

Redland City Council Canal and Lake Special Charges Review

Citizen Advisory Panel Report

1. Summary

Articulous Communications and Max Hardy were proud to partner with Redland City Council on the Canal and Lake Special Charges Review.

Feedback received at the conclusion of the panel sessions from participants indicated that those who participated in the Citizens Advisory Panel were satisfied on all measures regarding the management and delivery of this activity.

Of note, and importantly, several panel members commented on 'how much they had learnt' and 'how their views had changed' over the three panel sessions.

Over the course of the panel sessions, panelists were provided with ten presentations including:

- Five presentations from separate ratepayer associations and estate residents;
- Three presentations from Redland City Council officers (excluding welcome and closing formalities);
- Local Government Association of Queensland; and
- University of Queensland.

A written statement was provided from the Queensland Department of Environment and Science.

Five representatives of the ratepayer associations and estate ratepayers were invited to present. Three were from formalised resident groups, those being Raby Bay Ratepayers Association (RBRA), Community Title Scheme (CTS), Aquatic Paradise Residents' Association (APRA); and two were individuals, [REDACTED] a resident of Sovereign Waters and [REDACTED] resident of Raby Bay who council requested be part of the consultation.

The panel understood and acknowledged the concerns presented to them by the canal and estate ratepayers, including the challenges of Raby Bay residents where the failure of revetment walls occurs. They also understood and acknowledged the challenges faced by Council, in maintaining the canals and waterways, and maintaining and repairing the revetment walls at Raby Bay.

The majority of panel members felt that those who use the canals derive more benefit from them than other residents, and that those who benefited more should pay more. They felt

that the special charge was more applicable for maintaining revetment walls, than for canal maintenance activities, however they did not generally support property owners having to pay for all the repairs on revetment walls. Panelists generally supported Council paying towards the maintenance of both the canals and waterways, as well as the revetment walls. The Panelists also supported a broader definition of benefit to include users who do not currently contribute to the upkeep of these estates.

The panel also felt that the current 20% discount on rates for higher valued properties should not remain if the special charge is removed.

The panel broadly supported Council's current infrastructure management activities and they felt that Council should invest moderately in emerging methods and technologies for maintaining this infrastructure. The panel believed Council should commit to early qualitative detection of revetment wall failures because this could reduce the costs of repairs. There was some discussion about how Council could establish a clearer process for managing the canals and revetment walls, such as through a Council group with a singular focus.

2. Background and scope

Redland City Council has two canal estates and one lake estate. These estates require regular maintenance and repair to:

- Keep their waterways navigable
- Repair revetment walls that protect land from erosion
- Maintain water quality
- Maintain and repair navigation aids
- Clear the waterways of litter
- Remove unwanted mangrove trees

In January 2017 Redland City Council committed to a city wide engagement program around the best way to manage and fund these maintenance activities.

Historically, the cost of this maintenance program has been shared between Redland City Council and canal and lake residents. Redland City Council contributes to these costs from general rates, and canal residents contribute through a special charge. In June 2017 Council resolved to engage the city on these questions.

1. How should we manage canal and lake maintenance activities such as dredging and bedlevelling to ensure the canals and lake can be navigated, not only by residents of Raby Bay, Aquatic Paradise and Sovereign Waters, but also by a broader group of residents and visitors to the city?
2. How should canal and lake maintenance activities such as dredging and bedlevelling be paid for to ensure the canals and lake can be navigated, not only by canal and lake residents but also by a broader group of residents and visitors to the city?

3. How should upgrade, maintenance and monitoring of revetment walls of properties on the canals and lake be managed? (e.g. should Council continue to deliver these services, or should residents take responsibility with Council overseeing via a compliance system?)
4. How should upgrade, maintenance and monitoring of revetment walls of properties on the canals and lake be paid for?

Articulous and Mr Max Hardy were contracted to:

- Facilitate three Citizen Advisory Panel meetings
- Meet three times with community groups and estate ratepayers representing each of the three areas impacted by this decision.

3. Timeline and Methodology

Please see appendix 10

a. Ratepayer Associations and Estate Ratepayers meetings

Engagement with the ratepayer associations and estate ratepayers established the parameters for which these individuals and groups could contribute to the engagement process and facilitated discussions between the Citizens Advisory Panel and Redland City Council.

Ratepayer associations and estate ratepayers were advised they could contribute to the engagement process through many channels including:

1. Direct stakeholder meetings
2. Present to the Citizen Advisory Panel
3. Request further information from Redland City Council
4. Provide unedited written statements and ancillary information to the Citizen Advisory Board as they saw fit
5. Make a submission on their proposed solution for the funding and maintenance of Redland's canals and lakes; how it would be applied and what would the impact of it be on different groups within the community
6. Contribute via the city-wide engagement

Outcomes of these direct meetings are summarised in the Redland City Council Special Charges Review - Stakeholder Engagement Report.

b. Citizen Advisory Panel

To provide an additional layer of independence from Council, Q&A Research was independently commissioned to recruit a Citizen Advisory Panel of 40 residents broken down into:

- 10 residents who currently pay the special charge
- 10 residents who live in mainland coastal areas
- 10 residents who live on the islands

- 10 resident from other parts of the city

In addition to reflecting the city's geographic diversity, Q&A Research was commissioned to recruit a panel that represented a diversity of ages and gender.

Approximately 2% of the city's population live in the canal and lake estates however these same residents comprised 25% of the community panel. The panel was deliberately weighted with more residents who live in the canal/ lake areas because these residents are most impacted by the decision.

c. Evidence submitted to the Citizen Advisory Panel

The Panel considered a wide variety of evidence including:

- Presentations by ratepayer associations and estate ratepayers
- Presentations by independent experts on subjects raised as being of interest by members of the Citizen Advisory Panel
- Presentations by key Council staff on subjects of interest to members of the Citizen Advisory Panel
- Written submissions and statements from ratepayer associations, or ratepayer representatives from the three estates
- Fact sheets prepared by Redland City Council
- Relevant engineering reports

d. Ratepayers Association and Estate Ratepayers Information to the Citizen Advisory Panel

Ratepayer Associations and Estate Ratepayers were invited to:

- Present to the panel in person
- Have their presentations printed and distributed if desired
- Provide other materials to the panel without approvals or vetting from Redland City Council
- Speak at the very first session, if available, to ensure that the panelists were made aware of resident groups' concerns and frustrations early in the process
- Present at another panel meeting if they were unavailable for the first session
- Provide their preferred solution to how these estates should be managed to the panel in a provided template (see appendix 1)

All panel meeting dates were provided to ratepayer associations and participating estate ratepayers at the beginning of this engagement program.

The following residents and ratepayer associations presented to the Citizen Advisory Panel:

- The Raby Bay Ratepayers Association (2 December 2017)
- Raby Bay Resident [REDACTED] (2 December 2017 and 19 January 2018)
- [REDACTED] representing Raby Bay community title scheme residents (20 January 2018)
- The Aquatic Paradise Residents Association (10 February 2018)
- [REDACTED] representing Sovereign Waters residents (10 February 2018)

All presenters were asked to present for 20 minutes and were encouraged to focus their presentations on helping the panelists with their discussions, which concentrated on the following four key areas listed on the Redland City Council Your Say website:

1. What the issues faced by canal and lake residents are
2. What is required to maintain these estates
3. How we got to where we are
4. What is the best way forward.

