



Draft Community Engagement Strategy

Version 1.0

June 2010

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Community Engagement Strategy

Together Forward

The Community Engagement Strategy outlines the process for involving the Tweed community in Council's strategic planning and decision-making processes. Ranging from the development of Council's 10-year Community Strategic Plan to day-to-day activities, Council supports the right of citizens to participate in decision making that affects their future.

Outline

This strategy:

- 1) **Defines community engagement** and **identifies the methods** of engagement Council uses for the key stages of engagement – **inform, consult, involve, collaborate and empower.**
- 2) **Identifies the broad categories** of Council projects which require engagement.
- 3) Provides an **Engagement Matrix** to align the methods of engagement with the category of Council projects.

Outcome

- 1) Greater community understanding of Council's engagement processes.
- 2) Provide Council officers with guidelines for effective community engagement.

Council operates within the Local Government Act 1993 which empowers Councillors, elected as representatives of the community, to make decisions on their behalf.

The Tweed has a growing population in excess of 80,000 people spread across a geographically diverse area of 1303 square kilometres, ranging from urban populated areas and coastal communities to agricultural farm land and more than 15 rural villages.

Council engages with the community every day in many ways - it is part of Council's core role. From shire-wide high impact projects to locality-based low impact projects, this strategy will outline Council's commitment to keeping the community informed, consulted and involved.

The strategy will result in representation from a broad Tweed community including its citizens, ratepayers, businesses, progress association and ratepayer groups, community groups, interest groups and individuals - a hallmark of a healthy community.

With the rise of digital information and communication technologies, the strategy harnesses the benefits of on-line engagement while retaining the best of print and face-to-face consultation. It ensures all stakeholders have opportunities to participate and no sector of the community is disadvantaged. It includes measures to involve groups that are at risk of exclusion from public debate, such as the elderly, indigenous, people with a disability, low socio-economic groups and people from non-English speaking backgrounds.

Scope

This Community Engagement Strategy relates to many activities undertaken by Council, except for notifications of development applications and other related statutory notifications. If legislative requirements or other council policies exist which address specific information/consultation processes, they take precedence, but the implementation of that legislation and those policies should be cognisant of the Community Engagement Strategy.

There are many external factors that sometimes limit the level of engagement possible. For example, state or federal legislation may prescribe specific activities, or project characteristics may determine what can or should be done. Community members also have opportunities to participate beyond the Community Engagement Strategy by addressing Council at monthly Community Access meetings or submitting petitions from the community.

Benefits

There are a number of benefits from the Community Engagement Strategy which:

- commits Council to be open and accountable
- helps Council plan services better to meet community needs and aspirations
- helps Council prioritise services and make better use of resources
- allows a broader range of views to be expressed and more information to be assembled prior to making decisions
- enables Council and the community to work together to achieve balanced decisions



- offers opportunities for residents to contribute to and influence outcomes which directly affect their lives
- encourages greater community ownership and acceptance of Council decisions.

Objectives

- 1) Involve the Tweed community in the development, implementation and review of Council's strategic planning and decision-making processes within its legislative abilities.
- 2) Establish a uniform approach and minimum standards to the way Council, and consultants engaged by Council, engages the community on a range of issues.
- 3) Coordinate and centralise the engagement/participation process for Council to avoid duplication and loss of valuable information. This will help build an ongoing understanding and rapport between the community and Council.
- 4) Build a positive reputation for Tweed Shire Council by demonstrating that Council is listening, informing and being informed by the broad Tweed community.
- 5) Ensure Council and Councillors receive quality information representative of the views of the Tweed community sourced from a range of methods to assist in effective decision making.

Terms

Community Engagement: The processes used to inform, consult and involve the Tweed community and other interested parties about proposals or policy changes relating to Council services, events, strategic plans, issues, projects and the like.

Community: People who live, work, visit or invest in the Tweed Shire Council Local Government Area. The community includes residents, ratepayers, State and Federal Government Agencies, non-government agencies, the private sector, community organisations and groups, churches, schools and local government partners.

Strategy: Implementing a Community Engagement Strategy - defined as a skillful management to achieve an objective - satisfies the foreshadowed requirements of the Division of Local Government through the proposed amendments to the Local Government Act 1993.

