

# YASS VALLEY DEVELOPMENT CONTRIBUTIONS PLAN 2018

---

## Final Report

---

March 2019

**HiIPDA**  
CONSULTING

yass valley council

the country the people

# Contents

<b>1.0</b>	<b>Summary.....</b>	<b>5</b>
1.1	Background to the Plan.....	5
1.2	Works schedule.....	5
1.3	Development subject to a contribution.....	5
1.4	Calculating a contribution under the Plan.....	6
1.5	Determining the cost of development.....	6
<b>2.0</b>	<b>Administration and operation of the plan.....</b>	<b>8</b>
2.1	Definitions used in the Plan.....	8
2.2	Name of the Plan.....	8
2.3	Commencement of the Plan.....	8
2.4	Area to which the Plan applies.....	8
2.5	Purpose of the Plan.....	8
2.6	Relationship with other contributions plans.....	8
2.7	Statutory basis of the Plan.....	9
2.8	Development exempt from the Plan.....	9
2.9	Obligations of accredited certifiers.....	10
2.10	Calculation of monetary contributions.....	10
2.11	Cost estimate reports.....	10
2.12	Contributions ‘in-kind’ and material public benefits.....	11
2.13	Planning agreements.....	12
2.14	Timing of payments.....	12
2.15	Deferred and periodic payment.....	12
2.16	Review of contribution rates.....	13
2.17	Adjusting contribution rates at the time of payment.....	14
2.18	Pooling of contributions.....	14
2.19	Savings and transitional arrangements.....	14
<b>3.0</b>	<b>Development and population.....</b>	<b>15</b>
3.1	Context.....	15
3.2	Existing population.....	16
3.2.1	Age structure.....	17
3.2.2	Dwellings.....	18
3.2.3	Household type.....	18
3.3	Population projections.....	18
3.4	Dwelling estimates.....	19
3.5	Growth areas.....	20
3.6	Characteristics of the incoming population.....	21
	<b>Appendix A : Infrastructure schedules.....</b>	<b>23</b>
	<b>Appendix B : Maps.....</b>	<b>27</b>
	<b>Appendix C : Sample cost summary report.....</b>	<b>36</b>

## Tables

Table 1-1: Works schedule .....	5
Table 1-2: Section 7.12 levy rates .....	6
Table 3-1: Population, dwellings and average household size – 2006, 2011 and 2016 .....	18
Table 3-2: Population projections 2016-2036 .....	19
Table 3-3: New dwelling forecasts 2016-2036.....	20

## Figures

Figure 1: Yass Valley Local Government Area .....	16
Figure 2: Estimated Residential Population Yass Valley LGA - 2001 to 2016 .....	16
Figure 3: Age distribution 2016 – Yass Valley/Regional NSW .....	17
Figure 4: Change in age distribution, 2006-2016 .....	17
Figure 5: Household Structure – 2006, 2011 and 2016 .....	18
Figure 6 Variation in population projections – ID (December 2017) and DPE .....	19
Figure 7: Adopted Settlement Hierarchy under Yass Valley Settlement Strategy .....	21
Figure 8: Forecast change in age distribution 2016-2036 – Yass Valley LGA .....	22
Figure 9: Forecast household types 2016-2036 – Yass Valley LGA .....	22

# Quality Assurance

## Report Contacts

---

William Tzaikos  
Consultant  
B. Env (UniMelb)

## Supervisor

---

**Elizabeth Griffin**

*Principal*

BA (Geography), M.UrbPl, MPIA

[Elizabeth.Griffin@hillpda.com](mailto:Elizabeth.Griffin@hillpda.com)

## Quality Control

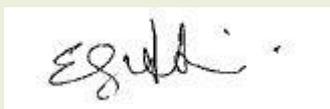
---

Version	Date	Prepared by	Reviewed by
Draft One	27.07.2018	Gibran Khouri	Alex Hrejla
Draft Two	22.10.2018	William Tzaikos	Elizabeth Griffin
Final Report	27.03.2019	Alex Livermore	Alex Hrejla

## Reviewer

---

Signature



Dated

27/03/19

## Report Details

---

File Name Yass Valley Development Contributions Plan 2018

Job Number P18036

# 1.0 SUMMARY

## 1.1 Background to the Plan

The Yass Valley Development Contributions Plan 2018 ('the Plan') will be released for public exhibition in the second half of 2018. It was prepared under Section 7.12 of the Environmental Planning and Assessment Act 1979 ('EP&A Act').

It is anticipated that in the 20 years to 2036, the population in Yass Valley will grow by 10,687<sup>1</sup> and it is anticipated that 4,241<sup>2</sup> additional dwellings will be created. Additional infrastructure will be required throughout the LGA to support this growth.

Subdivision 3 of Division 7.12 of Part 7 of the EP&A Act authorises Yass Valley Council or an accredited certifier to require a Section 7.12 contribution to be applied towards the provision, extension or augmentation of public amenities or public services (or towards recouping the cost of their provision, extension or augmentation).

## 1.2 Works schedule

Contributions obtained by a levy under the Plan will be applied to the provision of public amenities or public services shown in Table 1-1. A detailed version of this schedule as well as corresponding maps identifying the location of each infrastructure item is provided in Appendix A and Appendix B.

**Table 1-1: Works schedule**

Public Facilities	Estimated Cost
Open space and recreation	\$2,630,000
Pathways	\$1,105,605
Community facilities	\$3,100,000
Roads	\$6,039,003
<b>Total</b>	<b>\$12,006,315</b>

## 1.3 Development subject to a contribution

The Plan applies to all applications for development consent and complying development certificates required to be made by or under Part 4 of the EP&A Act in respect of development on land to which the Plan applies.

In accordance with the EP&A Act, the Plan does **not** apply to any applications for development consent where the Yass Valley Heavy Haulage Contributions Plan 2018 is applicable.

<sup>1</sup> Population and household forecasts, 2016 to 2036, prepared by .id , the population experts, December 2017.

<sup>2</sup> Population and household forecasts, 2016 to 2036, prepared by .id , the population experts, December 2017.

## 1.4 Calculating a contribution under the Plan

Table 1-2 outlines the applicable levies under the Plan. It is based upon the maximum rate that can be applied, as identified in clause 25K of the Environmental Planning and Assessment Regulation 2000 ('EP&A Regulation').

**Table 1-2: Section 7.12 levy rates**

When the proposed cost of carrying out the development is	Contribution rate
Up to and including \$100,000	Nil
More than \$100,000 and up to and including \$200,000	0.5% of that cost
More than \$200,000	1% of that cost

## 1.5 Determining the cost of development

Clause 25J of the EP&A Regulation details how the proposed cost of carrying out development is to be determined.

### 25J Section 7.12 levy—determination of proposed cost of development

1. The proposed cost of carrying out development is to be determined by the consent authority, for the purpose of a Section 7.12 levy, by adding up all the costs and expenses that have been or are to be incurred by the applicant in carrying out the development, including the following:
  - a. if the development involves the erection of a building, or the carrying out of engineering or construction work—the costs of or incidental to erecting the building, or carrying out the work, including the costs (if any) of and incidental to demolition, excavation and site preparation, decontamination or remediation,
  - b. if the development involves a change of use of land—the costs of or incidental to doing anything necessary to enable the use of the land to be changed,
  - c. if the development involves the subdivision of land—the costs of or incidental to preparing, executing and registering the plan of subdivision and any related covenants, easements or other rights.
2. For the purpose of determining the proposed cost of carrying out development, a consent authority may have regard to an estimate of the proposed cost of carrying out the development prepared by a person, or a person of a class, approved by the consent authority to provide such estimates.
3. The following costs and expenses are not to be included in any estimate or determination of the proposed cost of carrying out development:
  - a. the cost of the land on which the development is to be carried out,
  - b. the costs of any repairs to any building or works on the land that are to be retained in connection with the development,
  - c. the costs associated with marketing or financing the development (including interest on any loans),
  - d. the costs associated with legal work carried out or to be carried out in connection with the development,
  - e. project management costs associated with the development,
  - f. the cost of building insurance in respect of the development,
  - g. the costs of fittings and furnishings, including any refitting or refurbishing, associated with the development (except where the development involves an enlargement, expansion or intensification of a current use of land),

- h. the costs of commercial stock inventory,
  - i. any taxes, levies or charges (other than GST) paid or payable in connection with the development by or under any law,
  - j. the costs of enabling access by disabled persons in respect of the development,
  - k. the costs of energy and water efficiency measures associated with the development,
  - l. the cost of any development that is provided as affordable housing,
  - m. the costs of any development that is the adaptive reuse of a heritage item.
4. The proposed cost of carrying out development may be adjusted before payment, in accordance with a contributions plan, to reflect quarterly or annual variations to readily accessible index figures adopted by the plan (such as a Consumer Price Index) between the date the proposed cost was determined by the consent authority and the date the levy is required to be paid.
5. To avoid doubt, nothing in this clause affects the determination of the fee payable for a development application.

## 2.0 ADMINISTRATION AND OPERATION OF THE PLAN

This section describes the Plan's purpose, where it applies and the development it applies to. It also outlines how Yass Valley Council will use contributions, be accountable and when it will review the Plan.

### 2.1 Definitions used in the Plan

In the Plan, the following phrases have the following meanings:

- EP&A Act – means the Environmental Planning and Assessment Act 1979
- EP&A Regulation – means the Environmental Planning and Assessment Regulation 2000
- The Plan - Yass Valley Development Contributions Plan 2018
- Council – Yass Valley Council

### 2.2 Name of the Plan

The Plan is called Yass Valley Development Contributions Plan 2018.

### 2.3 Commencement of the Plan

The Plan was adopted on 27 March 2019 and commences 27 March 2019.

### 2.4 Area to which the Plan applies

The Plan applies to land within the local government area of Yass Valley as defined in Figure 1.

The Plan does not apply to developments to which the Yass Valley Council Heavy Haulage Contributions Plan 2006 applies

### 2.5 Purpose of the Plan

The primary purposes of the Plan are:

- to authorise the imposition of a condition on certain development consents and complying development certificates requiring the payment of a contribution pursuant to Section 7.12 of the EP&A Act,
- to assist the Council to provide the appropriate public facilities which are required to maintain and enhance amenity and service delivery within the area,
- to publicly identify the purposes for which the levies are required.

### 2.6 Relationship with other contributions plans

The Plan repeals the following contributions plans:

- Yass Valley Section 94 Plan (2004),
- Yass Shire Rural Roads Section 94 Plan (2006),
- Gunning Shire Council Public Amenities and Services Section 94 Plan (2006),

- Yarrolumla Council Access Roads Section 94 Plan (2000).

## 2.7 Statutory basis of the Plan

Section 7.12 of the EP&A Act provides as follows:

### 7.12 Fixed development consent levies

*(1) A consent authority may impose, as a condition of development consent, a requirement that the applicant pay a levy of the percentage, authorised by a contributions plan, of the proposed cost of carrying out the development.*

*(2) A consent authority cannot impose as a condition of the same development consent a condition under this section as well as a condition under Section 7.11.*

*(2A) A consent authority cannot impose a condition under this section in relation to development on land within a special contributions area without the approval of:*

*(a) the Minister, or*

*(b) a development corporation designated by the Minister to give approvals under this subsection.*

*(3) Money required to be paid by a condition imposed under this section is to be applied towards the provision, extension or augmentation of public amenities or public services (or towards recouping the cost of their provision, extension or augmentation). The application of the money is subject to any relevant provisions of the contributions plan.*

*(4) A condition imposed under this section is not invalid by reason only that there is no connection between the development the subject of the development consent and the object of expenditure of any money required to be paid by the condition.*

*(5) The regulations may make provision for or with respect to levies under this section, including:*

*(a) the means by which the proposed cost of carrying out development is to be estimated or determined, and*

*(b) the maximum percentage of a levy.*

## 2.8 Development exempt from the Plan

Development that is exempt from paying a contribution under the Plan includes:

- Development that has been the subject of a condition under a former section 94 plan under a previous development consent relating to the subdivision of the land on which the development is to be carried out,
- Development for the sole purpose of the adaptive reuse of an item of environmental heritage (listed in Schedule 5 of Yass Valley LEP),
- Places of public worship and centre based child care facilities by or on behalf of a charity or not-for-profit organisation,
- Emergency services facilities,
- Affordable housing or social housing by a social or a not-for-profit affordable housing provider,
- Development of facilities on behalf of a public authority,
- Development undertaken by or on behalf of Council,
- Community facilities or infrastructure,

- Any development excluded from paying a contribution by a Ministerial direction under Section 7.17 – ‘Directions by Minister’ of the EP&A Act.