Copies of their presentations were provided to the Citizen Advisory Panel for their consideration.

All presentations are included in appendix 2 of this report, with the exception of the report from Aquatic Paradise Residents Association (APRA). Following their address to the panel on 10 February, an APRA representative was asked if they would like a copy of their presentation included in this report. He declined this invitation however, it should be noted that all panelists received hard copies of APRA's presentation documents.

The panel were also provided a number of additional documents for their consideration. Copies of these documents can found in appendix 5.

e. Other presenters

The Panel requested additional information on a number of topics including siltation studies engineering reports, local government responsibilities, State legislation and Council policies. Where possible, independent experts were sourced to provide objective advice.

The University of Queensland Coastal Engineering Group - Dr Dave Callaghan

Dr Callaghan presented on:

- How are revetment walls generally constructed - what is best practice?
- What forces generally act upon revetment walls (tide, wash etc) and what impact does this have on the wall?
- How does siltation generally occur in waterways that enter Moreton Bay?
- What are the findings of the Aquatic Paradise siltation study and how do these results compare with siltation in other estuaries that enter Moreton Bay?

Local Government Association of Queensland - Mr Mark Leyland

Mr Leyland presented on:

- How are local governments allowed to raise money for infrastructure works?
- What are the key principles that underpin each of these funding methods?
- What are the advantages and disadvantages of each method?
- How can Council reduce the cost of infrastructure maintenance?

Copies of these presentations can be found in appendix 4.

The Panel also requested additional information from key Council officers.

Senior Adviser Marine Projects Redland City Council - Mr Rod Powell

Mr Powell presented on:

- How is Redland City Council maintaining the canal and lake estates?
- How is Redland City Council monitoring the condition of infrastructure in these estates
- How has Redland City Council managed expenditure associated with these works?

Finance Manager, Financial Operations Redland City Council - Ms Noela Barton

Ms Barton presented on:

- Redland City Council's rating policies
- An explanation on Council's current special charges for canal and lake estates
- The current contribution residents in these estate these make toward infrastructure management
- The legislative principles that underpin how Council applies the general rate
- The financial impact on residents of removing the special charge

Copies of these presentations can be found in appendix 3.

f. Ratepayer association and estate ratepayer submissions

Ratepayer associations and estate ratepayers were invited to make a submission to the Citizen Advisory Panel for the third and final panel session.

The submissions, were completed on a template that asked these questions:

1. What is your proposed solution for the funding and maintenance of Redland's Canal and Lakes?
2. Does your solution relate to the canals and waterways, to the revetment walls or to both?
3. How would your solution be applied?
4. What would the impact of your solution be on different groups within the Redlands community – i.e. ratepayers in different areas of the city, council, business owners, transport operators etc?
5. What is the rationale or principles used in drafting this solution?

These questions were based on discussions raised during the first two Citizen Advisory Panel meetings. These submissions were provided to all members of the Panel for consideration ahead of the final panel meeting.

Copies of these submission can be found in appendix 9.

g. Other submissions

The Queensland Government Department of Environment and Science provided a written submission in response to these panel questions:

- Why is Council repairing revetment walls and dredging canals - under what legislation (if any) does this occur?
- How were the canal estates (especially Raby Bay estate) approved?
- Any engineering/building standards that were applicable to their construction
- What were the transfer conditions for Redlands when the State delegated their management to Local Government

A Copy of this submission can be found in appendix 4.

h. Citizen Advisory Panel Meeting Agendas

Citizen Advisory Panel Meeting 1 (2 December 2017)

Agenda:

- Remit and objectives of the day
- Canals tour by bus with Q&As by Redland City Council
- Presentation and Q&A by Raby Bay Ratepayers Association
- Presentation and Q&A by [REDACTED] Raby Bay resident)
- Activity: Questions from Citizen Advisory Panel to Council - these questions were addressed by a panel of senior Council officers
- Activity: Summary and actions for next meeting

Please see appendix 7 for full report

Citizen Advisory Panel Meeting 1A (19 January 2018)

The first panel meeting was originally scheduled for 25 November. Unfortunately, the 2017 Queensland Government election was subsequently announced for this same date causing the late rescheduling of this meeting. Eight of those originally recruited to participate in the advisory panel discontinued their participation and Q&A research was re-engaged to recruit matched replacements.

An additional panel meeting was hosted for the additional 8 panelists, which replicated the 2 December meeting.

Agenda:

- Remit and objectives of the evening
- Canals tour by video with Q&As by Redland City Council
- Tabled presentation from Raby Bay Ratepayers Association
- Presentation and Q&A by [REDACTED] Raby Bay resident)
- Summary and actions for next meeting

Please see appendix 7 for full report

Citizen Advisory Panel Meeting 2 (20 January 2018)

The agenda for the second panel meeting responded to the outcomes of the first panel meeting (2 December 2017). The panel members were especially interested to hear more about:

- How does Council maintain its canal and lake estates and how does this compare with how these areas are managed in other places?
- How is money spent on maintaining these estates and what is the projected expenditure?
- How can Local Governments raise money for infrastructure works?

Agenda

- Questions and recap
- Objectives for the day
- Presentation and Q&A by [REDACTED] on behalf of Raby Bay Title Scheme residents
- Presentation and Q&A by Dr Dave Callaghan - The University of Queensland Coastal Engineering Research Group
- Presentation and Q&A by Mr Rodney Powell Senior Adviser Marine Project, Redland City Council
- Activity: Principles for maintenance and funding
- Presentation and Q&A by Mr Mark Leyland Local Government Association of Queensland
- Activity: Deliberation and close

Please see appendix 7 for full report

Citizen Advisory Panel Meeting 3 (10 February 2018)

Agenda

- Questions and recap
- Objectives for the day
- Activity: Infrastructure Principles
- Presentation and Q&A by the Aquatic Paradise Residents Association
- Ratepayer association and estate ratepayer submissions
- Presentation by and Q&A with Ms Noela Barton Finance Manager, Financial Operations Redland City Council
- Presentation and Q&A by [REDACTED] a Sovereign Waters resident
- Activity: Develop funding options
- Activity: Ranking of funding options

Please see appendix 7 for full report

i. Live polling software

The panelists used live polling software to individually vote on a range of questions throughout the sessions. The live polling software allowed Panel members to anonymously record their preferences and comments on questions, and for the results to be automatically shared with the group. This software was set so panelists could only submit one answer to each question. Answers cannot be associated with any individual.

In the third and final session, Panel members developed their own options for funding of the revetment walls and canals and waterways for each of the three estates. Panelists then ranked the options that they had generated, as described in the findings section (5) of this report. Panel members who did not feel comfortable or confident in using their own phones for the live polling, were provided the option of using a paper-based version of the questions, or using a phone owned by one of the facilitators or support staff.

