of funds Bed tax/Tourism	No increase
Proposal simplistic. Inadequate revenue from Byron business rates. Alternate plan in letter to Echo. Increase business rates instead.	Improve efficiencies	Not stated
Concerns re. SRV survey.	Non-support	No increase
Can't pay further levies. Suggests pension homes be excluded from further levies. Suggestion re. better roads.	Improve efficiencies Misuse/Waste of funds Pensioners/Hardship Rates too high	Not stated
Interested in consultation process. Suggests efficiency cuts to expenditure. Capitalise on tourist influx. Implement paid parking throughout the Shire. Impose levy on properties with secondary dwellings. Levy fee on holiday residents. Struggling pensioner. Unable to support any SRV.	Bed tax/Tourism Improve efficiencies Non-support Pensioner/Hardship	No increase
Confused re. NSW State Government rating system 2018. Incomplete sports field project on Shara Boulevard.	Non-support	Not stated
Rates increased significantly in recent years and no improvement to infrastructure as a result.	Improve efficiencies Misuse/Waste of funds Non-support Rates too high	No increase
Mixed messages from Council. Council must operate within budget.	Misuse/Waste of funds Non-support	No increase
Objects to any rate rise. Rates already high. Unchecked tourism in region. Poor track record on financial mismanagement.	Bed tax/Tourism Improve efficiencies Misuse/Waste of funds Non-support Rates too high	No increase
What have rates contributed to in recent years?	Misuse/Waste of funds	No increase

Summary of Comments/Issues	Key Words/Themes	Preferred Option
Wasted millions of dollars. Highlights examples of waste/failings. Against rate rise.	Non-support Rates too high	
Lived in Byron Bay for more than 7 decades. Unreasonable for small rate payer base to fund infrastructure. No evidence of wider visitor pays funding stream pursued. Pensioners who have already faced significant rate increases during lifetime. No impact on their street. Amalgamation may be beneficial. Financial hardship as pensioners and no perceived benefit should mean exclusion from increased rates.	Misuse/Waste of funds Non-support Pensioner/Hardship Rates too high	No increase
Introduce bed tax if possible. Properties purchased for short/long term rentals, holiday letting, etc. should receive business rates. Rentals, as a business, should pay Land Tax.	Bed tax/Tourism	Not stated
Survey flawed as 0% increase not included. Rates already high. Council should focus on core areas of service such as waste disposal, water supply, etc. No justification for anything more than a 2.5% pa rate increase.	Improve efficiencies Misuse/Waste of funds Non-support Rates too high	No increase
Where are funds from sale of Round House sites? Coomburra Crescent in poor condition. Council promised Coomburra Crescent would be fully resurfaced. Demanding rights as a pensioner. Likely forced to move if any rate increase.	Misuse/Waste of funds Non-support Pensioner/Hardship	No increase
Staggered by suggestion of increasing rates. Byron is a mega tourist attraction – impose a bed tax.	Bed tax/Tourism	No increase
Does not accept to contract to Special Rate Variation. No consent = no contract.	Non-support	No increase
Not at all supportive. Pensioners can't afford it. Suggests cut for pensioners. Recommends paid parking throughout the Shire. Apply for government grants to assist. B&B's should contribute more.	Bed tax/Tourism Non-support Pensioner/Hardship	No increase
Questions Fit for the Future status. All increase options will devastate residents. No affordable housing in the Shire. Push harder for Bed Tax on tourists. Paid Parking perfect opportunity to collect revenue from tourists – install throughout Shire. Council's track record financially does not inspire confidence. Byron could demerge and become separate autonomous entity.	Bed tax/Tourism Misuse/Waste of funds	No increase
Survey/booklet deceitful. Local media misleading. Change in business model and staff. Pass of cost to visitors, tourists and businesses which gain from tourism. Borrow more if necessary. Increase parking fees. Reduce staff.	Bed tax/Tourism Improve efficiencies Non-support	No increase

Summary of Comments/Issues	Key Words/Themes	Preferred Option
Make businesses pay more. No support.		
Questions basic residential rate. Large tourism industry being paid for by residents. Short term holiday let properties should be commercially rated. Introduce tourism levy.	Bed tax/Tourism	No increase
Understand rates must rise but suggested amounts unaffordable. Tourists should be charged. Double story existing car parks. Mall the main street to remove traffic problems. Create outdoor dining and family friendly areas.	Bed tax/Tourism Improve infrastructure	Not stated
7.5% rate rise enough. Unprepared to support any rise until paid parking introduced throughout Shire. What percentage of money from paid parking is paid to Council? How much is allocated to Byron Bay?	Non-support	No increase
We say no to rate rise	Non-support	No increase
Strongly oppose any options presented in survey. Can't support until Council is financially responsible	Non-support Misuse/Waste of funds	No increase
Opposed to any rate increase. Already under pressure from last round of increases. Wife fourth generation Byron local. Rates unfair on rate payers. Install parking meters across Shire. Festivals/illegal holiday letting income should contribute to infrastructure.	Bed tax/Tourism Rates too high	
Bed levy would be ideal.	Bed tax/Tourism	
Would support a rate rise if Council promised to increase funds for New Brighton and consistently enforced/prosecuted breaches of Council by-laws.	Improve infrastructure Support	
Cost should be borne by commercial trade i.e. tourism. Commercial ventures have tole on residents.	Bed tax/Tourism	
No increase. Rate payer for nearly 20 years. Never benefitted from tourism. Wants rate reduction. Not prepared to support those benefitting from tourist industry.	Bed tax/Tourism Non-support	No increase
No increase. Funds from Roundhouse sale should be used to maintain infrastructure. Shire north of Brunswick River to be merged with Tweed Heads. Bring in Government administrator.	Non-support Misuse, waste of funds	No increase
Ratepayers won't receive these increases in their incomes. Raise business rates. Levy specific Rates on specific areas. Make money from assets/enforcement. Reduce expenditure.	Non-support Misuse/waste of funds Improve efficiencies Bed tax/Tourism	No increase
Rates will be unaffordable. Retirees will have to move out. Businesses who profit from tourism should be contributing at a higher level.	Bed tax/Tourism Pensioner	No increase
No increase. Tourism is rapidly increasing and	Bed tax/Tourism	No increase

Summary of Comments/Issues	Key Words/Themes	Preferred Option
public spaces used by tourists are outnumbering local ratepayers. Introduce a bed tax of \$1-\$2 per person, per night.		
Rates have already increased dramatically. Should use money from paid parking. Shouldn't be up to ratepayers to support this, introduce bed tax for tourists and Air BnB.	Bed tax/Tourism Rates too high Misuse/waste of funds	No increase
Survey disrespectful to ratepayers. Council should pay for infrastructure through own budgetary requirements. Fix potholes properly. Should be inquiring into Council asset management and an administrator appointed.	Misuse/waste of funds Non-support Improve efficiencies	No increase
Would like to vote for Option 1 in survey		Option No. 1 Deteriorate
Leaflets enclosed with rates notice is an insult to ratepayer's intelligence. The amount of development happening should pay for services. Over the top land valuations also increase rates. What happened to paid parking and other promises?	Misuse/waste of funds Non-support Rates too high	No increase
Sold Roundhouse too cheap and wasted money on court fees and subdivision. Ocean Shores has gained nothing from it. The roads are a disgrace	Misuse/waste of funds Non-support	No increase
Rates already too high. Tourists are ruining roads/infrastructure. There must be a bed tax. Relatively small number of ratepayers cannot maintain this town.	Bed Tax/Tourism Non-support Pensioner/Hardship Rates too high	No increase
Used to be a self funded retiree, not rely on part pension to pay bills. Council should concentrate on roads and areas mentioned in the paper.	Pensioner/hardship Rates too high Non-support	No increase
No rate variation until it is fair. Ratepayers are paying heavily to subsidise developers/property investors and the tourist industry. Tax visitors, home owners renting their house out and tourist industry.	Bed Tax/Tourism Non-support	No increase
Rates increase in accordance with CPI is acceptable but no more than CPI. Use the rates received more efficiently and don't waste money on fringe issues. Secondary dwellings and holiday letting are having a negative impact on local lifestyles. Have less festivals/markets	Improve efficiencies Misuse/waste of funds Non-support Rates too high	No increase
Option No. 2 is preferred choice. Cannot understand why there is still so many potholes in Byron. Council is not doing anything about taxing tourists an environmental levy.	Bed Tax/Tourists	Option No. 2 Maintain
No rate rise at all. That's what parking meters are for. Increase cost of paid parking if need be.	Bed Tax/Tourists	No increase
Not happy with the services provided by Council (garbage, road grading, and deterioration) in	Improve Efficiencies Misuse/waste of funds	No increase

Summary of Comments/Issues	Key Words/Themes	Preferred Option
which they pay for. Byron Council is the most inefficient they have dealt with. Don't want to take a pay cut (rate increase). Time for amalgamation or administrator.	Non-support Rates too high	
The 4 th option listed, no rate increase states Council would not be Fit for the Future. Developer contributions are designed to fund projects needed as a result of increased density. Contributions are meant to be "community money" not a back up fund.	Non-support Misuse/waste of funds	No increase
Resident owners who rent out their rooms at high rates should pay more in rates. Information booklet provided by Council is sneaky and misleading.	Non-support Bed tax/Tourism Rates too high	No increase
Struggle to pay rates now as pensioners. Have to sell if rates increase. Sceptical whether money is managed wisely.	Pensioner/Hardship Rates too high Misuse/waste of funds	No increase
Council is practising flawed and deceptive communication and planning. No option 4 for no rate increase. How and where will additional money be specifically spent? Low income earners cannot afford rate increase.	Rates too high Pensioner/Hardship Non-support Misuse/waste of funds	No increase
Not happy that ratepayers are paying for the impact of tourism. Thinks people who benefit from tourism should pay for improvements. Sceptical that the funds will be put to good use. Thought paid parking funds were supposed to improve infrastructure.	Bed tax/tourism, misuse/waste of funds, non-support	Not stated
Booklet is misleading and deceptive. Byron Shire is not Fit for the Future. Would accept higher rates if money was spent by different administration. Merge with Tweed or Ballina	Non-Support Misuse/waste of funds	No increase
Roads, Streets, Footpaths need reconstruction and maintaining. We don't need footpaths turned into gardens. Party politics should not be brought to Local Government	Non-support Misuse/waste of funds	No increase
There will be a new Valuation in 2018 which is NOT stated in your calculations. Fixed pension income. BSC rates and fixed charges will amount \$13000.00 or \$250.00 per week. Thought paid parking would solve these issues.	Non-support Pensioner/hardship Rates too high	No increase
Pay for your own negligence, it was your responsibility, your fault. What happened to paid parking money? Council over spends on projects. Fix the roads.	Non-support Misuse/waste of funds	No increase
Why infrastructure can't be maintained with strategic re-prioritising of Council's existing budget resources. Independent audit is urgently required to assess BSC road maintenance practices. Don't trust Council to spend money wisely.	Non-support Misuse/waste of funds Improve efficiencies	No increase

Summary of Comments/Issues	Key Words/Themes	Preferred Option
Council spoke to member of the public 3 times and sent letter with estimate of ordinary land rates payable - 4 future years with each rate increase.		
Profoundly unfair to expect community members who reap absolutely no benefit from this tourism to foot the bill for tourist damaged road maintenance. DON'T, however, raise the council rates any higher than the PEG amount, as this will only lead to further poverty and hardship in the hinterlands	Bed tax/tourism, hardship	No rate increase
The problem is caused by the Shire being a tourist visitor destination and the beneficiaries include the tourist/backpackers and the various tourist-oriented businesses, particularly in the CBD'	Bed tax/tourism	No rate increase
Businesses in Byron Bay cannot afford a rate rise... with the huge increases in valuation surely the increased income from rates would be sufficient extra income	Rates too high	No rate increase

Letters

14 November 2, 2016 The Byron Shire Echo

North Coast news daily: Echonetdaily.net.au

Council special rate variation proposal draws flak

■ I have just completed the Byron Shire Council survey on the special rate variation. The last section asking for a rating of options was confusing. Did choosing number 1, for example, mean it was my first choice or did it mean it was my least popular choice? Some clarity is required if an accurate result is to be determined.

Further to that, I wish to state my objections to any special rate rise.

1. We were told that the installation of parking meters was to fund infrastructure costs, particularly those caused by the increased burden imposed by so many tourists to our town.

2. My rates are already \$900 per quarter. For this I get the dubious pleasure of stumbling along crumbling roads as I walk to town, and little else. Why would I wish to throw good money after bad?

3. Through its open slather holiday-letting policy the council has encouraged unchecked tourism to our region. This policy is not only destroying neighbourhoods but it is placing a big burden on our roads and public amenities. Why should the ratepayers be expected to carry this cost when many of us reap no



Photo: Images Money flickr.com/photos/59937401@No7

benefit from tourism? In fact for many residents it has a negative impact on our lives.

4. The council has no proven track record in financial management, so why should we trust that any rate increase will be spent wisely and be to our benefit?

Surely some bright spark in Council can come up with a user-pays scheme that will place the burden squarely where it belongs.

Or perhaps that bright spark has already moved to Noosa?

Louise Andrews
Byron Bay

■ As a ratepayer I seriously object to the proposed rate increases. According to news reports, we now have one and half million visitors a year as well as a whopping 1,500 Airbnb accommodations.

In effect, ratepayers are being

asked to subsidise the tourist industry and to pay for the damage which this massive impact on the Shire's infrastructure is creating.

Megafestivals, festivals, schoolies, now Airbnb, the Pacific Highway changes which facilitate Queenslanders over-running the place are all turning the Shire into a tourist nightmare. Let those that say they get a tremendous economic benefit from the invasion pay for it.

Sue Arnold
Ocean Shores

■ So Ken Gainger and Simon Richardson expect the ratepayers of Byron Shire to accept the fact that a 12.5 per cent rate increase per annum compounded over four years, that then becomes the rate base for this shire, will solve all of our infrastructure problems. This is farcical.

The impact of this will be felt by people renting and paying for shared accommodation. This will also force some people to sell their houses and leave the area.

The fact is that Byron Shire ratepayers and community members have been totally duded by BSC over the last 15 years. Supposedly highly qualified people throw their

hands in the air, blame the tourists who come to Byron for creating this problem and tell the ratepayers you will now pay for our incompetence. Are they serious?

Why did no-one identify this looming problem and come up with a solution such as a levy on tourism before now? What information was supplied to the state government by Council which convinced the state government that Council met the requirements to be considered fit for the future? It was stated in 2013 by the NSW Treasury Corporation: 'Based on our review of both the historic financial information and the ten-year financial forecast within Council's LTFP we consider Council's financial position to be weak and it is deteriorating in respect of its longer-term sustainability.'

I believe Byron Shire residents need to write to the local government minister and ask for an administrator to be placed in charge at BSC to get this organisation back on track, and if this happens it should not trigger a mass of redundancy payouts. The provisions of the government state award should be followed.

Alan Dickens
Brunswick Heads

Mayor defends rate-rise plan

Chris Dobney

Byron Shire Greens mayor Simon Richardson has admitted that 'it may not be a popular conversation to have with our 15,500 ratepayers' but blames the need for a special rate variation on the state government's 'unrealistic rate-pegging' regime.

Council has flagged that it is a requirement of its Fit for the Future plan that rates increase in each of the next three years; the question is by how much.

In the next week, ratepayers will receive a booklet, *Funding our Future*, which will outline the three options. They are: 7.5 per cent, 10 per cent and 12.5 per cent – which Council's sales pitch has respectively dubbed 'deteriorate', 'maintain' and 'improve'.

Each of the options includes the estimated rate peg of 2.5 per cent.

With many of Byron Shire's roads now at third-world standards, the council says only the highest option of 12.5 per cent would see any dramatic improvement in the state of infrastructure over the period.

For an average residential

ratepayer, paying about \$1,139 per year, this equates to an increase in the first year of \$85 at 7.5 per cent, \$114 at 10 per cent and \$142 at 12.5 per cent.

The council would also borrow an additional \$6 million over the four-year period to help reconstruct its failing bridge network.

Mayor Richardson said the various options had the potential to raise between \$16.5 million and \$28 million over the four-year period and this funding would go 'straight into infrastructure'.

'It's no surprise that 92 per cent of residents who participated in a recent community survey told us that sealed urban roads should be our top priority infrastructure asset.'

'While our efforts in the last four years have clearly shown our commitment to solving this problem – with additional funding being raised from internal savings efficiencies, rationalising under-utilised assets and generating new income through pay parking – it's still not enough.'

'We've not had a special rate variation since 2008/09 and continued unrealistic rate-capping levels has meant that our costs of operation

routinely exceed our major revenue source.'

'Without a rate rise, our infrastructure will continue to deteriorate and we cannot afford to let this happen,' mayor Richardson said.

According to Council, option one at 7.5 per cent 'still sees some of the council assets continuing to deteriorate and the focus would remain on maintaining poor-condition assets'.

It says that option two, at 10 per cent, 'would stop the deterioration of assets and funding would be channelled into essential maintenance and renewal programs'.

At 12.5 per cent, option three 'would see assets gradually improve and Council have the ability to fund some new assets,' the Council document claims.

But there's a further sting in the tail for ratepayers: at the end of the four-year period, the Special Rate Variation increase would be built into the general rate base and permanently retained.

■ Council staff will be out and about in the next four weeks. Days and times are listed within the booklet or at www.byron.nsw.gov.au/funding-our-future.

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...panel to power a computer that analyses pictures from the drone.

The spotting program is being run by Shark Watch, a community group which uses volunteers and a drone to scan the sea near surfers and swimmers at beaches for any shark activity.

If sharks are spotted, the group uses an agreed alert system to warn people in the

Watch... launch at Tallow Beach. Photo... area that sharks are present, so that surfers and swimmers can leave the water.

Mayor Richardson said there was in-principle support from the Department of Primary Industries-Fisheries for the community initiative.

He said, 'We're keen to see Shark Watch become part of

the NSW shark management strategy and would love to have a few beaches up and going by Christmas.'

Location of the Shark Watch spotters will move around beaches within Byron Shire dependent on sea and wind conditions.

And while Byron Shire

...counters, and although there was an average of 2.3 animals that died each year per beach netted, 'we won't put animals above human life'.

'The nets will have whale alarms and dolphin pingers, and acoustic sounding devices sending a message when an animal is entangled.'

Rate rise Q&A with council staff

Hans Lovejoy

You can't escape the message - Council are looking for feedback on a very substantial rate rise to pay for infrastructure, mainly roads.

The following questions were answered by director of corporate and community services, Mark Arnold.

Also, for those who wish to fill out a fourth option - ie no rate rise and not be fit for the future - you will have to find the longer printed version of the survey for that, or go online. The short printed survey only presents three options.

■ Given this is a substantial rate rise, even for four years, why was this not identified earlier by Council's finance managers? Does Council staff accept this should have been flagged earlier before it became such a large rate rise imposition?

