

APPENDIX S-5

Resolution from Roads
Workshop and Relevant
Strategic Considerations
/ Recommended
Improvements outlined
in the Transportation
Infrastructure Strategic
Plan

The following resolutions resulted from the Roads Workshop held on 14th February 2005.

- 1. That a long- term strategic Asset Management Plan be developed for Council's entire infrastructure.***
- 2. That the Strategic Emphasis for Roads be adopted;***

2. COST CENTRE: REGIONAL ROADS *Responsible Department: SHIRE SERVICES*

Objective:

To carry out maintenance and improvement work on Regional Roads.

Current service and method of provision.

a. Description of Service

Undertake routine and specific maintenance within the funding levels allocated in the Block Grant Agreement with the RTA.

b. Method of Provision

Maintenance by day labour staff, and utilization of contractors where appropriate.

Strategic Considerations/Recommended Improvements to the Current Approach:

Council enters into an agreement (Block Grant Agreement) with the RTA to undertake maintenance works on Regional Roads.

3. COST CENTRE: LOCAL ROADS *Responsible Department:* **SHIRE SERVICES**

Objective:

To provide a local road network to facilitate transport and access.

Current service and method of provision.

a. Description of Service

Undertake routine maintenance within the funding levels allocated, upgrade road network in line with approved program.

b. Method of Provision

Maintenance by day labour staff, and utilization of contractors where appropriate.

Strategic Considerations/Recommended Improvements to the Current Approach:

Future estimates for this cost centre will need to be compiled on a quantified and non-subjective basis rather than the current historical financial limitations.

5. COST CENTRE: BRIDGES SERVICES

Responsible Department: **SHIRE**

Objective:

To provide a safe system of travel over waterways.

Current service and method of provision.

a. Description of Service

Maintain existing bridges in safe condition within allocated funds. Construct and upgrade bridges as per approved program.

b. Method of Provision

Maintenance by day labour staff, and utilization of contractors where appropriate.

Strategic Considerations/Recommended Improvements to the Current Approach:

That Council actively pursue specific bridge funding.

7. COST CENTRE: FOOTPATHS & CYCLEWAY *Responsible Dept: SHIRE SERVICES*

Objective:

To provide facilities for the safe movement of pedestrians and cyclists.

Current service and method of provision.

a. Description of Service

Undertake routine maintenance within funding levels allocated. Construct new facilities in line with approved program.

b. Method of Provision

Maintenance by day labour staff, and utilisation of contractors where appropriate.

Strategic Considerations/Recommended Improvements to the Current Approach:

Council should continue work under following programs: -

- i. Upgrading of footpaths in C.B.D. under the CBD Masterplan Program
- ii. Replacement of existing dilapidated footpaths.
- iii. Construction of new footpaths in heavily trafficked areas.
- iv. Construction of cycleway/footpaths - subsidised RTA Program.
- v. Construction of pedestrian facilities – subsidized RTA Program (PAMP)
- vi. Urgent footpath repairs identified in Risk Management Inspections.

Council has adopted a Footpath / Cycleway Risk Management Policy, which sets out intervention levels and action to be taken.

A Pedestrian Access Mobility Plan (PAMP) provides priorities for future footpath works and associated traffic facilities.