Web 2.0 Technologies: Web 2.0 uses the web as a platform for interactive information sharing and collaboration. Web 2.0 technologies include blogs, wikis, forums, social media and social networking sites (Facebook/Twitter), instant messaging and syndicating tools such as Really Simple Syndication (RSS) feeds.

Integrated Framework Reporting - NSW Legislation

One of the aims of the Community Engagement Strategy is to ensure all stakeholders can access and participate in the development, implementation and review of Tweed Shire Council's Community Strategic Plan. The plan is required, under NSW State Government legislation, to underpin Council's integrated planning and reporting processes, which consist of:

- Community Strategic Plan – a 10-year plan reviewed every four years.
- A Delivery Plan – a four-year plan reviewed annually.
- Operation Plan – one-year plan prepared annually.
- Resourcing Strategy – including a rolling 10-year long-term financial plan, rolling 10-year asset management plan and a four-year workforce management strategy.



Stakeholders

Tweed Shire Council identified stakeholders include:

Tweed Shire residents: Those who reside in the Tweed local government area.

Tweed Shire ratepayers: Those who own rateable land located in the Tweed local government area.

Businesses/Industry: Owners, operators and employees of small, medium and large businesses. Also includes business chambers, utility companies, economic development and tourism industry groups.

Community organisations and groups: Includes not-for-profit civic, cultural and religious organisations, groups and networks. For example, volunteer groups such as Rotary, Lions and Probus. Funded organisations such as St Joseph's Youth Service, Salvation Army and The Family Centre. This also includes sporting and recreation clubs and associations, including RSL clubs, neighbourhood and community centres.

Interest groups: Includes representative groups with an interest in particular issues, such as environmental, elite sporting organisations and peak bodies, museum and heritage, disability advocacy and indigenous organisations. Interest groups are also area-based groups, such as progress and residents associations who represent communities in specific localities.

Councillors and Council staff: Elected body of Council and Council staff.

Schools, education and training institutions: Includes TAFE, universities, vocational and training providers, language classes, schools and tutoring college and lifelong learning groups.

Government agencies and statutory authorities: State and Federal government agencies and statutory authorities, includes emergency services.

Adjacent councils and regional bodies: Includes Byron and Kyogle shire councils, Gold Coast City Council, the North Coast Area Consultative Committee, Northern Rivers Regional Organisation of Councils.

Council committees, advisory groups and affiliated volunteer groups: Council facilitates and participates in a number of advisory groups and council committees who provide ongoing advice and recommendations to Council. See page six for a list of all Council committees and advisory groups. Affiliated volunteer groups are community groups external to Council supporting a cause, such as Friends of the Tweed River Art Gallery or Friends of the Museum.



Defining Community Engagement and Methods of Engagement

For the purposes of this strategy, community engagement is defined as the processes and structures in which Council:

- 1) Communicates information to the Tweed community.
- 2) Seeks information, involvement and collaboration from the community with the primary aim of informing Council's decision making.

Best practice community engagement as prescribed by the International Association for Public Participation (IAP2) identifies the key stages of engagement as **INFORM, CONSULT, INVOLVE, COLLABORATE, EMPOWER.**

Council functions under the Local Government Act 1993 which gives ultimate responsibility for decision making to Councillors, who are elected by the community to make decisions on its behalf. To further achieve the IAP2 objective of empowerment for the community, this strategy aims to give the Tweed community greater input during the collaborate, involve, consult and inform stages of engagement, to inform Councillors and assist in effective decision making.

For practical purposes, the key stages can be described as **INFORM, CONSULT, INVOLVE/COLLABORATE.**

INFORM - *We will keep you informed.*

Give the community and stakeholders balanced, accurate and relevant information on decisions, policies, plans and strategies. Day-to-day use - often used when Council has already made a decision, to communicate the outcome or status of projects or when there is only one way that Council believes it can progress a project.

Customer Service Centre: Customer Service Centres in Tweed Heads and Murwillumbah provide information on all Council services using the call centre, customer service, visual displays, printed materials and internet access for Council related business.

Tweed Shire Council website: One of Council's primary communication tools, the website should be a comprehensive source of information for all Council services and programs. It should incorporate web 2.0 technologies and international standards for accessibility.

Tweed Link/Advertising/Features: The Tweed Link is Council's free weekly newspaper and one of Council's primary communication tool. It is delivered weekly by Australia Post to 38,000 households and also available electronically. Council will consider the use of advertising/features with other local media servicing the Tweed.