## 2.9 Obligations of accredited certifiers

In accordance with clause 146 of the EP&A Regulation, a certifying authority must not issue a construction certificate for building work or subdivision work under a development consent unless it has verified that each condition requiring the payment of levies has been satisfied.

In particular, the certifier must ensure that the applicant provides a receipt(s) confirming that levies have been fully paid and copies of such receipts must be included with copies of the certified plans provided to Council in accordance with clause 142(2) of the of the EP&A Regulation. Failure to follow this procedure may render such a certificate invalid.

The only exceptions to the requirement are where a works in kind, material public benefit, dedication of land or deferred payment arrangement has been agreed by Council. In such cases, Council will issue a letter confirming that an alternative payment method has been agreed with the applicant.

## 2.10 Calculation of monetary contributions

The levy will be determined on the basis of the rate as set out below. The levy will be calculated as follows:

$$\text{Levy payable} = \%C \times \$C$$

Where:

- %C is the levy rate applicable
- \$C is the proposed cost of carrying out the development

The proposed cost of carrying out the development will be determined in accordance with clause 25J of the EP&A Regulation. The procedures set in Appendix C must be followed to enable the Council to determine the amount of the levy to be paid. In the case of subdivision of vacant land, a levy will apply to civil construction costs only.

The value of the works must be provided by the applicant at the time of the request and must be independently certified by a Quantity Surveyor who is registered with the Australian Institute of Quantity Surveyors or a person who can demonstrate equivalent qualifications.

Without limitation to the above, Council may review the valuation of works and may seek the services of an independent person to verify the costs. In these cases, all costs associated with obtaining such advice will be at the expense of the applicant and no construction certificate will be issued until such time that the levy has been paid.

## 2.11 Cost estimate reports

A cost estimate report is required to be submitted to allow Council to determine the contribution that will be required. The following should be provided:

- A cost summary report must be completed for works with a value equal to or less than \$1,000,000,
- A Quantity Surveyor’s Detailed Cost Report must be completed by a registered Quantity Surveyor only for works with a value greater than \$1,000,000. Below this threshold, a cost summary report is acceptable.

To avoid doubt, section 25J of the Regulation sets out the items that are included in the estimation of the construction costs by adding up all the costs and expenses that have been or are to be incurred by the applicant in carrying out the development, including the following:

- If the development involves the erection of a building, or the carrying out of engineering or construction work—the costs of or incidental to erecting the building, or carrying out the work, including the costs (if any) of and incidental to demolition, excavation and site preparation, decontamination or remediation,
- If the development involves a change of use of land—the costs of or incidental to doing anything necessary to enable the use of the land to be changed,
- If the development involves the subdivision of land—the costs of or incidental to preparing, executing and registering the Plan of subdivision, civil construction costs and any related covenants, easements or other rights,
- Civil construction costs include design and construction/connection costs for sewerage, water, stormwater, flood mitigation, telecommunications, electricity, roads/driveways, traffic/intersection works, boundary fencing, public open space embellishment, street tree planting, street furniture, weed management, site remediation, demolition of existing buildings and tree removal.

## **2.12 Contributions ‘in-kind’ and material public benefits**

Developer contributions made in accordance with the Plan will usually be in the form of monetary payments, however alternative "in kind" contributions may be accepted if they are deemed by Council to represent an "equivalent material public benefit (MPB)". In the case of alternative payments being offered, a developer is required to make prior written representations to Council at which time the proposal may be considered or negotiated.

Any offer for the provision of an MPB should be made in writing prior to the works commencing and where possible at the time the application is being assessed.

The request should clearly state:

- What MPB or land dedication is proposed,
- The estimated value of the MPB or land dedication,
- The timing of provision of the MPB or land dedication,
- What cash contributions it is proposed to offset,
- If the work has not been identified under the Plan, why it is of an equivalent benefit to the community compared to what has been identified under the Plan.

An assessment of the proposed MPB is then to be undertaken by Council. This assessment will include such considerations as:

- The impact the proposal will have on the levels of amenities and services for the community, compared to what has been identified under the existing plan,
- The impact on provision of other essential services and amenities,
- The impact on work schedules and cash flows that will result.

### 2.13 Planning agreements

A planning agreement is an alternative to the imposition of conditions under 7.12. A planning agreement between the Council and applicant for works in kind, material public benefit, dedication of land and/or deferred payment arrangement can occur in lieu of the payment of Section 7.12 contributions.

A planning agreement cannot exclude the application of Section 7.12 contributions in respect of development unless the consent authority for the development is a party to the agreement.

The requirements for planning agreements are detailed in the EP&A Act under Section 7.4.

### 2.14 Timing of payments

A contribution is payable in full as follows:

- **Construction:** in the case of a development application involving construction (e.g. construction of a dwelling house) – prior to the issue of the Construction Certificate,
- **Subdivision:** in the case of a development application involving subdivision - the release of the linen plan/subdivision certificate,
- **Construction and subdivision:** in the case of a development application involving construction and subdivision (i.e. dual occupancies) – prior to the issue of the Construction Certificate,
- **Complying development:** A Complying Development Certificate Application – before any work authorised by the certificate commences.

### 2.15 Deferred and periodic payment

Deferred or periodic payments may only be permitted in:

- Circumstances where the applicant can demonstrate to the Council that the payment of contributions in accordance with 2.14 Timing of payments is unreasonable, and Council accepts deferred or periodic payment; or
- Circumstances where the developer intends to make a contribution by way of works in-kind or land dedication in lieu of a cash contributions in a future stage of the one development and Council and the developer have a legally binding agreement for the provision of the works or dedication; or
- In other circumstances determined to be reasonable by Council.

All requests for deferred or periodic payment of contributions are required to be made in writing and may only be accepted (in writing) where:

- There are valid reasons for the deferral or periodic payment (as outlined above),
- They will not adversely impact on the administration or operation of the Plan,
- They will not jeopardise the timely provision of works or land identified within the Plan,
- They will not adversely impact on the cash flows of the Plan.

Should a deferred or periodic payment be accepted by Council, a suitable bank guarantee, to the value of the outstanding contributions is to be lodged.

The conditions under which the Council may accept payment by way of periodic payment for a staged development are that:

- The instalment be paid before the work commences on the relevant stage of the development,
- The amount to be paid at each stage is to be calculated on a pro-rata basis in proportion to the overall development.

The conditions under which the Council may accept deferred settlement by way of lodgement of a bank guarantee are that

- The bank guarantee be by an Australian bank for the amount of the total contribution, or the amount of the outstanding contribution, plus an amount equal to twelve months interest,
- The Bank unconditionally pays the guaranteed sum to the Council if the Council so demands in writing not earlier than 12 months from the provision of the guarantee or completion of the work whichever occurs first,
- The Bank must pay the guaranteed sum without reference to the applicant or landowner or other person who provided the guarantee, and without regard to any dispute, controversy, issue or other matter relating to the development consent or the carrying out of development in accordance with the development consent,
- The Bank's obligations are discharged when payment to the Council is made in accordance with this guarantee or when Council notifies the Bank in writing that the guarantee is no longer required.

Matters that will be considered for deferral requests include:

- The financial position of the contribution scheme,
- The extent of any load borrowing,
- Future Capital commitments,
- Whether or not infrastructure works essential for the initial development can be deferred,
- Whether or not development/land release can be staged to more appropriately match infrastructure requirements and commitments.

Under certain circumstances, an applicant may also request in writing, a deferral or variation of the contribution through a Voluntary Planning Agreement (Division 7.1 – Subdivision 2 of the Environmental Planning & Assessment Act 1979).

## **2.16 Deleted**

## **2.17 Adjusting contribution rates at the time of payment**

The contributions stated in consent are calculated on the basis of the 7.12 contribution rates determined in accordance with the Plan. If the contributions are not paid within the year in which consent is granted, the contributions payable will be adjusted in accordance with movements in the Consumer Price Index; All Groups CPI Sydney; issued by the Australian Bureau of Statistics at the time of payment.

## **2.18 Pooling of contributions**

The Plan expressly authorises monetary 7.12 contributions paid for different purposes to be pooled and applied (progressively or otherwise) for those purposes. The priorities for the expenditure of the levies are shown in Appendix A.

## **2.19 Savings and transitional arrangements**

A development application which has been submitted prior to the adoption of the Plan but not determined shall be determined in accordance with the provisions of the Plan which applied at the date of determination of the application.

## 3.0 DEVELOPMENT AND POPULATION

This part broadly discusses the relationship between anticipated population and dwelling growth in Yass Valley LGA and the demand for additional public amenities and services to meet that development.

This relationship can be explained by reviewing current demographic information.

Types of development that may occur in Yass Valley LGA include but are not limited to:

- Alterations and additions to existing development,
- Dwellings of all forms,
- Commercial development located primarily in commercial precincts,
- Industrial development,
- Subdivisions,
- Mixed use development.

The relationship between expected residential development and demand for public facilities can be established through:

- Population projections undertaken by informed decisions (.id), adopted from the Australian Bureau of Statistics (ABS) information and data provided by Council on anticipated future land releases,
- Pressure for land release in Yass Valley brought about by the growth of Canberra,
- The likely population growth will diminish the enjoyment and standard of public facilities for the existing population unless additional facilities are provided to meet the additional demand,
- The likely growth will require the provision of additional public facilities to meet additional demands.

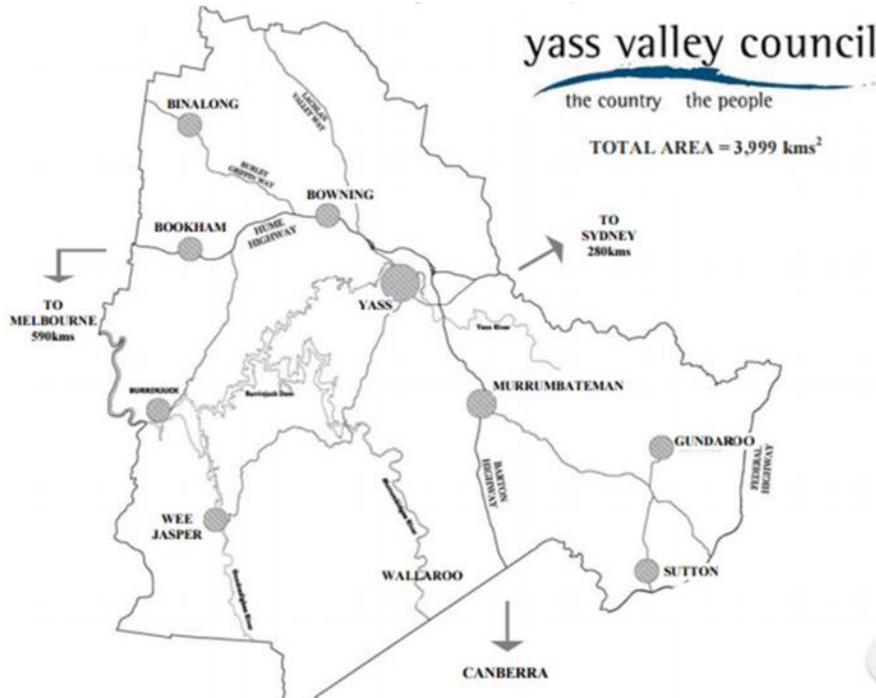
### 3.1 Context

Yass Valley Council is located in the Southern Tablelands region of NSW. It is surrounded by the Local Government Areas of Gundagai, Hilltops, Upper Lachlan, Queanbeyan-Palerang and Snowy Valleys. Importantly, the city of Canberra (located within the Australian Capital Territory) is located approximately 60km to the south of Yass.