'Council applied for a special rate variation in 2011/12 and was not knocked back.

'For the past four years Council has looked internally for efficiencies and procurement savings, retiring debt, improving investments, rationalisation of underperforming assets and generating new recurrent revenue streams such as pay parking.

'Wherever possible, Council has tried to minimise the need for a special rate variation and looked at how it operates first, to generate additional funds to invest in ageing infrastructure.

'While we will continue to focus on the operations, the potential need for a special rate variation was identified four years ago within our delivery program. It was also part of our Council Improvement Program when submitted mid-2015 to remain Fit for the Future. To stop infrastructure deteriorating further, we now need to consider a special rate variation.'

■ What are the possibilities of differential rates applying to holiday lets, for example? Under the soon-to-be-adopted short-term rental accommodation (STRA) policy, holiday let properties meeting certain criteria will be required to apply for a DA. This will move many residential properties that holiday let to a presumably commercial rate, which will increase revenue.

Introducing new rating categories may not necessarily increase the overall revenue raised from rates, Mr Arnold said.

'We need to get on with addressing the infrastructure backlog now and not let it deteriorate further.

'The availability of new rating categories has the potential to allow Council to reassess the distribution of the rates across the rating categories. It would not raise the additional revenue needed to fund our ageing infrastructure backlog. But as a part of the proposed special rate variation, we will be looking at the current rat-

ing structure and the amount of revenue raised from each rating category to see where a more equitable outcome could be achieved.

'At this stage there is no mechanism in place to allow local councils to apply a different rate for holiday lets.

'The Office of Local Government (OLG) is currently undertaking a review of the rating categories and this may open up the ability for councils to have additional land-rating categories, such as holiday letting.

'However, this review won't be in effect until July 2018.'

Mr Arnold also said that the Independent Local Government Review Panel had flagged that the Financial Assistance Grants (FAG) program needed to be reviewed. 'This is yet to be done.'

'Owing to Byron Shire having high land values, we receive less state government funding support than our neighbouring councils. Yet the high impact from visitors and the need to supply additional maintenance and infrastructure is not recognised.

'This needs to change and Council will continue to lobby on this key issue,' he said.

■ According to the 2013 T-Corp (NSW Treasury) report Byron Shire Council Financial Assessment, Sustainability and Benchmarking Report, Council's liquidity ratios were above the benchmark. The report's conclusion reads: 'Council has sig-

nificant cash and investment reserves. The expenditure of part of these reserves would better enable asset renewal and maintenance. Is this correct and if so has this been a consideration?

Council had actively taken on board the T-Corp 2013 report and was releasing reserves for infrastructure works.

'Over the past four years we have collected on average \$2.37 million from developer contributions (section 94 funds) and spent \$2.2 million.'

'Expenditure peaked in 2015/16 at about \$3.36 million and will be eclipsed by a predicted \$10.7 million in 2016/17.'

Releasing the reserves was helping to part fund such projects as the Shara Boulevard Sportfields, Suffolk Park Community Hall upgrade, Ewingsdale Rd/Sunrise Boulevard Roundabout, Lawson/Massinger Street in Byron Bay and the Main Arm Road/Blindmouth causeway upgrade. Mr Arnold also noted that part of the Special Rate Variation proposal was to borrow an additional \$6 million over three years to fund infrastructure renewal works. 'While we are actively spending the reserves on the priority works program, we cannot use these funds for maintenance works.

'The developer contributions need to be spent on new infrastructure as per the Section 94 Developer Contribution Plan,' he said.

Byron Shire Echo archives: www.echo.net.au/byron-echo

Comment



Volume 31 #22

November 9, 2016

Equity versus profit

If you pay rates in Byron Shire you will know by now that Council wants to extract more from you. A Special Rate Variation (SRV) is due to be decided in February next year and the options being canvassed are increases of 7.5 per cent, 10 per cent or 12.5 per cent, per year, for four years.

An option for a zero per cent increase is not on the table.

If like this writer you are a pensioner on a fixed income, you might feel aggrieved that you are being asked to subsidise the public costs of the private tourist trade. You haven't rented out your granny flat for thousands of dollars, you haven't increased the traffic on our fragile roads, you don't live in Sydney or Melbourne with investment properties funnelling funds out of the Shire.

It costs a lot to provide infrastructure for so many visitors, and that cost falls disproportionately on residential ratepayers even without the distortions caused by unregulated holiday letting.

For example, Byron Bay commercial ratepayers pay approximately twice the rates of residents, whereas in Ballina they pay three times and in Lismore four times as much.

This might sound like a cue for Council bashing. It isn't.

Our council has performed very well in holding down costs, refinancing loans and hitting all the performance targets required to avoid being amalgamated with another shire under the state government's Fit for the Future boondoggle.

But despite the qualified revenue-raising success of paid parking in the Bay, income is insufficient for our needs. According to surveys, repairing the roads is our number one priority, and it will surprise no-one that of the 501 kilometres of sealed roads in the Shire, three-quarters are in fair (35 per cent) to poor (42 per cent) condition. According to Council, repairing the roads properly requires the biggest of the rate hikes proposed, which over four years works out at a 60.2 per cent increase.

The state government herds tourists here by the million and refuses to take responsibility for the infrastructure damage this entails, while most of the money spent by those tourists goes to sly accommodation providers. Until these two problems are solved the burden of fixing everything falls on Shire residents.

Putting us in line with our neighbours on business rates would help a little, but making the holiday rent merchants pay those business rates is essential.

David Lovejoy

Libs find new ways

There must surely be more to the government's latest assault on the boat people than simply crude wedge politics and gratuitous cruelty; but if there is, the prime minister is not saying – at least not yet.

This, of course, is part of a longstanding tradition. When and where asylum seekers are concerned, nothing is to be revealed unless it is absolutely necessary, and not always then.

But Malcolm Turnbull's announcement last week that anyone seeking to arrive to Australia by boat after July 2013 is now to be banned from our fair shores always and forever seems more than usually puzzling. The boats stopped two years ago. So the new move is not only sadistic: the image of a jackboot trampling on the faces of the already defeated and helpless is hard to avoid. It is also, as Bill Shorten equivocally avers, ridiculous; and worse, it is almost certainly unworkable.

For starters, it is undeniably retrospective; the penalty is to apply to an offence (which refugee advocate Julian Burnside acerbically defines as not being drowned at sea) which took place years ago. Real conservatives would reject Turnbull's proposed legislation for that reason alone. But, as always, they are ready with excuses: it will enhance national security (How? Why? Well, time to move on). So once again, the end justifies the means.

And we are assured there is an end – a political fix which will shut down the debate and sweep the sorry saga out of history. The idea, we are told by the usual leaks from reliable government sources, is that Turnbull and that wily negotiator Peter Dutton have finally come close to a deal to remove some of the asylum seekers from Manus Island and Nauru.

The probable suspects are the

United States and Canada. Zealand has already been out as too pleasant and too and moreover its prime minister, John Key said that it would be intolerable for Kiwi residents to date between those who and those who could not tourist entry to Australia be problematic to impose same restriction on other tries; but even if it is it is highly unlikely the detainees will be consoling, or for that matter to be transferred in the fashion suggested.

Which will still government with its

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problem: what does genuine refugees, such through its rules, who will ren against their will? Nations, of course said that their pligh ternational conven by Australia, and the ment of refugees bull and Dutton a to exacerbate the measures) is again as Tony Abbott declared, we are s tured by the Unit

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No rise: Council forgot an important rates option

■ Recently I received in the mail a brochure from Byron Shire Council advocating a special rate increase and a return-addressed survey. This letter does not canvass the important issues regarding a special rate variation (SRV); rather, it is to express dismay at the disingenuous

nature of the survey.

The survey encouraged ratepayers to elect from three options. Each available option was for a different special rate increase. Missing from the available options was the option of no special rate increase. Presumably ratepayers who wished to indicate

that preference were required to make it known in the comments' box.

In addition, the options available were accompanied by the leading descriptions of 'deteriorate', 'maintain' or 'improve'.

I wonder what result BSC wants from the survey?

A meaningful survey should be balanced and neutral as to the outcome. The survey I received was not and therefore any result favouring a SRV will be of very limited (if any) assistance to the Independent Pricing and Regulatory Tribunal or, more importantly, to us ratepayers.

David Giddy
Byron Bay

■ It's only a few months ago that the Coastal Zone Management Plan (CZMP) was adopted by Council with long-term multi-million-dollar financial implications never fully admitted. Now we are being told that we have to accept very high rates increases or live with poor road maintenance forever because Council has limited options for raising the funds.

The proposed increases will mean rate increases of 33.5 per cent for option 1; 46.4 per cent option 2; and 60.2 per cent option 3. These are big increases for Byron Shire where income and employment statistics place us lower than the state average.

And this is where approximately 1,500,000 people visit annually and where, in 2013/14, it was estimated they spent \$416 billion.

There must have been some creative thinking to

meet impacts that will result from the CZMP which, so far, is still with the NSW government for approval. If it isn't approved, maybe the same creative thinking should be applied to finding the funds to fix the roads.

Sonia Laverty
Convenor, Mullumbimby Residents Association

■ Byron Shire Council is a flawed model of the local shire council system. The three letters published (*Echo*, November 2) hit the crux of rate rise issue bang-on.

The tourism industry should be carrying the costs associated with the maintenance/improvements required to remedy the current mess. A 15,500 ratepayer base coping with 1.5 million tourists a year is exactly why the area is going to the dogs.

The average resident-ratepayer is not benefiting from this flood of humanity, but has to cop it, and pay for the privilege. Why can't Council tax the profiteers of Business Bay? Too easy to kick the little guy - bring on the administrator.

W Hobbins
Suffolk Park

■ I have a strong feeling that April 1 must be near as Council is busy distributing what must be a scam. Why would you give money when you are assured that there will be no return or reward? Quote: 'Some sealed roads that are already in poor condition will not be reconstructed.'

It is normal that payment happens when goods are provided but it seems Council

wants money up front and past experience guarantees that nothing will be received.

Council's upkeep of the simple requirements for ratepayers (decent roads, clean public toilets, parks maintained) has been deteriorating over the past 20 years plus. How come other shires are managing their assets adequately?

Council's maths are pretty poor especially when the rate figure comes in at \$1,339. There are many properties that are more than double that figure. Using Council's figures my rates will be about \$3000 per annum in four years and don't include sewerage, an increase of 34 per cent to \$1,320.

As far as most Shire residents are concerned, why should we trust Council as virtually nothing has been done over the past decade? You have managed to close your eyes regarding potholes, poor roads and filthy public toilets. The only thing you seem to achieve is money wasting and poor decisions.

Council's option four appears to have been purposefully hidden but my vote is *nil* increase.

Malcolm Murray
Mullumbimby

■ In your editorial, Equity versus Profit, David Lovejoy quotes the ratio of commercial rates to residential rates in local areas - Byron 2:1, Ballina 3:1, Lismore 4:1. Most illuminating but it would be even more illuminating to have ratios of commercial rents to commercial rates for these regions. Elsewhere in

The Echo we are told that a Byron rental that ten years ago was \$1,200 per month is now ten times that!

Businesses can only be viable with a particular level of overhead costs - rates, rents (including management fees, insurance and all the other landlord add-ons), business insurance. If rates are low, the landlords will 'compensate' by higher rents so that the business remains acceptably - but only just - viable.

The council's problem is how to get more out of the town's commerce without causing business closures. Simple! A ten-year plan of rate increases for commercial properties would rein in landlords' rapaciousness - and tenants would be given a solid argument to fight rental increases and enable the community, over the years, to benefit from the Byron brand.

Say, a ten per cent annual increase for four years for residential properties would see our rates rise by nearly 50 per cent. An identical rate of increase for commercial properties over ten years would see their rates increase by 160 per cent. Then the ratio of commercial rates to residential rates would be 3.5:1 - midway between the current figures of Ballina and Lismore.

There is no good reason for residents to be slugged 12.5 per cent compounded for four years to compensate for the inability of past councils to extract a proper rate from local commerce, inability that has not helped businesses to flourish - only landlords.

Colin Cook
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Colin Cook
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Rates plan a death knell for real community

■ Byron Shire Council cannot legitimately claim that 'most residents voted for a 33.5 per cent (or 46 per cent or 60 per cent) rate increase' unless every vote counted was on a form offering the option to vote for a 0 per cent rate increase.

BSC residential rates are

already high by comparison with nearby LGAs. Council covets more money from ratepayers, because your money is their powerbase.

BSC must learn to focus on core areas of direct benefit to ratepayers; provide waste disposal, water supply, infrastructure for commu-

nity amenity; eliminate expenditure on all areas outside council statutory responsibility; cease all 'discretionary' expenditure of little or no direct benefit to ratepayers; stop charging for unwanted 'services' - many residents are happy to compost their own green 'waste'; find other sources of funding for 'projects' that BSC wishes to pursue - if the supposed users don't want to pay, they don't value the project.

There is enough money for core responsibilities, including road infrastructure, if BSC desists from spending rates on areas of little direct benefit to ratepayers. There is no justification for any residential rate increase above the state-mandated maximum of 2.5 per cent pa.

Send a loud message to BSC that you support a 0 per cent rate increase, and for BSC to focus on core statutory responsibilities that directly benefit ratepayers!

R Birch
Ocean Shores

■ Last year my rates rose by 18 per cent, a windfall to Council owing to land valuation increases. So have everyone else's rates.

Council has increased the total capital works road budget from \$4 million to \$27 million in 2016. This money will go a long way to fix some of the bad roads in the shire.

Council has a backlog of \$40 million plus in road work, as explained to me, including every street in the Shire, tarred or dirt road. Using this as a base for recommendation allows Council to ask for such high increases and still call option 1 'deteriorate'.

I have been a proponent of the paid parking scheme

from the start with the argument that here is a way of funding road infrastructure from the users, and therefore decrease the burden to the residents. The \$2 million plus collected has added to the roads budget.

How can we have confidence that the roads department are competent enough to deliver on any plans? The past has been dismal, if not incompetent. Now a lot of money is available. I want to know first that the roads department can do a good job before I would support an additional rate rise.

When it comes to the housing affordability issue in our Shire, this rate rise request is a stake through its heart. Owners and landlords will pass the rate rise on to their tenants, some will move from permanent to holiday rental, decreasing the housing stock further and some would have to leave the Shire completely.

There are too many unanswered questions about the intent and the modelling and other options need to be included too, such as increasing the \$2 million borrowing on infrastructure, or smaller increases of special rates, etc. Let Council know what you think via their questionnaire and lobby your councillors urgently not to follow Council staff's recommendation.

Jens Krause
Byron Bay

■ The fanciful Special Rate Variation (SRV) proposal for Byron Shire is a sure recipe for accelerating the transition of a balanced community of permanent and transient residents into a 'tourist only' destination. It is time to send a strong message to

the profligate members of the recently elected council that the ratepayers expect them to manage the Shire's affairs within the rate peg funds available.

The recent 23.4 per cent (2015/2016) increase in the Ordinary Rate on my residential home makes the SRV brochure rate forecasts completely unbelievable.

Donald L Schoen
Byron Bay

■ In 2003 I paid a residential rate of \$553.26 (a total rate of \$1,264.26) to the council. In 2016 I paid a residential rate of \$1,286.82 (a total rate of \$2,502.82) to the council for the same house.

This is already an increase of 232 per cent in residential rates and 197 per cent in the total rate within the last 13 years. Now the council staff want to raise the residential rates a further 60.2 per cent within the next four years.

If the council staff gets its way I will have to pay at least \$4,000 a year for a very small house in Suffolk Park. But this is not the end of it, because I am sure the NSW Valuer-General will increase the value of most of the properties in the Shire. This will be then the new basis on which the council will calculate its rates, which means I will have to pay even much more than the 300 per cent rate increase since 2003.

The council had revenues of \$77 million and expenditures of \$63 million last financial year. The council was running a profit of almost \$13.5 million last financial year. Here you have your funds for a lot of services and facilities.

When I was last in Brisbane CBD, I had to pay \$60 for four hours of parking.

One hour parking in Brisbane CBD is \$15.

Please increase the fee for one hour parking everywhere in the Byron Shire (Byron, Suffolk, Mullumbimby, Bangalow) also to \$15 an hour. Every spot in the Shire is more beautiful and deserves more parking fees than the Brisbane CBD. Instead of the bed tax you take a parking fee from all the tourists and AirBnBs. The locals park for free or an annual fee.

The council has to increase its revenues (not through rates) and decrease its expenditures.

Paul Laufenberg
Suffolk Park

■ I can't believe the council is asking ratepayers to pay more money yet again. As it is, we are paying for tourism out of our own pockets in so many ways without realising it.

A prime example of this is the Byron Bay sightseeing bus that has started using Old Bangalow Road as a tourist sightseeing route.

As usual the long-suffering residents have to pay. We are paying for the noise, the added danger on our road, the diesel smoke that belches from the engine into our homes and the hundreds of potholes the bus is now tearing into the road.

We pay for this damage while the company takes the profit with no consequences. Why should residents pay more rates when it is tourism that is profiting and wrecking the place? So what a cheek for the council to ask for a rate rise. We residents are paying heavily as it is for the privilege of living in a once-beautiful place.

Denise Morden
Byron Bay

Parklands puzzle

Given the extraordinary statements by Matt Morris quoted in a previous issue of *The Echo* in relation to the Land & Environment Court's refusal to grant permanency consent to Parklands to hold festivals for 50,000 patrons, serious questions are raised.

Morris claims that 'Parklands paid Council \$150,000 towards the new roundabout adjacent to the Yelgun interchange.' The Commonwealth government lists the grant made for the roundabout under its black spot program as \$300,000.

There's no mention of extra funds being paid to Council. In essence, we have taxpayer funds being used to provide Parklands with a facility to direct traffic to festivals. I wonder how many taxpayers would support this. Was Council paid \$150,000 by Parklands over and above the Commonwealth grant?

— Matt Morris states that

Better responses than raising residential rates

■ It's clear Council needs a boost in income to solve an infrastructure backlog that's been in a state of deterioration for well over a decade.

I'm not that interested in apportioning blame as to why we are in this situation. However, I am interested in getting out of it.

A rate rise is the easy way out for Council – not to mention the state and federal government. It's not so easy for landowners.

And it will not be easy for those who rent off the landowners. Any increase in rates will immediately be passed on to tenants. This will make Byron Shire even more unaffordable than it is now.

We need another approach to this problem that does not burden the residents unfairly.

It's argued by many that tourists impact on the ability of council to maintain public infrastructure at acceptable levels. If this is the case then increasing residential rates is not the appropriate policy response.

A better response may be a tourism infrastructure levy that is applied to any business deriving income from tourists. It will then be up to each individual business to determine whether or not they pass on this cost to their tourism customers. For example, by applying an accommodation surcharge.

The principle at play here is that it should not be the residents who should be paying for the infrastructure needs of the tourists but the tourists themselves or the businesses that are making money from them.

