

## Lennox Head Market Consultation with key stakeholders

22 July 2013  
Draft Report

Prepared by  
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"Helping people work together"

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## **1 Introduction**

The location of the Lennox Head markets has been the subject of much discussion and debate between Council and local residents for a decade. The complexity of the issues and impacts of the market on the local community mean that selection of the optimal site for the markets is necessarily complex. The decision will inevitably require some degree of trade-off between the social and economic benefits created by the markets with the social and environmental costs.

Council resolved in July 2009 to trial the relocation of the market during flooding events to Williams Reserve and or the foreshore on Ballina Street. Council also resolved to consider the option of permanently located the markets at one of these alternative sites.

Sumbiosis Pty Ltd was commissioned by Ballina Council in June 2013 to consult with key stakeholders to gather their input and opinions about the location for the Lennox Head Market.

This report outlines the feedback received from the following key stakeholder groups through telephone interviews and a workshop held on Tuesday 16 July 2013:

- Lennox Head Residents Association
- Lennox Head and Alstonville Surf Life Saving Club
- Lennox Head Combined Sports Association
- Lennox Head Lions Club
- CWA (Lennox head)
- Uniting Church (Lennox Head)
- Westpac Rescue Helicopter Service
- Lennox Head Market stall holders
- Ballina Environment Society
- Lennox Head Chamber of Commerce
- Lennox Head Landcare
- Lake Ainsworth Caravan Park
- Lake Ainsworth Sport and Recreation Centre

A list of stakeholders interviewed and those who participated in the workshop is shown in Appendix 1.

## **2 Objectives**

The objectives for this stakeholder consultation were to:

- allow key stakeholders the chance to express their views and issues regarding the location of the Lennox Head Market;
- allow key stakeholders to hear and understand other stakeholders' views and issues;
- record the views and issues of key stakeholders for reporting to Council to assist in making the decision about the location of the market;
- develop a list of criteria key stakeholders would like Council to consider in deciding the best location for Lennox Head market.

## **3 Method**

A letter was mailed to key stakeholders inviting them to attend a workshop regarding the location of the Lennox Head Market. The letter also advised that the facilitator would make contact with key stakeholders prior to the workshop to understand their key concerns. The letter is included in Appendix 2.

The facilitator attempted to contact all key stakeholder groups prior to the workshop to understand their particular issues and ideas about the market and their preferred location. Telephone interviews were conducted with 15 people prior to the workshop. The questioning route used for these interviews is shown in Appendix 3.

The workshop for key stakeholders was held at the Lennox Head Community Centre on Tuesday 16 July from 5pm – 8pm. The presentation used by the facilitator to guide this workshop is contained in Appendix 4.

A Delphi method was used to circulate the draft report to all workshop participants and those who were not able to attend so they could review what was being reported and provide any further comments before this report was finalised for Council.

## **4 Results**

The results from the interviews and the workshop have been summarised below:

### **4.1 Pre-workshop Interviews**

#### **Value of the markets to Lennox head**

Stakeholders were asked to rate the value of the markets to the local community on a scale from 1 to 10 where 1 was not valuable at all and 10 was extremely valuable. The average score was 8 and the most frequently given score was 10 while the lowest score was 5 indicating that the majority of stakeholders believe that the markets were valuable to the local community.

Some of the reasons given for these scores included:

- "It's a real meeting place for locals and visitors"
- "It's a great local community event"
- "It brings people into the town"
- "We can get fresh local fruit and vegetables"
- "It supports local people"
- "The market provides economic benefits to the town"

#### **Advantages of the current location**

The following advantages were attributed to the current location:

- Beautiful iconic location
- The Lake location differentiates the Lennox market from other markets
- Shade from trees
- Protection from wind
- Proximity for caravan park guests
- Off street parking available

It should be noted that there were a small number of stakeholders representing environmental groups who did not see any advantages in the current location that were strong enough to outweigh what they believe to be the serious environmental impact of the markets on the Lake and the adjacent riparian zone.