Yass Valley's main centres are shown in Figure 1. They include Yass, Murrumbateman, Sutton, Gundaroo, Binalong, Bookham, Bowning and Wee Jasper. Historically, development has been concentrated within these centres, particularly the centre of Yass.

Major infrastructure servicing the LGA includes the Barton, Federal and Hume Highways which connect Sydney, Canberra and Melbourne.

Figure 1: Yass Valley Local Government Area

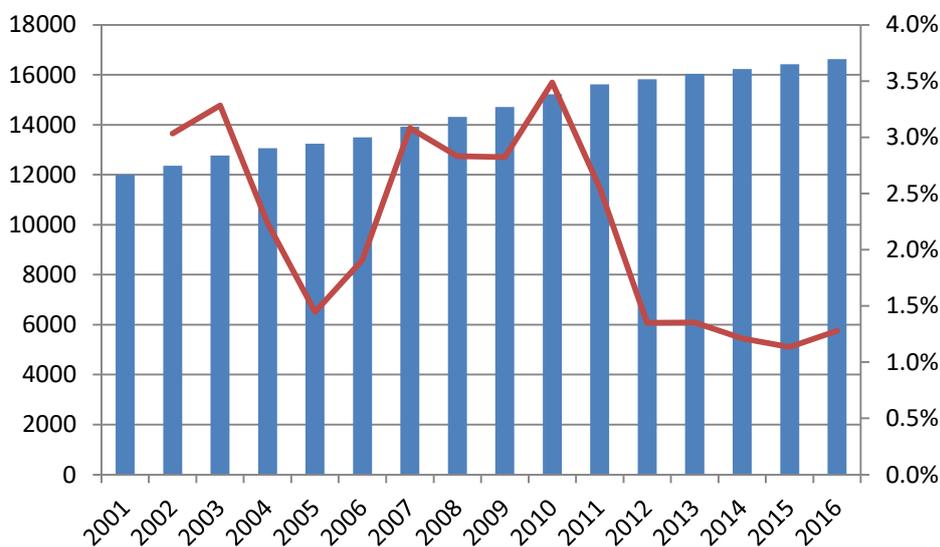


### 3.2 Existing population

In 2016, the population of Yass Valley local government area (LGA) was 16,628. Yass Valley has experienced sustained population growth over the period 2006 to 2016. In 2006, the estimated residential population of Yass Valley was 13,500. In the ten years to 2016, the population grew by 3,128 people, an increase in total population of over 20 per cent or approximately 2.0 per cent per annum.

While growth has been consistent, the rate of growth has varied. The red percentage line in Figure 2 indicates the proportional growth year on year. In recent years the growth in population has slowed to below 1.5 per cent.

Figure 2: Estimated Residential Population Yass Valley LGA - 2001 to 2016

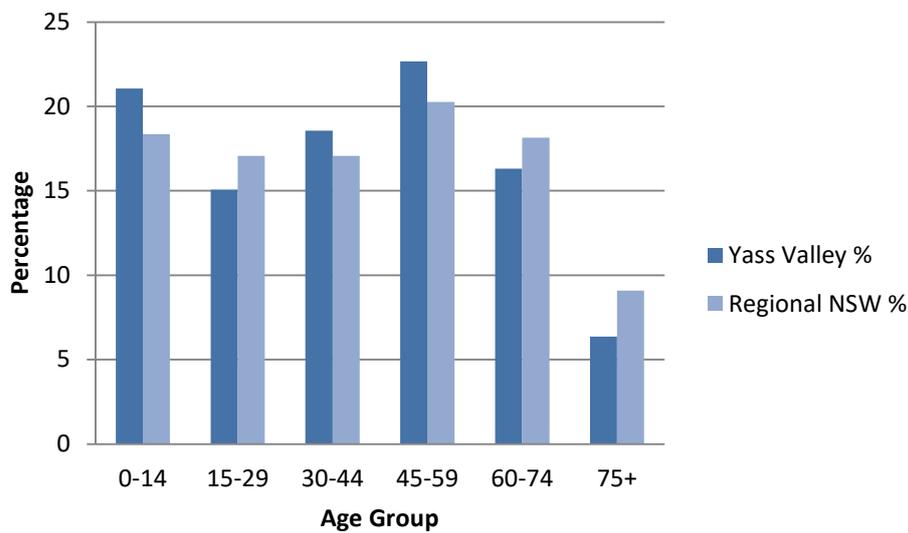


Source: Australian Bureau of Statistics

### 3.2.1 Age structure

Yass Valley has a younger age structure compared with Regional NSW, shown in Figure 3. Yass Valley has a larger proportion of the population aged 0-14 and 30-59 and a smaller proportion of the population aged more than 60.

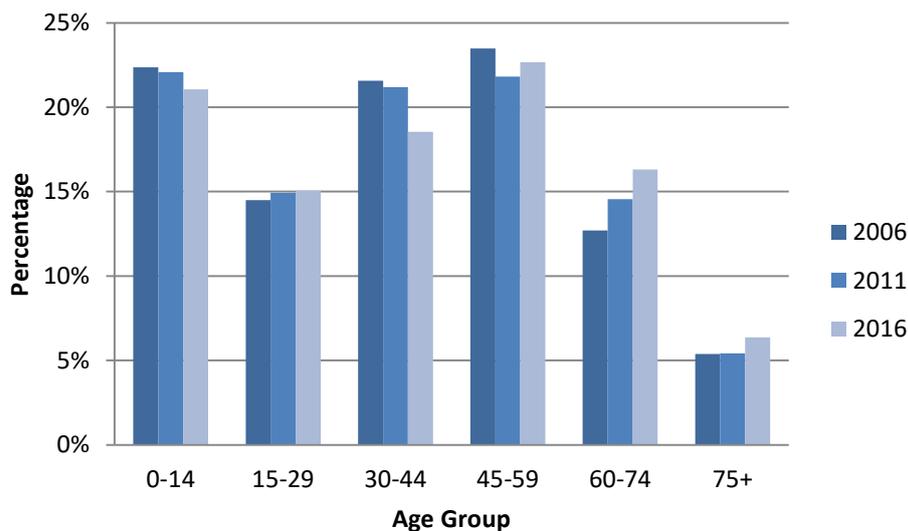
Figure 3: Age distribution 2016 – Yass Valley/Regional NSW



Source: Australian Bureau of Statistics

Figure 4 provides a summary of the change in the proportion of age groups in Yass Valley. There is a noticeable, consistent increase in the proportion of the population of those aged 60 or more. The median age of the LGA has increased from 39 to 42 over the ten years to 2016.

Figure 4: Change in age distribution, 2006-2016



Source: Australian Bureau of Statistics

### 3.2.2 Dwellings

The number of dwellings grew at a similar rate over this period. Table 3-1 below provides a summary of changes in population, dwelling and average household size in Yass Valley since 2006. The average household size has remained relatively stable. In the ten years from 2006-2016, the number of dwellings increased by 3,128 or an average net increase of 312 dwellings per annum. Ninety-four per cent of dwellings in Yass Valley are separate houses.

**Table 3-1: Population, dwellings and average household size – 2006, 2011 and 2016**

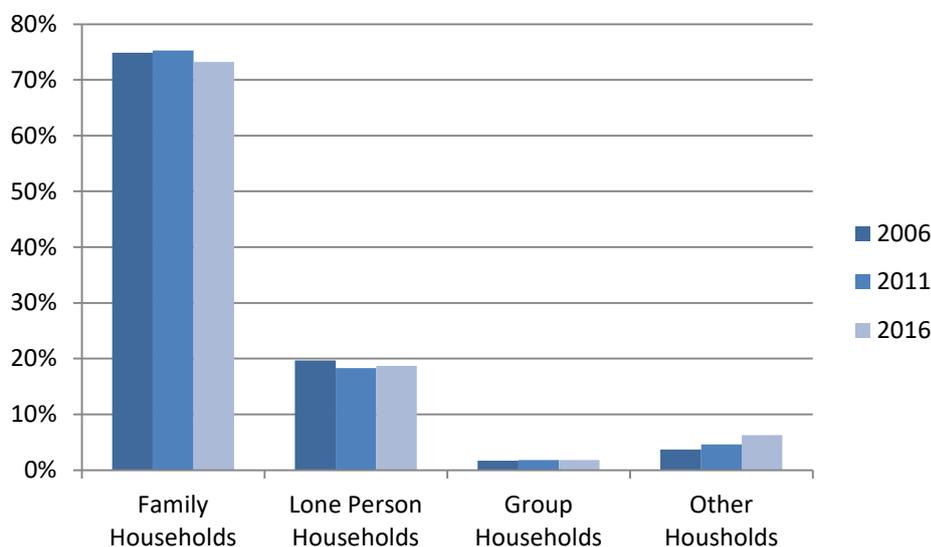
Year	Population	Change	Change (%)	Dwelling	Change	Change %	Average Household Size
2006	13,500			5,452			2.64
2011	15,615	2,115	16	6,098	646	12	2.66
2016	16,628	1,013	6	6,527	429	7	2.66

Source: ABS 2016

### 3.2.3 Household type

During this period, the characteristics of household types in the LGA have remained relatively unchanged. The two main household structures in Yass Valley are family households (approx. 75 per cent) and lone person households (20 per cent). Of the family households, approximately half comprise couples with children, approximately 40 per cent comprise couples without children and ten per cent are one parent families.

**Figure 5: Household Structure – 2006, 2011 and 2016**

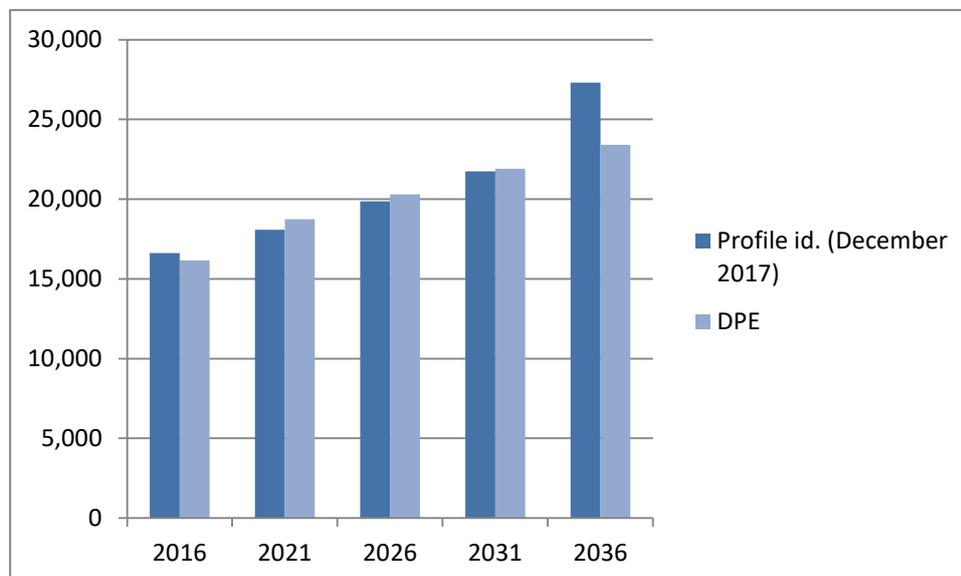


Source: ABS 2016

## 3.3 Population projections

Figure 6 presents the projected population growth for the Yass Valley as estimated by the NSW Department of Planning and Environment (DPE) and the population experts. In general, the projections are fairly similar with the exception of 2036 period. It is likely that differences in assumptions about the take-up of new lots and dwelling in Parkwood will account for this difference. The overall difference between the two projections is 3,134 people over the period.