Residents should pay their fair share but not be expected to unfairly carry the burden for the tourism industry.

We need to 'render unto Caesar the things that are Caesar's' – but let's get the balance right first.

Cr Paul Spooner
Byron Bay

■ Byron Shire has problems with its roads and public toilets because of the huge tour-

ist numbers. Council can't levy a bed tax but it can effectively do the same thing – it can increase and extend parking fees.

If necessary, it can also lift water, sewer and waste disposal charges for businesses in the Shire.

It is unreasonable to expect residents to bear the extra costs on roads and services that tourists and the businesses that benefit from tourists generate.

Over the last decade my rates have increased on average by 5.4 per cent a year, much greater than inflation or the growth of wages.

Garth Luke
Mullumbimby

Council Notices

6.622.1 - SUFFOLK PARK 21 Alcorn (Lot 11 DP 31260) Alterations and s to Existing Dwelling House
 5.478.1 - BYRON BAY 71 Lilli Pihl (Lot 1 DP 1202838) New Dwelling and Secondary Dwelling
 1.380.1 - BYRON BAY 71 Bangalow (Lot 1 DP 518077) Demolition of Dwelling and Shed and Construction of Dwelling and Secondary Dwelling
 381.1 - SUFFOLK PARK 21 Bush Crescent (Lot 1 DP 862778) s and Additions to Dwelling House and ert
 358.1 - BRUNSWICK HEADS 8 Short (Lot 1 DP 357815) Use of an Existing s a Secondary Dwelling
 582.1 - BRUNSWICK HEADS 15 (Lot 1 DP 923428) Alterations ns to Existing Shop
 88.1 - OCEAN SHORES 162 Orana (Lot 1 DP 238451) Alterations and existing dwelling to create Secondary

8.1 - MULLUMBIMBY 110 Stuart (Lot 1 DP 402772, Lot 2 DP 402772) Alterations and existing dwelling to create Secondary

1.1 - OCEAN SHORES 5 Whitten (Lot 1 DP 1206177) Dwelling House
 1.1 - OCEAN SHORES 6 Drive (Lot 1271 DP 243480) s a Subdivision of Approved Multi

5.1 - BYRON BAY 103 Paterson (Lot 1 DP 839601) S96 for Relocation

2 - SUFFOLK PARK 34 Alcorn (Lot 1 DP 789988) S96 to Modify Floor

EXHIBITION OF
COUNCIL APPLICATIONS

Planning & Assessment Act,

development applications have been made by Byron Shire Council and may be viewed on the council's website at www.byron.nsw.gov.au. For more information on exhibition, contact the administrative centre during business hours.

Information on making a submission can be found on the factsheet 'Making a Submission'.

Byron Shire News | with Mayor Simon Richardson

Let's talk about money and roads



COMMENT
SIMON RICHARDSON
Mayor

THIS month we need to have the conversation with our community about the state of our infrastructure and roads.

How are we going to fund the upkeep in the future?

With a relatively small ratepayer base of 15,500 we're struggling to keep up.

Rarely a day would go by where I don't have someone contact me about a pothole, a bad patch of road or the need for new works.

Whilst I'm proud of the in-roads (intentional pun alert) we've tackled with our ageing infrastructure over the past four years, it's still not enough.

Yes, pay parking revenue will help. But \$2 million a year is still not enough to address our backlog; currently sitting at about \$40 million.

Yes, looking for efficiencies, savings and reviewing our asset portfolio has helped.

But, we still need more funding to maintain and renew our infrastructure. Without it, our roads will continue to decline.

Despite our many requests, a bed tax or tourist tax is not supported by the NSW state government. But we will continue to lobby on this issue.

Now is the time that we need to look at our general land rates.

Our shire has not had rate rise since 2008/09 and we've been capped with a rate peg each year that does not keep up with the cost of wages, materials and construction.

Our neighbouring shires have all had rate increases

approved above the rate peg, or are about to apply.

It won't be a popular conversation; increased bills never are - it isn't in my home and no doubt yours too. But without it, we will fall further behind.

As part of the conversation, we will need to look at our Hardship Policy and rating structure to minimise effects on our vulnerable.

However, without a rate rise, our shire won't be considered fit for the future and we could become a target for amalgamation.

We're keen to know what you think. But please, think carefully about solutions and how we can improve the state of our roads and infrastructure.

Be part of our conversation on the proposed Special Rate Variation.

Chat to staff, take our survey and let us know what you think.



MAKING IN-ROADS: This month we need to have the conversation with our community about the state of our infrastructure and roads.

PHOTO: MIREILLE MERLET-SHAW

REPORT CARD | News from around our schools

MULLUMBIMBY HILLS

Mullumbimby's hills will come alive with the...

All students who attended the Year 6 Noosa excursion welcome to attend. Congratulations and all...

Find
to c

COMMENT
TAMARA SMITH
MP for Ballina

IT IS time we start to think outside the box and look at the quintessential Australian dream or even renting, y home.

There is a sign of growing inequality in Australian society, those who own property and those who can't afford to buy in their own communities. Affordable housing in our area is becoming ever more so many.

When we talk about affordable housing, we often talk about different things.

There is the notion of affordable housing for people who can't pay market rent, buy a home due to low income, this is a social or public housing where property is rent-controlled by the state.

Then there is the notion of affordable housing for people who are trapped in the property market where house prices are high and who are out of the rental market, areas that are the property market attract development than residential owner/builders.

Is there an affordable housing solution through Housing Ballina, Byron Brunswick Heads Mullumbimby?

Thursday, November 3, 2016 byronnews.com.au

Calendar year end is just around corner

Council rates and Christmas

BYRON BAY
CHAMBER OF COMMERCE

CHAMBER CHAT BYRON BAY CHAMBER OF COMMERCE

BYRON Shire Council is proposing a special rate variation over the next four years which will see your yearly council rates increased substantially over the term.

The proposed rate increase will span over four years with the increase compounded yearly.

The three proposals are as

follows: 7.5% yearly cumulative (33.5%), 10% yearly cumulative (46.4%) and 12.5% yearly cumulative (60.2%).

There are further details in the story below with council looking to get your feedback at:

**“ Byron Bay
business
owners are invited
to come and join
us in our year-end
celebration.**

[www.byron.nsw.gov.au/
funding-our-future](http://www.byron.nsw.gov.au/funding-our-future)

The Byron Bay Chamber of Commerce Christmas party and business awards evening is just round the corner.

Byron Bay business owners are invited to come and join us in our year-end celebration.

All members and non-members welcome for a fun evening, with a seafood BBQ, drinks and Steve Sax and his band playing around the poolside at the Byron Bay Pool.

■ For further information:
[info@byronbaychamber
.com.au](mailto:info@byronbaychamber.com.au).

al journey

education was how cleanliness was next to godliness and sport.

The headmaster and dignitaries then moved on to the first-grade footy match to cheer on the sixth form boys as they gave each other concussion. The whole arty mess was then dumped into the incinerator by the school cadet core.

That's what made Australia great and it will be great again with Simon's 'Dumbing up of the Nation'.

As well as getting rid of those lifestyle courses, Simon will introduce a suite of bold new right-thinking and profitable education courses to set our nation up for its much warmer and wetter future.

I've seen the new TAFE prospectus and it makes for reassuringly dull reading.

But there are some standout courses including Graduate diplomas in: Renovating a media singularity – the new reality in reality television, irth of a nation – Donald radman at Gallipoli, Shouted own – Understanding the ight of white middle class en, Keep the Home Fires rning – the hidden costs of minism and the climate ange conspiracy, and Right ind Drive – The ABC of hting left-wing bias rrywhere.

And with the Culture Wars ally settled we can get back our fearless battle against ure by digging things up I selling them and killing igs that are a bit bitey. hat is until we need to ch something decent at the ries or on telly, or read a lity book or newspaper, or ce to a great band or hear rebral classic, or erstand the visual history ur nation, or synthesise arate types of knowledge a new understanding of world or simply delight in oys of life.

en we will really need e smart-arse lifestyleers.



Flowers are opening at Lone Goat

FLOWERS, a new exhibition by Peter Hordern will open at 6pm tomorrow night at the Lone Goat Gallery in Byron Bay. Over the last forty years the artist has investigated the intricacies of natural forms in nature, both floral and geophysical and the works take a detailed look at flowers. For more go to: www.lonegoatgallery.com PHOTO: PETER HORDERN

LETTERS TO THE EDITOR

Future fit

I CANNOT understand how Byron Shire Council was adjudged as Fit for the Future by the New South Wales Government when clearly by council's own admission they are not even fit for the present, let alone the future.

Council's funding our future rate variation proposals does not offer any other option than to increase our rates again.

There are other options available, specifically one highlighted in by T Corp (New South Wales Treasury Corporation's Financial, Sustainability and Benchmarking Report March 2013), which highlighted then council's parlous position against benchmarks for similar councils.

That report in part states that, "Council may need to amend service levels with community consultation, expend cash reserves, or

find further efficiencies."

Ratepayers may be interested in T Corp's final Conclusion and Recommendations, particularly their final dot point. "Council has significant cash and investment reserves. The expenditure of part of these reserves would better enable asset renewal and maintenance."

I think the ratepayers should have that option included in council's Have Your Say by November 28.

— Jim Mangleson
Ocean Shores

Shark nets

SHARK nets work reasonably well in the inner harbour of Sydney.

The great range of beaches along the NSW coast cannot be netted.

The inadvertent killing of marine life is unacceptable and the costs of extensive netting likely prohibitive.

All that should be

considered as far as nets are concerned is small designated swim areas for major beaches. Surfers are on their own, must accept the risk, and use common sense, such as not surfing near river mouths, particularly after storms.

For some time now, considerable resources have been directed by state and federal governments toward marine biology and these should be increased with a view to better species management.

If and when it is determined that any particular species of shark has become excessive, commercial fish boats should be given license to exact a specified cull of the identified species.

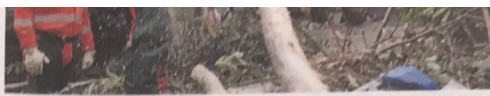
These culled sharks could be used for food and other resources.

Lastly, investment should be made to create full-time paid positions for lifeguards on major beaches, fitting

...within two metres of the footprint of an approved home or to minor lopping or pruning associated with regular garden maintenance," he said.

"It does not prevent householders from trimming branches that overhang their dwellings."

Mr Davison-Long said



CLEAN UP: Avoid tree damage by trimming overhanging branches before storm season.
PHOTO: CONTRIBUTED

tree trimming may be DIY job, but if in doubt, get some quotes and hire a professional arborist.

"A small investment in

trimming overhanging trees can save a major repair cost in later storms," he said.

■ For information or to volunteer call 132 500.

Giving feedback on council rate hike

INFORMATION about a proposed special rate variation will be included in Byron Shire rates notices next week.

The Funding our Future booklet outlines three options for a special rate variation which would impact the general rate amount (ordinary land rate) on your rates notice.

It would not affect other service charges such as waste, water, sewer and storm water.

The three options being considered range from an increase of 7.5%, 10% through to 12.5%.

This includes an estimated rate peg of 2.5%.

The new rate would come into effect from 2017-18 and would raise money to fix the council's aging infrastructure.

Mayor Simon Richardson said that for an average residential ratepayer paying about \$1139 per year, this would mean an increase in the first year of \$85 at 7.5%, \$114 at 10% and \$142 at 12.5%.

The council would also borrow an additional \$6 million over the four-year period to help reconstruct

the bridge network.

"Many of Byron Shire's roads, footpaths, buildings and community facilities were built in the post-war era, making them over 70 years old," Cr Richardson said.

"The challenge council is facing is how to maintain and renew these assets into the future with a growing community, changing needs and a high visitor impact."

Cr Richardson said each option had the potential to raise about \$16.5 million to \$28 million over the four year period and this funding would go straight into infrastructure.

"We know our roads, drainage, footpaths, buildings and public amenities are not satisfactory," he said.

"In fact, it's no surprise that 92% of residents who participated in a recent community survey told us that sealed urban roads should be our top priority infrastructure asset.

"Whilst our efforts in the last four years have clearly shown our commitment to solving this problem with additional funding being

raised from internal savings efficiencies, rationalising under-utilised assets and generating new income through pay parking, it's still not enough.

"It may not be a popular conversation to have with our 15,500 ratepayers.

"However, we need to be firmly focused on our financial sustainability and how we support our aging infrastructure.

"A general rate rise was flagged as part of our council improvement program, submitted to state government as part of our Fit for the Future submission, and it's now time to have the conversation with ratepayers and residents.

"Without a rate rise, our infrastructure will continue to deteriorate and we cannot afford to let this happen."

■ More information: Staff will be at Farmers Markets over the next four weeks and also at Ocean Shores Shopping Centre and outside the Suffolk Park Spar. Days and times are listed within the booklet or at: www.byron.nsw.gov.au/funding-our-future.

Appendix 8 – Late Postal Community Surveys

Council received 125 late replay paid cards (opt in) and 38 long surveys (opt in).

Out of the 163 late postal surveys and Reply Paid cards received, 87 were in favour of the No Special Rate Variation option, and can be summarised as follows:

REPLY PAID CARDS (Opt in)

Option 1 7.5%	Option 2 10%	Option 3 12.5%	No Special Rate Variation
30	25	13	57

SURVEY (Opt in)

Option 1 7.5%	Option 2 10%	Option 3 12.5%	No Special Rate Variation
3	2	3	30

Phase 4: Amended Integrated Planning & Reporting Documents

Public Exhibition

Background

At its Ordinary Meeting on 15 December 2016, Council considered a report which outlined the responses received via surveys and submissions from the community during Phase 3 of the Special Rate Variation Consultation and Engagement process, conducted over the period from 26 October to 28 November 2016.

On considering this Report, Council resolved to notify the Independent Pricing and Regulatory Tribunal (**IPART**) of Council's intention to apply for a Special Rate Variation (**SRV**), with the Notice of Intent to Apply submitted to IPART on 16 December 2016.

Council further resolved to adopt the amended Integrated Planning and Reporting documents (incorporating the Special Rate Variation rationale), including the Revised Draft Delivery Program 2014 - 2017, Draft Strategic Asset Management Plan (General Fund), Draft Long Term Financial Plan 2016 - 2026 and place these documents on public exhibition for 28 days for community consultation.

An advertisement was placed in the Northern Star on Saturday 17 December 2016 to inform the community of the upcoming public exhibition of Councils Integrated Planning and Reporting documents and the documents were uploaded on the public exhibition page on Councils website.

Councils Integrated Planning and Reporting documents were on public exhibition from Monday 19 December 2016 until Wednesday 18 January 2017 and submissions were welcomed during this time period via email, telephone or written submission.

The draft documents included information relating to Council's proposed Special Rate Variation options in the *Funding our Future* awareness and consultation campaign. The IP&R documents provide a greater level of detail about projects and programs which would be delivered for each scenario and included detailed financial and asset management information. The documents were available in draft form on Councils website in two locations, the *Funding our Future* page, dedicated to Councils Special Rate Variation project, and on Councils formal public exhibition page.

Communication and Engagement Methods

Byron Shire Council Website

A project page, including document library, key links and an online survey was set up for the 'Funding our Future' project at <http://www.byron.nsw.gov.au/funding-our-future>.

Funding our Future webpage was updated following the 15 December Council meeting to inform the community of the decision that was made to place the amended draft Integrated Planning and Reporting documents, including Revised Draft Delivery Program 2014-2017, Draft Strategic Asset Management Plan (General Fund), Draft Long Term Financial Plan 2016-2026 on public exhibition for community consultation.

During the public exhibition period, the Funding our Future web page was visited by 217 people for an average time of 3:38 minutes.

Page ?	Pageviews ?	Unique Pageviews ?	Avg. Time on Page ?
	308 % of Total: 0.47% (65,012)	217 % of Total: 0.42% (51,533)	00:03:38 Avg for View: 00:02:10 (67.15%)
1. /funding-our-future	308(100.00%)	217(100.00%)	00:03:38

Quick Links

- Business with Council
- Community calendar
- Contact Council
- Council Meetings
- Customer requests
- Development applications
- Employment
- eNews
- Fees and charges
- Forms & Applications
- Media releases

Your Council | Community | Environment | Business | Development | Roads | Recreation | Waste | Water & Sewer | Placemaking

Byron Bay Customer Service Centre

10.00am to 4.00pm
Monday to Friday
Jonson Street – next to Railway Hotel
(old Countrylink Building)

*Card Only – No Cash or Chq facilities

Customer Service Centre opened in Byron Bay

Visit the Service Centre for your pay parking permits and general Council information

Funding our future

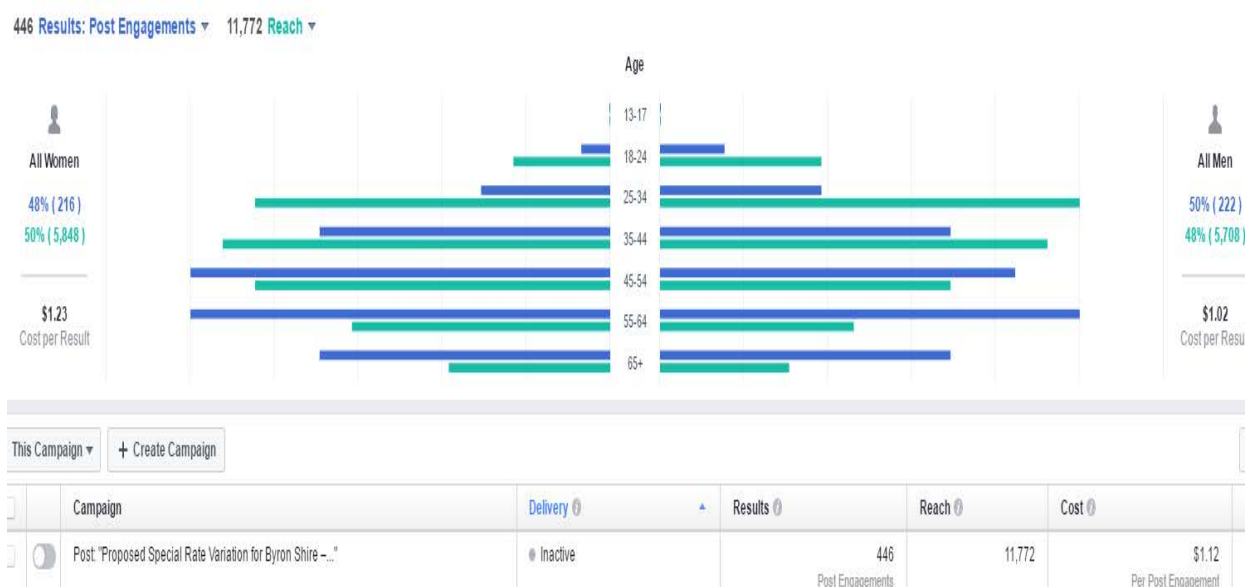
On Public Exhibition until 18 Jan.
Reported to Council 2 Feb.