4. Top line findings

Fairness

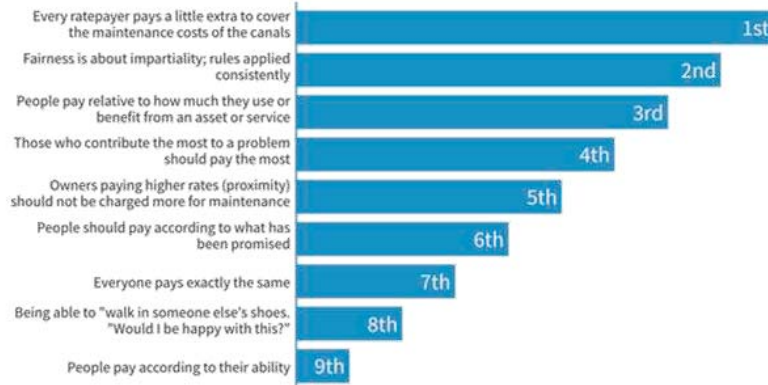
All panel members understood the concerns and frustrations raised by the ratepayers representatives.

In the second panel meeting, Panelists were asked to rank principles of "fairness". The options that were ranked, were co-created by panelists before they were ranked. Panelists felt that it was 'fair' that every rate payer contributed to maintaining infrastructure in the canal and lake estates.

Graph 1

Rank these in order of how closely they align with your views. Most aligned at the top. **FAIRNESS** means:

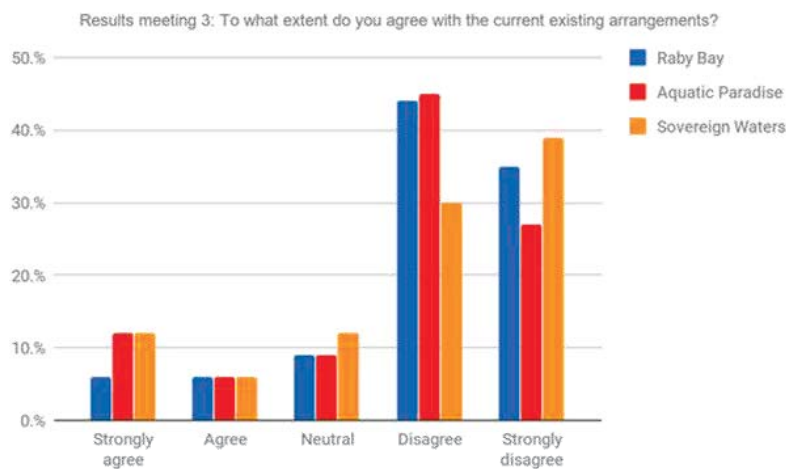
 Poll locked. Responses not accepted.



Change to the Existing Arrangements

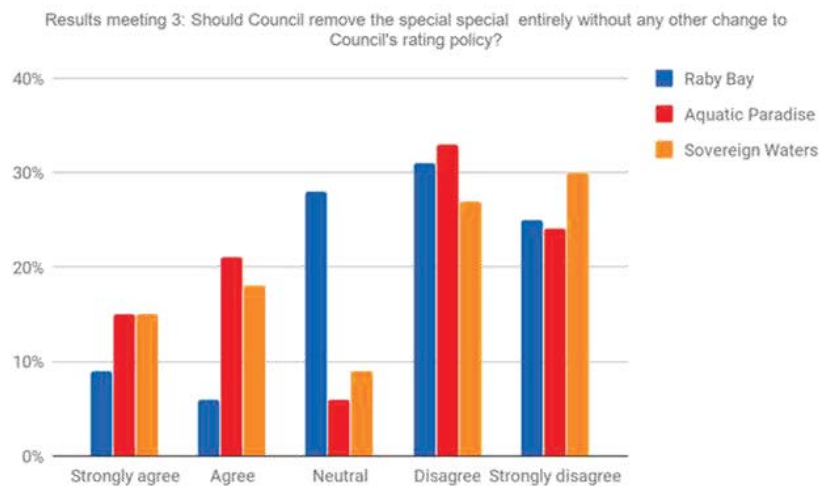
The panel did not agree with the existing arrangements for any of the estates.

Graph 2



However, the panel did not support simply removing the charge. They felt that estate residents should directly contribute something toward maintaining infrastructure in these areas.

Graph 3



5. Infrastructure management principles

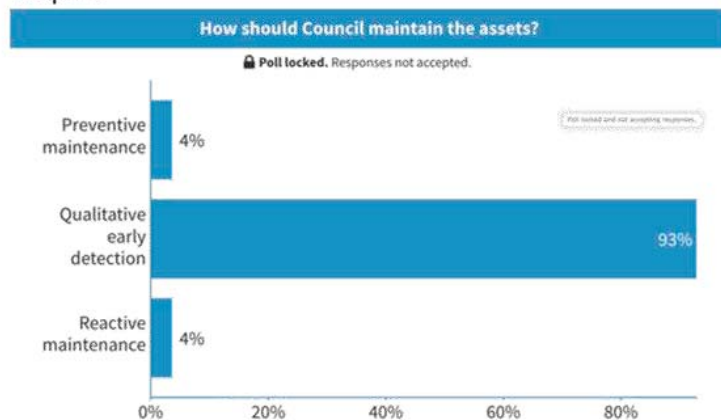
a. Revetment walls

The panel identified the following infrastructure management principles.

i. Qualitative early detection

The panel strongly supported Council's current program of early warning monitoring and intervention to prevent major revetment wall failures.

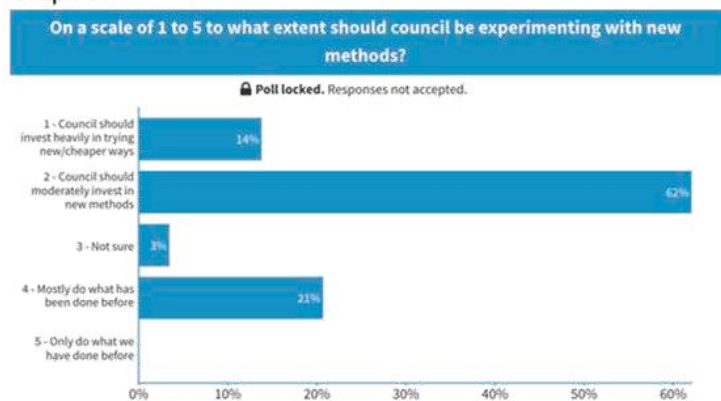
Graph 4



ii. Trial emerging technologies

The panel also felt that Council should trial new repair methods.