#### **Disadvantages of the current location**

- Parking and traffic congestion
- Competing uses of the space (Surf Club, Lake users etc.) particularly when it coincides with other events such as Surf Club carnivals
- Damage to Lake/riparian zone
- Access for emergency vehicles to the Sport and Recreation Centre
- Flooding of the road during heavy rain events
- Restriction of access to the Sport and Recreation Centre
- Access to the caravan park
- It is not a large enough area/no room for expansion
- Security/disturbance issues for caravan park
- Vandalism to public toilets in the caravan park

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### **Criteria stakeholders wanted Council to consider**

Stakeholders would like Council to consider the following criteria in making a decision about the optimal location:

- Parking and traffic management
- Disruption to other users of the space
- Ambience/atmosphere
- Will it work as a successful market?
- Environmental impacts
- Ecologically sustainable development principles
- What are the quantified environmental risk factors and can these be mitigated?
- Economic impact
- The wishes of the community
- Amenities/infrastructure available
- Access
- Safety and security
- All weather options
- Size of location and permanency
- Litter and damage
- Cost to council
- Existing open space commitments

### **4.2 Workshop outcomes**

#### **4.2.1 Key stakeholder perspectives**

Each organisation with representatives present was given the chance to provide a brief outline of the key issues from their perspective during the workshop. The key points from these presentations are shown below:

#### ***Malcolm Milner – Lennox Landcare***

The markets must be moved for environmental reasons.

Malcolm stressed the environmental value of the Lake and its uniqueness.

The Lake does not flush so what goes in stays in the Lake.

The road closure of the eastern road should happen for environmental and safety reasons.

The erosion of Lake edge is a significant problem and it is negligence that Council is not doing anything.

Malcolm explained that he does not want the market in the current location with or without the road closed.

***Ron Kleindiek - Stallholder representative***

Loves the Lake location.

There is strong competition for markets in the region now. The location at the Lake makes this market special.

Ron has talked to market goers and has had a petition signed with 767 signatures of people (including visitors and 95% of stallholders) who want the market to stay in the current location.

The community centre alternative provides less space and is not as attractive as the Lake.

Space is an issue as we need additional space to cater for casual stallholders.

Stallholders depend on the income they receive from the market.

Will present the petition at the council meeting when this report is presented.

***Zeke Huish – Westpac Life Saver Helicopter Service***

Westpac Life Saver Helicopter Service manages the markets as a fund raiser and so it is essential that we retain the stall holders.

Zeke also noted the value of the iconic location and believes it would have a negative impact if the market was moved.

We understand the environmental impact of the market and work hard to minimise this through a high standard of site management.

***David Taylor – Lake Ainsworth Sport and Recreation Centre***

The Markets are great.

Our main concern is emergency access when the market is in operation.

If the western road was progressed then this would provide an alternative emergency access.

The Centre could do some internal upgrading of their infrastructure to assist with the closure of the eastern road for the market.

We have reasonable access when the market is on and many of our guests attend the market.

The Centre has done a lot of work to improve our environmental operation and management of the site.

***Margaret Richardson – Lennox Head Uniting Church***

The church service has been held in the CWA hall for 15 years.

Last time the market was relocated to the Community Centre the CWA was not notified and this resulted in a disruption to our use of the hall.

We do not support the market being held at the Community Centre.

***Ross Richardson – Lennox Coastcare***

Lennox Coastcare have been working around the Lake for many years.

Noted the erosion on eastern side of the Lake.

The Lake Ainsworth Process Study indicates that there is only minimal erosion in south east corner of the Lake.

Ross says very little erosion and the erosion is stopped by road.

Ross doesn't believe there is sufficient evidence of environmental damage to warrant having the market moved.

***Janet Jackson - Lennox Head CWA***

The CWA are responsible for the hiring out of the hall.

The CWA were not notified of the relocation of the market recently.

They need to be notified as this impacts on the CWA Hall users

There is very little parking available and many of our patrons are elderly and need access to parking close to the Hall.

Last time the market was held at the Community Centre the area next to the Hall was not cleaned up afterwards and the noise interrupted the church service in the hall.

The CWA does not want the market moved for parking reasons and the impact on Williams Reserve.

***Fiona Folan – Ballina Environment Society***

Acknowledged that this was a difficult issue.

The Lake is being "loved to death"

The condition of the Lake was unsuitable for swimming last Summer because of pollution.

Fiona is not convinced that Williams Reserve is the best alternative location.

The market should be moved based on environmental reasons.

Management of the Lake is not good enough.

There is no gravel pit under the taps at the BBQs at the Lake and so this can just run off into the Lake.