Have you renewed your E-permit exemption?

Pay parking coming to Wategos

Social Media

Council's corporate Facebook page currently has 1,865 likes. An extensive campaign was run on Facebook and reached a combined 14,320 Facebook and Instagram pages (organic and paid advertising) within Byron Shire. The campaign received 56 community comments.



Proposed Special Rate Variation for Byron Shire – what's the next step?
We've updated our Integrated Planning and Reporting documents and placed them on public exhibition until 18 January for community feedback – you may have seen them advertised in our local papers over the past few weeks. The documents include a revised Draft Delivery Program, Draft Strategic Asset Management Plan and a Draft Long Term Financial Plan.

On 2 February, Council will decide whether to apply for a Special Rate Variation and if so, what the proposed percentage increase amount will be.

You can find out more and make a submission at
<http://www.byron.nsw.gov.au/.../01/18/special-rate-variation>



Funding our future
Special Rate Variation

Funding our future - Byron Shire Council

To everyone who participated in our conversation about the proposed Special Rate Variation, thank you. We've had about 2,500 people, involved to date.

BYRON.NSW.GOV.AU [Learn More](#)

14,320 people reached [View Results](#)

Media coverage

In response to the Council's communication and engagement activities the following 18 newspaper articles and 17 Letters to the Editor appeared in the local newspapers.

Date	Headline	URL
20-Jan-17	Petition rejects rate rise for Byron residents	http://www.echo.net.au/2017/01/petition-rejects-proposed-60-per-cent-rate-rise-byron-residents/
18-Jan-16	It's that time again! Let's peek inside the local	Echo - see Annexure 1 http://www.onlineopinion.com.au/view.asp?article=18779
12-Jan-17	Byron nightmare	Echo - see Annexure 1
12-Jan-17	Rates reality	Echo - see Annexure 1
11-Jan-17	Former Byron councillor offers new team some advice	http://www.echo.net.au/2017/01/former-byron-councillor-offers-new-team-advice/
11-Jan-17	Byron GM replies to critics over rate rise	Echo - see Annexure 1
11-Jan-17	The challenges ahead for Byron Shire	Echo - see Annexure 1
5-Jan-17	Byron GM hits back at rate-rise claims	http://www.echo.net.au/2017/01/byron-gm-hits-back-rate-rise-claims/
5-Jan-17	The overselling of Byron	http://www.echo.net.au/2017/01/the-overselling-of-byron/

21-Dec-16	Special rates variation steams ahead	Echo - see Annexure 1
20-Dec-16	13 local councils notify special variation or minimum rate variation intentions	http://www.medianet.com.au/releases/121765/
20-Dec-16	Shires flag upcoming rate rise	http://www.easternriverinachronicle.com.au/story/4367496/shires-flag-upcoming-rate-rise/
19-Dec-16	Why not a festival tax for Byron shire?	http://www.echo.net.au/2016/12/not-festival-tax-byron-shire/
19-Dec-16	Byron shire's 60 per cent rates hike way too much	http://www.echo.net.au/2016/12/byron-shires-60-per-cent-rates-hike-way-much/
16-Dec-16	Rate rise amid fears of amalgamation	http://www.echo.net.au/2016/12/rate-rise-amid-fears-amalgamation/
16-Dec-16	Operational efficiencies	Echo editorial - see Annexure 1
15-Dec-16	Doubt cast over Byron sewer rate reduction offer	http://www.echo.net.au/2016/12/doubt-cast-byron-sewer-rate-reduction-offer/
15-Dec-16	Residents to get \$199 rate reduction	Byron Shire News - see Annexure 1

Letters to editor - see Annexure 1

Date	Heading	Source
	7 letters - what part of 'no' to the rate rise doesn't Council understand?	
18-Jan-16		Byron Shire Echo
12-Jan-17	Rates reality	Byron Shire News
11-Jan-16	Another invasion of people	Byron Shire Echo
11-Jan-16	Road chaos	Byron Shire Echo
4-Jan-16	Damn rate rise	Byron Shire Echo
4-Jan-16	I put forward three options	Byron Shire Echo
4-Jan-16	At council's ordinary meeting	Byron Shire Echo
28-Dec-16	Monster rate rise	Byron Shire Echo
21-Dec-16	Council rates	Byron Shire Echo
15-Dec-16	Rates revolt	Byron Shire News

Electronic newsletters

Funding our Future featured two times in the December and January Council Community E-news. At that time, this electronic newsletter had 6,337 subscribers.

- <http://www.byron.nsw.gov.au/newsletters/general-manager/2016-12-16>
- <http://www.byron.nsw.gov.au/newsletters/general-manager/2017-01-13>

Special Rate Variation update



To everyone who participated in our conversation about the proposed Special Rate Variation, thank you. We've had about 2,500 people, involved to date.

The feedback was compiled into a report and discussed at Council's Ordinary meeting on Thursday, 15 December. At the meeting, Council resolved to notify the Independent Pricing and Regulatory Tribunal (IPART) of our intent to apply for a Special Rate Variation (SRV) in 2017. The increase amount will not be decided until

February 2017.

You can read the consultation report at Item 13.2 within the agenda <http://www.byron.nsw.gov.au/meetings> and listen to the debate at <http://www.byron.nsw.gov.au/council-meeting-audio-2016> (Part 2). Plus, you can also find out more about some of the frequently asked questions and issues raised at <http://www.byron.nsw.gov.au/faq/special-rate-variation>.

Council's key Integrated Planning and Reporting documents reflecting a Special Rate Variation are now on public exhibition and can be read at <http://www.byron.nsw.gov.au/funding-our-future>.

You have until 18 January 2017 to make a submission on the updated documents. You can email submissions@byron.nsw.gov.au.


[Read more](#)

Newspaper Advertising

Byron Shire is fortunate in that it has two actively supported local newspapers - Byron Shire Echo and Byron Shire News. These papers have a distribution reach of 15,000 to 23,000.

- Echo - 3 x half page adverts (as per below)
- Byron Shire News - 3 x half page adverts (as per below)
- Northern Star – 1 x public notification

The newspaper advertisements ran from 17 December for three weeks.



Funding our future

Have your say by 18 January

Byron Shire Council has resolved to notify the Independent Pricing and Regulatory Tribunal (IPART) of our intent to apply for a Special Rate Variation (SRV) in 2017. The increase amount will not be decided until February 2017.

As part of the process, Council's revised Integrated Planning and Reporting documents are now on public exhibition until 18 January. They include:

- Revised Draft Delivery Program 2014-2017
- Draft Strategic Asset Management Plan (General Fund)
- Draft Long Term Financial Plan 2016-2026

The above documents bring together Council's various strategies, plans and budgets to provide services, infrastructure and ensure future sustainability.

A SRV is part of our *Fit for the Future, Council Improvement Program*. Without a SRV, Council's 'Base Case', as detailed within the *Draft Strategic Asset Management Plan* and the *Draft Long Term Financial Plan*, demonstrates that Council will not be financially sustainable and the condition of assets will continue to significantly decline and fail.

Proposed Options

Three proposed SRV options were presented to the Byron Shire community during October and November 2016. The feedback on the options was collated and presented at the 15 December, Council meeting.

Option 1 - 7.5% Deteriorate (including rate peg)

- Additional \$10.78million over four years.
- Combined with proposed loan borrowings of \$6million over three years, Council will have a total funding pool of \$16.78million over four years to allocate towards asset renewal and maintenance.
- Over 4 year period, this reflects a **33.5% cumulative rate increase** on general rates (ordinary land rate) - excludes water, waste and sewer.

Option 2 - 10% Maintain (including rate peg)

- Additional \$16.47million over four years.
- Combined with proposed loan borrowings of \$6million over three years, Council will have a total funding pool of \$22.47million over four years to allocate towards asset renewal and maintenance.
- Over 4 year period, this reflects a **46.4% cumulative rate increase** on general rates (ordinary land rate) - excludes water, waste and sewer.

Option 3 - 12.5% Improve (including rate peg)

- Additional \$22.45million over four years.
- Combined with proposed loan borrowings of \$6million over three years, Council will have a total funding pool of \$28.45million over four years to allocate towards asset renewal and maintenance.
- Over 4 year period, this reflects a **60.2% cumulative rate increase** on general rates (ordinary land rate) - excludes water, waste and sewer.

What have we been doing to improve our financial sustainability?

Through our *Financial Sustainability Plan*, we have:

- Saved \$millions through operating efficiencies and restructuring.
- Raised new revenue of \$2M per year through pay parking.
- Rationalised and developed Council's property portfolio.
- Saved \$300K per year through smarter procurement.
- Refinanced loans and paid down debt.
- Slashed Council's legal costs.
- Invested in infrastructure renewal through the creation of a new Infrastructure Fund.

As at 30 June 2016, the cumulative outcomes of the Financial Sustainability Plan have yielded \$4.366million in current and future savings. The outcomes of the *Financial Sustainability Plan* are included in the 'Base Case' of Council's *Draft Long Term Financial Plan*.

What happens next?

You have until Wednesday, 18 January to provide your feedback. Feedback from the community will be reported to Council in early February 2017 and help determine what Special Rate Variation option will be submitted to the Independent Pricing and Regulatory Tribunal (IPART) for approval. If successful, the increased general rate will come into effect from 1 July, 2017.

You can find out more at www.byron.nsw.gov.au/funding-our-future. Feedback on the amended IP&R documents, and the inclusion of the Special Rate Variation options, can be emailed to submissions@byron.nsw.gov.au

or post to: The General Manager
Byron Shire Council
PO Box 219
Mullumbimby NSW 2482

For further information, phone 6626 7000.

www.byron.nsw.gov.au/funding-our-future

Radio Advertising

From 2 January until 16 January, 90 x 30 second announcements ran on local community radio station BayFM. You can listen to the advert at:

<https://databox-apps.opaas.net.au/shares/file/ea7b5331f3719b/?modal=n>

Radio script – Byron Shire Council Special Rate Variation

To air: **2 Jan to 16 Jan - BayFM**

Are you a Byron Shire ratepayer?

You've might have heard that Council is considering applying for a Special Rate Variation.

As part of the process, Council has updated its Delivery, Asset and Long Term Financial Plans.

Plus they've looked at what no rate rise above the state government set rate peg means.

With no additional increase, rates would rise to an estimated 9.3% over the next four years.


This would see Council become financially unsustainable and the condition of assets continue to significantly decline and fail.

You can read more about the draft plans on Council's website, at www.byron.nsw.gov.au.

You have until Wednesday 18 January to let Council know what you think.

January Rates notice

In keeping our ratepayers up to date, Council's 30 January rate notice included a one page overview of the Base Case and three options proposed, plus a timeline of 'where to next' key dates.



Subscribe to our electronic newsletters at www.byron.nsw.gov.au

Funding our future - Special Rate Variation update

Byron Shire Council has resolved to notify the Independent Pricing and Regulatory Tribunal (IPART) of our intent to apply for a Special Rate Variation (SRV) in 2017. The increase amount will not be decided until 2 February Council meeting.

As part of the process, Council has revised its Integrated Planning and Reporting documents. They included:

- Revised Draft Delivery Program 2014-2017
- Draft Strategic Asset Management Plan (General Fund)
- Draft Long Term Financial Plan 2016-2026

The above documents bring together Council's various strategies, plans and budgets to provide services, infrastructure and ensure future sustainability.

A SRV is part of our *Fit for the Future, Council Improvement Program*. Without a SRV, Council's 'Base Case', as detailed within the Draft Strategic Asset Management Plan and the Draft Long Term Financial Plan, demonstrates that Council will not be financially sustainable and the condition of assets will continue to significantly decline and fail.

Community feedback on the revised Integrated Planning and Reporting documents will be reported to Council on 2 February 2017. At the meeting, Council will determine what Special Rate Variation option will be submitted to the Independent Pricing and Regulatory Tribunal for approval.

Upcoming key dates include:

- **2 February 2017** – Council resolves whether to apply for a Special Rate Variation and determine the percentage increase proposed. The report can be read within the 2 February Council agenda at www.byron.nsw.gov.au/meetings

If Council resolves, NO Special Rate Variation, then the general rate for 2017-18 will increase only by the rate peg.

If Council resolves, YES, the following key dates apply:

- **13 February 2017** – Council submits its application to the Independent Pricing and Regulatory Tribunal (IPART).
- Public submissions can be made to IPART at www.ipart.nsw.gov.au
- **13 March 2017** – public submissions to IPART close.
- **16 May 2017** – IPART announces its determination on Council's application.

If successful, the increased general rate will come into effect from 1 July, 2017.

You can find out more at www.byron.nsw.gov.au/funding-our-future.

Base Case - Rate peg only (no additional rate increase)

- No increase above the rate peg (in early December 2016, IPART set the rate peg at 1.5%).
- Required expenditure will significantly exceed the current budget allocation.
- Increased significant failure of high risk assets that will not be fixed immediately; this will include potential bridges, roads and building closures.
- Based on the rate peg of 1.5% for 2017/18, plus an estimated rate peg of 2.5% each year for three years; the **cumulative rate increase is 9.3%** on general rates (ordinary land rate) - excludes water, waste and sewer.

Proposed Options

Three proposed SRV options were presented to the Byron Shire community during October and November 2016. The feedback on the options was collated and presented at the 15 December, Council meeting and can be read at www.byron.nsw.gov.au/funding-our-future.

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- Combined with proposed loan borrowings of \$6 million over three years, Council will have a total funding pool of \$28.45 million over four years to allocate towards asset renewal and maintenance.
- Over 4 year period, this reflects a **60.2% cumulative rate increase** on general rates (ordinary land rate) - excludes water, waste and sewer.

Byron Shire Council 70-90 Station St, Mullumbimby NSW 2482 Phone: 02 6626 7000

Engagement Results

Council received 98 submissions from the public on the IP&R and SRV issues during the exhibition period. Council received a further 6 submissions after the 4pm deadline on 18 January, which will be included as late submissions. These 104 submissions have been compiled for Councils review and consideration at 2 February meeting as **Attachment 2 #E2017/3817**.

Summary of results

- 80 out of 106 submissions were against any rate rise option.
- 12 out of 106 submissions did not state a preference.
- 4 submissions were in favour of Option 1 – 7.5%.
- 2 submissions were in favour of Option 3 – 12.5%.
- 35 submissions refer to charging tourists whether it is via a bed tax or tourism levy.
- 11 submissions suggest finding alternative efficiency savings.
- 13 submissions refer to issues of hardship and affordability.
- 16 submissions make reference to supporting amalgamation of Byron Shire Council, while 1 submission makes specific reference against amalgamation.
- 9 submissions make reference to the need for State government support and assistance.
- 11 submissions suggest the introduction of pay parking across the Byron Shire.
- 3 submissions suggest that the business rates should be increased.

Councils general comments on submissions

Council acknowledges that any rate increase is going to be an unfavourable option within the community. It is understandable that many residents have indicated their preference for no rate rise – rate increases are never popular but in this case they are absolutely necessary if Council is to fix its deteriorating infrastructure and specifically its road network in order to reduce its infrastructure back-log.

Alternative options for raising funds

While Council acknowledges its own historic shortcomings, it has over the past 4 years had strong focus on sustainability, with the implementation of consecutive multi-faceted financial sustainability plans and best practice asset management. As a consequence Council's financial position has dramatically improved and we have begun to invest more strongly in infrastructure renewal. Consequently we were declared as being Fit for the Future and have avoided (for now) the spectre of amalgamation.

Regrettably we find that despite all of this hard work we still need to raise significant additional rate revenue in order to fund a reduction in the substantial infrastructure renewal back-log that we have inherited and meet the performance bench-marks that have been imposed upon us.

Tourism

In considering the need to introduce a bed tax or tourism levy, Council has been advocating for a bed tax for about a decade and will continue to do so. In respect of the number of tourists visiting Byron, there is a significant number of day trip tourists from South East Queensland (around 700,000 per year), from whom no bed tax would be collected, as they do not stay overnight. Council estimates a bed tax would generate no more than \$200,000 per annum which whilst helpful, is not sufficient to address the current infrastructure issues confronting the Shire. Such taxes are also dependent on visitor numbers which cannot be guaranteed from year to year so it is not a dependable source of revenue.

Hardship and Affordability

Council understands that pensioners and other disadvantaged will be impacted by any rate increase. For this reason, Council has prepared a Hardship Policy which contemplates rate relief for those people. In regard to issues of affordability, it is anticipated that a proposed increase in the General Rates (from a special rate variation) will in part be offset by reductions in Water/Sewer charges to the tune of \$100 per year for the average ratepayer. This reduction in the Water/Sewer charges would come into affect from 1 July 2017.

Amalgamation

Amalgamation would have far reaching consequences for the Byron Shire. Amalgamation partners are likely to be the adjoining Tweed Shire Council and/or Ballina Shire Council and both have quite different values and land use planning parameters than Byron Shire. Building heights, development intensity, multi-level residential apartments and tourist accommodation would all be on the agenda and the capacity of Byron Shire residents to influence such decisions would be minimised through fewer elected representatives (and minority voting numbers). High environmental and coastal protection standards enshrined within Byron's planning instruments and our strategic policies would be at risk and funds raised in Byron would be spread across the domain of our amalgamation partners. By having our own Council the Byron Shire community have total say over who represents them and therefore what environmental and planning standards apply and how their financial contributions (rates) are expended.

Assistance from State Government

Council continues to apply for specific funding grants from departments of State government for particular projects and activities. In 2016/17, Byron Shire Council will raise 26.7% of its total revenue from non-rate sources including grants and user charges. While securing grants is important and will continue, grant funds are often linked to new infrastructure and services ie not available to fix ageing infrastructure and over dependence on government funding programs is not considered reliable or sustainable.

For many years Council has also argued that the state government Financial Assistance Grants are unfairly apportioned to the disadvantage of the Byron Shire. Due to Byron Shire having high land values, we receive less state government funding support via the Financial Assistance Grant program than our neighbouring councils. In addition to the high impact from visitors, the need to supply additional maintenance and infrastructure is not recognised. This needs to change and Council will continue to lobby on this key issue. The Independent Local Government Review Panel had flagged that the Financial Assistance Grants program needed to be reviewed but this is yet to be done.

Increasing pay parking across the Shire

Although Council could, and continues to explore the option to, introduce pay parking to other townships in the Shire, the revenue raised is nowhere near enough to fund our poor road infrastructure.

Currently pay parking revenue is set to return \$2 million to Council in its first year. However, this is still not enough to help fix the infrastructure backlog. Just prior to Christmas, Council introduced pay parking at Wategos and will soon consider it at Belongil, Bangalow and Brunswick Heads. At the 2 February meeting, Council will consider increasing the pay parking rate from \$3 to \$4 per hour.