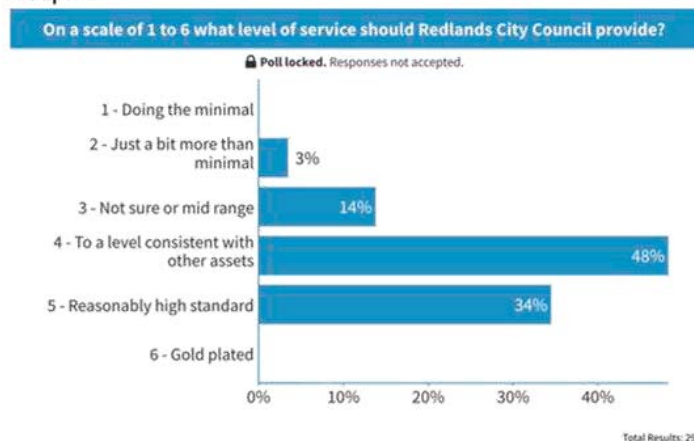
Graph 5



iii. Walls should be maintained at a consistent level with other assets

Half the panel felt that Council should maintain canal walls to a level consistent with other assets, with an additional third responding the walls should be maintained to a reasonably high standard.

Graph 6



b. Canals and lake dredging and maintenance

During Panel meetings 1, 1a and 2, Mr Powell (Senior Adviser Marine Project, Redland City Council) gave detailed explanations on how Council currently dredges, cleans and maintains the waterways in all three estates. He also described other waterway maintenance activities such as rubbish removal, weeding and repair of navigational aids.

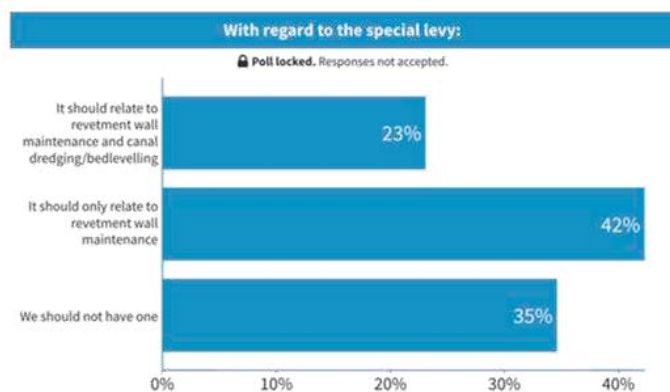
The panel made no recommendations on how Council maintains waterways in these estates.

6. Funding principles

The panel identified these funding principles.

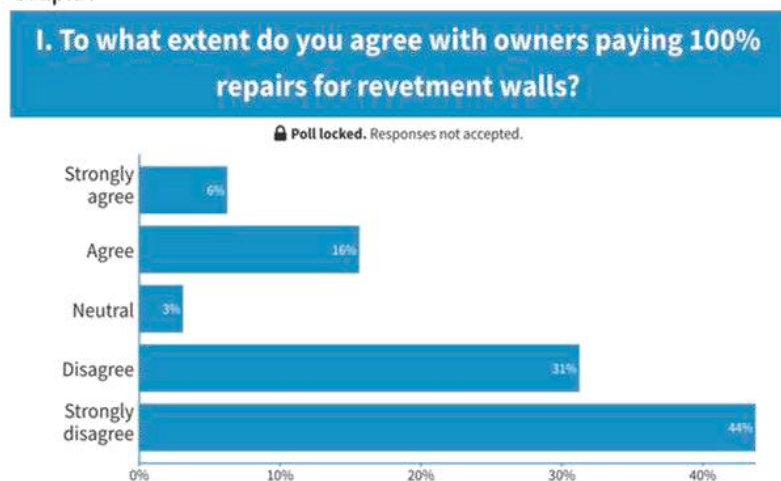
a. The special levy is more relevant to maintaining revetment walls than canal maintenance activities.

Graph 6



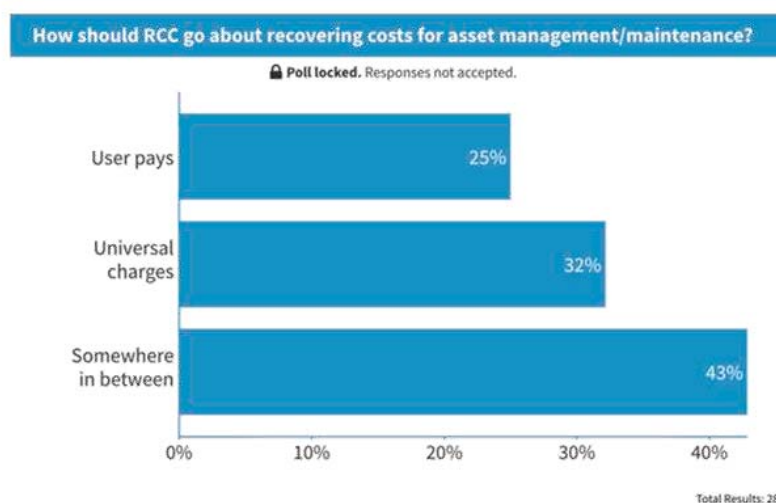
- b. However, all ratepayers should contribute something to maintaining the city's canal walls.**

Graph 7



Further, the greatest support was given to a cost recovery program that lay between direct user pays and the maintenance and repair program being entirely funded through the general rate (described as universal charges).

Graph 8



c. Those that directly benefit from the walls and waterways or who negatively impact them should pay more for their upkeep.

This principle was highlighted in several ways.

In their presentation on 2 December 2017, the Raby Bay Ratepayers Association claimed that building activities within 9m of the Raby Bay revetment wall may compromise the integrity of this wall.

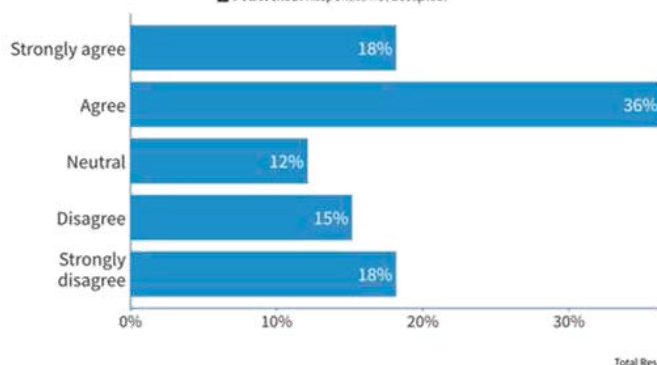
The panel felt that these property owners, as well as businesses with waterfront views who do not currently pay the levy but whose trade is benefited by their location, should contribute more to the upkeep of the walls and waterways. They also felt that other users such as boat owners and properties with a pontoon could contribute more.

The following funding option was developed by the Panelists.

Graph 9

E. Special levy points system, based on views, business benefits, pontoons, buildings encroaching 9m mark, boat owners - RB

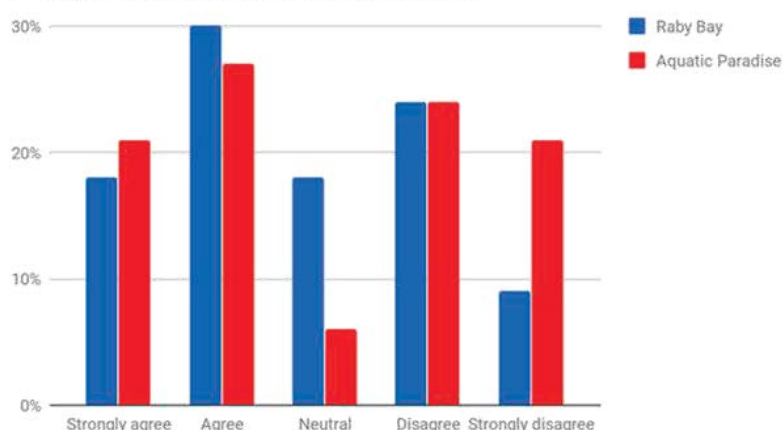
🔒 Poll locked. Responses not accepted.