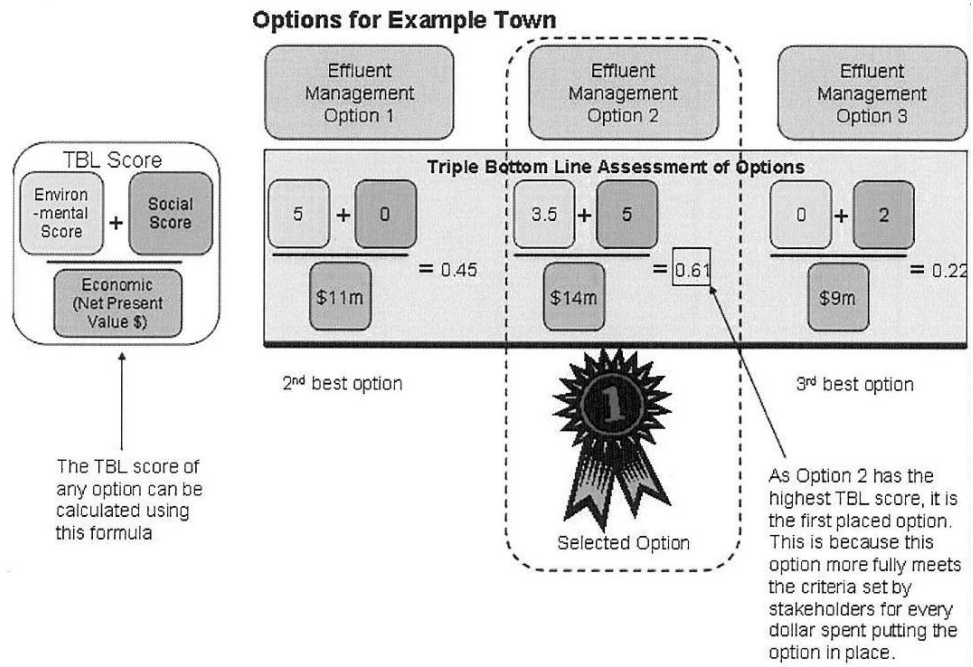
APPENDIX S-6

Relevant Strategies and TBL Approach outlined in the Macleay Water Effluent Management Strategy.

Table 2: Macleay Water effluent management strategy.

Macleay Water effluent management strategy		
Bellbrook	Maintenance of existing septic tanks until the dual reticulation (sewer and effluent reticulation) of Bellbrook in 2011. Back-up river discharge of effluent.	
Crescent Head	Continued operation of ocean outfall. Pursue agricultural production effluent use opportunities.	
Frederickton	Continued operation of existing reuse activities and pursue securing of agricultural market. Maintain back-up river discharge.	
Hat Head	Continued operation of dunal disposal.	
Smithtown/ Gladstone	Continued operation of existing reuse activities and pursue securing of agricultural market. Maintain back-up river discharge.	
South Kempsey	Install microfiltration and pursue municipal landscape irrigation and agricultural use opportunities. Continued operation of creek discharge. Continued operation of existing reuse activities.	
South West Rocks	Install microfiltration and opportunistically pursue dual reticulation and landscape and agricultural irrigation activities. Continued operation of dunal disposal. Continued operation of existing reuse activities.	
Stuarts Point	Maintenance of existing septic tanks until the dual reticulation (sewer and effluent reticulation) of Stuarts Point in 2009. Back-up dunal discharge.	
West Kempsey	Continued operation of river discharge. Continued operation of existing reuse activities. Pursue agricultural use opportunities.	
Willawarrin	Maintenance of existing septic tanks until the dual reticulation (sewer and effluent reticulation) of Willawarrin in 2011. Back-up river discharge of effluent.	
Economic	Cost (\$ NPV)	\$75 million
Environmental	Score	3.2
Social	Score	3.1
TBL Score	0.083 (Rank 1)	

Figure 2: TBL Assessment Approach.



The colour key used in **Figure 2** (i.e. green for environmental scores, blue for social scores and purple for costs) is used in all of the subsequent TBL diagrams in this section of the report.

APPENDIX S-7

Short and Long Term
Plans outlined in the
Kempsey Library
Strategic Plan.