Option to charge the businesses benefiting from tourism more

This is complex as it is extremely difficult to assess and to determine whether or in what proportion businesses might raise their revenue from tourists as opposed to sales to residents. The existing

rating structure of Council employs a separate rating category under the Business Rate for the Byron Bay CBD. The ad valorem rate applied to the Business Rate for the Byron Bay CBD is currently twice or 200% of the ad valorem rate applied to Residential ratepayers. Thus Byron Bay CBD businesses are already being charged rates at a level significantly higher than businesses operating in other townships around the Shire. Council in the development of the 2017/18 Revenue Policy will review the apportionment of the rating burden between rating categories and sub-categories.

Summary of Submissions

The below table provides a summary of the feedback received from the community and the main themes and issues raised by members of the community in response to Councils Integrated Planning and Reporting documents insofar as they relate to the proposed special rate variation application:

Community Feedback Method	Nature of Feedback
Email	Apparent that Council is intent on rate rise. Frustrating as we as ratepayers can only sit by and watch it all unfold, because even though we live in a democratic society, at the end of the day we actually have no say in what goes on.
Email	Councils capacity to efficiently spend any rate increase on capital works is not matched by recent management history i.e. Massinger-Lawson Streets roundabout. Find efficiency savings from the current budget.
Email	Agrees community needs more funds for vital infrastructure. Not in favour of the general rate pegs proposed over the next 4 years. Local residents shouldn't have to foot the bill for high level of tourism in region. In favour of adjusted rates depending on a combined land and house value ratio.
Phone Call	Questioned how politicians can consider this. He needs more money for things too but can't demand more money be paid to him. Requested that Council live within its means and look after roads and draining.
Email	Against any rate rise. Raising rates unfair on low income local home owners. What happened to money from parking meters? Objects to way options presented to public. Options and colouring were simplistic and manipulative. Requests rates only rise the minimum amount in line with inflation. Byron has already become a rich white mono culture, the diversity that made it great has nearly completely gone. Please don't kill it completely. Tourists should be made to contribute to the infrastructure of our town and a bed tax seems a viable option. Even 1 dollar per bed per night would make a huge difference.
Email	Questions re. SRV and IPART on behalf of his parents John and Elizabeth further to their initial submission during Phase 3
Letter	Rate payers kept in dark. Asks questions re. staff numbers. References examples of mismanagement in Brunswick Heads.
Email	I wish to register my preference for the Base Case
Email	Strongly object to any rate rise above the statutory 2.5%. Council poll is misleading. Survey results overwhelmingly call for no rate rise.
Email	Resident of Shire for over 40 years. Proposes that rates levied against properties with multiple dwellings be increased, that Council look at creative and sensitive ways to levy properties that have illegal dwellings, and that as paid parking seems a great success in Byron town, a similar parking arrangement in Mullumbimby would be fair.
Email	Rate payer for 16 years. Increasingly difficult and unaffordable to stay in Byron Bay.

	Don't want to be forced out. Raise additional revenue through tourists. Don't raise the rates above the base rate pegged limit and be creative in finding additional revenue. State Government are happy to promote Byron Bay as the jewel in the crown so why can't they help pay for the pressure on infrastructure that mass tourism brings?
Email	Realises Council struggling with financial sustainability. If the NSW Government is going to continue to promote Byron Bay as the second biggest tourism destination after Sydney, then Council should be lobbying the state government for additional grants and funding to maintain infrastructure. Paid parking spruiked as answer to financial woes. No confidence that additional revenue generated by rate rise increase will be managed and spent accordingly by BSC. Amalgamation will allow for better savings. Not many residents get 12.5% salary increases every year and even the lowest proposal of 7.5% is ridiculous. The fair increase would be in line with CPI and council should target their funding to maintaining existing infrastructure, with no new spending.
Email	Realises Council struggling with financial sustainability. If the NSW Government is going to continue to promote Byron Bay as the second biggest tourism destination after Sydney, then Council should be lobbying the state government for additional grants and funding to maintain infrastructure. Paid parking spruiked as answer to financial woes. No confidence that additional revenue generated by rate rise increase will be managed and spent accordingly by BSC. Amalgamation will allow for better savings. Not many residents get 12.5% salary increases every year and even the lowest proposal of 7.5% is ridiculous. The fair increase would be in line with CPI and council should target their funding to maintaining existing infrastructure, with no new spending.
Email	It seems that the introduction of metered paid parking, plus the doubling of the annual rate payer's parking fee exemption, plus the standard annual rate variation applicable to all local government bodies is not enough for Byron Shire Council to generate additional needed road repair and maintenance revenue. With the demonstrated continuing incompetency and failure of the council to prosecute it's mandate for delivery of standard services to rate payers, including fixing the roads, other than by way of back handed insult of erecting signage saying council is doing so in a few spots what it is really isn't doing most other places. The issue of funds wasted by council for such cynical exercise, is certainly one for scrutiny and assessment. If amalgamation means improved roads and services, let's go for it. I have no appetite or reserve of sympathy for incompetence and mismanagement.
Email	Strenuously object to any SRV increase. Deceptive and misleading conduct. Response card should have had fourth option – no SRV increase. Appalled at Council's wilful waste of money. Item 13.5 of October 6 2016 Ordinary Meeting – why and how did the option of a zero rate variation change in such a short period of time? The 3 options are misleading. Council should withdraw its request of the State Government for a Special Rate Variation and commence to either act in a commercial & responsible manner or due to its incompetence and poor capital management actively pursue an amalgamation option.
Email	Forth option should be that council work more efficiently with the funds at its disposal eg - Massinger St repair & construction of roundabout took months to complete - we constantly observed council workman standing around doing nothing - would this sort of inefficiency be tolerated in private enterprise? If the revenue is not sufficient then why is there not paid parking in Bangalow, Brunswick Heads, Mullumbimby, Ocean Shores. Before the council asks for more money from rate payers, we have a right to know that it is going to be spent in an efficient

	manner.
Email	Family have paid BSC rates since late 70's. Publications disingenuous and misleading. Feedback over Christmas period is in the great tradition of cynical political opportunism. Ensure the application to IPART contains all publications by BSC and make the application public. Responses have been strongly opposed to a SRV. Will have long term effect of driving more families away. Should be a rate peg only. Council should investigate other means of raising revenue.
Email	Resident of Byron Bay entire life. Built home at 34 Carlyle Street in 1959. Recent rate increases have placed significant financial burden on us. Opposed to SRV. Decline in infrastructure predominantly result of large tourist numbers. Shouldn't be held financially accountable for the failings of past councils. Elevated property prices have already induced high rates. No link between rate increases and services we receive near our home. Will be paying for infrastructure development we will never see or benefit from. Members of large pension base and not in a financial position to continue funding Council infrastructure as requested. Pensioners should be exempt.
Letter	Rate increase is too much and will put a burden on local residents. Have to remember that fees and bills increase faster than incomes do. Residents will have to cut back on their standard of living to be able to afford a rate increase. Don't favour people that use our region to enrich themselves; they must pay their fair share.
Email	The increased pressure to maintain infrastructure due to tourism is understandable but residents should not have to bear the burden. Residents are bearing the cost but receiving no benefits from the tourism industry, unless you're a business owner. Residents already pay higher prices for property/shops/restaurants. Other regions who face similar increased tourism, introduce a bed/tourism fee, can you please explain why this is impossible for Byron Shire? People who are benefitting from this should be the ones funding it, not everyday residents.
Email	Residents of Byron Bay for 20 years. Oppose proposed SRV. Believes Council is poorly manage, inefficient and too often under the influence of minority groups. Providing more money simply means more waste.
Email	Definitely not in favour of a rate rise. Believes a lot of money wasted with programs that didn't need doing and that you can't just keep expecting ratepayers to pay for Councils waste.
Email	Resident of Mullumbimby. Supports Option 3. What keeps Byron Shire unique will be lost if it is amalgamated. Everyone is aware of the increase in their property's value. To preserve amenities Council needs more funds. It is completely unfair that property owners are the stand-out group of people to benefit from this huge wealth redistribution, without also contributing to the upkeep of their ever-popular area. Concessions should be given in cases of genuine hardship, as contemplated by the SRV policy. Whilst Council wastes money, this will always be the case for a largish organisation. Picking one part of government, or council, expenditure you don't like is not a good enough excuse to not pay your fair share of tax.
Email	Affordable accommodation and holiday letting affecting community. If people are using their residential property for commercial gain then they should be paying higher rates. Proposes a 3 tiered plan over next 3 years. Those living here full time and wanting to build community should not have to pay more than those you just see residential Byron shire as their cash cow.
email	Does not agree with rate rise. Rates are already high.
email	Opposed to rate rise. Service has declined for the last 20 years in Suffolk Park. Dogs out of control. Fires and beach parties on daily basis. Lack of care for pedestrians.

	Bike path from Alcon St to Tallow Creek. Granny flats have subsided and are now used for tourist accommodation. Council has cemented the unaffordable housing issue. Employ extra rangers.
email	Cannot afford this. Invasion of tourists and festival patrons has contributed to the impact on local services. Could not even walk on the footpath in Brunswick heads without being knocked over by the streams of Falls people. Sad as a local to see what is happening to our Shire. When the impact on local amenities is not helped by the Falls Festival and Qld holiday maker overload at the same time, I find it unfair to ask me to put my hand in my pocket to rectify the situation.
email	No report to ratepayers on the proportion of respondents who want no special rate variation. Ratepayers already pay one of the highest rate scales in the region. GM should be replaced if unable to manage core Council responsibilities within budget. Council should respect clear and strong feedback from the community. Cut cape to fit cloth. There is enough money for core responsibilities, including road infrastructure, if BSC desists from spending rates on areas of little direct benefit to ratepayers. There is no justification for any residential rate increase above the State-mandated maximum of 2.5% pa
email	We need to raise revenue to improve infrastructure in Byron Bay. Objects to rate payers money being spent on tourism infrastructure as tourism is destroying the ability of residents to enjoy facilities. Link from Conde Nasta Traveller re. tourism strategies. Byron Bay has geographic limits on its capacity to hold human beings. Just like Bhutan. Byron Bay should follow the latter's example and reorient itself to appeal to the low impact high yielding segments of the market instead. Our style of tourism does not generate local jobs that can strengthen rate payer households. Instead it generates jobs for transients who are happy to work for below award wages. Council needs to lead the community in demanding that if state and federal governments jump on Byron's band wagon to promote Australian tourism then they compensate rate payers for the loss of amenity. This compensation can take the form of a contribution to the maintenance of our roads so that only a 7.5% rate variation is necessary.
email	Object to rate rise. Suggest Council lobby State Government to take over road repairs and explore other ways of raising funds based more around contributions from tourism and substantial increase in commercial business rates in line with other regions.
email	objects to rate increase. Flooded with tourists. Find another way to support our requirements.
email	Determining hardship associated with rate rise poses dilemmas. Equitable that home owning self-funded retirees over the age of 65 be given similar rate reduction as the pensioner.
email	Rates are already among the highest in the state. Many ratepayers amongst the lowest wage earners in NSW. Visitors to the Shire should also be required to pay for use of the Shires facilities. Bed tax suggested. Rates should be kept as are or at the most Option 1.
email	Why are tourists not being charged for the infrastructure they benefit from and we as residents pay for? Revenue from paid parking?
email	Don't agree to rate rise. Tourism NSW should pay any increase, not resident ratepayers. Clarkes Beach Caravan Park has also created severe erosion on the beach. Regular Shire residents should not have to pay to maintain infrastructure while they are inconvenienced and others are making huge profits.
email	If I am not mistaken, bed tax is a state by state regulation but I think this is what we need. Make the people gaining financially from renting to tourists cover the cost of

	the wear and tear.
email	Object to rate increase. Rates increased in 2016 due to increased property valuations. If the rate base is not large enough, Council should consider amalgamation.
email	Maintenance of assets is important issue but rate rise to fund this not appropriate. Inaction on holiday lets. Waving of contributions for construction of granny flats. Delay in implementing paid parking throughout Shire. Other areas of spending could be trimmed. Information process flawed. Byron's rates are not below surround areas.
email	Previous councils incompetent. Refuse to believe Council will use increased rates wisely. Ballina Council more efficient. Byron is untidy, dirty, full of cars with garage everywhere. Deterioration of roads. Increase rates for businesses or impose a bed tax. Ordinary households bearing the brunt. If paid parking was introduced in Brunswick Heads , Bangalow and Mullumbimby there would be no need to increase rates.
email	References BSC media release on fit for the future, containing quotes and information on Council not seeking to raise rates.
email	No special rate variation. Historic neglect of asset maintenance. Revaluation of needs and restriction of service required until expenditure aligned with assets. Mayor has stated that the Shire rate payer base is unsustainable. Amalgamation must be investigated.
email	Residents unhappy with proposed options. Byron Bay is a tourist town now. Introduce a bed tax. Scrap plan to move sand to Belongil. Implement base case for residents. Continue cutting legal costs. Determine other ways to save money.
email	No rate rise. M Peters 84 Myocum Downs Dr Mullumbimby
email	Council deceptive and condescending. Obviously not fit for the future. Bring on amalgamation.
email	We do not want or need a rate rise as you can not be trusted for pie in the sky schemes that our council is famous for to waste our money
email	Owner/Occupier of property in Mullumbimby. Opposes any rate rise.
email	Thank you for your automated response . I would however like to think that council is going to show transparency in this matter which will affect working people who live in the shire. Accountability and representation of residents is surely what council were elected for.
email	Opposed to any increase. Increased rates will severely affect personal financial situation. Friends and colleagues all share similar concerns.
email	Airbnb businesses should be paying commercial rates and leave the core permanent rate payers alone. Many folks scared and upset due to impending hike in rates.
email	Council mismanaged. Lists inefficiencies at Council. Rate payer for over 20 years. Suggests additional revenue sources i.e. increase paid parking, increase business rates, hire an innovative manager, etc. Lobby State and/or Federal Government for a bed tax. Do not increase rates for residents.
email	Submission in objection to all options proposed. Council not competent to be custodian of additional funds. Condition of infrastructure due to Council's negligence. Previous rate rises wasted by Council. Byron Shire Council not fit for the future. Abandon rate rise and hold a section 438U enquiry, appoint an administrator and proceed to amalgamation.
email	Long term rate payer. Wants to know how revenue will be raised from tourist industry and other avenues, such as holiday letting and Airbnb.
letter	Long tem residents of the Shire. Rates are already almost beyond ability to

	maintain. Create more solutions than simply charging more until we can no longer afford to live in our homes.
Email	I opt for option 1. Rates are hard enough to pay as it is. I would prefer no rate rise alas you have left this option out. Please consider low income families
Email	Projected rate levels of neighbouring councils should be the benchmark. Planned increase of up to 60% in rates would only be justified if this would keep us on par with neighbouring councils. Arguments that BSC has special needs because of our tourist load should only be considered after Council has maximised revenue levels from tourists through paid parking, pay for use facilities and higher levies and charges on tourist focused businesses.
Email	Rate payer in Shire for 30 years. Supposedly fit for the future but Council is far from it, as demonstrated in self-serving and deceptive pamphlet released by Council. Notes conditions of roads. Points out previous rate rises. No confidence in Council to carry out functions of Local Government. Seek amalgamation and appoint an administrator.
Email	Local newspapers published that 70-90% of ratepayers are against a rate rise. Feedback during the school holidays will result in a reduced number of respondents and the data will be manipulated due to poor sampling. Approximately 500 tourists for every permanent resident in Byron Shire. Local residents easy target as 'cash cows'. Find a way of accessing the huge amount of capital that tourism brings to the area.
Email	Residential rates have increased significantly over past four years. Increase parking fees in other locations. Increase compliance collections. Recruit volunteer Rangers to enforce regulations that will yield fines. Demand funding from State Government. Create levy on festival ticket sales. Impose bed tax. Collect waived DA fees from granny flats. Reduce Council spending. Fix roads.
Email	Resident of Byron for 20 years. Rate hikes making living in Byron increasingly difficult. Live on pension. No rate rise, even if conditions will deteriorate as a result. Increase in costs for Shire caused by enormous use of facilities by people from outside the Shire. I applaud you for having done a lot of reasonable cost-cutting already.
Email	Put special rate variation proposal on hold for 12 months and consider alternatives. Detailed submission which notes that a rate variation as proposed is not needed for Council to meet financial obligations and maintain financial sustainability. Submission adds that community has resoundingly rejected any special rate variation and that the process is failing fundamental democratic principles, as Councillors are under constant time pressure and given unclear information. Submission notes that Councils financial position is strong but that there are large inequities in the burden of any rate increase.
Email	Revised Draft Delivery Program makes it clear that only Option 3 can Council fund all of the 'essential maintenance and renewal of our assets'. Expenditures are not considered to be discretionary but essential. Under other options, the case for amalgamation would become unanswerable. Pleased that the material makes it clear that the proper course could be followed with appropriate safeguards for cases of hardship.
Email	I say NO to the Council Special Rate Increase Variation, only the NSW State Rate Increase. All submissions appear to fall on deaf ears at council.
Email	Rate rise will be unnecessary financial burden. Other options should be instigated first. Appalled that no rate increase option was not included in Council's survey. Why does Council presume rate payers prefer a rate increase to amalgamation? Questions new Councillors knowledge and understanding to be rushed through

	complex issue. Council should spend within its means.
Email	Rate payer and on aged pension with no other income. Worried won't be able to pay increased rates. Hard to maintain car already. Disabled daughter lives with me. Please think of those on low incomes outside of the tourist industry. Perhaps aged pensioners could be exempt from rate rise.
Email	As I don't really receive many services from Council ie no water, no road, no garbage collection, no mains power access, I'm hugely opposed to any rate hike for my minimalist services!
Email	Vote for option 1. Council needs to work harder to extract income from sections of the community capitalising on the visitor population i.e. bed tax. Look at paid parking in all towns and villages of the Shire. Explore amalgamation if it would better economy. Still a low income community in this Shire who are already being pushed to the margins by cost of living impact.
Email	One of the worst things to do to Byron residents. Owned property in Shire since 1998 and have witnessed degeneration of roads, infrastructure and amenities due to the tourism industry. Difficult for area with small rate base but extremely high number of visitors. Seek government assistance for a bed tax. Don't punish local people. Maybe it's time for Councils to merge.
Email	No to any rate increase. You have destroyed Bryon Bay and the beaches and are now letting developers move in to the hinterland, taking away many of our valuable primary farm land. You have a hide in trying to tell us that we need roads, footpaths, water and sewerage, not to mention new shopping facilities etc. for the future.
Email	I am not supporting any rates increases.
Email	Questions for General Manager with regards to funding the rock wall at Belongil and exploring issues surrounding tourism (i.e. bed tax). Unfair to disadvantage low-income and long-term permanent residents. Reference to Community Charter for Good Planning in NSW.
Email	Please do not increase our rates. When I witness colossal squandering of rate payers contributions on the likes of months of construction to put a roundabout at the bottom of Massinger street I have to say stop. Please employ a private team of workers to construct these things and we may all benefit from the savings.
Email	I do not agree with any rate rise proposal beyond the CPI annual increase. This exhibition period should run for longer as it has only been for 4 weeks over the peak holiday period with very little advertising or prominence on the BSC website. I request that you extend the exhibition period so that the ratepayers of Byron Shire can have their say.
Email	Wages haven't gone up for 10 years for locals. Already high rate charges. Imposed new revenue streams such as paid parking. Difficult to find out how much Council staff costs are. Just because properties have gone up in value on paper does not mean the household has more income. A lot of households are low income. Council should be sacked. Locals get nothing out of the tourist swarms except grief and inconvenience.
Email	I am not supporting any residential rates increases.
Email	Not supporting any rate increase. Shire's infrastructure in dire need of improvement but appalled that Council is planning on hitting the rate payers to find the funds. Impose a bed tax. If had to choose between rate increase or amalgamation, I would vote amalgamation. Find alternative funds and do not apply rate increase.
Email	Revaluation of properties in Shire will result in significant revenue increase from rates. Ballina Shire have produced better documentation. Specific action to