Secondly, there was general support for a special levy based on the length of a property's waterfront boundary, although this support is stronger when applied to Raby Bay. It should be noted that this funding option was developed by the panelists during the third session and was only applied by the panelists to Raby Bay and Aquatic Paradise.

Graph 10

Meeting 3: Special charge is based on quayline length



7. Definition of benefit

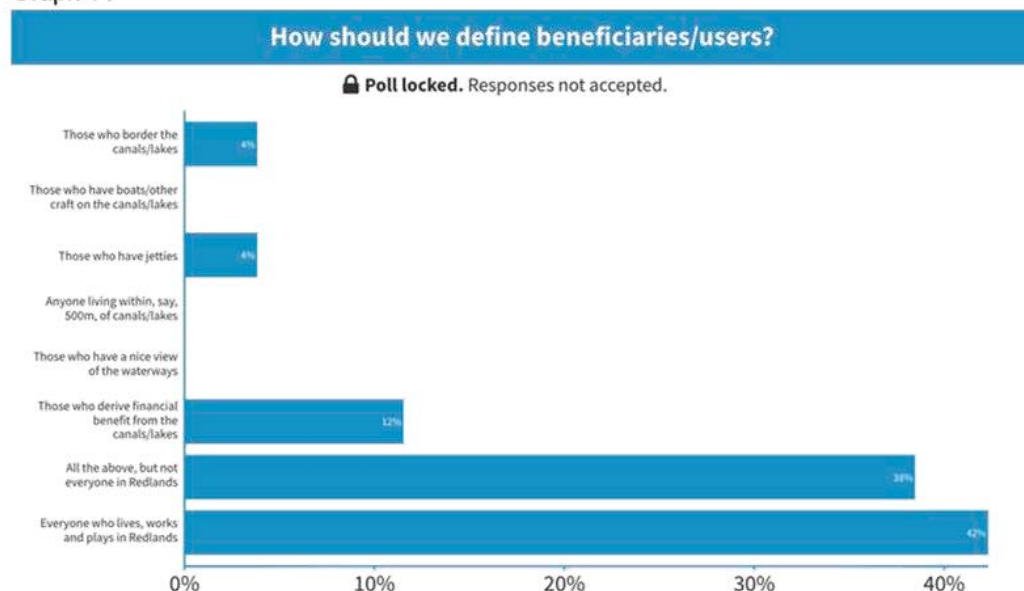
Who Benefits?

Council and ratepayer presenters recognised that the canals are publicly accessible and used by people who do not live in the estates for activities such as fishing, canoeing, kayaking and other activities.

Panelists defined a broad range of beneficiaries / users. When asked to define beneficiaries / users, panelists generated a number a wide number of options.

42% of the panel felt the canals benefited everyone who lived, worked or played in the Redlands, however 58% felt that those who lived in these estates or who used the waterways enjoyed a greater benefit.

Graph 11



The panel also felt that the walls and waterways benefited other users such as boaties, transport operators and homes with a pontoon (see 6.c). Panelists felt that waterfront restaurants and cafes were advantaged by their location, and commented during session 2 and 3 that the definition of benefit could be extended to include these users.

Who benefits more?

As highlighted in section 6.c The panel supported the idea that the charge could be based on the length of waterfront property and that those who threaten the wall by building within 9m of the wall should pay more.

What Constitutes Benefit?

The Panel was provided with the legal definition of special benefit defined under the Queensland Government legislation that allows Council to charge a special levy.

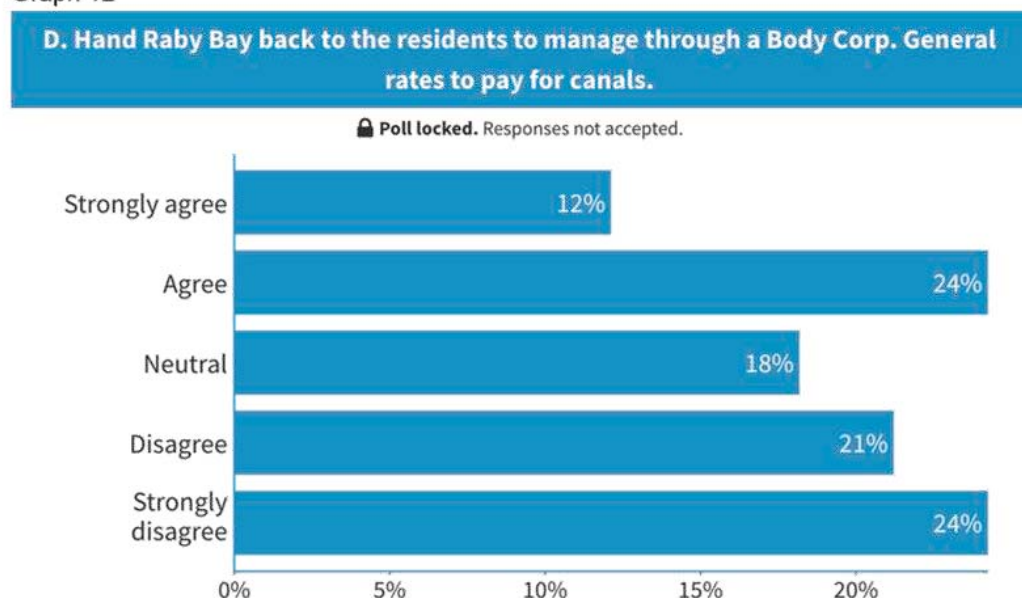
Panelists identified a broader range of beneficiaries, and discussed how some users derived a greater benefit or use than others. In particular, they discussed how

properties with more waterfront can build more pontoons and so derive greater use from the waterways, those who had built pontoons have greater benefit, those who build close to the revetment wall are more likely to use from Council's repair and maintenance services, and that boats use the public waterways and waterfront businesses use their location to attract trade. In developing the special levy points system, Panelists also discussed how some apartment owners paid the levy but did not have a waterfront view.

8. Management principles

The panel was asked if the Raby Bay revetment walls should be managed by an independent body corporate. As illustrated in this graph the majority of the panel did not support this idea, which was developed by some of the Panelists.