THE SERVICE NOW	SHORT TERM PLANS	LONG TERM PLANS	RESPONSIBILITY & FUNDS
South West Rocks branch is very well used, overcrowded, no room left for any more services or facilities. Staff is fully stretched.	Draw up plans and specifications for a new library. An assistant for the library officer for extra help and relief when needed. 2-5 years.	New library to be built on present site, opening hours to be increased and a greater emphasis to be placed on the availability of technology. 5-10 years.	Contingent on Council approval and a development grant from the Library Council of NSW. SL to apply for grant after approval.
Stuarts Point branch is fairly new, still plenty of space, not utilised as well as it might be, but children especially boys are making good use of electronic games.	Resources for older children and young adults to be extended especially in electronic format. 2-5 years	Will need more shelving to house new formats. Hours should be extended for another evening, mainly for homework help. 5-10 years.	New resources and shelving to come out of operating funds. Extended hours will need Council approval. SL and branch librarian.
Hat Head depot , operating for 4 hours per week from a small house renovated for the purpose. Still run by volunteers, overseen by a staff member who visits regularly.	Air conditioning to be installed and continue to upgrade volunteers' skills. Opening hours to be extended as manpower becomes available. 1-3 years	A paid member of staff should be there during all opening hours, and the service to be marketed more vigorously as the service is improved. 5-10 years.	The community and the church will maintain the house and use the non-library part as a community centre. SL may need to rearrange staff duties to incorporate HH.
Promotion / marketing / displays are done on a regular basis. Councillors are each issued with membership cards, and regular reports go to Council of library achievements. Staff have a roster of media releases and radio interviews. Displays are organised 3-4 times a year.	Library promotion and marketing need to be more focussed on special interest groups. Home page to be advertised more. A glossy printed brochure could perhaps be funded from State Lib. Local project Grant. 1-2 years	Library brochure to be more widely disseminated, continue with talks to local groups outlining services and facilities and focus on groups within the community. More exhibitions and displays to be held. Ongoing.	This is something that requires a constant, ongoing effort, opportunities to be seized as they arise. All staff.
Reader services form the bulk of staff activities. Circulation, reader's advisor, reservations, book lists, inter-library loans are what most members are interested in. This is being done adequately.	Adult fiction is now in genres and some borrowers have difficulties with the arrangement. Keep issuing booklists in genres and offering to help. Ongoing	Self-checking system to be considered for installation, saving much staff time. New book displays and new book list to be continuously updated. 5-10 years	This will have to come from Council funds, SL will have to show that it is a long-term saving
THE SERVICE NOW	SHORT TERM PLANS	LONG TERM PLANS	RESPONSIBILITY & FUNDS
Children's services are well catered for at the moment. Kempsey branch hosts activities most school holidays, and the collection is housed in a spacious, light area.	The branches need more rotation of their children's stock, but holiday activities at branches are now well attended and need to be continued and very carefully advertised. Ongoing	This section is ticking along well, constant upgrading and extending of resources, printed and electronic is needed. An assistant to the children's librarian would make this more likely to happen 5-10 years	The children's librarian to keep an eye on the branches, offer training in running programmes as required and make sure stock is regularly rotated.
Young Adult services are fairly low	The library needs to place more	The library needs to create a space	Children's librarian to make some of