	increase business rates to a similar level as other northern rivers Shires should be taken. Road infrastructure should be financed by paid parking. Tourism infrastructure should be paid for by the businesses that benefit from it and the Government.
Email	Feedback is flawed as it failed to disclose a nil rate increase option. Lived in Byron for 25 years and rates have increased but no increase in services, infrastructure or ambiance to our benefit. Commercialisation is responsible for the deterioration of infrastructure. Councils proposal is lazy.
Email	Strongly object to any rate variation. Council inaction on holiday lets. Waving of contribution fees for construction of granny flats. Paid parking not introduced in other towns. SRV campaign concentrates on maintenance of assets but there is no evidence of spending restraint in other areas of Council. Lack of 'no increase' option in consultation process. Don't accept Byron rates are below surrounding areas.
Email	Angry at being pushed into an attempted massive rate hike. State government has decided that our small local communities should become a target for overdevelopment and tourism against the wishes of most residents, so the government should be pressured to cover the added wear and tear on infrastructure.
Letter	No rate rise. Called Depot on issue and no response. Byron Bay needs a good clean up.
Email	Please no more residential rate hikes!!!
Email	I do not agree with any rate rise proposal beyond the usual CPI annual increase. Unfortunate that submission time over the holiday period. Request that exhibition period be extended. Disappointed at Councils inability to manage its financial dealings given the already high rates.
Email	Council needs to answer questions before being trusted by the community such as how can Council afford an expensive rock wall but only months later, justify the need for a rate rise? Reducing Council staff may be warranted. Have you explored ways so that tourist visitors and their land lords are paying sufficiently for the Shire's defects? Introduce bed tax, levees, compliance enforcement for secondary dwellings and increased paid parking.
Email	The rates paid in Byron already outstrip those paid in Sydney. State government shifting responsibilities onto residents by underfunding local government while it proceeds with mega infrastructure development in Sydney. Dismissive attitudes to Public Participation. NSW Tourism should be largely contributing to the development of roads. The Fit for the Future Plan does not incorporate a vision to deal with Climate Change. Total lack of vision in relation to the real need of the Byron Shire i.e. trains which will compliment a Fit for the Future Plan.
Email	Jim Beatson deserves a vote of thanks from BSC for highlighting the inequity to be suffered by residential only ratepayers. My rates are almost three time your average figure for residential and almost twice that of average business rates. Shocked to learn of the incredible rewards reaped by property owners making use of AirBnB.
Email	Opposing a rate rise as other means of rating need to be considered such as tourist levy to tax those benefitting from the \$400m tourist industry. I would be particularly supportive of Councillors giving consideration to exempt lands and applying a rateable value to them under whatever recommendation IPART has in this report that best fits irrespective of its ownership. Pensioner exemptions also need to be given serious consideration.
Email	The last Council was threatened with amalgamation if paid parking was not introduced and new Council is being threatened with amalgamation if SRV is not

	introduced. Byron Council is a rich council! \$60 Million are available from the development contribution account and other reserves and extra dollars are sitting in the account created by overcharging for fixed water and sewage of rate payers, for example. No big changes are required, please simply re-locate the rate payers money responsible
Email	Against any SRV. Council has other ways to gather money to maintain infrastructure that tourists help us to use and abuse. Putting it on locals is unjust and lazy. Increase rates for holiday lettings, AirBnB, etc. Introduce paid parking in Brunswick and Mullumbimby. Impose a bed tax. We love tourism and the multicultural energy but homeowners in the area don't make profit from the tourist industry and should not be taxed for it.
Email	Many years ago we were told that more house developments meant more rate payers, more money for the council. This did not work. Then we need tourism for businesses to thrive, it certainly helped some businesses, for rural dwellers less services. Some how waste collection slipped from the umbrella of council rates, and so can be increased at any rate, why is it no longer a council responsibility? How does the collection of tonnes of rubbish from Byron Bay celebrations using staff on overtime help a rural dweller? How can the council charge for storm water? When there is no maintenance on our drains, should be included in basic rates. Why do council workers slow down every second Thursday for their three day weekend, all equipment lying idyl? Maybe contracting out would be more efficient. Pre tourism in the winter months some Byron shops would slow down or close, rates covered every thing then, Tourism has destroyed the character of a wonderful area. If you can't increase like every one else at CPI it is gross mismanagement and only amalgamation the option.
Email	I do not support the rate rise as it is paying for our town to cater to the tourists. Why should locals contribute to paying for infrastructure decimated by the 1000's of visitors each year? Surely a tax or rate for the tourist businesses could be levied. Understand Council needs to maintain financial sustainability to avoid amalgamation but stinging locals is not the answer.
Email	Object to special rate variation. Propose that the millions of visitors to our town/region be taxed instead. They are the ones that abuse all the amenities and public infrastructure. I suggest a \$5 bed tax on every booking in Byron Shire hotels/backpackers. It will hardly be noticed by the tourists yet the huge amount of revenue collected could go towards maintenance of our infrastructure, roads etc etc.
Email	Opposed to proposed Special Rate Variation. Poorly executed campaign comprised of slanted surveys. Tourism in the Shire is at a critical point. Many benefit but many suffer. Introduce a variable rating system or a tourism and major event levy. Example of tourism levy rates from the Sunshine Council Revenue Statement provided. Other options available such as a ted tax.
Email	Against rates rising at all. Wants clearer road markings. Tourists ruin infrastructure and dump rubbish. Lived in area for majority of last 40 years. Basing rates on land value is crazy.
Email	This matter should have been made public before the elections and should have been made an election issue. Timing of submissions is bad (Christmas/New Year period). Councils competency should be questioned in not having specific plans of works for each option. Based on observation and correspondence with Council

	staff, it is evident there are no regular inspections or maintenance of roads, footpaths and foreshores. Council has no financial management skills. The SRV is taking place for the sole purpose of Council becoming fit for the future and avoiding amalgamation.
Email	State Government promotes the Northern Rivers Region as a tourist attraction and should therefore be contributing to infrastructure maintenance. Elderly residents, many born and bred in Byron Bay, are facing the unpalatable decision of selling their homes due to their inability to pay increased rates. Perhaps a new committee could discuss other methodologies to raise funds. Council has done an excellent job getting us fit for the future, the hard part is staying that way.
Email	Do not support rate rise. 1.5 million Visitors in Byron Bay a year. We should support a bed tax. Link provided with bed tax example. Inhabitants of Byron Bay are being pushed out.
Email	It's obvious funds are needed to upgrade and maintain infrastructure but this has been allowed to deteriorate for many years due to high tourist influx and lack of routine maintenance. Tourists are having a detrimental impact on the Shire but are not contributing to the upkeep. Explore other options such as enforcing infringements regarding illegal holiday letting, holiday letting fees for approved premises. Introduce bed tax, employ more rangers to enforce compliance, increase cost of paid parking, and value Councils assets at proper market value. SGBCA believes Council is taking the easiest path and slugging rate payers.
Email	Object to propose Special Rate Variation. Council ignores the wishes of the majority of ratepayers who do not want a rate rise. Figures in report to Council in December 2016 indicate majority do not want rate rise. Online survey did not feature an option for no rate rise. Council needs to listen to the ratepayers who elected them. Council has wasted previous rates. The only way out of this is for Council to be replaced with an administrator and amalgamated.
Email	Apparent that Council is intent on rate rise. Frustrating as we as ratepayers can only sit by and watch it all unfold, because even though we live in a democratic society, at the end of the day we actually have no say in what goes on.


Late Responses (received post deadline 18/1/17)

Community Feedback Method	Nature of Feedback
Email	Already completed online survey. Do not agree with rate increase. Small community which attracts massive tourism in comparison to number of residents. How can the Shire be broke and not be able to look after our infrastructures? Who is benefiting from the large amount of visitors and how can these people/organizers give some back into the community?
Email	Please consider not raising the rates of this poor long suffering community. Prove that you listen to the community and not raise rates, but petition State Government for innovative and necessary measures to protect the Shire.
Email	Firmly opposed to rate increase. Holiday rentals and B&B's should pay higher rates. Bed tax should be imposed. Byron Bypass should be scrapped. Money can be better spent in fixing roads around the Shire.
Email	Paid rates to Council for 27 years. Opposed to proposed options. Due to Councils improved operating results since 2013, there is no budget crisis to justify the largesse of the proposed SRV's. Half of the size of Council's proposed SRV's are

	unjustified by the figures included in the draft Long Term Financial Plan and draft Strategic Asset Management Plan.
Email	Opposed to rate increase. Rate burden already unfairly biased against existed legitimate landholders. Introduce more paid parking. Apply a rate loading to all dual occupancies. Apply business rate to all properties advertised for holiday rentals. Create a Roads & Bikeway s94 developer contribution plan. Apply to State Government to allow the use of already collected s94 funds for remedial roads and bikeway works. Move Council Depot to cheaper land and sell current site at a truly commercial rate. Abandon expensive exercise of imposing E-zones on private land.
Email	Object to any rate rise. With 172 tourists for every resident, all costs being collected from ratepayers is absurd. Research conducted by Jens Krause, Jim Beatson and Sam Legge unravel true state of Council finances and raise a number of important questions. New Councillors have had little time to make their mark. A progressive Council can surely bring to bear a better approach.

Annexure 1. Media clippings

Echo – 16 December, 2016



Volume 31 #27 December 14, 2016

Operational efficiencies

Councillors at this Thursday's meeting will decide on how to move forward with staff's proposed Special Rate Variation (SRV).

It's a tough and complex decision; without a SRV, staff say Council 'will have some difficult decisions to make concerning reductions in services, maintenance and facilities programs.'

This will include 'how to address increases to the annually reported infrastructure backlog, which are essentially roads.

If not addressed, Council could be considered as a possible amalgamation target, they say, if the government's 'fit for the future' benchmark is not met.

Staff claim that, as a guide, it costs around \$750,000 per kilometre to re-construct a section of road. Currently staff say the Shire's sealed road network is around 600 kilometres in length and 43 per cent of those roads are in need of reconstruction.

It's worth noting staff and the general manager (GM) came under fire for not providing the public with a consistent fourth 'no rate rise option' across all feedback surveys, be that online or printed. But the GM says that decision reflects Council's commitment to the Independent Pricing and Regulatory Tribunal (IPART) and the local government minister that 'Council would submit a SRV to increase its rates yield'.

In other words, the government forced this council and others to raise rates, or risk amalgamation.

But providing the fourth 'no rate rise option' across all surveys gives confidence the whole exercise is transparent.

And this is an exercise in confidence. To their credit, staff have been willing to patiently explain and debate the reasoning.

There are many angles to this. For example, IPART's initial recommendations into a current review of how rates are applied by councils may see unimproved land values replaced with capital improved value (ie rates would be applied to the total worth of a property, not just the land value). This has support from the NSW local government peak body, though its approval and implementation are unknown. The potential result, says the GM, is that 'million-dollar mansions will pay more and modest residences will pay less, bringing more equity to the system.'

As a ratepayer on a very modest income who does not own a holiday-let property, I cannot afford any dramatic rate rise.

I suspect many others in the Shire wouldn't be able to either.

Many suggestions canvassed publicly that appeared worthy of investigation have been rejected by the GM, be it bed tax, tourism levies or an investment arm.

So before rates are jacked up to pay for roads, I would like to see Council's long-term independent auditor replaced and a new public forensic audit undertaken, with emphasis on roadworks.

Council should also first complete all their key strategies within their Council Improvement Program (CIP), which includes 'asset realisation', or the sale and development of land under Council control. This audit is still ongoing, say staff.

Let's also not forget 'efficiencies and strategic procurement savings,' which are also an ongoing component of the CIP.

In October 2015, neighbouring Tweed, Kyogle and Clarence Valley councils were deemed unfit for the state government's 'fit for the future' benchmark. But last month, the National Party – ie the NSW government – were flogged in the Orange electorate because they lied about forced amalgamations, among other issues. The urgency may be bubbling away, but it appears all avenues are yet to be exhausted. This has the whiff of austerity about it.

Hans Lovejoy, editor
News tips are welcome: editor@echo.net.au

Echo – 21 December

Special rates variation steams ahead

Byron Shire Council all voted to forge ahead with a Special Rates Variation (SRV) at Thursday's Council meeting.

While the SRV is primarily aimed at fixing the Shire's failing roads and infrastructure, it comes with a warning from staff of amalgamation if assets are left to deteriorate.

Equitable

Following comments from the public – who were against the rise – councillors took around an hour discussing how the burden could be more equitable with tourist operators sharing more of that cost.

Staff told councillors that the initial application for the rise to the Independent Pricing and Regulatory Tribunal (IPART) does not need to have a rate amount specified.

Councillors have asked for a staff report, which will include 'revenue-raising options external to a special rate variation.' This includes implications of a 'tourism levy, tariff or something similar' and its relationship to a Special Rate Variation.

Council rates

Byron Shire general manager Ken Gainger announces 75 per cent of ratepayers will get a reduction of \$100 for water rates in the 2017/18 rate year because of operational efficiencies and revised strategic planning targets owing to better asset management planning. Well done, Council, so why not apply this to our general rates and avoid another rate rise?

With \$1.2 million raised in parking fines and millions raised in parking permits for Shire ratepayers and residents, we could spread paid parking to other towns in the Shire and at least maintain the rates at their present level. Try finding a parking space in Bangalow, Brunswick Heads and Mullumbimby. Here is another few million that could be made.

On another issue: As a

surfer I'm a supporter of drum lines. My children and grandchildren all surf, so why should a shark have the right to eat them?

Fair dinkum, how many cows, pigs, chickens, etc are killed every day, including fish? People's safety should always come first.

Paul McCarthy
Byron Bay

Amazing art

I was so disappointed when the Popular cafe closed down, not only for the loss of wholesome, cheap food, but also because of the destruction of the iconic mural of Mullumbimby and surrounds, including a man on the thunderbox, by Len Hend. His wonderful art popped up again on the True Wheel Cycles shop, which we appreciate every time we drive by.

I am thrilled to see the big,

If we see only the worst, it destroys our capacity to do something. If we remember those times and places – and there are so many – where people have behaved magnificently, this gives us the energy to act, and at least the possibility of sending this spinning top of a world in a different direction.

'And if we do act, in however small a way, we don't have to wait for some grand utopian future. The future is an infinite succession of presents, and to live now as we think human beings should live, in defiance of all that is bad around us, is itself a marvellous victory.'

Dr Richard Hill
Convenor, Ngara Institute

Monster rate rise

Councillors are held on a short leash. Complex financial information was released only a few days before a crucial meeting to decide the financial future of the Shire and the potential ruin of individuals.

It is clear now that figures have been massaged to create an artificial crisis. Remember Tony Abbott's budget crisis? This is Byron's version, but fully supported by a 'progressive' council, which would be up in arms on other levels.

Seventy per cent plus of residents are opposed to a special rate rise, but 100 per cent of councillors are swimming with the stream created by dodgy figures and processes, such as making critical ratios worse than they are. Something does not add up.

Some feel threatened by the stick called amalgamation. Infrastructure backlog is

a problem all over NSW and Australia. No amalgamation will solve that.

Others smell the honey pot of gold, a huge solidarity contribution by the ratepayers, mainly from Byron Bay, who already pay triple the amount folk in the hinterland do.

Money has also been re-directed from designated purposes. Available funds did not go towards reducing the backlog but were used to improve and create new infrastructure.

Wondered about all this wonderful activity in roadworks? It's done now, so figures look too bad in future years, which nicely puts pressure on the demand for special rate rises.

Now all new staff and machinery have been employed and those need to be kept occupied in the future. How about sensibly spreading the work over a longer time period? Who checks what is new and what helps the backlog?

Deafening silence, when it comes to alternative scenarios. Just dismissed out of hand.

The rate rise, once implemented, is forever fixed. No going back. Ever. Make your voice heard.

Jens Krause
Byron Bay

Finding causes

Pacifism is not a 'do-nothing' position. ('Post-fact survival kit', *Echo*, December 21). It consists firstly of acceptance that a particular horrible manifestation has occurred on the earth plane for good reason. Secondly, it involves finding causes of why it arose and then acting to short-

continued on page 11 ►

young lady pointing out the owners (who were hiding in the crowd) I would not have known who was responsible for these out-of-control dogs. When I approached them for their contact details they simply brushed me aside by saying 'This is a dog beach, and you enter at your own risk.'

I was in no fit condition to pursue the matter and needed to get medical assistance.

X-rays at Byron Hospital that day discovered that I had a compression fracture of the spine and two crushed vertebrae. It is four months since this happened and I was expecting to be fully recovered by now, but I am not.

I am hoping someone can tell me where to contact this couple as I am really disappointed by their complete lack of integrity and compassion and the fact that they took no responsibility for their unruly dogs' behaviour. I am offering \$500 reward to the first person who can give me the information that gives me their names and address. My mobile is 0402 314 098.

Barbara Turner
Byron Bay

Damn rate rise

In light of the current business bonanza and influx of tourists across the Shire I want to ask why we are hearing nothing from Council but a deafening indifference to the strong community rejection to the idea of a very significant rate increase.

While nature reserves and roadsides are being trashed by illegal access and camping, public services of sewerage, water, and garbage collection and emergency services are stretched, koala and nature habitat continues to be under

pressure owing to the endless festivals, and road maintenance struggles to keep up with increased use, how is it that ordinary ratepayers are seen as some sort of cash cow as if we have no financial pressure of our own?

I want to see a business infrastructure levy imposed on businesses and also on festival participants before residents are asked to clean up the mess with any sort of rate rise and not have it assumed that ratepayers can simply afford the cost again and again.

I find it quite deceitful that Council did not provide a 'no rate rise' option when pamphlets were sent to residents, assuming it would be a foregone conclusion. So much for a transparent, progressive council.

Council is lazy when it comes to finding options and a perfect example was the quick sale of the Roundhouse site at Ocean Shores, which could have returned a lot more money for the Shire.