The markets do not cause all of the problems but it could be the final straw for the Lake.

The market adds to the pressure on the Lake.

There needs to be vegetation grown on the edge of the Lake to help soak up the pollution and run off from the road.

The crumbling road (petroleum-based product) is washing into Lake.



***Phil Goulding – Lions Club of Lennox Head***

If there is to be a new site for the market then profitability of the new location is important for stall holders.

The Lake is the big attraction.

Maybe the southern edge of the Lake would be a better alternative.

We acknowledge that the Lake must be preserved but the markets are fantastic in that location.

***Debbie Smith – Lake Ainsworth Holiday Park***

Very difficult issue.

The holiday park is a tourist facility so need to care for and attract our customers.

Our guests love the market.

We don't mind whether it stays at the Lake or goes to the Community Centre.

The main issue for the park is security when the market is operating in such close proximity. The park is used as a public thoroughfare and people walk through annexes and camp sites to access the market, despite the signage that the market organisers put up to deter people from doing this.

The park managers have to clean up the area after the markets have been on because market goers drop their rubbish. Acknowledged that this is not the stall holders but the people attending the market.

Our main complaint is based on security.

Understand that the market needs to start early but disruption to our guests can be a bit of an issue.

The market skip bin is kept locked but people dump their rubbish around the skip bin and this can become a smell issue, particularly in Summer.

Traffic issues on market day affect the park because Sunday is a high arrival and departure day at the park.

There has been vandalism of the public toilets which the Park maintain.

***Fred Goodman – Lennox Head Residents Association***

There are conflicting positions within the Residents Association on this issue.

Fred believes the Lake should remain as the site for the market.

The Residents Association recently adopted a motion to support the Lake Management Plan however some believe this includes the closure of the east road and others disagree with this.

There should be a proper road to Camp Drew according to the master plan.

The eastern road should not be closed until the western road is fixed.

Fred's personal comments - There are means to control some of the effects of the flooding of the Lake and these have been presented to council in the past. Council

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## 11.1 Lennox Head Markets - Review of Location Options.DOC

said that this information was to be sent to the State Government for advice. Council has not followed this referral through.

There are also ways to keep level of Lake further from the road edge permanently.

Engineers could improve the way in which the road and the Lake are kept separate.

Council needs to consider what is important for Lake as well as the community and the tourism industry.

Fred predicts that the market will lose stall holders if it is relocated away from the Lake.

The Residents Association used to manage the market but Council was not happy with this and so gave it away.

The Residents Association used to receive \$450 per month from the market.

They no longer get this funding and neither do Council – it does not make sense giving away this money.

Council should keep the market going and retain it at the Lake.

### ***Greg Downes and Darel Vidler – Lennox Head Combined Sports Association***

The LHCSA supports the market.

We don't have an answer for this problem.

If the market is located at Williams Reserve then the reserve will be compromised.

The market will conflict with existing users of the reserve.

LHCSA closes the reserve during wet weather to prevent damage. Holding a market here during wet weather may damage the field.

We would prefer not to have anything on the reserve particularly vehicles.

We would need to work out how the power is paid for and managed.

We have concerns about the market moving to Williams reserve and if this has to happen they acknowledged the need to work closely with the market manager to ensure protection of the ground and to minimise the impacts on the back section of the reserve.

The LHCSA has been around for a long time and many volunteers have invested lot time and resources into Williams Reserve.

The market will reduce the ability of sporting groups to use the grounds on that Sunday.

There are 2000 members of sporting groups associated with the LHCSA which is a large section of the Lennox community.

There are economic benefits to the CBD when sporting events are on that would be compromised if the markets were held at the Community Centre.

### 4.2.2 Alternative locations

Workshop participants were asked to form small groups (with a cross section of organisations) to identify the two best locations and the advantages and disadvantages of these. The results from this work are shown in Appendix 5.

After each small group had presented their assessments there was a whole group discussion about what should be reported to Council. It was agreed by the majority of the stakeholders in attendance that the markets should remain at the Lake location unless the road was flooded, in which cases the markets should be located at the Community Centre and Williams Reserve.