Graph 12



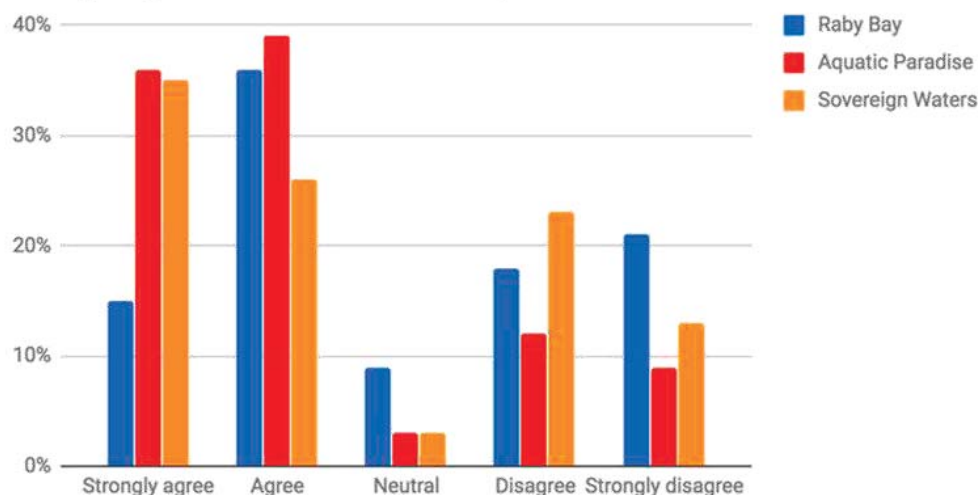
9. 20% rate reduction to higher valued properties

Following Ms Barton's Redland City Council presentation on 10 February 2018 about how Council charges rates and how changes to the levy system could impact on council rates, there was considerable discussion amongst the panel about Council's rating policy and current 20% rate reduction on higher valued properties. Many panelists disagreed with this policy and some expressed strong feelings. Panelists developed a funding option to remove the rate reduction on higher valued properties.

The panel only supported removing the special levy on canals and lake estate properties if this 20% rate discount was also removed.

Graph 13

To what do extend do you support removing the special charge? (20% discount removed)



10. Ranked funding options by estate

As described in 3.i the panel develop a range of management and funding options for each of the three estates. In the third workshop sessions panelists were asked to individually rank these funding options on a response form. These results were entered into Excel in presence of two panel witnesses one of whom was a Justice of the Peace.

The following options were developed by the panelists and then ranked by the panelists, with 1 being the most favourable ranking.

Raby Bay

1. Business with walkways pay, units with no view don't pay
2. Remove levy & remove 20% discount
3. Levy based on points system
4. Special levy includes businesses and dry blocks
5. Tiered system based on quay line
6. Owner pays 50%
7. Remove levy & retain 20% discount
8. Self managed body corporate
9. Owner pays 100%
10. Base case

Aquatic Paradise

1. Remove levy & remove 20% discount
2. Annual fee for pontoons
3. Remove levy & retain 20% discount
4. Tiered system based on quay line
5. Base case

Sovereign Waters

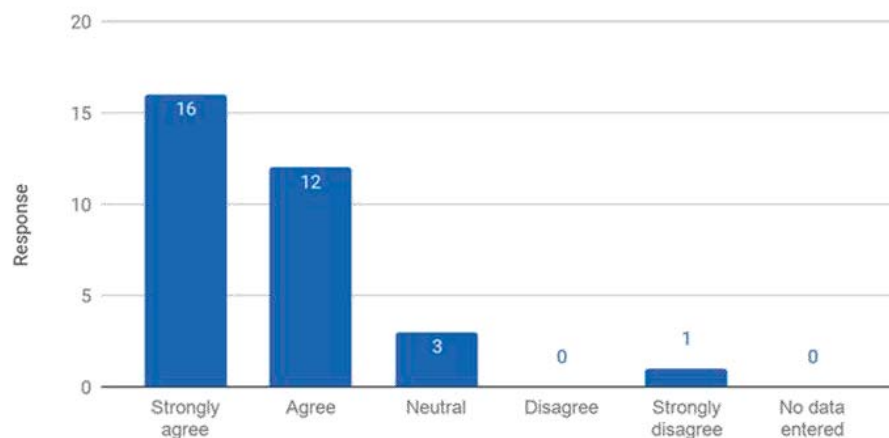
1. Base case
2. Remove levy & retain 20% discount
3. Remove levy & remove 20% discount

11. Evaluation

Those who participated in the Citizen Advisory Panel agreed that Mr Max Hardy and Articulous managed the sessions well, that their views were appreciated and that they had access to a range of information. The majority of the panel also felt that Redland City Council entered this consultation process without a predetermined solution and would genuinely consider their advice.

Graph 14

Q1 I believe I have a clear understanding of the task given to me as a panellist



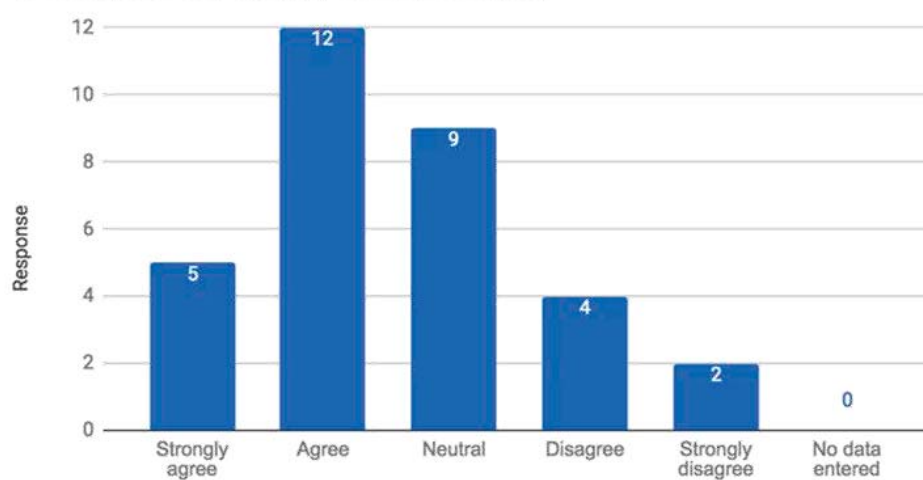
Comments

Five panelists supplied written comments:

- "Maybe information overload but will informed nonetheless"
- "We have been given lots of information"
- "I feel that some information could have been clearer. Needed more time to read documentation."
- "Well described and researched"
- "Overheads not easy to read"

Graph 15

Q2 I believe that Redland City Council is genuine in their desire to consider the advice from panellists



Comments

Three panelists made written comments.