key at the moment. They are largely treated as adults with a collection of fiction and a small collection of non-fiction suitable for course work. There is a little reading nook housed in the area and the CD collection is housed right there too. A small but growing collection of electronic games caters to the interests of boys in this age group. Homework help centre is used by this age group. There are now 2 younger library staff members who have a good understanding of this group and its needs.	emphasis on the accessibility of the catalogue through the Internet and advertising its home page which contains extensive links to sites of interest to young adults. Their space needs upgrading, a couple of free, internet access computers that don't need to be booked to be made available and need to consider dropping charges for chat sessions. The small collection of graphic novels needs to be extended, it is in constant use. 1-2 years	which is more attractive to teenagers and to house more than just books. Purchasing more music DVDs, music magazines and other specific periodicals is desirable when funds allow. More best selling music CDs would be very welcome, judging by comments. 3-5 years	the purchases from her regular allocation, SL to seek grant funding.
Information Services are in a good state at the moment, the reference room is well stocked, there are 1.5 staff members with reference training and a part-time technical officer to help with the hardware. The Homework help centre operates for 3 sessions per week.	The website with its extensive links needs more advertising to encourage its use and staff need continuous training so they can keep up with changes in the world of information. More promotion of the service will be undertaken with groups being addressed and more advertising through leaflets and brochures. 1-2 years ²	The branches need their resources constantly maintained and branch staff their skills sharpened. Time for training is scarce and more relief staff are needed to allow others to be trained for as long as necessary. This is not likely to happen in the short term. Ongoing	Customer Services Librarian to plan staff training and to continue maintaining the currently high level of resources and services. Website needs continuous maintenance. CSL
THE SERVICE NOW	SHORT TERM PLANS	LONG TERM PLANS	RESPONSIBILITY & FUNDS
The recently upgraded Resource Van visits schools outside Kempsey and the major villages, once a fortnight. It visits the WKNIP house once a week and makes some deliveries.	Resources are changed between each semester and usage is growing. Ideally the van should operate on a weekly rather than fortnightly roster but this is unlikely to happen soon.	The van is not fully utilized, as it only goes out on two days each week, but as the assistant / operator is needed at Kempsey and to oversee Hat head, this is not likely to change.	SL to be mindful of making the best possible use of the Resource Van when making staff allocations.
Aged / disabled / NESB services mainly consist of home deliveries, large print books and talking books in different formats. NESB members of the community are catered for through boxes of books borrowed from the State Library. The branches	Internet and computer training for seniors will be offered again, these sessions are usually very well attended. Aged members of the community make good use of the library service Ongoing.	NESB members of the community are not adequately catered for. Greater emphasis needs to be placed on resources in community languages but needs have to be identified first. 5-10 years	To be funded through grants sought by the SL.

² STRATEGIC PLAN 2006

also offer these facilities.			
Technology is the area of the library hardest to plan for, as changes are so fast and only predicted by those in the know. Maintenance of the website is well in hand.	Purchase of latest equipment from regular recurrent funds and training staff in their use is top priority. Website maintenance is high priority. Ongoing.	E-books will be a consideration for purchase as they become more widely available and people adapt to their use.	Technical Officer, Customer Services Librarian and SL.

APPENDIX Ec-1

Relevant Strategy
Initiatives from the
Economic Development
Plan

Kempsey Shire Economic Development Plan – Strategic Action Plan

Industry Sectors

Strategy Initiative 1 – Promote the light manufacturing sector to achieve growth

Implementation Tasks	Responsibilities	Resources	Timeframe
Identify current light manufacturing businesses and develop a database of businesses, contacts and activities	MDAP Office	Existing MDAP resources and local businesses	Database initiated
Identify current “cluster relationships” and potential cluster requirements	MDAP Office	MDAP Committee / Existing MDAP resources	
Undertake skills audit – are skilled personnel available. Investigate skills audit for Mid North Coast undertaken by DSRD and TAFE and proposed action plans. Also AHCACC Labour Market Survey.	MDAP Office / DSRD / MNCRDB / TAFE	Existing MDAP resources, MNCRDB, TAFE	Nov 2004
Targeted promotion of industry sector and area’s attributes, media, trade shows, regional expo’s in accordance with priorities.	MDAP Office with support other Councils	Existing MDAP resources/ within current budget provisions	Apr 2005
Approach existing industry to, discuss business plans to provide strategic approach	MDAP Office / Committee	MDAP Committee, office resources / KSC Executives / Councillors	Initiative Oct 2004
Information flyer on “Invest Macleay Valley Coast”	MDAP Office	\$3,000	May 2005
Develop industry networks	MDAP Office / Committee	\$3,000	

Strategy Initiative 3: Assess the feasibility of an alternative fuel source industry within the Kempsey Shire

Implementation Tasks	Task Owner/s	Resources	Timeframe
Consult with DSRD, mid North Coast Regional Development Board, DOTARS, on fit with government direction for the region, approach and funding sources. Potential for regional LGA support.	MDAP Office/ Committee	MDAP Office and Committee	
Assess other competitors to regional industry. – What other areas are doing.	MDAP Office	MDAP office	
Develop a EOI for appropriately skilled consultants to undertake study	MDAP Office, KSC senior management	\$30,000	
Prepare requirements for study	MDAP Office	MDAP Office / Committee, KSC consultation	
Review study outcomes	MDAP Office / Committee	MDAP Office / Committee	
Assess barriers from existing fuel companies.	MDAP Office / Inclusion in Study	MDAP Office / Committee / Consultants	
Develop implementation plan if required. (Funding may be required)	MDAP Office / Committee	MDAP Office / Committee	