Media Release: Council issues media releases which are also available via an automated subscription service for media and general public. Regular media releases ensure Council provides reliable, timely and accurate information to all media servicing the Tweed area, including print and broadcast.

Publications/information material: Tweed Shire Council publications about Council specific programs, services and initiatives.

Social Networking: Establish Council's social networking sites (Facebook and/or Twitter) pages as one way communication tool.

Council facilitated community events: Council-hosted events which provide opportunities for Council to provide information to the community and Council's strong support of and participation in other community events.

Letterbox Drop: Non-addressed letter/flyer that advises citizens of an outcome/works to be undertaken and informs how feedback can be provided.

Targeted Direct Mail: Addressed letter direct to the customer. Usually specific to a project, demographic or geographic location or members of a particular group.

Presentation/Public Speaking: At relevant meetings or events such as business chamber breakfasts, community events.

Community Notice Boards: At Council facilities, libraries, shopping centres and areas relevant to audience.

Site Specific Signage: Erected temporarily or permanently to inform the public of the project and relevant project details.



CONSULT – *We will listen to you, consider your ideas and concerns and keep you informed.*

Generating active two-way communication between Council and the community. At this level, Council seeks feedback to identify important community issues and perspectives that can influence and assist decision making. Informing is a prerequisite for consultation.

Citizens Panel: A representative sample of Tweed Shire citizens who actively provide feedback on Council projects. In the consult stage the Citizens Panel would provide input and feedback to proposed projects and initiatives. This would often follow the panel's involvement in previous in the involve/collaborate stage of the engagement process.

Tweed Shire Council website: Use web 2.0 technology to encourage two-way communication such as independently moderated online forums and items 'on exhibition' for public comment.

Community Conversations: An informal community barbeque held at various locations throughout the Tweed with topics open for discussion and information, usually project and topic specific.

Public exhibitions and submissions: A legislated process mandated for certain types of issues. Items on exhibition and development applications are open to submissions from the public. The information is made available for the public to comment within a certain time frame while informing citizens how they can make their submissions/comments to Council.



Community displays/stalls/information sessions: Council officers are available at a nominated venue, for a specific period of time encouraging citizens to attend to discuss the topic.

Surveys: Target audience surveys should be integrated with broader consultation for larger projects using independent market research companies or survey specialists where possible. Alternatively the Citizens Panel should be used to provide a representative view of the broad community or specific geographical areas.

Site Meeting/Tour: Interaction at specific locations, usually facilitated by Council for invited participants.

Personal briefings: To relevant community groups/ratepayer and progress associations/businesses/lobby groups/individuals. Held at the request of a member(s) of the local community relevant to a particular issue and may involve Councillors.

INVOLVE/COLLABORATE – *We will work with you on an ongoing basis to ensure your ideas, concerns and aspirations are considered. We will provide feedback on Council's decisions.*

Creating a collaborative relationship/partnership between Council and the community, facilitating involvement in shaping decisions that affect community life. Informing and consulting are components of involving/collaborating.

Citizens Panel: A representative sample of Tweed Shire citizens who actively provide feedback on Council projects. In the involve/collaborate stage, the Citizens Panel would provide initial ideas and feedback to guide Council prior to the formulation of projects and initiatives.

Tweed Shire Council website: Independently moderated online forums using web 2.0 technology.

Meetings by invitation: Community leaders, stakeholders and representatives to attend meeting to involve in discussion, debate and exchange of views.

Meetings with Council's committees/advisory groups: Formal consultation process governed by the Terms of Reference of the Committee and documented within the minutes.

Large Group/Stakeholder Collaboration: Process canvassing a strategic issue or plan and formulating a response combining the comments and particular skills of the group.