Those who agreed with this statement said:

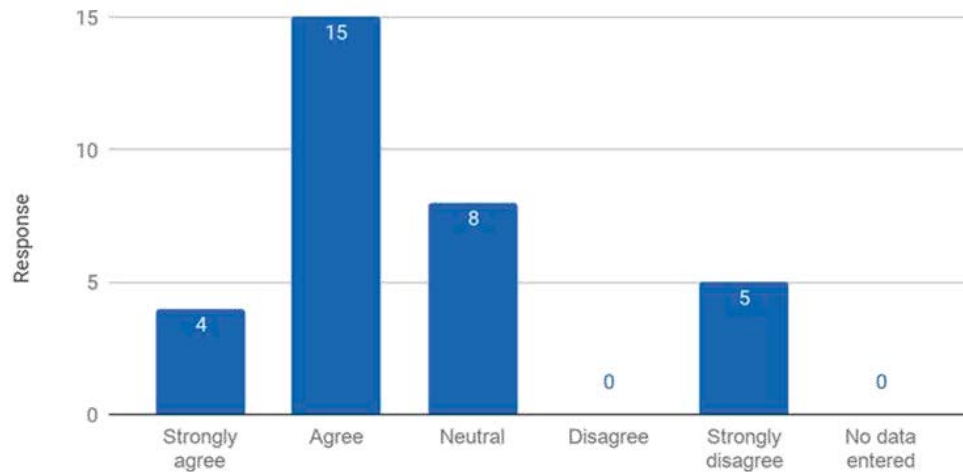
- "They (Council) need some assisted direction"
- "Hopeful not the same situation as public meeting/display occurred on Russell Island at Rec Hall Re: bridge to mainland. Info was not current (figures) and displays confused. Residents (SMBI) and impression I got was RCC against bridge and that is why 6yr old figures used."

One who was neutral said:

- "Due to this issue being going on for a long time period. I'm not confident council will use this advice"

Graph 16

Q3 I believe that the Citizen's Advisory Panel was organised and facilitated in an unbiased way



Comments

Seven panelists gave written comments.

Those who agreed with the statement said:

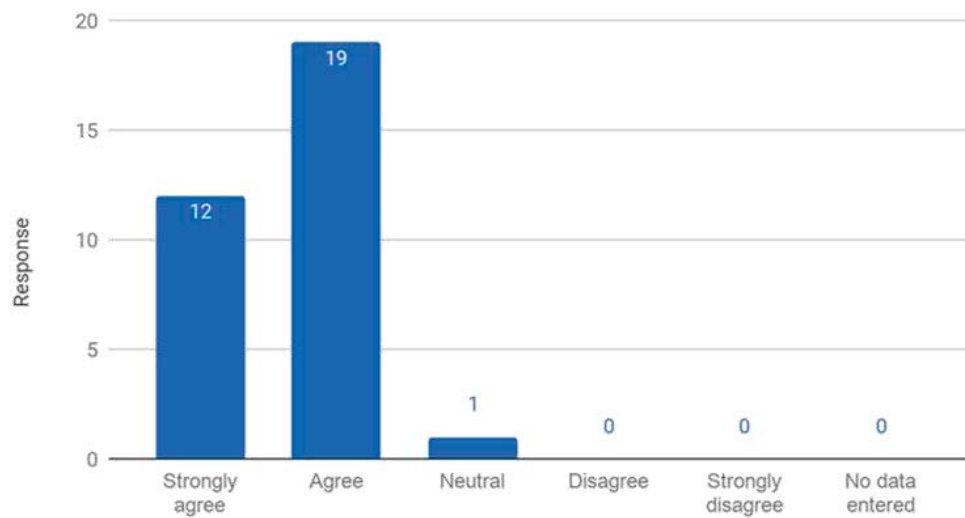
- "Hopefully it will be taken onboard"
- "Proportionally organised as ratepayers"
- "Good cross the shire group"
- "Good Job"
- "All parties were represented"
-

Those who were neutral said:

- "Disproportionate representation from Raby Bay and canals"
- "I felt at times people were shut down when their points were of great interest."

Graph 17

Q4 I felt comfortable sharing my opinions/views

**Comments**

Five panelists gave written comments.

Those who agreed with the statement said:

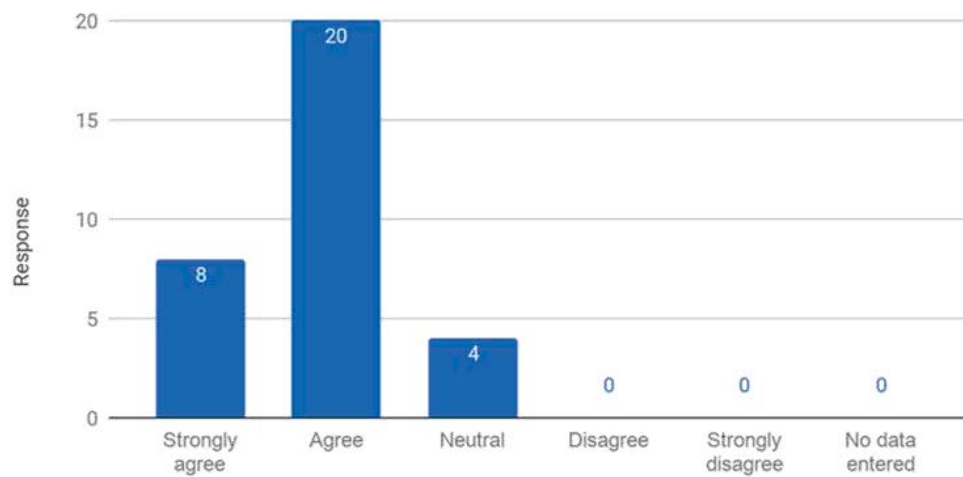
- "We had interesting discussions"
- "Good panelists"
- "No criticism here"

One who was neutral said:

- "Afraid to talk sometimes due to personal emotions and views of some panelists"

Graph 18

Q5 I believe that other panel members respected what I had to offer



Comments

Four panelists gave written comments.

Those who agreed with this statement said:

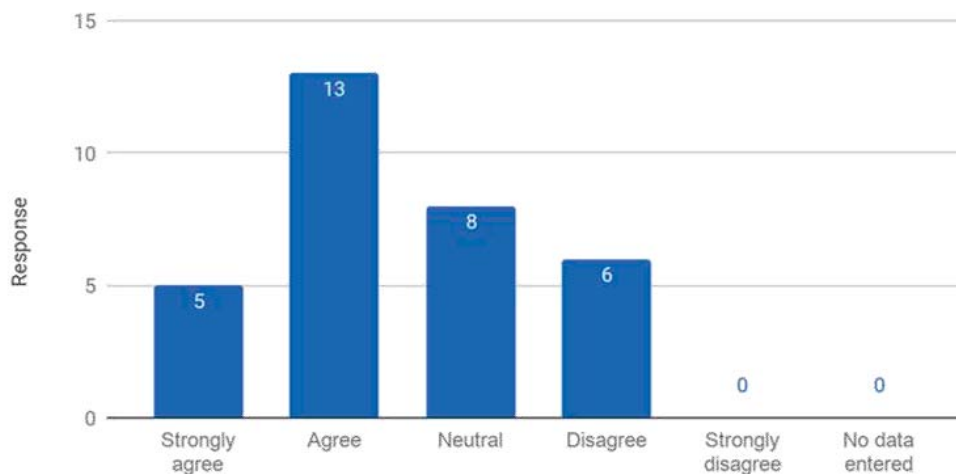
- "There was no nastiness"
- "Most Definitely"

One who was neutral said:

- "Many seemed to have preconceived opinions"

Graph 19

Q6 I believe we had a reasonable amount of time to complete our task



Comments

Seven panelists gave written comments.