Strategy Initiative 5: Industrial Land Availability

Implementation Tasks	Task Owner/s	Resources	Timeframe
Develop database of all industrial land	MDAP Office	Existing MDAP resources	Sept 2004 - ongoing
Implement Industrial land Strategy and LEP Revision	KSC	KSC existing resources, funds required for LEP revision	
Ensure appropriate land mix (size, variety)	KSC	Existing MDAP resources	
Identify appropriate uses for land area (Industry size), "cluster opportunities"	MDAP Office	Existing MDAP resources	
Work with Council – streamline processes and develop "investment ready" approach	MDAP Office / KSC	KSC / Existing MDAP Resources	Nov 2004
Advertise land availability (print media, TV, Radio)	MDAP Office	Funding required, extent of exposure to be developed	TBD
Develop strategy for SWR, Frederickton industrial land uses	MDAP Office / KSC	KSC / Existing MDAP resources	Feb 2005

Strategy Initiative 6: Enhance Business Environment within the Community

Implementation Tasks	Task Owner/s	Resources	Timeframe
Ensure Council Support for the Economic Development Plan	MDAP office	Existing resources MDAP	Nov 2004
Identify industry leaders and gain support for the economic plan and strategies	MDAP Office / Committee / KSC	MDAP office / Committee / Councillors	Nov 2004
Creative Industries Development e.g indigenous industries - Action plan to be established	MDAP Office / KSC	KSC / MDAP Committee / Council Committees / AHCACC	Dec 2004
Garner business and community support for Economic Development Plan	MDAP Office/ KSC	MDAP office / existing business networks	Nov / Dec 2004
Enhance Communications and marketing <ul style="list-style-type: none"> • Business Newsletters • Forums • Public Relations • Media Releases • Visual images • Consistent branding 	MDAP Office	\$3,000 per edition	Mar 2005 Oct 2005 Mar 2006 Oct 2006 Mar 2007
Establish Business Networks	MDAP / KSC	MDAP office / Committee / KSC	
Identify and address education / training needs. Identify gaps in business skills & develop appropriate training.	MDAP Office / NCIT	MDAP office / KSC / NCIT	Nov 2004
Identify and present / communicate with key community stakeholders – (groups, networks, individuals, Councillors)	MDAP Office / Committee	MDAP Office / Committee	Initiated – ongoing
Reporting and Accountability to business community	MDAP Office	MDAP Office/ use newsletter	Dec 2004 (quarterly)
Field days, visit to businesses	KSC GM / Councillors/ MDAP/DS RD/MNCR DB	MDAP office to coordinate	Initiated September 2004 On going
Establish a broader consultative forum for business community – advertise public meeting	MDAP Office	MDAP Office / Committee	Feb 2005

Support Kempsey Town Marketing Plan	MDAP Office		Nov 2004
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APPENDIX Ec-2

Relevant Strategies from
the Macleay Valley Coast
Tourism Strategic Plan

STRATEGY 2 - Preserving and Showcasing the Core Values of the Macleay Valley Coast (MVC)
Actions