EMPOWER – *We will give the community greater opportunity to participate in a transparent flow of information and feedback to Councillors, who have been empowered as the community representatives to make decisions in accordance with the Local Government Act 1993.*

Council Projects for Engagement

Consultation methods vary according to the type of project/issue. The strategy sets guidelines for engagement on project/ issues which are classified into four categories:

- 1) **Shire-wide / High Impact:** Strategic plans, major projects and resource issues. *For example, Tweed Shire Council Community Strategic Plan, Local Environment Plans, Water Augmentation, Bray Park Water Treatment Plant, shire-wide Development Control Plans, Catchment Management Plans.*
- 2) **Shire-wide / Low Impact:** Management Plans and Policy Development, major and minor projects dependent on impact. *For example, regional park and foreshore upgrades, Jack Evans Boat Harbour, major festivals and events.*
- 3) **Locality Based / High Impact:** Locality improvement and site specific matters and events. *For example, development applications in accordance with statutory requirements, construction of Council facilities, trunk road works and CBD works.*
- 4) **Locality Based / Low Impact:** Council service / program planning and delivery. *For example, works in the public realm, local road works, operational services such as traffic management and general maintenance of public areas or upgrade of parks and recreational areas (minor works level), site specific festivals and events.*

This strategy relates to many activities undertaken by Council, however at times there are legislative requirements and other council policies which can specify and at times limit the engagement process.



Council Committees

Council facilitates and participates in a number of Advisory Groups and Council Committees who provide ongoing advice and recommendations to Council, they include:

- Aboriginal Advisory Committee
- Beach Safety Liaison Committee
- Community Cultural Development Advisory Committee
- Disability Access Advisory Committee
- Flood Plain Management Committee
- Local Traffic Committee
- Rural Fire Service Liaison Committee
- Sports Advisory Committee
- Tweed Bush Fire Management Committee
- Tweed Coastal Committee
- Tweed River Committee
- Tweed River Regional Art Gallery Advisory Committee
- Tweed River Regional Museum Advisory Committee

Proposed Timeframes

October 2010

Establish panel of preferred suppliers for local facilitators/ consultants. Establish panel of preferred suppliers for market research and surveys.

December 2010

Implementation of the Citizens Panel.

January 2011

New Tweed Shire Council web site (content management system) incorporating web 2.0 technologies.

February 2011

Launch Tweed Shire Council social networking sites - resulting in full integration of online Council material.

Engagement Matrix

	What to do?	When you are dealing with...			
	1 = every time 2 = in most circumstances 3 = on specific occasions 4 = on rare occasions	Shire-wide / High Impact	Shire-wide / Low Impact	Locality Based / High Impact	Locality Based / Low Impact
INFORM	Customer Service Centres	1	1	1	1
	Tweed Shire Council website	1	1	1	3
	Tweed Link/Advertising/Features	1	1	2	3
	Media Release	1	1	2	3
	Publications/information material	1	2	2	4
	Social Networking	2	2	3	3
	Council facilitated events	4	4	4	4
	Letterbox Drop	4	4	3	3
	Targeted Direct Mail	2	2	2	3
	Presentation/Public Speaking	2	3	3	4
	Community Notice Boards	3	3	3	3
CONSULT	Site Specific Signage	3	3	3	3
	Citizens Panel	3	3	3	4
	Tweed Shire Council website (eg: On Exhibition)	2	3	3	4
	Community Conversations	3	3	2	3
	Public exhibitions/submissions	1	2	3	4
	Community displays/information sessions	2	2	3	4
	Surveys	3	4	4	4
	Site Meeting/Tour	2	3	2	4
	Personal briefing	1	1	2	2
	Citizens Panel	3	3	3	4
INVOLVE / COLLABORATE	Tweed Shire Council website (moderated forums)	3	3	3	4
	Meetings by invitation	1	2	2	4
	Meetings with Council committees/advisory groups	1	3	3	4
	Large Group/Stakeholder Collaboration	2	2	3	4

Engagement tools in the involve/collaborate stage will vary depending on the nature of the project requiring engagement.



Citizens Panel

Many Voices

Reaching all people all of the time is neither appropriate nor possible. Best practice community consultation will always seek to ensure those most affected by a potential decision of Council must be adequately consulted. In the past, this concept has meant those geographically closer or more interested in a particular issue or service can dominate public comment, at times overshadowing the interests of the broader community. Tweed Shire Council's Citizens Panel will consist of an unbiased, statistically representative portion of the community as a resource for ongoing feedback and comment to Council.

AIM

To establish an unbiased representative community resource for ongoing feedback and comment to Council.

PURPOSE

Provide considered input regarding plans, priorities, services and performance. Citizen Panel members may be involved in the full engagement process, surveys/polls and online forums. At times, focus/reference groups may be sourced from existing members of the Citizens Panel.