If Council can't find solutions to the financial pressure due to increasing tourism without slugging ratepayers again, bring on the amalgamation, because this progressive council is not doing ratepayers any favours.

Rod Murray
Ocean Shores

I put forward three options for Council to save money and be fit for the future by reducing councillor and staff wages.

Option 1 by 7.5 per cent per year for four years cumulative. Option 2 ten per cent per years x 4. Option 3 12.5 per cent per year x 4.

Option 1 will deteriorate your life. Option 2 will main-

Sending the wrong message



I am so sick of seeing this image on the ride every year at Brunswick Heads. One oversexualised woman among a load of sportsmen. Really?

It's time this woman had a makeover that involved no provocative breast posing. It would not take a lot of expense to rectify this image but it will take a lot of will and support from our community.

This event is called the McGregors Family Carnival and as much as we appreciate

your intentions to 'provide a good time' for families, there is nothing good about this image. It is dated, inappropriate and sends the wrong message for a family carnival.

We either need the ride banned or a paint job on this section of the mural. Does anyone have a contact for the McGregors so we can all write to them in protest and request a modification of this mural?

Jannine Barror
Mullumbimby

but please don't shaft the locals or you may find karma bites you back.

Jeff Varcin
Suffolk Park

crappy as possible to achieve this. We are trying to resist the rest of our street becoming holiday rents or de facto boarding houses, but are becoming like the Last of the Mohicans.

You are faced with either moving onto the 'reservation' at Baywood Chase or being driven further south to Ballina Shire. Apparently they have new coastal walks tarred roads, and a council that is prepared to act within their jurisdiction, and carry out the basics well. Even their new buildings, although too tall, don't look like a vertically stacked van village.

I don't envy the difficult job of councillors and staff

continued opposite >

At Council's ordinary meeting on October 6, 2016, in its report no 13.5 concerning the proposed special rate variation, Council was asked to adopt the following three options for community consultation, which they did: option one a zero special rate variation (SVR), which would lead to a deterioration of infrastructure, option two a 7.5 per cent SVR, which would maintain the infrastructure, or option three a 12.5 per cent SVR, which would improve the infrastructure.

Mysteriously these options were changed in a space of weeks to the current options as in Council's advertisement. For example, option two of 7.5 per cent has now moved from maintain to deteriorate. There were no council votes on these new options. Is that legal? It is definitely deceptive.

In addition, were councillors aware that the report was talking about a cumulative rise of rates of up to 60 per cent, then retaining the proceeds, which means ad-

ditional income of up to \$12 million a year every year, being charged to the ratepayers indefinitely?

Over Council's long-term plan period of ten years, ratepayers are now looking at forking out up to an additional \$100 million. Lazy or smart, or both?

In its final assessment for its Fit for the Future program from October 2015, Byron Shire has offered the following special rate variation to the NSW government for the coming years: '... a successful application for and adoption of a special variation from 2016-17 of 22.5 per cent cumulative over four years (13.0 per cent above the rate peg)'. What is Council telling the state government that it is not telling us? Where is the modelling for this option?

The only logical conclusion is to postpone the process for 12 months and start again.

Jens Krause
Byron Bay

Questions without answers: QWA: 'Mayor Richardson, thanks for speaking with us.' Richardson: 'It's a pleasure.'

QWA: 'During the election you neglected to mention that, if elected, you'd be

North Coast news daily: www.echonetdaily.net.au

Byron GM replies to critics over rate rise

Staff reporters

Like former Labor PM Keating's famous quip about his recession – this is the rate rise debate we need to have.

Owing to the predictably strong opposition to the plan, Byron Shire general manager Ken Gainger has sought to address the complaints and perceptions surrounding the controversial plan to raise rates above the state cap.

At its December 2016 meeting, Council resolved to 'lodge a notice of intent to apply for a Special Rate Variation (SRV) from the Independent Pricing and Regulatory Tribunal (IPART)', although it is yet to determine how much of an increase it will apply for. That decision will be taken in February.

Mr Gainger has denied staff are leading councillors 'by the nose' to adopt the plan and that they have been 'lazy' in not considering ways of making visitors pay their fair share, such as an 'Airbnb' tax or extending paid parking to other towns.

He also refutes the claim that Byron's rates are 'among the highest in the state' and says that in fact they are 'among the lowest in the region'.

Mr Gainger also said that changes in the valuer-general's land valuations, which have led to rate increases in some parts of the Shire, have had the opposite effect in others.

He has also reiterated that unless Council increases its rates base significantly, it will likely fail the state government's 'fit for the future' test and be slated for amalgamation.

Mr Gainger's points appear in

full as follows.

Why are ratepayers being asked to foot the bill and not visitors?

While Council has now informed the IPART that it intends applying for a Special Rate Variation it has also asked staff to explore how additional funds can be raised from tourist levies, local businesses that profit from tourists, and holiday let establishments. Staff will report back to council in February before the council determines the level of rate increase that it applies for.

Why wasn't a 'no rate rise' option considered?

It was clear to the council that such an option was not feasible given the extent of Council's infrastructure backlog and the requirement to meet the seven performance benchmarks set by the state government/IPART.

Has Council been lazy in not exploring alternatives to a rate rise?

Over the past four years council has slashed the number of senior staff and reduced staff salaries, significantly improved operating efficiencies, raised new revenue through paid parking and property sales, saved \$300,000 per year in smarter procurement, refinanced loans and paid down debt, slashed council's legal costs, and established a new infrastructure fund.

Don't we already pay some of the highest rates in the state?

Council's general rates are among the lowest in the region and other councils of similar size in NSW.

As a result of the valuer-general's re-valuations, rates have increased

continued on page 3 ►

GM replies to critics over rate rise

► continued from page 1

substantially across the Shire

Despite new valuations Council's overall rate yield has not increased beyond the rate peg level. While some property rates have gone up beyond the rate peg because of revaluations this is offset by other properties' rates going down because of a drop in valuation.

Has new staff and road machinery already been procured?

No it hasn't.

Councillors were not

aware of the SRV financial detail.

Staff and councillors have been working through potential SRV scenarios for the past two years, with significant financial detail discussed during a series of strategic planning workshops. To suggest that councillors blindly follow staff recommendations is disrespectful to our hard-working councillors.

Council should spread pay parking to other towns.

Council recently extend-

ed pay parking to Wategos. Council has also undertaken parking studies for Bangalow, Mullumbimby, Brunswick Heads and Belongil.

These studies will be reported to Council over the next 12 months and consultation will be undertaken with those communities on parking management options.

■ For more information on the proposed rates increase go to Byron Shire Council's website www.byron.nsw.gov.au.

The challenges ahead for Byron Shire

Former Greens councillor discusses rates, roads and the bypass

Aslan Shand

Owing to his wealth of council knowledge, *The Echo* asked recently retired two-term Greens councillor Duncan Dey his thoughts on some of the big issues facing the Shire.

Raising rates via a special rates variation (SRV) has been looming over the Byron Shire Council since the state government threatened all NSW councils with amalgamation if they weren't financially Fit For the Future (FFF).

The biggest hurdle for Council is its failing roads.

Roads are one asset that will always cost the council money and the more people using them the faster they degrade.

Dey says, 'You need to maintain them. There are large amounts of traffic both from tourists and the large amount of unapproved accommodation that has been created over the years.'

'Roads are deteriorating at a much higher rate than other assets because of the large and increasing resident numbers, tourists because there is no public transport – to live in the Shire you must own your own car.'

Having served as a councillor from 2002 to 2004 and a second term from 2012 to 2016, Dey has had plenty of experience working out where Council spends its finite pool of money.

'As far as I understand it from Council staff, historically the quality of the roads has deteriorated because from the small amount of money the Shire has to spend it has also diminished the portion being spent on roads.'

'Maintaining a new road is far cheaper than an old one.'

'This fact combined with the level of traffic on a road will determine where it stands in the queue for repairs.'

'Currently the council is working towards an asset management system that rates the roads from a high asset in good condition to

a low asset.

'Once it gets to the bottom class – it's a basket case,' said Dey. 'A low-class asset is a road that will need to be rebuilt. This road then becomes a long term project because rather than being \$7/m2 to fix it is hundreds of thousands of dollars.'

SRV only option

'Because local government is the tail on the dog of state government and has to follow state government legislation, a SRV is the only option that a council controls to raise extra funds.'

'Council made the financial changes and promises to get us over the line as part of the FFF agreement. One of the promises made was the SRV. The new council shouldn't be blamed for the current situation.'

Nonetheless, Dey says he wouldn't be voting for the SRV unless it was combined with a range of other measures.

'If I were on Council, I would be saying to the general manager that unless the SRV is part of a package of endeavours that included:

'First: raising parking fees in Byron from \$3 to \$4 an hour – which could raise something like a million dollars.

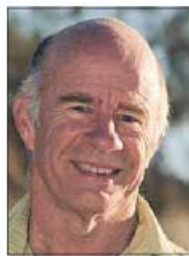
'Second: a bed tax. Council should pursue that until their knuckles are worn off. There is also an alternative to bed tax, which is to try to increase rates for businesses involved in tourism.'

'Third: currently rates are based on the unimproved value of land. Council should be beating its little drum to make rates based on the improved value of land.'

'If these weren't part of a range of strategic policies then I wouldn't vote for it.'

Tourists

Complaints have been coming fast following New Years Eve and the Falls Festival focusing on illegal camping and the rubbish left behind.



Former Greens councillor Duncan Dey.
Photo byrongreens.org

'This is an ongoing issue. Council has regulations and signage for no camping,' says Dey. 'We could just build toilets at areas we know people are camping illegally or we could create enough spaces and charge money to camp.'

'If not, we have to have enough enforcers to stop the illegal camping. Rangers need to charge fines.'

Bypass

As the tourists flow in the question of the Byron bypass continues to simmer in the background.

According to Dey, it will be in the courts for some time to come and the longer it spends there the less likely it is the bypass will be built.

Predicted to reduce traffic in the congested Byron CBD by just 18 per cent, the bypass has a long controversial history. Though Dey supported it when on Council, he saw it as part of a range of solutions rather than a solution in its own right.

'It's not the answer to traffic. Traffic is in such a state of chaos that it will only ever be dealt with through a suite of changes.'

'The old paradigm – the dinosaur answer to road con-

gestion – is to build more roads. Australians have yet to wake up to demand management in regards to driving their cars. So, in his wisdom, the previous MP for Ballina Don Page made his swan song the \$10 million funding of the Byron bypass.'

'But now it will cost more and may need to be scrapped. I predict that when it finally becomes shovel-ready, the cost will be so high that councillors will have to think twice before it goes ahead.'

Other solutions would range from public transport and park and ride through to shared and pedestrian zones.

'I see no reason why Jonson Street shouldn't be a pedestrian zone,' said Dey.

The future

With a new council finding its feet, Dey hopes that they will remember to listen and respond to the community.

'My hope is that they listen to their community.'

'They can't just go for the result; they have got to cherish the process and take their community with them.'

'Secondly, I would like them to resolve the conflicts between the coastal real estate and nice beaches; you can't have both. My priority is the beaches. We can look after the landholders – but that may not include what they clamour for.'

'Thirdly, I'd like them to establish industries that aren't based on tourism, but are based on our attributes, for example niche food production.'

Finally, what would make this council remarkable?

'Infrastructure. Score us some public transport. Get the states to pay for the public roads. The gem would be public transport – it would be great to get the train going.'



■ Another invasion of people, mega festivals, cars, traffic gridlock, illegal camping in streets and reserves, streets used as toilets and garbage tips by people who have no respect for anything or anyone. Roads that are nothing but a dangerous patchwork of potholes.

Nothing but stress and loss of amenity for locals. Quality of life and our precious environment are being destroyed by greed and the almighty dollar. Capitalism has well and truly gone berserk in Byron Shire.

It's obvious by the letters in *The Echo* in response to proposed rate rises that residents, many of whom have spent decades trying to protect the joint from inappropriate development, are well and truly over it. How many more people, mega developments/festivals/tourists can the state government stuff into the joint before enough is enough?!

Instead of asking distressed ratepayers to pay more, Byron Council, councillors and residents need to demand the state government, which has created this mess spending millions in taxpayers' money promoting tourism, to start spending our taxes on providing the infrastructure residents need.

Louise Doran
Ocean Shores

pond to the Murdoch (and rump) supporter who advocates *The Echo* should become part of the same stable. I feel ill at the thought of it!

Finally, I agree with the council's proposed rate increase. Being a pensioner my income would suffer but the hire would be a better place to live.

Stop whingeing, pay your dues and enjoy the benefits.

Alan Ramsay
Ocean Shores

People power

This year they are implementing a pension assets test or the hoi polloi while the fat at bureaucrats sit back for the rest of their lives, licking the cream with their excessive, non-means tested pensions. I guess there's little we can do about that.

► continued from page 10

This model of business is what is needed to change the world from rampant greed and capitalism gone to its worst extreme, where the very rich are prospering and everyone else is floundering.

Thank you, Enova, for giving us the chance to make powerful choices that directly influence our families. This enables us get the power back into the right hands and ensures a prosperous community. Let's hope one day this model is incorporated everywhere and money, the power-god of our times, is more equitably spread.

Magenta Appel-Pye
Mullumbimby

Road chaos

Why is it possible to be able to visit Lismore, Ballina, Murwillumbah and Tweed in a motor vehicle and not have to avoid potholes? Could it be that their council staff drive around with their eyes open and do something to have potholes repaired and are aware that their residents don't want to drive around and spend most of their time avoiding possible disasters?

BSC's plan to solve their problems is to tax property owners and with a bag of money then repair the roads (and toilets and parks, if they remember!)

BSC infers that plan 1 and plan 2 are a waste of money and plan 3 might see a slight improvement. What happens when the dollars run out? Some of the road chaos may be reduced but continuing repairs etc will be needed to be implemented immediately.

BSC does not have the population to 1. repair existing problems, and 2. keep up the maintenance.

The solution is as ugly as it may sound: 'increase our population', and the easiest and quickest way to do this is to amalgamate local government areas, eg join BSC with Ballina or Lismore or Tweed or Murwillumbah. Not just keep taxing local property owners, most of whom get zero benefits.

At this stage BSC can't even fix their own street (Station Street in Mullumbimby) and just to name a few other streets: Poplar Avenue, Pine Avenue, Fern Street, Main Arm Road, Coolamon Sce-

nic Avenue. I have noticed re-gravelling of the odd laneway – what about fixing the roads first and the lanes later?

BSC has the hide to then tell us that a large number of suburban streets will never be fixed. I am sure many ratepayers would like to know the streets you intend to ignore so please advise the names of the public roads/streets that you have selected to be included in the 'never to be repaired' category.

Malcolm Murray
Mullumbimby

Political rebirth

Richard Hil, Ngara Institute, *Echo*, December 28, tries to engage by having a conversation with the population about developing new narratives and political solutions to the growing right-wing, populist trend today on a global scale.

Let us face it, mainstream politics is rapidly losing credibility and appeal. In an age of neoliberalism, unbridled individualism is undermining political collectivism, as self-interest further permeates our culture and way of life. Meanwhile, right wing

It's that time again! Let's peek inside the local

Hans Lovejoy & Asian Shand

Okay – seats in the upright position, trays up and fasten your buckles – Greens mayor Simon Richardson speaks to *The Echo* about many of the issues facing the Shire.

Rate rise

Are you satisfied with how the rate-rise conversation is proceeding – ie is the GM doing enough to look at all budget savings measures?

I'm not overly satisfied... the timing hasn't been great. We had elections and then the Christmas break... I'm satisfied we've met every requirement. We probably could have been a bit more proactive; we need to be clear about what we are going to spend the money on. I would have liked to see a much longer lead-in time to get far more community engagement.

[In relation to the GM] I think what he has done in the last few years has been extraordinary when it comes to budget savings... before that it was a dog's breakfast.

Part of a new GM's job is to cut the deadwood [which he has done], but you don't

want to cut so much that morale suffers.

[As for rate rise options], Show me another way we can make an extra \$25m over four years. I'm staggered that there's so many in this area who are Bernie Sanders fans, democratic socialists and fans of the Scandinavian model of government. I mean, these are high-tax models. Yet when it comes to paying for ourselves, 'someone else should do it'.

From the staff's point of view, they were looking at process. The first was we say to IPART (Independent Pricing and Regulatory Tribunal) that we are open to a rate rise, then we start to drill down [on allocations] and that's where we are about to go.

If we ask for a 10 per cent rate rise, which is what I think we are probably going to go for, after that, we will decide how that will be allocated. And that might mean it could be a 20 per cent rise in Byron CBD and a six per cent rise for residents. The proportion [split] is up to Council. The state government doesn't even have a position on that. How we get that ten per cent is up to us.

I don't know how many



Greens mayor Simon Richardson.
Photo David Hancock

times I've had to answer the question: 'what about a bed tax' – you can only answer that so many times. I'm sure we are never going to win great kudos for a rate rise.

But we are really conscious of trying to make this as equitable as we can and not lumping it all on residents. The last thing I want to do – and I'm a ratepayer too – is pay an extra cent in rates.

Would you support changing Council's independent auditor to examine operations in more detail, for example? It's not to say they are doing a bad job, but isn't it good to get a different perspective?

Yeah that's true. This mob

The mayor's top five

Here's a list of what the mayor considers priorities for 2017:

1. 'Getting the community engaged' with the rural and residential land strategy.
2. Rail corridor. 'I hope to have a feasibility study done by mid-year.'
3. Get a solid emissions direction on renewable energy, explore and pursue biomass energy production, aim towards a closed-waste economy.

4. Citizen jury – community ownership of issues that affect everyone. Bring a cross-section of the Shire together to work on various issues.
5. Resolve our coastal and water management.

'For example, bringing the Brunswick River back to health. We have the capacity to do it. It would involve working with NSW Fisheries and other work such as removing causeways as they stop the passage of fish.'

[Council's independent auditors] do every council on the north coast. I'm open to that; I don't see anything wrong with potentially getting different eyes over it. [However] I think they do a good job.

Why wasn't this issue canvassed prior to the election?

It was... I mentioned it.

I remember mentioning there were going to be some pretty severe rate rises at a meet the candidates in Mullumbidgee. Obviously, no-one really ran it as a campaign item.

But it was in our financial sustainability plans, which were clearly listed over the last two or three years. These were unanimously supported by the previous council.

Other fundraising possibilities were discussed, including state government assistance and voluntary contributions

We cannot get one cent for infrastructure from Destination NSW, the state's tourism body. The reason is that they only support things that will increase visitation; they will give money for another festival, but you have to quantify how many extra bums on seats and beds. That's the only funding you get.

We need to start again with NSW Destination – it would be good if Labor join the Greens in putting legislation forward asking for a bed tax, for example.

We know our toilets are a tourist turnoff. But we cannot use any of that tourism infrastructure for toilets.