Action	Background Paper Section Reference	Action Description	Timing (Year)	Lead Driver/ Partnerships (Lead Partner in bold)	Examples of Potential Funding Sources and/or Agencies	Performance Indicators
14	Sect 3.4.4 Sect 3.4.5 Sect 3.4.6	Consider updating or preparing new management plans that include recommendations made within this MVC Tourism Strategy	Year 1+	NPWS	NPS, KSC	Degree to which Management Plans are updated to reflect recommendations made within the MVC Tourism Strategy
15	Sect 3.4.4.1	Consider the full implementation of recommendations made within the Trial Bay Gaol Conservation Plan	Year 1+	NPWS	Refer to Conservation Plan	Refer to the Trial Bay Gaol Conservation Plan
16	Sect 3.3.1.1 Appendix 3	Continue to fully implement recommendations made within the Plan of Management for the Horseshoe Bay Reserve.	Year 1+	KSC	Refer to Horseshoe Bay Reserve Management Plan	Refer to Horseshoe Bay Reserve Management Plan
17	Sect 3.3.1 Sect 3.3.2 Sect 3.3.3	Encourage new development in the coastal areas of the MVC to adopt Ecologically Sustainable Development guidelines and principles.	Year 1+	KSC	NA	.Degree of acceptance by the community and visitors towards new development through existing feedback channels or periodic surveys conducted by KSC.
18	Sect 3.4.3.1 Sect 3.4.4	Consider implementing yield management improvements proposed within the Background Paper and in particular the proposed day use fee for all protected areas of the MVC coastline.	Year 2+	KSC, NPWS, DIPNIR, cluster,	KSC, NPWS	Preliminary planning to assess the validity of a holistic yield management approach to commence in Year 2.
19	Sect 3.4.3.3	Consider enhancing existing visitor monitoring and market research undertaken in the coastal areas of the MVC	Year 2+	KSC, NPWS	NPWS, KSC	Investigation undertaken in Year 2 and annually reviewed.
20	Sect 3.3.2 Sect 3.3.3	Consider preparing heritage precinct plans for the townships of Gladstone, Bellbrook and Willawarrin.	Year 2+	KSC, cluster, AMNC, CPAC, MRHS,	ACC, NSW Heritage Office, Area Assistance Grants Scheme, Cultural Heritage Projects Program, Foundation for Rural and Regional Renewal, Towns and Villages Futures Program	Commence planning studies in Year 2.
21	Sect 3.4.3	Seek enhanced funding for MVC coastal protected area	Year 3+	KSC, NPWS	NA	Degree of additional funding

		management through the adoption of locally applied yield management and user pay measures proposed within the Background Paper				secured for protected area management in the coastal areas of the MVC.
22	Sect 3.4.3.2	Seek ways to further involve and engage the community in protected area management.	Year 3+	KSC, NPWS , cluster	NPWS, KSC	Level of involvement by the community in protected area management each year.
23	Sect 3.4.3.5	Assess existing protected area management infrastructure to identify core and non-core assets and focus efforts towards a more selective investment in protected area management infrastructure.	Year 3+	NPWS, KSC	NPWS, KSC	Evaluation of core and non-core assets undertaken in Year 3.
24	Sect 3.2 Sect 3.3.1.3.1 Sect 3.3.2.1.1	Consider preparing heritage precinct plans for West Kempsey, Central Kempsey, Frederickton and Crescent Head.	Year 4+	KSC , cluster, AMNC, CPAC, MRHS,	ACC, NSW Heritage Office, Area Assistance Grants Scheme, Cultural Heritage Projects Program, Foundation for Rural and Regional Renewal	Commence studies in Year 4.
25	Sect 3.3.1.1.1	Seek grant funding to plan for the development of an estuarine boardwalk for Back Creek at South West Rocks.	Year 4+	KSC , Dept of Lands, NPWS, cluster	Dept of Lands, Environmental Trust Funding, Natural Heritage Trust, Regional Partnerships, NPWS Gateway funding.	Seek grant funding in Year 4.
26	Sect 3.3.1.1.1 Sect 3.3.1.1.3	Consider the development of a feature South West Rocks cultural heritage precinct within or adjacent to the Horseshoe Bay Reserve.	Year 4+	KSC , cluster, AMNC, CPAC, MRHS,	ACC, NSW Heritage Office, Area Assistance Grants Scheme, Cultural Heritage Projects Program, Foundation for Rural and Regional Renewal, Maritime Museums of Australia Project Support Scheme, Regional Arts Fund, Cultural Grants Program.	Investigative studies undertaken in Year 4

APPENDIX Ec-3

Macleay Water
Development Servicing
Plans for Water Supply
and Sewerage Services
2006.