The Citizens Panel operates in partnership with other methods of community engagement, and provides additional input from community members who might otherwise not participate in the engagement process.

STRUCTURE - See Appendix for Citizen Panel composition for 2010/2011.

- The Citizens Panel will be statistically representative of the broad Tweed community including residents and ratepayers (including non-residential ratepayers), grouped into four geographical areas based on localities: Tweed Heads and surrounds, Tweed Coast, Murwillumbah and surrounds and Rural.
- The total panel size of 800 is a representative sample of the Tweed population exceeding industry accepted standards of accuracy, providing Council with feedback which is statistically accurate of the Tweed community.
- The panel will primarily be facilitated online using an internet portal for members to log into. Members will be allocated an 'identification number' to maintain privacy and encourage a free exchange of opinions. A paper version of all information on the internet portal will be available for members who do not have internet access. Alternatively, all libraries in the Tweed offer internet access and Tweed Shire Council offices at Murwillumbah and Tweed Heads will soon provide internet access for customers to conduct Tweed Shire Council business.
- Panel members will be randomly selected from Council's ratepayer database and a resident non-ratepayer database. Residents who are not ratepayers can register their interest and go into the database pool for random selection.
- A Youth Panel will be created to cater for youth from the age of 18-25 who permanently reside in the Tweed.



Draft Terms of Reference

Council recognises that members of the community have different needs when communicating with Council and require a way of putting forward their views at a time and via a method that suits their personal circumstances. The Citizens Panel will be recruited from members of the Tweed community over 18 years of age. It is designed to be representative of all geographic areas, while random selection will ensure it also reflects the proportions of ages and genders within the four geographical areas.

Membership and Selection

- Random selection from two databases, with demographic targets for gender, age and geographical distribution:
 - Ratepayers: Includes all Tweed resident-ratepayer households and non-resident ratepayers. Council would advise ratepayers they can 'opt out' of the database for the citizens panel selection if they desire.
 - Resident non-ratepayers: Non-ratepayers residing permanently in the Tweed. Resident non-ratepayers who would like to be considered for selection through the random selection process to the Citizens Panel will be invited to register on the database. Non-ratepayer residents will be required to provide proof of their identity and physical address, through accepted forms of identification such as a NSW Driver's License or utilities bill.
- Membership is by random selection using a database meeting the above criteria.
- Membership will initially be for 12 months, however members will be invited, and may elect to continue to participate in an additional 12 months with a maximum membership of two years.
- Membership is voluntary and members may withdraw at any time.
- Members will be expected to participate in at least four consultations per year and several quick polls/surveys on a range of topics. Depending on the project, some will be open to the broad Citizens Panel, others may be locality based and for a particular geographical group within the panel.
- Members may also be occasionally invited to participate in workshops, focus or reference groups that are run by Council. They will be selected at random from the Citizens Panel, depending on the project and demographic requirements.
- Tweed Shire Council staff and Councillors are not eligible to be on the Citizens Panel.

Communication

- Communication will predominantly be conducted by email and the Citizens Panel online internet portal, which can be accessed by members only via Council's web site.
- As required, members will be notified about consultations, community research and other areas of common interest.
- An email address, citizenspanel@tweed.nsw.gov.au, will be established for communication with panel members. All other liaison will be with Communications Officer - Community Engagement as a central point of contact within Council.
 - A paper version of all information on the web site will be available for members who do not have internet access. Alternatively all libraries in the Tweed offer internet access and Tweed Shire Council offices at Murwillumbah and Tweed Heads will soon provide internet access for customers to conduct Tweed Shire Council business.
 - Correspondence from members will be acknowledged within 72 hours of receipt at Council during business hours Monday to Friday.
 - Council reserves the right to disregard any communication that is abusive, does not directly address the issue under consideration or attempts to identify other panel members and may result in the panel member being removed from the Citizens Panel.
 - Strategic community issues will be the main topics, including service levels, future plans and policies that directly affect the community.
- Members will be provided with sufficient quality information to enable them to provide meaningful feedback on issues, policies and plans that Council is considering.
- When each Citizen Panel consultation concludes, feedback from panel members will be collated and no individual will be personally identified. A report of Citizen Panel comments and any survey results will be made available to the Citizens Panel and provided to Council staff for consideration and inclusion in the relevant Council business paper.
- Council will incorporate members feedback, and other feedback received as part of the overall engagement process, into their final decision making process.