Figure 6 Variation in population projections – ID (December 2017) and DPE



Source: ID & DPE

Projected population growth in Yass Valley LGA by district is shown in Table 3-2. Growth is anticipated to occur at 2.5 per cent per year. Note that the projected growth in the populations of Yass and Murrumbateman is less than the population goals envisioned in the Yass Valley Settlement Strategy of 20,000 and 10,000 respectively. The Yass Valley Settlement Strategy has acknowledged these challenges, in particular in relation to Yass centre, recognising that Yass is highly constrained and may have difficulty reaching this size.

Table 3-2: Population projections 2016-2036

Area	2016	2021	2026	2031	2036	Total change	Avg. annual % change
All	16,628	18,086	19,865	21,740	27,315	+10,687	2.5
ACT peri-urban area	2,349	2,429	2,573	2,744	6,515	+4,166	5.2
Bowning-Bookham-Rural West	1,670	1,730	1,760	1,829	1,890	+220	0.6
Gundaroo & District	1,286	1,319	1,429	1,563	1,714	+428	1.4
Murrumbateman & District	3,816	4,327	5,009	5,783	6,552	+2,736	2.7
Yass & District	7,508	8,280	9,093	9,822	10,645	+3,137	1.8

Source: id , the population experts, December 2017.

### 3.4 Dwelling estimates

The Yass Valley LGA is forecast to increase its overall housing stock by 65% or 4,241 dwellings between 2016 and 2036. The region bordering the ACT (ACT peri-urban area) is forecast for the greatest increase in number of dwellings (179% increase) followed by the Murrumbateman and district (83% increase).

**Table 3-3: New dwelling forecasts 2016-2036**

Area	2016	2021	2026	2031	2036	Change between 2016 and 2036	% change between 2016 and 2036
All	6,563	7,218	7,975	8,783	10,814	4,241	65
ACT peri-urban area	830	896	968	1,038	2,312	1,482	179
Bowning-Bookham-Rural West	792	823	856	891	926	134	17
Gundaroo & District	501	540	601	670	745	244	49
Murrumbateman & District	1,327	1,558	1,826	2,127	2,429	1,102	83
Yass & District	3,113	3,401	3,724	4,057	4,402	1,289	41

Source: id , the population experts, December 2017.

Projected growth in population and dwellings will precipitate demand for new infrastructure or upgrades to existing infrastructure facilities within the LGA.

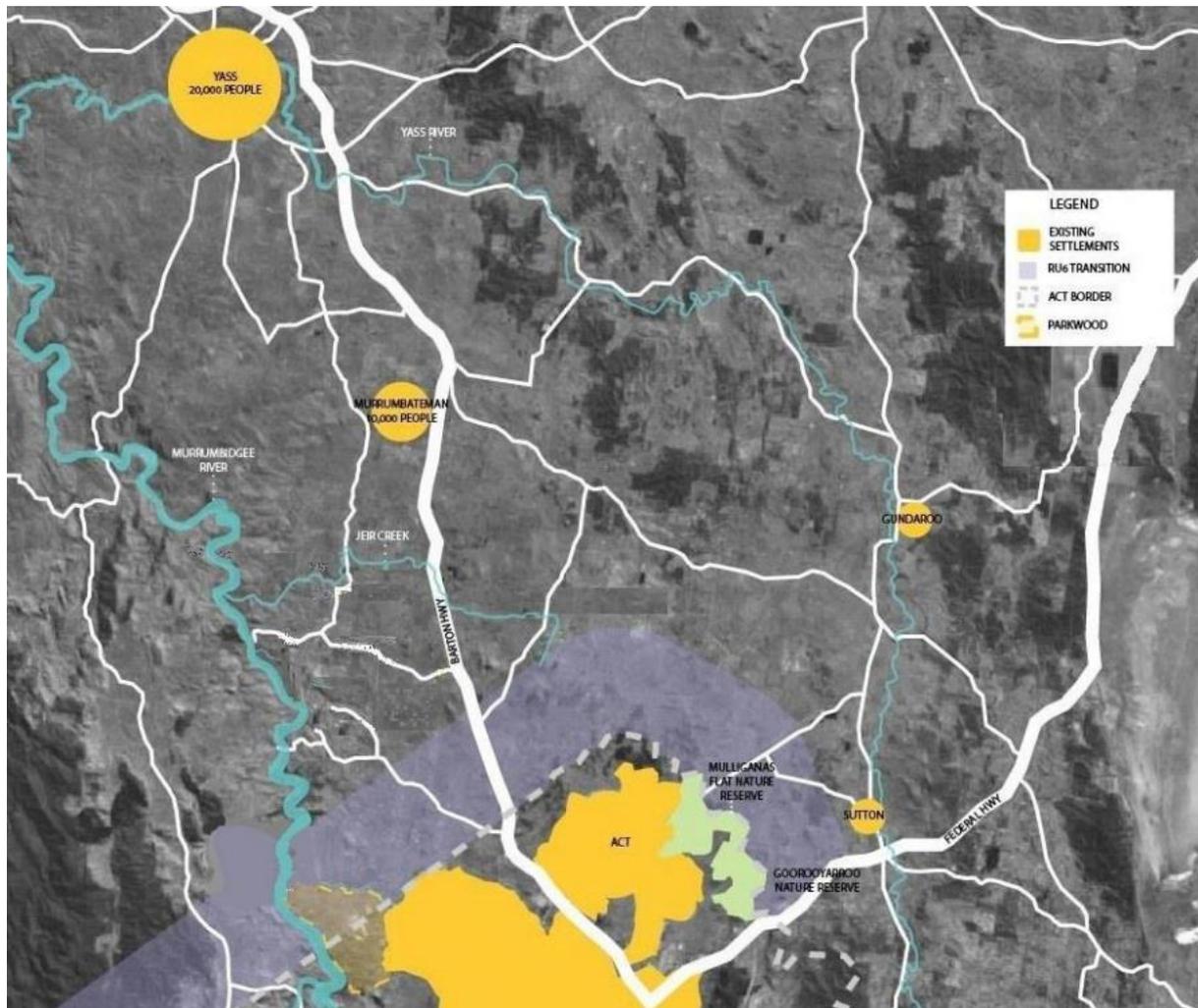
### 3.5 Growth areas

The Yass Valley Settlement Strategy outlines the areas where this growth is to occur (Figure 7):

- The majority of growth in the short to medium term will be focussed in Yass and Murrumbateman where future rezonings and subdivisions would facilitate further development
- The town of Yass strengthen its role in the region and aim to grow into a Regional Centre of 20,000 people, however it is acknowledged that constraints mean that it may not be able to reach this size
- Murrumbateman, would aim to grow into a major town/large district town of 10,000 people
- The proposed development at Parkwood would also be a source of growth

It is also anticipated that a reduction in the rural minimum lot size in 2016 from 80 to 40 hectares will continue to generate new subdivisions within rural areas.

Figure 7: Adopted Settlement Hierarchy under Yass Valley Settlement Strategy



Source: Yass Valley Settlement Strategy 2017

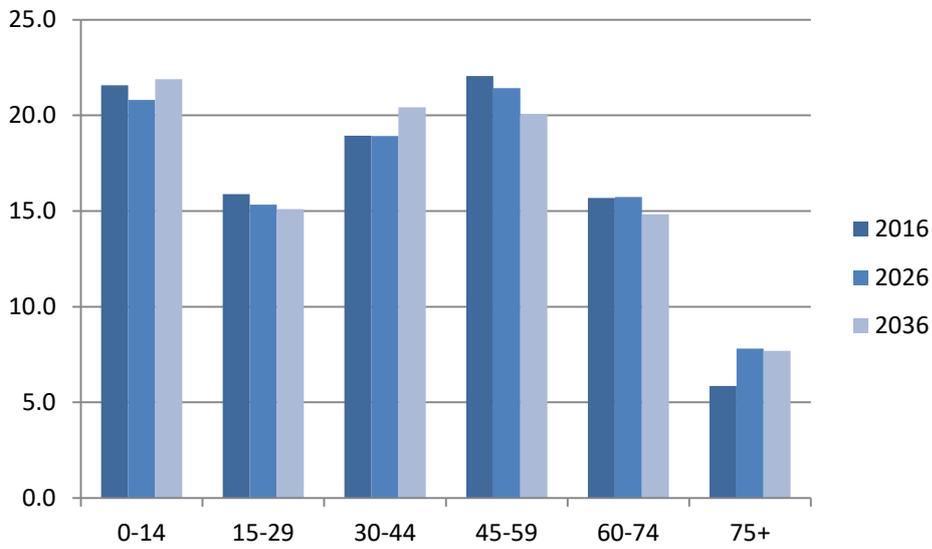
### 3.6 Characteristics of the incoming population

In order to identify appropriate infrastructure for the growing population of Yass Valley, the characteristics of the incoming population needs to be understood.

When reviewing the forecast change in age distribution LGA wide, there is a slight reversal in direction in trends following 2026 (Figure 8). The reason for this relates to the surge in population and dwellings in the ACT Peri-Urban Area in the period 2031-2036.

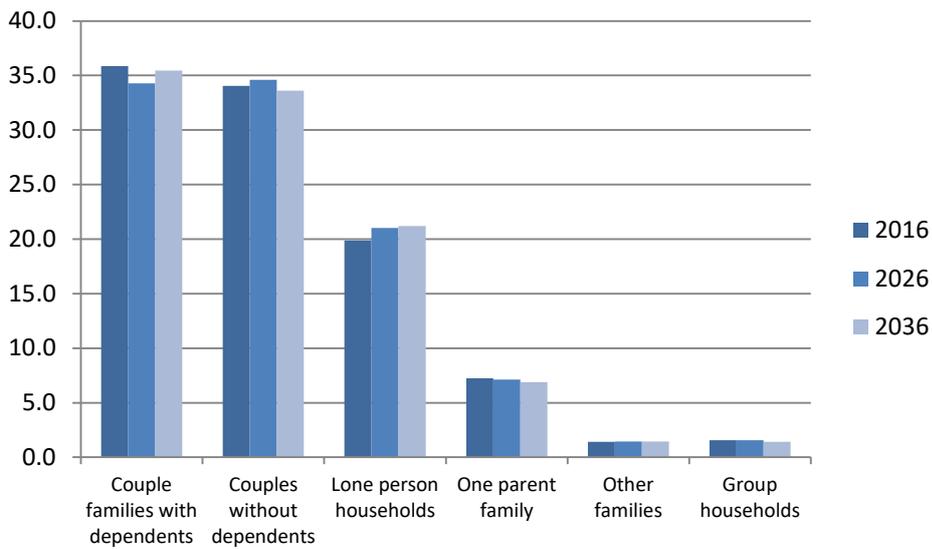
In 2016, the dominant age groups for persons in the Yass Valley Council area were the 45-59 age group and 0-14 age categories. This is expected to shift slightly, with the largest two age categories becoming the 0-14 age group and 30-44 age groups.