I'm also exploring volunteer contributions. We've got one in our caravan park. We want to do it like an opt out – for example you can opt out of Jetstar for emissions or whatever. We could do the same where for \$2 a day you can 'Help the Bay'. This could roll out across all of Council's managed caravan parks. I've been in discussion with many of the town's bigger hotels with this idea.

I know a lot of AirBnB people who have said to me – 'If you started that, I would do it. I'm feeling shit that I'm destroying my community but that is what I need to do'.

And of course the larger impact needs to go onto business. Our business rate in Byron CBD is low.

Other options for savings include sewage treatment plants (STPs). They are our biggest energy users. We could put solar panels around them;

not only would that make them energy efficient, but we could make money from it.

There is a massive chunk of land next to the plant on Valances Road, for example.

Closed-waste economy

We were in a situation in the middle of last year where I was at a workshop and staff said, 'okay our options for landfill is \$30–\$40m to redo Myocum [landfill facility], \$20–\$30m to join Kyogle's [waste facility] or build a whole new regional one...' So I asked staff to explore a 'no landfill' position.

This is exciting, because not only could we save \$20m, if we have a closed-waste economy, all of sudden we have innovative jobs turning waste into other products without landfill... I'm thinking of a whole precinct for this.

We've got a biomass prospectus out, which looks at how we can use our organic waste for energy.

Currently we get all our garden waste and we take it to Lismore to be turned into compost. But we wrote into the contract that if we have other spots in the Shire we would use that. We've got great opportunities for companies to set up and use biomass for energy sources.

These are the things I'm really excited about. We are expecting a report back in March on the biomass review.

Streamlining

We've also created a sustainability projects working group within Council that I'm chairing, and includes the GM and the heads of every department. It's purely in-house, and its aim is to make council more effective. For example, it took nine months for COREM

continued on next page ►



What part of 'no' to the rate rise doesn't Council understand?

■ The Byron GM's responses to your queries over the proposed rate rise (Echo, January 11) are not correct, particularly in relation to a no-rate-rise option for the residents. If it were clear to Council as claimed by the GM 'that such an option was not feasible', then why was that option included in item 8 on page 3 of the so-called community survey where ratepayers were asked to rank the preferred options 1 to 4 with the fourth option being a no-rate-rise variation?

Is it true that it was compulsory for Council to include the no-rate-rise option in the community survey by IPART?

What was the result of the community input on the no-rate-rise option when it was given to the residents, unlike the sham pre-paid mailout to residents which did not include the no-rate-rise option? What was the cost of this sham community survey?

Why did Council inform the minister on November 16 last year that their reply-paid card was only a 'prompter' and included a section for ratepayers to include a no-special-rates variation? Why did Council also include in that same letter confirmation that Option 4, a no special rate variation, was indeed in their community survey paper in item 8?

If Council has 'slashed' legal costs as the GM claims he should be willing to tell ratepayers how much Council's abortive attempt to pursue the Ocean Shores Community Association cost the ratepayers last year when the judge ruled in OSCA's favour and found their claim was a valid public interest case and awarded no costs against OSCA.

If Council has slashed the number of senior staff, how much extra is now being paid for consultants to help the remaining senior managers do their jobs, including the general manager's job?

If Council is only now seeking ways to save money, why wasn't this done before appealing for a rates increase?

It appears to me and a majority of ratepayers that Council's problems are clearly management related.

Jim Mangleson
Ocean Shores

■ If ever there was an erosion of the core Byron community, the ones that live here permanently, the ones that deeply care about the Shire, this rate rise is it. The commercial businesses scattered throughout the Shire are the

ones who should be paying the correct rates.

By this I mean all the illegal holiday lets that operate for 24 hours a day and now the many, many Airbnbs that have sprung up in what appears to be in every second household. These businesses should be paying commercial rates and leave the core permanent ratepayers alone!

I have come across many scared, upset folks because of this impending hike in the rates. Council should take a good hard look at where their funds should come from.

Lorraine Blumberg
Byron Bay

■ While I don't envy the GM or councillors the job of trying to solve the intractable problems facing Byron Shire, I'm not entirely persuaded by the GM's defence of the SRV. We are told we pay some of the lowest rates in the state but what are 'general rates'? Just the waste, water and sewer charges, not the land valuation component? I know mine in total, for under 500 square metres, are about twice the oft-quoted Shire average. Have some residents' rates actually gone down while others have spiralled?

If this is the case then some residents, with perhaps humble homes in now sought-after areas, are shouldering the burden for our infrastructure. Because the SRV is a percentage increase this will be exacerbated, further exacerbating another, I suspect, galloping trend: workplaces full of people who travel into Byron Bay to work.

As ordinary Byrontes are forced out by housing costs and now a potential doubling of their rates, will Byron Bay become one large commercial tourist hub serviced by employees from the hinterland and neighbouring shires with each relinquished property being snapped up for holiday rental? How sad for people who were born in Byron Bay or moved there decades ago, who used to love it and call it home.

Mr Gainger assures us that staff will investigate ways of spreading the load to the tourism industry but if this rates shortfall has been known for over two years isn't it a bit late to embark on such an ambitious undertaking when the decision has all but been made? As one of the participants in Council's no doubt costly glossy-brochured infrastructure survey, I certainly supplied some of these

suggestions last September.

I could add a suggestion to the efficiency measures: stop all the costly investigations and 'consultation' when there is already a predetermined outcome.

Was the GM previously reported in *The Echo* as maintaining that the roads most urgently marked for upgrade are mainly used by locals, not tourists? Perhaps we need to rethink that urban myth that all our problems are the result of a couple of million tourists being funded by a small ratepayer base. If this is the extent of wear and tear then what's our Council's excuse for such poor maintenance?

In any case, with the changes to local planning authority mooted by the state government and if we are to be forced out anyway, amalgamation is looking less of a disaster than it once did.

Liz Levy
Suffolk Park

■ It's good to hear that Byron Council is looking at other options to raise revenue for consistently neglected infrastructure in this Shire, by exploring tourist levies, holiday lets, paid parking, etc, but it is all too little too late.

The property Council sold to avoid amalgamation was the 4.5 acre Roundhouse site in Ocean Shores, at a pittance of its true value. A quick sale of community assets to padify the state government requirements for 'Fit for the Future' status. That alone put a third of the population offside.

Council is sitting on 40 properties that they own but are doing nothing with. Most are in the Byron Bay region, including four properties along the Belongi wall. So no revenue, just costs to Council and the community. Why didn't you sell some of those properties?

Council also has more than \$53 million in investments, but no divestment (selling) any of that cash store to ease their infrastructure backlog.

Council's general rates are a little lower than other councils in the region but those councils provide better services, and they maintain their infrastructure and assets better than BSC. However, you are not advising the community that BSC water and sewerage rates are among the highest in the state, and that's where most of your revenue comes from, and yet Council wants to close Ocean Shores Sewage Treatment Plant, to connect it to the Mullumbimby STP to

supposedly cut costs. There is nothing wrong with our STP that proper regular maintenance wouldn't fix.

Slashing unnecessary legal costs and reducing staff salaries makes BSC more efficient, and you may have reduced staff, but all the contractors you engage for nearly all services surely must add to the bottom line. To us peasants, that's called robbing Peter to pay Paul and not good money managing.

We get that you are in a tough position, but hitting the small ratepayer base all the time whenever you need extra cash is not the answer. You need to think more laterally and have the tourists pay their fair share to support their use of water, sewerage, services and infrastructure while they are in this beautiful Shire.

Tina Petroff
Ocean Shores

■ Although it is proven that 70 per cent of the locals in the Shire don't want a monster rate rise, which means a doubling of the rate bill for coastal communities, Council is persisting.

The last council was threatened by the general manager with amalgamation if councillors didn't vote for the paid parking scheme in Byron Bay. That money was supposed to be used to fix the roads, but now its purpose mysteriously has changed.

Again this term the general manager is threatening councillors and the public with amalgamation if Council does not get a special rate variation approved, which will be paid mainly by the ratepayers in Byron Bay, Suffolk Park and Brunswick Heads.

The focus of the allocation of the additional funds is on renewals. In other words the constituents of some hinterland councillors will benefit more, for example, from getting Mafeking Road or Binna Burra Road upgraded, as per proposal, and being paid by the residents living along the coast. Not a fair way of doing things.

Haiko Eidt
Byron Bay

■ The general manager, Byron Shire Council, I write to you having been a ratepayer (or my family being ratepayers) in Byron Shire since the late 1970s to express my opposition to your proposed application for an SRV.

The publications and surveys produced by BSC regarding the SRV were dis-

ingenuous and misleading. The one-sided propaganda (highlighted by the failure to allow ratepayers the opportunity to oppose a SRV in the survey) not only invalidated any community support for a SRV but discredited the entire process. Continuing with this approach the timing of the Council resolution to apply for a SRV and the restriction of feedback to January 18 (ie, over the Christmas period when many people are otherwise engaged) is in the great tradition of cynical political opportunism.

Please ensure that the application to the IPART contains all the publications by BSC so the Tribunal can ascertain for itself how poorly Council has conducted this matter.

Please also make the application public so that your ratepayers can ensure that (unlike your propaganda and surveys) it is balanced. Incidentally the IPART may be interested to know that the issue of a SRV was never mentioned at the recent council elections although it must have been known to many of the parties and was clearly a very significant issue for your ratepayers.

All the responses I have been told of or have read in the local newspapers have been strongly opposed to a SRV. In general terms they reflect a desire for Council to investigate and implement strategies to shift the growing financial burden from the relatively few ratepayers to the massive number of tourists (and the businesses that profit from them). This seems reasonable and is also, I would submit, the proper response of Council on behalf of your ratepayers.

An SRV is an easy and lazy answer to the undoubted financial mess Council has somehow created. It is also embarrassingly unimaginative for an organisation that prides itself on its initiative and alternative thinking. Most alarmingly it will have the long-term effect of driving more and more families away and will turn the Shire into the very place we are here to escape.

My feedback is that there should be a rate peg only (bearing in mind the recent rate increases through the increased UCVs) and no additional rate increase through an SRV. Rather Council should properly investigate and hopefully implement all possible strategies (such as

the successful implementation of paid parking) to raise revenue from the people and organisations who are using and wearing out our facilities.

I encourage all ratepayers to provide their feedback to BSC regarding this issue.

David Giddy
Byron Bay

■ The NSW government website of the independent regulator IPART has just released the intended special rate increases for all shires in NSW. Byron Shire's proposal is by far the most aggressive, with the highest percentage increase sought of almost all other shires in the state.

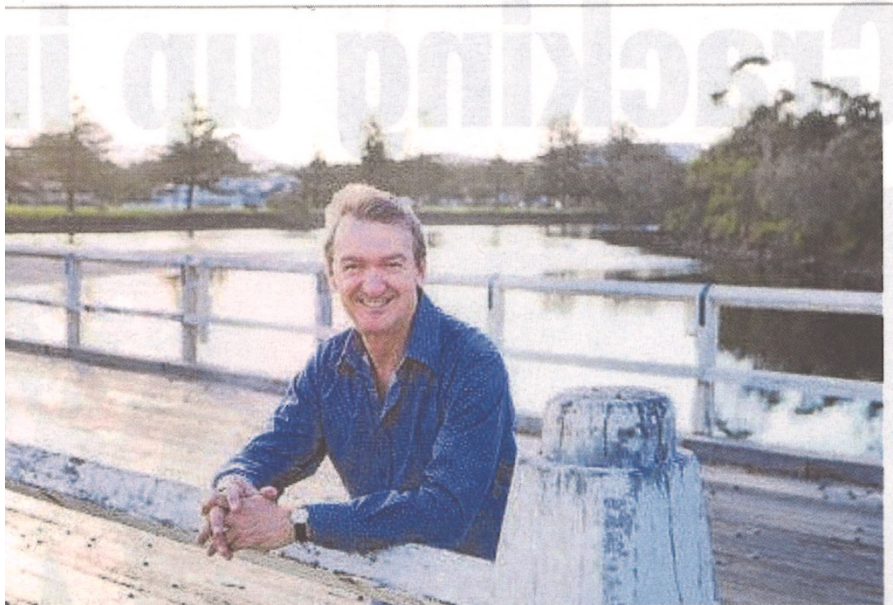
Here is the list: Byron Shire, 33.5 per cent, 46.4 per cent, 60.2 per cent cumulative over four years, permanent. Ballina 3.4 per cent above peg for three years, permanent. Bellingen six per cent one-off, permanent. Hunters Hill 4.5 per cent one-off, permanent. Inverell 4.75 per cent plus peg for three years, cumulative 14.94 per cent. Lockhardt 4.6 per cent cumulative for ten years. Mid Coast five per cent for four years cumulative. Muswellbrook 2.5 per cent for four years. Port Macquarie-Hastings 3.96 per cent one-off permanently. Shoalhaven 1.5 per cent over two years, 6.25 per cent over four years or five per cent over seven years (plus peg each). Willoughby 1.47 per cent and 1.45 per cent over two years (plus peg).

If you think the 7.5 per cent option is modest, think again. This option will raise an additional \$6 million dollars (plus peg increases for six years) over the next ten years, coming from local ratepayers, and indirectly from local renters. For many, especially along the coast, rates will double and make living here unaffordable. And for the attribution 'deteriorate', it is a fantasy, a made-up conclusion with fabricated numbers. Do not believe it. Just a couple of months ago 7.5 per cent was 'maintain'.

The problem we now face is that Council cannot go back to a lower special rate variation. If it were to agree that the current proposal is excessive, even at the 7.5 per cent level, then it has only one option, that is to not apply this year and postpone it for 12 months until more funding options are pursued and a different, fairer rate increase is put before the people. Don't hold your breath.

Jens Krause
Byron Bay

Byron Shire Echo archives: www.echo.net.au/byron-echo



NEWS: Byron Shire Council general manager Ken Gainger.

PHOTO: CONTRIBUTED

ending on which
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on the Council selects,
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100 per annum
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said Council was also
lful of the current
w of local government
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PART which has
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rmine property values
ge from the current
value (land value only)
apital Improved Value
); that is, the combined
e of the land and all
ovements.
is expected that the
based valuations will
troduced within the
couple of years.

Mr Gainger outlined that
such a change would fix
current rating inequities
whereby the owners of
million dollar mansions
pay similar rates to the
owners of modest houses.

"A CIV based valuation
system is likely to see the
rate burden distributed
more fairly, which would be
welcomed by many in our
shire," Mr Grainger said.

He also stated that the
council has developed a
hardship policy which
contemplates
disadvantaged ratepayers
being offered some rate
relief.

Council will be
considering the Special
Rate Variation at its next
meeting on Thursday 15
December.

Almost 2,500 ratepayers
and residents have taken
part in the recent month
long community
conversation about the
proposed increase.

This included over 950
online surveys, 900 reply
paid cards, a 400 person
random telephone survey
and over 400 people spoken
to at community
information stands.

Mr Gainger thanked
those who had been part of
the consultation process.

■ Residents can read the
consultation report and
updated Integrated
Planning and Reporting
documents within the
December 15 council
meeting agenda
<http://www.byron.nsw.gov.au/meetings>

Byron Shire News 15-12-16

LETTERS TO THE EDITOR

considering leaving the Shire or moving into a small flat because he can't afford to live in Byron, especially in view of the potential rate rises.

He would rather drive slowly over the pot holes and would like to see the tourists doing the same.

What will be the impact on affordable housing? Investors are here to make a profit. Within a couple of years rents will go up through the roof. Landlords will move into holiday letting where the margins are much higher.

Sorry tenants, you better start packing up you might be evicted soon.

I am a supporter of a progressive Council but I would not have supported councillors who are in favour of such a steep rate rise and I would urge you (councillors) not to vote against the people that put you into power.

A 7.5% rate increase over 4 years will be a killer for our community!

Councillors, please be reasonable. Put the Special Rate Option on hold for a year and find alternative financial solutions such as a Paid Parking Scheme in Brunswick, a bed tax for tourists and look for other savings first.

— Heike Eidt
Byron Bay

Rates revolt

Special Rate Variations!
Low income earners and tenants will be driven out!

What will happen to the community if even the lowest proposed Special Rate Rise of 7.5 % will go ahead?

Instead of applying for grants to State level, Council's infrastructure and extra staff will be paid by the rate payers.

Flashy new cars, trucks
and rates already can be

15-12-16

8 NEWS OPINION

byronnews.com.au Thursday, January 12, 2017

YOUR SAY

LETTERS TO THE EDITOR

CONTACT US
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Rates reality

I AM concerned at the obvious lack of concern the current Byron council has for our financial position, especially in regard to our ability to continue chasing the "green dream".

While I agree we need a rate increase to remedy our aging infrastructure, including around \$190 million to fix roads, my deep concern is that this council is likely to use the extra funding to further promoting its green agenda, such as zero emission targets.

This is how past Byron councils got us into a financial mess.

The Greens lobby have made us feel guilty with claims we have the highest energy usage per capita and are pillaging the planet. There are very few, if any, countries with as clean and wonderful environment as we enjoy.

The reality is Australia is a huge country with few people, so it costs a lot to get around.

Also, we produce a lot of things that are energy intensive in resources and

agriculture. We use a lot of space (because we have it). We drive cars or fly because things are a long way away. We have boats because we are surrounded by ocean. We are not pillaging our country!

Many people love the idealism of a greener future and leading the world responding to climate change, but the reality of what that means is now becoming evident.

The cost of these ideals is higher energy costs, falling

living standards, lower incomes, higher unemployment and structural dislocation of industries. No economy can sustain high wages and high energy costs.

We have lots of smart people working on a lot of illusionary projects and on reports that lead to poor outcomes or none at all. Funding these programs with voluntary contributions will become more difficult and the temptation on

council to stump up with some ratepayer funding will inevitably increase.

The Beyond Zero Emissions program will cost the community dearly in one form or another to achieve as yet unidentified goals.

This program has agriculture as the bad boy of the CO2 emissions. It suggests we fix it by reducing cattle herd numbers; reducing methane emissions with feed supplements, selective breeding, smaller cattle and

Artists take a balanced look at coast

THE balance between habitat, humans and the ocean – including surfing – are the themes of a show by Byron creative duo Potts and Anne Leon at Lone Goat Gallery.

The two employ different approaches but also cross over to create unique collaborative pieces. On until January 18.



growth enhancements; decrease the use of fossil fuel-based fertilisers and pesticides; better manure management; and more organic community gardens and localised food production and distribution. Try to achieve that without ratepayer financial assistance. Good luck!

What many don't realise is farming, including cattle, has been a part of our community long before the "green dream".

Farmers are part of the community and shouldn't be singled out as a main contributor to CO2 emissions. What about the endless stream of cars in our towns this time of the year?

Farmers are not silly. They'll look at anything that will reduce the impact on their land and the environment. After all it's their livelihood and smart business practice – unlike lofty aspirations with no outcomes from the council.

We need to think very carefully before we tax the ratepayer further without being clear just how these "green dreams" are being funded.

– Cr Alan Hunter
Byron Shire Council