Privacy

- Members' personal data will be held by the Council's Communications Officer – Community Engagement and will not be disclosed to any parties. All information held by Council will be in accordance with the *Privacy Act 1988*.
- Members' personal data will not be used for any purpose other than participation in the Citizens Panel.
- Members will be required to advise any change of address or other contact details to ensure their personal data remains current.
- No individual will be personally identified when the summary of Citizen Panel comments are provided to staff or Council.
- Council reserves the right to disregard any communication that is abusive, or does not directly address the issue under consideration or attempts to identify other panel members.

The intention of the Citizens Panel is to provide ongoing feedback to Council in an informed and constructive manner. Attempts to focus the process on other issues not relevant to those open to consultation; abuse staff or other panel members; or identify other panel members in a public arena may result in removal from the Citizens Panel.



YOUTH

Council recognises it also needs to also consult with youth on a range of issues. As a specialised sub-group of the Citizens Panel, a Youth Panel will cater for residents between 12 - 25 years of age with a permanent address in the Tweed. Residents under the age of 18 would otherwise be excluded because they are not eligible to appear on the electoral roll.

The youth panel will be used for specific consultation on youth issues and broader Citizen Panel consultations.



Membership

- Nominations will be sought from youth to join the Panel, by completing an online nomination form.
- Membership will initially be for 12 months, however members will be invited, and may elect to continue to participate in subsequent years.
- Members will be expected to participate in up to four consultations per year on a range of topics.

Communication and Privacy will be the same as per the Draft Terms of Reference for the Citizens Panel

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TWEED

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Appendix - Annual Table for Citizens Panel composition - 2010/2011

CITIZENS PANEL Population figures are based on Australian Bureau of Statistics estimates of 90,770. Tweed Shire Council's ratepayer database, including residential and non-residential ratepayers as at June 2010.	Resident Ratepayers Population (R)	Non Ratepayer Residents Population (RNR)	Non Resident Ratepayers (NR)	Citizen Panel Members (R)	Citizen Panel Members (RNR)	Citizen Panel Members (NR)	Total Citizens Panel	% representation of the Tweed Community
Tweed Heads and surrounds: Banora Point, Bilambil, Bilambil Heights, Bungalora, Carool, Cobaki, Cobaki Lakes, Duroby, Piggabeen, Tweed Heads, Tweed Heads South, Tweed Heads West, Terranora.	33,547	13,558	4525	261	108	39	408	51
Tweed Coast: Bogangar, Cabarita Beach, Casuarina, Chinderah, Cudgen, Duranbah, Fingal Head, Hastings Point, Kingscliff, Kings Forest, Pottsville, Round Mountain, Sleepy Hollow, Tanglewood, Wooyung.	14,160	7178	3860	138	58	20	216	27
Murwillumbah and surrounds: Bray Park, Condong, Eviron, Farrants Hill, Kynnumboon, Murwillumbah, Nunderi, South Murwillumbah, Stotts Creek, Tumbulgum, Tyalgah.	8962	3190	593	62	25	9	96	12
Rural: Back Creek, Brays Creek, Burringbar, Byangum, Byrill Creek, Cedar Creek, Chillingham, Chowan Creek, Clothiers Creek, Commissioners Creek, Crabbes Creek, Crystal Creek, Cudgera Creek, Doon Doon, Dulguigan, Dum Dum, Dunbible, Dungay, Eungella, Fernvale, Glengarrie, Hopkins Creek, Kielvale, Kunghur, Kunghur Creek, Limpinwood, Mebbin, Midginbil, Mooball, Mount Burrell, Mount Warning, Nobbys Creek, North Arm, North Tumbulgum, Numinbah, Palmvale, Pumpenbil, Reserve Creek, Rowlands Creek, Smiths Creek, Stokers Siding, Terragon, Tomewin, Tyalgum, Tyalgum Creek, Uki, Upper Burringbar, Upper Crystal Creek, Upper Duroby, Urliup, Wardrop Valley, Zara.	7517	2658	592	51	21	8	80	10
TOTAL	64,186	26,584	9570	512	212	76	800	100
TOTAL POPULATION + NON-RESIDENT RATEPAYERS	100,340							