**Figure 8: Forecast change in age distribution 2016-2036 – Yass Valley LGA**



Source: id , the population experts, December 2017

**Figure 9: Forecast household types 2016-2036 – Yass Valley LGA**



Source: id , the population experts, December 2017

# APPENDIX A: INFRASTRUCTURE SCHEDULES

Item No.	Asset classification	Program	Project	Town	Strategic Justification	Time Period (years)	Cost
P 1	Pathways	PAMP - Shared Pathways	Dutton Street - Rossi Street to Riverbank Park	Yass	PAMP adopted by Council 2017	1-5	\$49,205
P 2	Pathways	PAMP - Shared Pathways	Waroo Road / Comur Street - Brown Street to Adele Street	Yass	PAMP adopted by Council 2017	1-5	\$9,792
P 3	Pathways	PAMP - Shared Pathways	Waroo Road / Comur Street - Petit Street to Brown Street	Yass	PAMP adopted by Council 2017	1-5	\$24,944
P 4	Pathways	PAMP - Shared Pathways	Dutton Street - Meehan Street to Rossi Street	Yass	PAMP adopted by Council 2017	1-5	\$28,371
P 5	Pathways	PAMP - Shared Pathways	Rossi Street - Weemilah Street to Dutton Street	Yass	PAMP adopted by Council 2017	1-5	\$32,655
P 6	Pathways	PAMP - Shared Pathways	Rossi Street - 126 Rossi Street to Weemilah Street	Yass	PAMP adopted by Council 2017	1-5	\$18,824
P 7	Pathways	PAMP - Shared Pathways	Rossi Street - Irvine Drive to 126 Rossi Street	Yass	PAMP adopted by Council 2017	1-5	\$15,545
P 8	Pathways	PAMP - Shared Pathways	Rossi Street - Hatton Drive to Irvine Drive	Yass	PAMP adopted by Council 2017	1-5	\$21,639
P 9	Pathways	PAMP - Shared Pathways	Yass River - Warrambalulah Street to Rossi Street	Yass	PAMP adopted by Council 2017	1-5	\$54,101
P 10	Pathways	PAMP - Shared Pathways	Hovell Street - Connection from existing bike path to Hovell Street	Yass	PAMP adopted by Council 2017	6-10	\$32,558
P 11	Pathways	PAMP - Shared Pathways	Hume Street - Mount Street to Hope Street	Yass	PAMP adopted by Council 2017	6-10	\$33,486
P 12	Pathways	PAMP - Shared Pathways	Hume Street - Hope Street to Pollux Street	Yass	PAMP adopted by Council 2017	6-10	\$62,128
P 13	Pathways	PAMP - Shared Pathways	Hume Street - Pollux Street to Orion Street	Yass	PAMP adopted by Council 2017	6-10	\$61,394
P 14	Pathways	PAMP - Shared Pathways	Hume Street - Grampian Street to Mount Street	Yass	PAMP adopted by Council 2017	6-10	\$32,630
P 15	Pathways	PAMP - Shared Pathways	Rossi Street - Church Street to Comur Street	Yass	PAMP adopted by Council 2017	6-10	\$23,623
P 16	Pathways	PAMP - Shared Pathways	Petit Street - Church Street to Comur Street	Yass	PAMP adopted by Council 2017	11-15	\$30,059
P 17	Pathways	PAMP - Shared Pathways	Grampian Street - Glebe Street to Caravan Park Entrance	Yass	PAMP adopted by Council 2017	11-15	\$16,646
P 18	Pathways	PAMP - Shared Pathways	Hercules Street - Middle Street to Camp Street	Murrumbateman	PAMP adopted by Council 2017	1-5	\$29,131
P 19	Pathways	PAMP - Shared Pathways	Hercules Street - Camp Street to West Street	Murrumbateman	PAMP adopted by Council 2017	1-5	\$28,642
P 20	Pathways	PAMP - Shared Pathways	West Street - Hercules Street to North Street	Yass	PAMP adopted by Council 2017	11-15	\$55,325
P 21	Pathways	PAMP - Shared Pathways	Hercules Street - West Street to Merriman Place	Murrumbateman	PAMP adopted by Council 2017	6-10	\$65,362
P 22	Pathways	PAMP - Shared Pathways	Hercules Street - Merriman Place to Cemetery	Murrumbateman	PAMP adopted by Council 2017	6-10	\$23,990
P 23	Pathways	PAMP - Shared Pathways	Victoria Street - Sutton Primary School to Bywong St	Sutton	PAMP adopted by Council 2017	1-5	\$35,593
P 24	Pathways	PAMP - Shared Pathways	Victoria Street - Bywong St to Recreation Ground	Sutton	PAMP adopted by Council 2017	1-5	\$41,958
P 25	Pathways	PAMP - Shared Pathways	Queen Street - Fitzroy Street to Richmond Street	Binalong	PAMP adopted by Council 2017	6-10	\$28,004
P 26	Pathways	Sutton Masterplan 2017	Construct granite pedestrian path within Quartz Street Road Reserve	Sutton	Sutton Masterplan 2017	1-5	\$45,000
P 27	Pathways	Gundaroo Masterplan 2017	Construct granite pedestrian path linking Rosamel Street-Yass River-Lind Street-Gundaroo Park	Gundaroo	Gundaroo Masterplan 2017	1-5	\$80,000
C 1	Community facilities	2017 Murrumbateman Recreation Grounds Strategy	New community hall	Murrumbateman	2017 Murrumbateman Recreation Grounds Strategy	1-5	\$2,500,000
C 2	Community facilities	2018 Draft Amenities Program	New public toilets	Bowning	2018 Draft Amenities Program	6-10	\$300,000
C 3	Community facilities	2018 Draft Amenities Program	New public toilets	Binalong	2018 Draft Amenities Program	6-10	\$300,000
O 1	Open space and recreation	2017 Park & Playground Strategy	Construct new Category 1 playground	Murrumbateman	2017 Park & Playground Strategy	6-10	\$80,000
O 2	Open space and recreation	2017 Park & Playground Strategy	Coronation Park new slide	Yass Town	2017 Park & Playground Strategy	1-5	\$60,000
O 3	Open space and recreation	2017 Walker Park Strategic Plan	New LED lights	Yass Town	2017 Walker Park Strategic Plan	1-5	\$400,000
O 4	Open space and recreation	2017 Walker Park Strategic Plan	Irrigation to Level 4	Yass Town	2017 Walker Park Strategic Plan	6-10	\$80,000
O 5	Open space and recreation	2017 Walker Park Strategic Plan	Irrigation pipeline from Yass River	Yass Town	2017 Walker Park Strategic Plan	1-5	\$250,000
O 6	Open space and recreation	2017 Walker Park Strategic Plan	Car park solar lighting	Yass Town	2017 Walker Park Strategic Plan	1-5	\$80,000
O 7	Open space and recreation	2017 Murrumbateman Recreation Grounds Strategy	Irrigation of oval	Murrumbateman	2017 Murrumbateman Recreation Grounds Strategy	1-5	\$150,000
O 8	Open space and recreation	2017 Murrumbateman Recreation Grounds Strategy	Oval lighting	Murrumbateman	2017 Murrumbateman Recreation Grounds Strategy	1-5	\$200,000

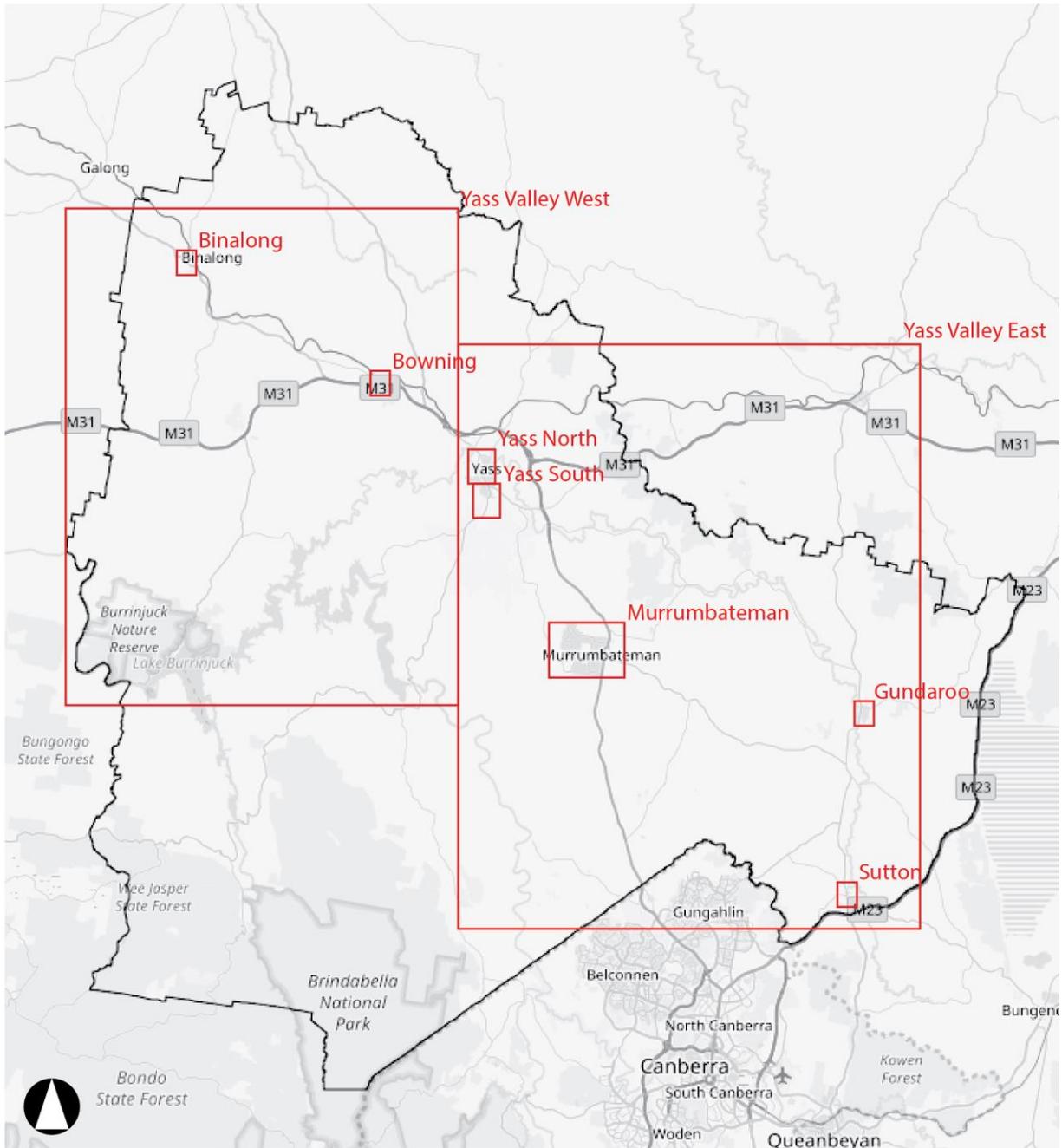
Item No.	Asset classification	Program	Project	Town	Strategic Justification	Time Period (years)	Cost
O 9	Open space and recreation	2017 Murrumbateman Recreation Grounds Strategy	Fitness stations	Murrumbateman	2017 Murrumbateman Recreation Grounds Strategy	6-10	\$50,000
O 10	Open space and recreation	2018 Draft Sutton Recreation Grounds Strategy	Led oval irrigation	Sutton	2018 Draft Sutton Recreation Grounds Strategy	1-5	\$150,000
O 11	Open space and recreation	2018 Draft Sutton Recreation Grounds Strategy	Led oval lighting	Sutton	2018 Draft Sutton Recreation Grounds Strategy	1-5	\$150,000
O 12	Open space and recreation	2018 Draft Gundaroo Recreation Grounds Strategy	Led oval lighting	Gundaroo	2018 Draft Gundaroo Recreation Grounds Strategy	1-5	\$200,000
O 13	Open space and recreation	Gundaroo Masterplan	Upgrade Lot Street-Yass River Picnic Area	Gundaroo	Gundaroo Masterplan	1-5	\$40,000
O 14	Open space and recreation	Gundaroo Masterplan	Entrance Avenue plantings either side of the two village arrival points	Gundaroo	Gundaroo Masterplan	1-5	\$20,000
O 15	Open space and recreation	Sutton Masterplan	Entrance Avenue plantings either side of the two village arrival points	Sutton	Sutton Masterplan	1-5	\$20,000
O 16	Open space and recreation	2017 Walker Park Strategic Plan	Grandstand seating	Yass Town	2017 Walker Park Strategic Plan	1-5	\$100,000
O 17	Open space and recreation	2017 Walker Park Strategic Plan	Accessability ramp from level 2 - level 3	Yass Town	2017 Walker Park Strategic Plan	1-5	\$100,000
O 18	Open space and recreation	2017 Murrumbateman Recreation Grounds Strategy	New amenities building	Murrumbateman	2017 Murrumbateman Recreation Grounds Strategy	1-5	\$500,000
R 1	Roads	Road Rehabilitation Program - Urban	Hume Street	Yass	Pavement Management System to optimise road network condition	1-5	\$6,090
R 2	Roads	Road Rehabilitation Program - Urban	Rossi Street	Yass	Pavement Management System to optimise road network condition	1-5	\$57,855
R 3	Roads	Road Rehabilitation Program - Urban	Dutton Street	Yass	Pavement Management System to optimise road network condition	1-5	\$61,298
R 4	Roads	Road Rehabilitation Program - Urban	Pollux Street	Yass	Pavement Management System to optimise road network condition	1-5	\$135,990
R 5	Roads	Road Rehabilitation Program - Urban	Dutton Street	Yass	Pavement Management System to optimise road network condition	1-5	\$113,456
R 6	Roads	Road Rehabilitation Program - Urban	Glebe Street	Yass	Pavement Management System to optimise road network condition	1-5	\$31,841
R 7	Roads	Road Rehabilitation Program - Urban	Lead Street	Yass	Pavement Management System to optimise road network condition	1-5	\$71,642
R 8	Roads	Road Rehabilitation Program - Urban	Martin Close	Yass	Pavement Management System to optimise road network condition	1-5	\$13,373
R 9	Roads	Road Rehabilitation Program - Urban	Thane Court	Yass	Pavement Management System to optimise road network condition	1-5	\$14,594
R 10	Roads	Road Rehabilitation Program - Urban	Adele Street	Yass	Pavement Management System to optimise road network condition	1-5	\$152,705
R 11	Roads	Road Rehabilitation Program - Urban	Macdonald Street	Yass	Pavement Management System to optimise road network condition	1-5	\$53,326
R 12	Roads	Road Rehabilitation Program - Urban	Dutton Street	Yass	Pavement Management System to optimise road network condition	6-10	\$199,007
R 13	Roads	Road Rehabilitation Program - Urban	Shantalla Crescent	Yass	Pavement Management System to optimise road network condition	6-10	\$6,561
R 14	Roads	Road Rehabilitation Program - Urban	Warrambalulah Street	Yass	Pavement Management System to optimise road network condition	6-10	\$83,238
R 15	Roads	Road Rehabilitation Program - Urban	Wee Jasper Road - Grand Junction Road	Yass	Pavement Management System to optimise road network condition	6-10	\$44,394