Executive Summary

This document covers water supply developer charges for the following development areas served by Macleay Water (MW):

Service Area	Areas Included
Bellbrook	Bellbrook
Crescent Head	Crescent Head
Hat Head	Hat Head
Kempsey-Lower Macleay	West Kempsey, South Kempsey, East Kempsey, Kempsey, Aldavilla, Frederickton, Clybucca, Smithtown, Gladstone, Kinchela, Jerseyville
South West Rocks	South West Rocks, Arakoon
Stuarts Point	Stuarts Point, Fishermans Reach, Grassy Head
Willawarrin	Willawarrin

This document has been prepared in accordance with the Developer Charges Guidelines for Water Supply, Sewerage and Stormwater (December 2002) issued by the former Department of Land and Water Conservation (DWLC) pursuant to section 306 (3) of the Water Management Act 2000. This document is to be registered with the Department of Energy, Utilities, and Sustainability (DEUS).

The timing and expenditures for works serving the area covered by this document and the calculation of developer charges is given in **Appendix A**.

Levels of service to be provided to the service areas are stated within the Macleay Water Strategic Business Plan 2005/06.

One Development Servicing Plan (DSP) is covered by this document. The developer charge calculated is shown in **Table 1**.

Table 1 – Calculated Developer Charges

DSP Name	Calculated Developer Charge (2005/06 \$ per ET)	Adopted Developer Charge (2005/06 \$ per ET)
Macleay Water	\$7,468	\$7,468

The developer charges adopted in this DSP are scheduled to commence on 1st May 2006.

Developer charges relating to these DSPs will be reviewed after a period of 5 to 6 years. A shorter review period is permitted if a major change in circumstances occurs. In the period between reviews, developer charges will be adjusted annually on 1 July on the basis of the movements in the CPI.

The developer shall be responsible for the full cost of the design and construction of reticulation works within subdivisions. Any development approved outside the service area boundaries shown in this report is also subject to this DSP.

Executive Summary

This document covers sewerage developer charges for the following development areas served by Macleay Water (MW):

Service Area	Areas Included
Crescent Head	Crescent Head
Frederickton	Frederickton
Hat Head	Hat Head
Smithtown/Gladstone	Smithtown and Gladstone
South Kempsey	South Kempsey, East Kempsey, Burnt Bridge
South West Rocks	South West Rocks, Arakoon
Stuarts Point	Stuarts Point
West Kempsey	West Kempsey, Kempsey, Greenhill

This document has been prepared in accordance with the Developer Charges Guidelines for Water Supply, Sewerage and Stormwater (December 2002) issued by the former Department of Land and Water Conservation (DWLC) pursuant to section 306 (3) of the Water Management Act 2000. This document is to be registered with the Department of Energy, Utilities, and Sustainability (DEUS).

The timing and expenditures for works serving the area covered by this document and the calculation of developer charges is given in **Appendix A**.

Levels of service to be provided to the service areas are stated within the Macleay Water Strategic Business Plan 2005/06.

One Development Servicing Plan (DSP) is covered by this document. The developer charge calculated is shown in **Table 1**.

Table 1 – Calculated Developer Charges

DSP Name	Calculated Developer Charge (2005/06 \$ per ET)	Adopted Developer Charge (2005/06 \$ per ET)
Macleay Water Sewerage	\$6,300	\$6,300

The developer charges adopted in this DSP are scheduled to commence on 1st May 2006.

Developer charges relating to these DSPs will be reviewed after a period of 5 to 6 years. A shorter review period is permitted if a major change in circumstances occurs. In the period between reviews, developer charges will be adjusted annually on 1 July on the basis of the movements in the CPI.

The developer shall be responsible for the full cost of the design and construction of reticulation works within subdivisions. Any development approved outside the service area boundaries shown in this report is also subject to this DSP.