Those who agreed with the statement said:

- "Too long a day though for me personally had enough after five or six hours"
- "In some ways yes. We could spend many more hours on this but the problem will continue to get worse"

Those who felt neutral said:

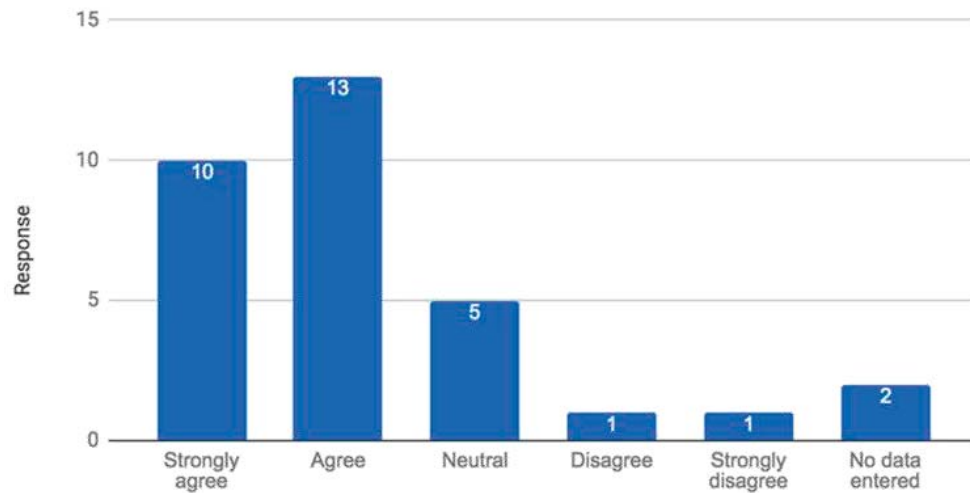
- "Nowhere near enough. Needed another day"
- "We did not have enough time to discuss management of the canals, only the financial question"

Those who disagreed said:

- "I feel at times it was far too rushed"
- "Another day would have been good"

Graph 20

Q7 I believe I was presented with a wide range of views and information



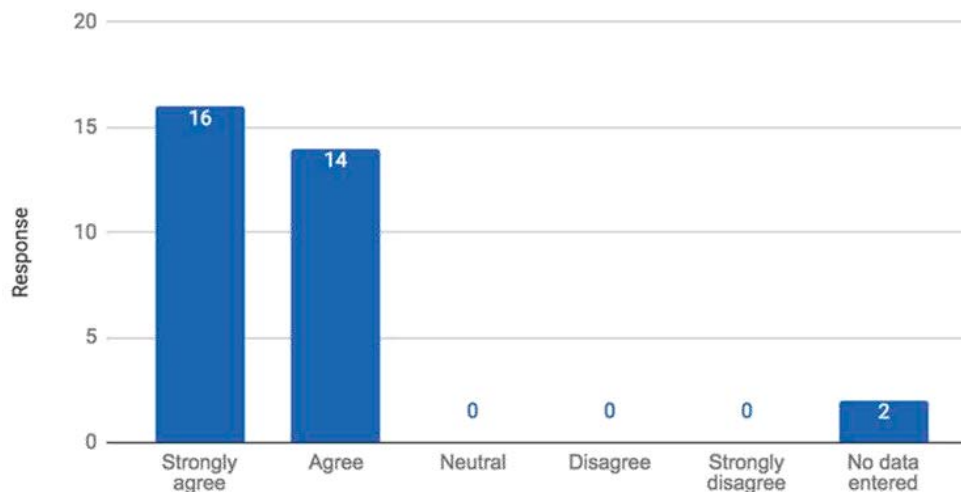
Comments

Six panelists gave written comments. These six panelists all agreed with this statement.

- "Needed more time to read documentation. Too much to read. Information overload. I believe most people are not interested in reading so much boring information which is hard to retain anyway."
- "Excellent"
- "Great information"
- "Excellent to hear from all sides"

Graph 21

Q8 I have learned a great deal about Redlands Canals and Lake Waterways and their maintenance from this process



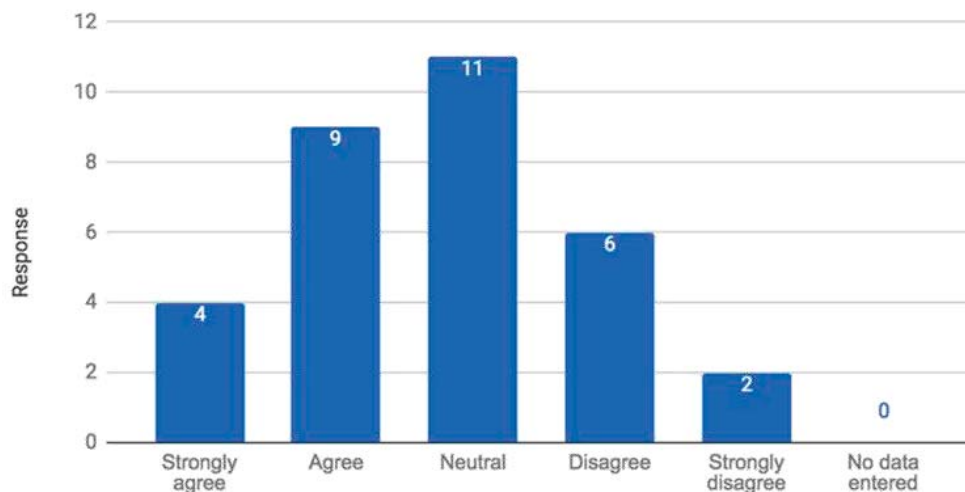
Comments

Seven panelists made written comments. All those who commented agreed with this statement.

- "I am much more informed about the problem"
- "More than I know - which was very little"
- "Very informative"
- "Now I'm an expert! (a drip under pressure)"
- "From council and reps of various three areas discussed"
- "Very educating. Very grateful for the chance to be included"

Graph 22

Q9 I believe Council entered this consultation process without a predetermined solution



Comments

Five panelists made written comments.

Those who agreed with this statement said:

- "Of course or why would they bother with a panel"

Those who were neutral said:

- "One has one's suspicions but hopefully it is all good."
- "Unsure - I believe they probably would prefer to keep status quo or raise ownership responsibility but want to deflect decision-making"
- "Everyone has an agenda"

Those who disagreed:

- "There was no community discussion that this process was going to be done"

Appendix 1 – Template for Association Submissions

Appendix 2 – Ratepayer Association and Ratepayer Presentations
To Panel

Appendix 3 – Council Officer Presentations To Panel

Appendix 4 – Other Presentations To Panel

Appendix 5 – Materials Provided by Associations To Panel

Appendix 6 – Other Materials Provided To Panel

Appendix 7 – Panel Workshop Reports

Appendix 8 – Ratepayer Associations and Ratepayer Meeting
Reports

Appendix 9 – Ratepayer Association and Other Submissions

Appendix 10 - Project timeline