Item No.	Asset classification	Program	Project	Town	Strategic Justification	Time Period (years)	Cost
R 16	Roads	Road Rehabilitation Program - Urban	Fagan Drive	Bookham	Pavement Management System to optimise road network condition	6-10	\$74,912
R 17	Roads	Road Rehabilitation Program - Urban	Dutton Street	Yass	Pavement Management System to optimise road network condition	6-10	\$59,170
R 18	Roads	Road Rehabilitation Program - Urban	Fifield Lane	Yass	Pavement Management System to optimise road network condition	1-5	\$54,810
R 19	Roads	Road Rehabilitation Program - Urban	Bowning Road	Bowning	Pavement Management System to optimise road network condition	1-5	\$88,360
R 20	Roads	Road Rehabilitation Program - Urban	Middle Street	Rest LGA	Pavement Management System to optimise road network condition	1-5	\$15,602
R 21	Roads	Road Rehabilitation Program - Urban	Middle Street	Rest LGA	Pavement Management System to optimise road network condition	1-5	\$58,375
R 22	Roads	Road Rehabilitation Program - Urban	Montem Street	Bowning	Pavement Management System to optimise road network condition	6-10	\$82,572
R 23	Roads	Road Rehabilitation Program - Urban	Queen Street	Binalong	Pavement Management System to optimise road network condition	6-10	\$128,420
R 24	Roads	Road Rehabilitation Program - Urban	Middle Street	Rest LGA	Pavement Management System to optimise road network condition	11-15	\$39,007
R 25	Roads	Road Rehabilitation Program - Urban	Bywong Street	Rest LGA	Pavement Management System to optimise road network condition	16-20	\$83,753
R 26	Roads	Road Rehabilitation Program - Urban	Queen Street	Binalong	Pavement Management System to optimise road network condition	16-20	\$19,035
R 27	Roads	Road Rehabilitation Program - Urban	Morning Street	Gundaroo	Pavement Management System to optimise road network condition	16-20	\$88,873
R 28	Roads	Road Rehabilitation Program - Urban	Fitzroy Street	Binalong	Pavement Management System to optimise road network condition	16-20	\$59,484
R 29	Roads	Road Rehabilitation Program - Urban	Hop's Lane	Rest LGA	Pavement Management System to optimise road network condition	16-20	\$15,688
R 30	Roads	Road Rehabilitation Program - Urban	Lot Street	Gundaroo	Pavement Management System to optimise road network condition	16-20	\$80,281
R 31	Roads	Road Rehabilitation Program - Urban	Hercules Street	Murrumbateman	Pavement Management System to optimise road network condition	1-5	\$39,585
R 32	Roads	Road Rehabilitation Program - Urban	Hercules Street	Murrumbateman	Pavement Management System to optimise road network condition	1-5	\$39,585
R 33	Roads	Road Rehabilitation Program - Urban	Hercules Street	Murrumbateman	Pavement Management System to optimise road network condition	16-20	\$90,732
R 34	Roads	Road Rehabilitation Program - Urban	Hercules Street	Murrumbateman	Pavement Management System to optimise road network condition	16-20	\$46,369
R 35	Roads	Road Rehabilitation Program - Urban	West Street	Murrumbateman	Pavement Management System to optimise road network condition	16-20	\$96,602
R 36	Roads	Road Rehabilitation Program - Rural	Bowning Road	Rest LGA	Pavement Management System to optimise road network condition	1-5	\$38,367
R 37	Roads	Road Rehabilitation Program - Rural	Dog Trap Road	Rest LGA	Pavement Management System to optimise road network condition	1-5	\$278,846
R 38	Roads	Road Rehabilitation Program - Rural	Graces Flat Road	Rest LGA	Pavement Management System to optimise road network condition	1-5	\$44,406
R 39	Roads	Road Rehabilitation Program - Rural	Greenwood Road	Rest LGA	Pavement Management System to optimise road network condition	1-5	\$10,556
R 40	Roads	Road Rehabilitation Program - Rural	Reardons Road	Rest LGA	Pavement Management System to optimise road network condition	1-5	\$28,014

Item No.	Asset classification	Program	Project	Town	Strategic Justification	Time Period (years)	Cost
R 41	Roads	Road Rehabilitation Program - Rural	Shiraz Place	Murrumbateman	Pavement Management System to optimise road network condition	1-5	\$29,486
R 42	Roads	Road Rehabilitation Program - Rural	Sylvia Street	Murrumbateman	Pavement Management System to optimise road network condition	1-5	\$8,374
R 43	Roads	Road Rehabilitation Program - Rural	Faulder Avenue	Yass	Pavement Management System to optimise road network condition	1-5	\$307,522
R 44	Roads	Road Rehabilitation Program - Rural	Limosine Close	Murrumbateman	Pavement Management System to optimise road network condition	1-5	\$22,747
R 45	Roads	Road Rehabilitation Program - Rural	Morton Avenue	Yass	Pavement Management System to optimise road network condition	1-5	\$103,975
R 46	Roads	Road Rehabilitation Program - Rural	Good Hope Road	Rest LGA	Pavement Management System to optimise road network condition	1-5	\$240,924
R 47	Roads	Road Rehabilitation Program - Rural	Walls Junction Road	Rest LGA	Pavement Management System to optimise road network condition	1-5	\$200,247
R 48	Roads	Road Rehabilitation Program - Rural	Dog Trap Road	Rest LGA	Pavement Management System to optimise road network condition	1-5	\$299,895
R 49	Roads	Road Rehabilitation Program - Regional	Yass Valley Way	Yass	Pavement Management System to optimise road network condition	1-5	\$175,988
R 50	Roads	Road Rehabilitation Program - Regional	Yass Valley Way - Comur Street	Yass	Pavement Management System to optimise road network condition	1-5	\$225,501
R 51	Roads	Road Rehabilitation Program - Regional	Wee Jasper Road - Grand Junction Road	Yass	Pavement Management System to optimise road network condition	1-5	\$41,209
R 52	Roads	Road Rehabilitation Program - Regional	Wee Jasper Road - Grand Junction Road	Yass	Pavement Management System to optimise road network condition	1-5	\$43,091
R 53	Roads	Road Rehabilitation Program - Regional	Wee Jasper Road - Warroo Road	Yass	Pavement Management System to optimise road network condition	11-15	\$62,196
R 54	Roads	Road Rehabilitation Program - Regional	Wee Jasper Road - Warroo Road	Yass	Pavement Management System to optimise road network condition	11-15	\$29,732
R 55	Roads	Road Rehabilitation Program - Regional	Wee Jasper Road - Warroo Road	Yass	Pavement Management System to optimise road network condition	11-15	\$36,214
R 56	Roads	Road Rehabilitation Program - Regional	Wee Jasper Road - Grand Junction Road	Yass	Pavement Management System to optimise road network condition	11-15	\$68,763
R 57	Roads	Road Rehabilitation Program - Regional	Gundaroo Road - Cork Street	Gundaroo	Pavement Management System to optimise road network condition	1-5	\$71,219
R 58	Roads	Road Rehabilitation Program - Regional	Gundaroo Road - Cork Street	Gundaroo	Pavement Management System to optimise road network condition	1-5	\$142,010
R 59	Roads	Road Rehabilitation Program - Regional	Sutton Road	Rest LGA	Pavement Management System to optimise road network condition	6-10	\$349,843
R 60	Roads	Sutton Masterplan 2017	Construct Bywong Street between Victoria and Middle Streets	Sutton	Sutton Masterplan 2017	1-5	\$130,000
<b>TOTAL</b>							<b>\$12,006,315</b>

# APPENDIX B: MAPS

The following maps refer to the infrastructure schedule in Appendix A.



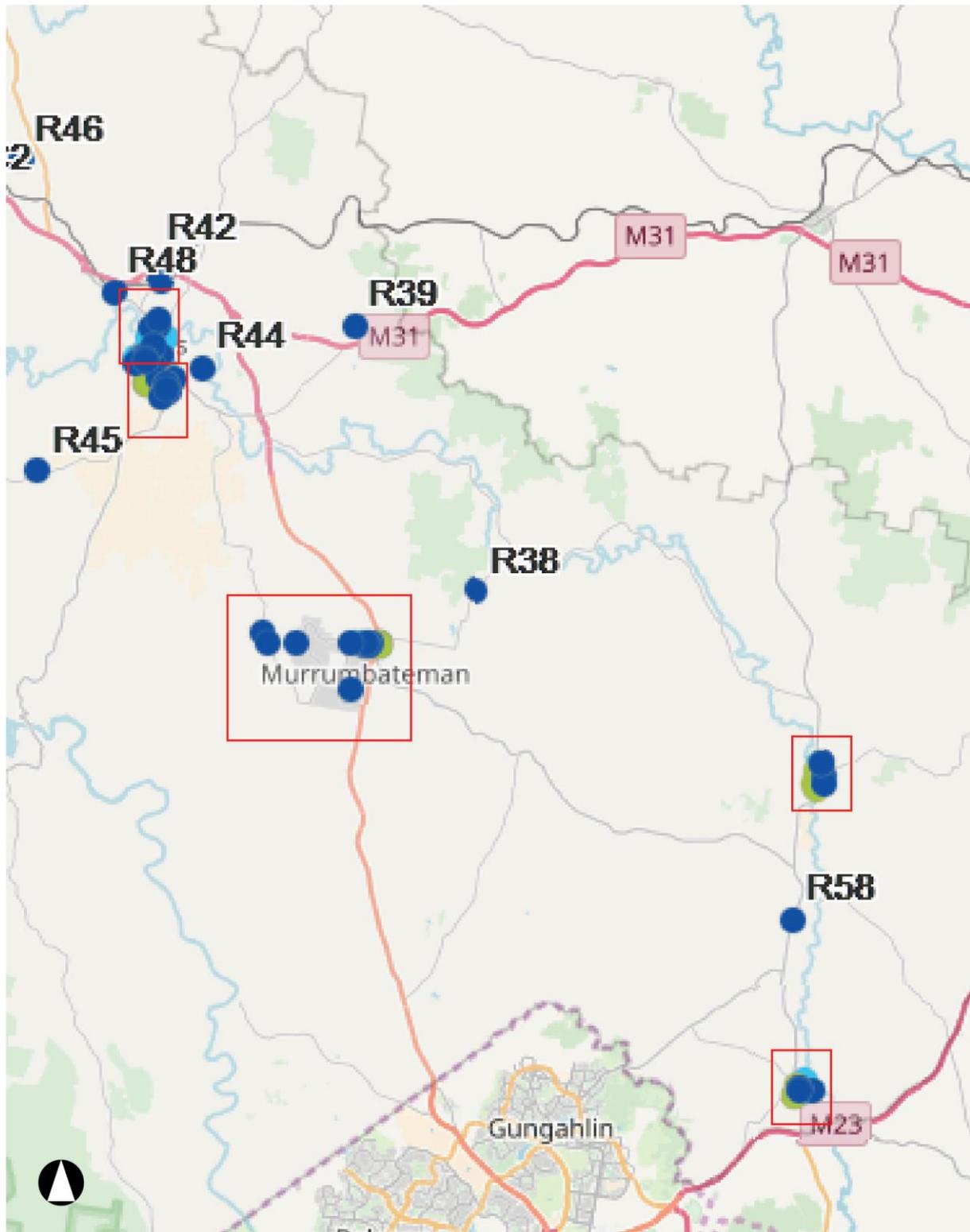
Legend:

- R - Road Rehabilitation Program
- P - Shared Pathways
- O - Open Space and Recreation
- C - Community Facilities

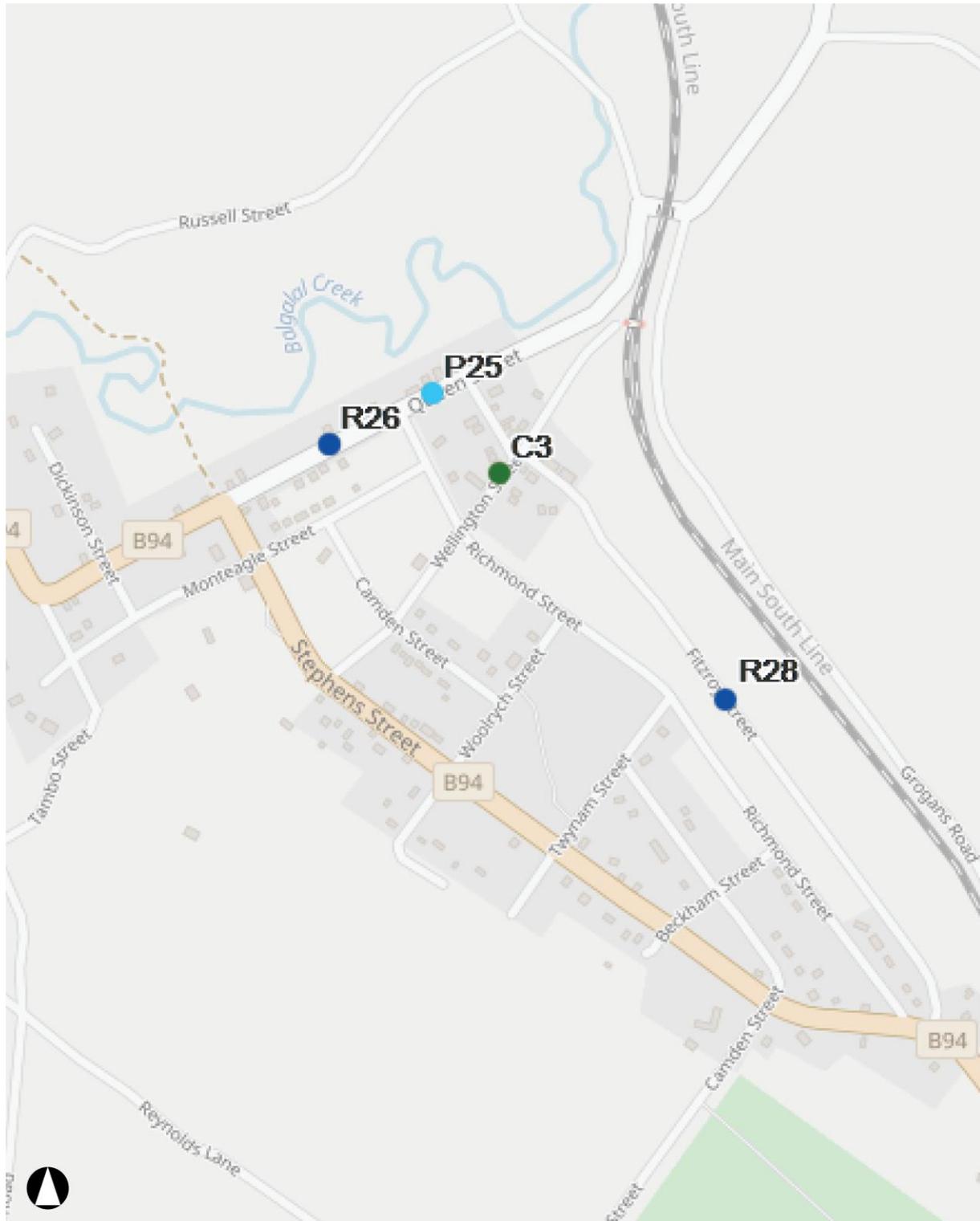
Yass Valley West



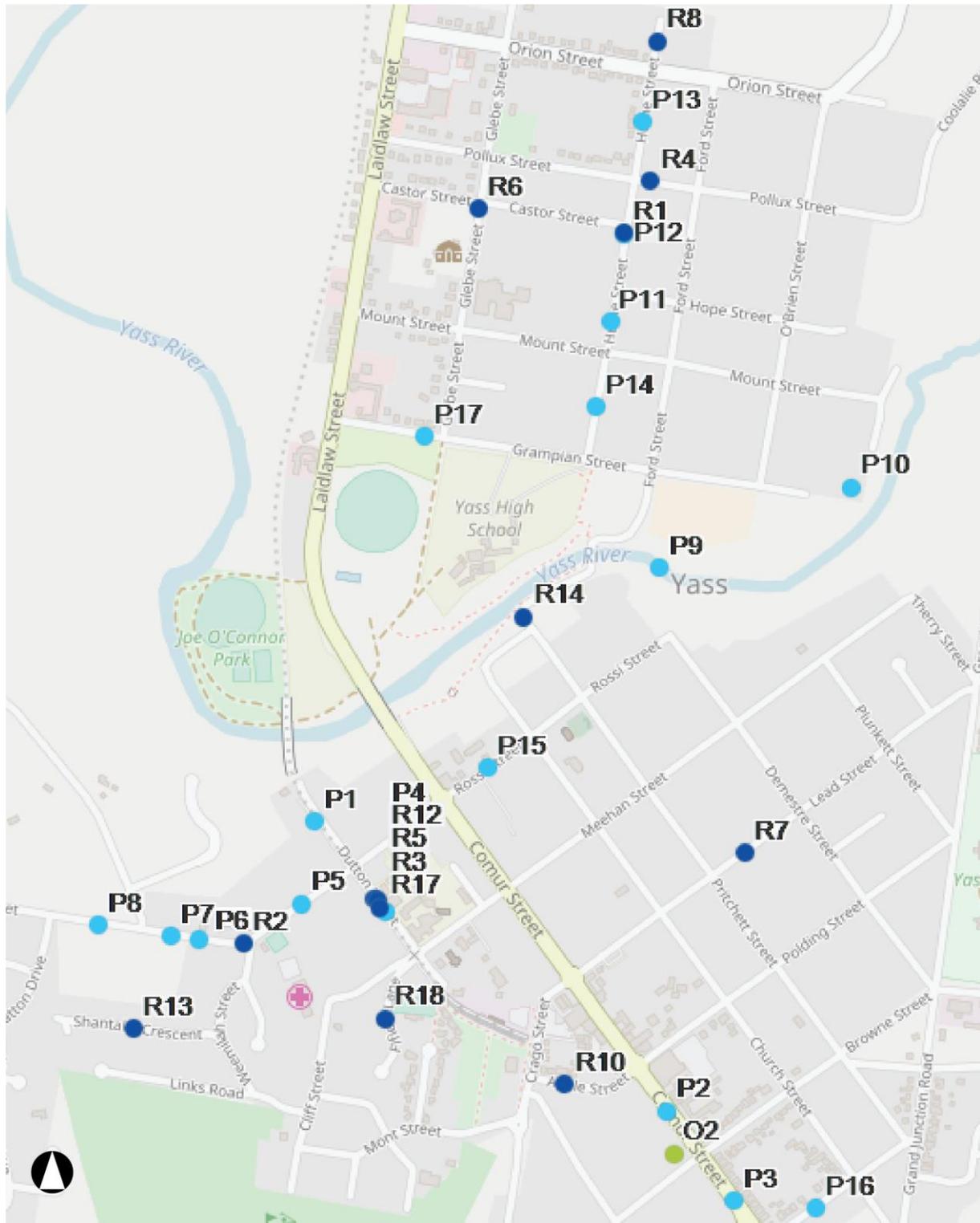
Yass Valley East



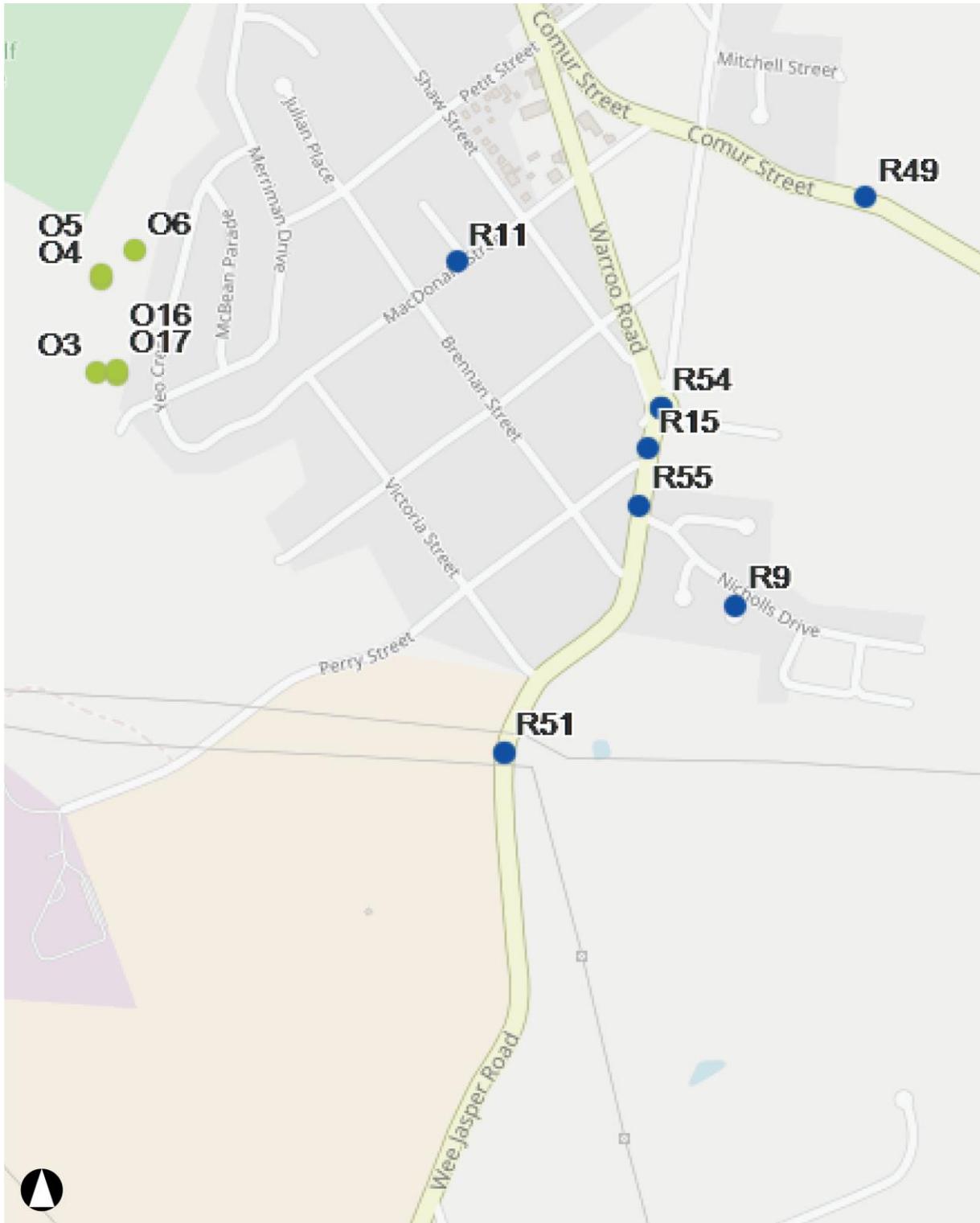
Binalong



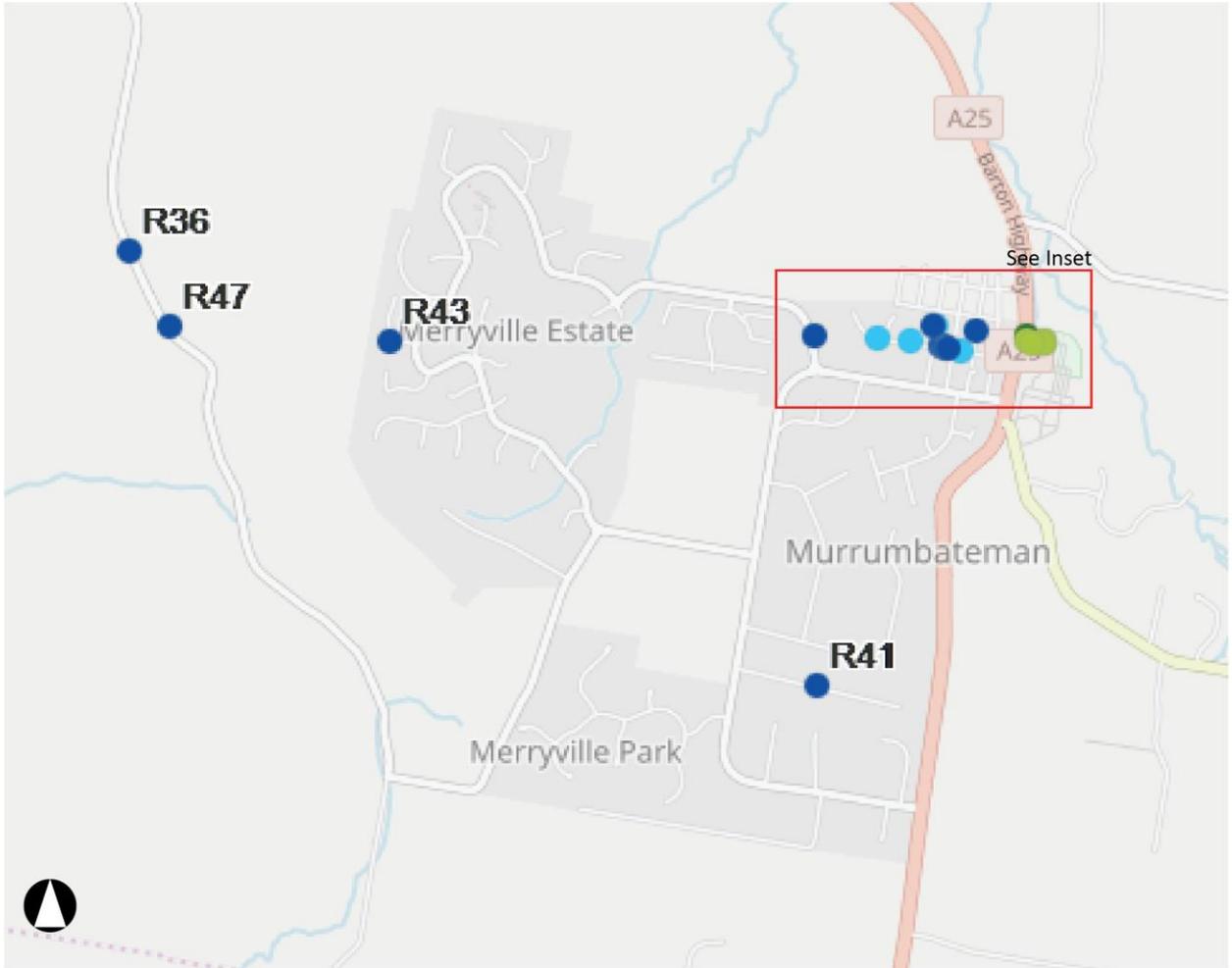
Yass North



Yass South



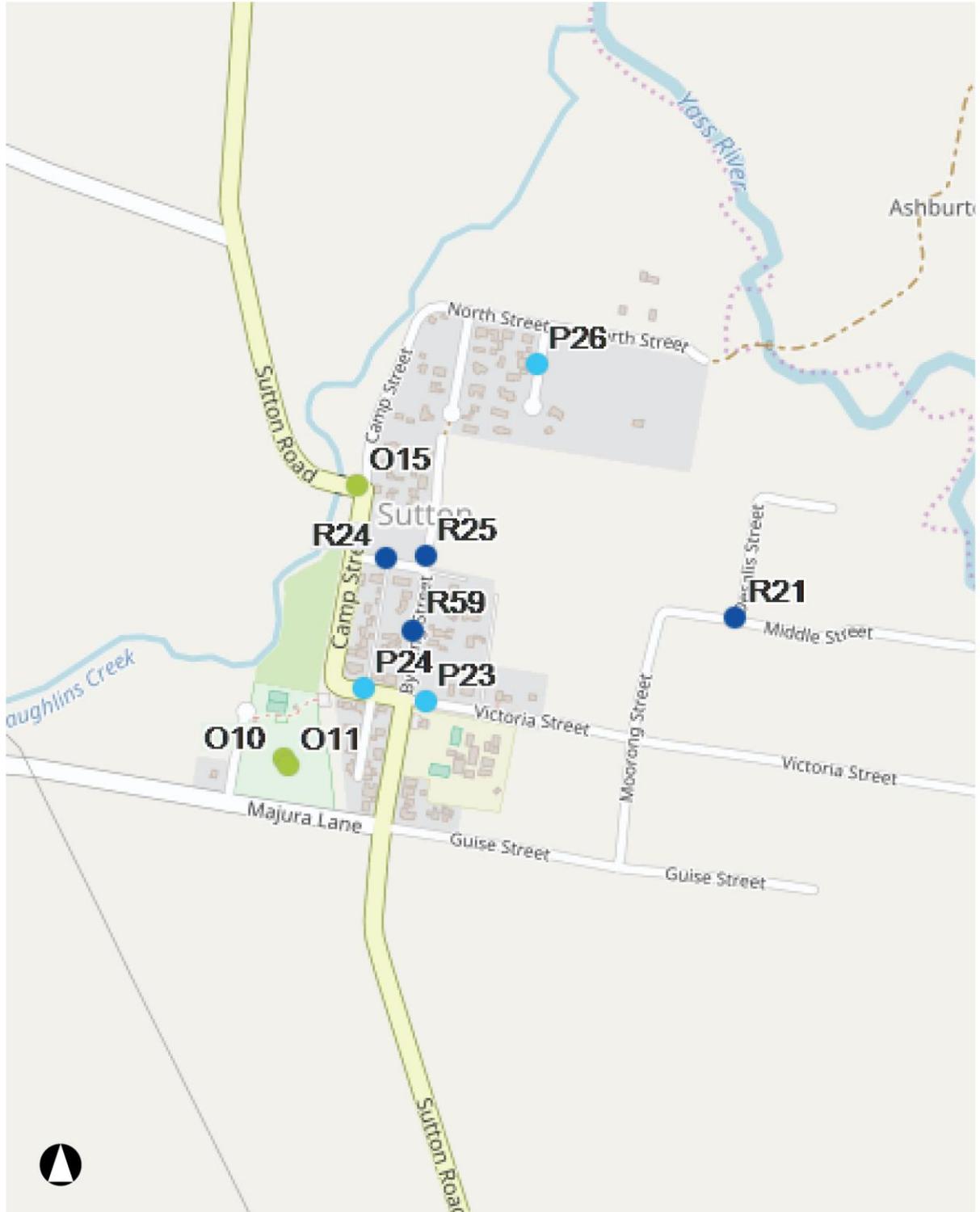
Murrumbateman



Gundaroo



Sutton



# APPENDIX C: SAMPLE COST SUMMARY REPORT

## Development/Applicant Details

Development Application or Complying Development Certificate Number	
Applicant's Name	
Applicant's Address	
Location of development	

## Analysis of development costs

Item	Cost (\$)
Demolition and excavation	
Remediation	
Site preparation	
Building construction	
Hydraulic/mechanical and fire services	
External work and services	
Preliminaries and margin	
<b>Sub-total</b>	
Consultant Fees	
Other related development costs	
<b>Sub-total</b>	
Goods and Services Tax	
<b>TOTAL DEVELOPMENT COST</b>	

## I certify that I have

- inspected the plans the subject of the application for development consent or construction certificate.
- calculated the development costs in accordance with the definition of development costs in clause 25J of the Environmental Planning and Assessment Regulation 2000 at current prices.
- included GST in the calculation of development cost.

Signed	
Name	
Position and qualifications	
Date	



## **SYDNEY**

Level 3, 234 George Street  
Sydney NSW 2000  
GPO Box 2748 Sydney NSW 2001  
t: +61 2 9252 8777  
f: +61 2 9252 6077  
e: [sydney@hillpda.com](mailto:sydney@hillpda.com)

## **MELBOURNE**

Suite 114, 838 Collins Street  
Docklands VIC 3008  
t: +61 3 9629 1842  
f: +61 3 9629 6315  
e: [melbourne@hillpda.com](mailto:melbourne@hillpda.com)

**WWW.HILLPDA.COM**