### 4.2.3 Overall summary of key issues

- Most key stakeholders involved in the consultation acknowledged that it was not a clear cut decision about where best to locate the markets and that there were many different views and opinions
- There was unanimous agreement about the value of the Lake – it was seen as “the jewel in the crown” for Lennox Head and the North Coast Region
- On this basis there was strong support to protect the Lake and accelerate the mitigation measures that were outlined in the Management Plan including closure of the road and revegetation of the riparian zone.
- The majority of key stakeholders consulted preferred to keep the market at the Lake
- Environmental groups would prefer the market to be relocated

## 6 Recommendations

1. Maintain the Lennox Market at the current location.
2. Relocate the market to the Community Centre and Williams Reserve when the road beside the Lake is flooded and during the peak summer period.
3. Council require the Market Coordinator to facilitate the development of a partnering agreement between key stakeholders directly impacted when the market is relocated to the Community Centre and Williams Reserve.
4. Council review the Management Plan for the Lake and surrounding areas to identify mitigation measures that may be able to be accelerated to assist with the protection of the Lake and riparian zone.

**Appendix 1 Key Stakeholders**

The following key stakeholders were interviewed prior to the workshop:

Mr Greg Downes	Lennox Head Combined Sports Association Inc
Mr Fred Goodman	Lennox Head Residents Association
Mr Zeke Huish	Westpac Life Saver Rescue Helicopter
Ms Janet Jackson	Lennox Head CWA Branch
Mr Ron Kleindiek	Market Stall Holder representative
Mr Malcolm Milner	Lennox Head Landcare
Ms Debbie Smith	Lake Ainsworth Caravan Park
Ms Helen Smith	Lennox Head CWA Branch
Mr David Taylor	Lake Ainsworth Sport & Recreation Centre
Mr John Beasley	Lennox Head Alstonville Surf Club
Mr Brian Dell	Lennox Head Alstonville Surf Club
Mr Allan Rich	Lennox Head Residents Association
Ms Lyn Walker	Ballina Environment Society Inc
Mr Ron Kleindik	Market stall holder representative
Mr Derek Audus	Lions Club of Lennox Head Inc

The following key stakeholders participated in the workshop on Tuesday 16 July 2013:

Mr Greg Downes	Lennox Head Combined Sports Association Inc
Mr Fred Goodman	Lennox Head Residents Association
Mr Zeke Huish	Westpac Life Saver Rescue Helicopter
Ms Janet Jackson	Lennox Head CWA Branch
Mr Ron Kleindiek	Market Stall Holder representative
Mr Malcolm Milner	Lennox Head Landcare
Ms Debbie Smith	Lake Ainsworth Caravan Park
Ms Helen Smith	Lennox Head CWA Branch
Mr David Taylor	Lake Ainsworth Sport & Recreation Centre
Mrs Phil Goulding	Lions Club of Lennox Head Inc
Mr Darel Vidler	Lennox Head Combined Sports Association Inc
Ms Sue Williams	Ballina Environment Society Inc
Mr Ross Richardson	Lennox Coastcare
Mrs Marg Richardson	Uniting Church in Australia
Ms Fiona Folan	Ballina Environment Society Inc
Ms Charmaine Priestley	Lions Club of Lennox Head

## Appendix 2 Letter of invitation to key stakeholders



**Appendix 3 Interview Questioning Route**

1. On a scale from 1 to 10 where 1 is bad for the community and 10 is excellent for the community, how would you rate the value of Lennox markets to the local community?
2. And why do you say that?
3. What do you see as the options for the location of the market?
4. What are the advantages and disadvantages of the current location?
5. What are the advantages and disadvantages of the Community Centre/Williams Reserve location?
6. What are the key issues for you/your organisation that you would like other stakeholders and Council to understand?
7. What should be the criteria Council considers in determining the best site for the market?
8. What do you think we need to cover/achieve in this workshop?
9. What questions, if any, do you have for Council?

**Appendix 4 Presentation for workshop**

**Lennox Head Market Location Workshop**

Tuesday 10 July 2013



**Workshop Outline**

- To allow key stakeholders the chance to air their views and issues
- To allow key stakeholders to hear and understand other stakeholders' views and issues
- To record the views and issues of key stakeholders for reporting to Council to assist in making the decision about the location for the market
- To develop a list of criteria you would like Council to consider in deciding the best location for Lennox Head market



**Ground rules**

- Respectfully have your say
- One person at a time to speak
- Leave time and space for others to have their say
- Be open to other points of view
- Look forward for solutions rather than backward for excuses or blame
- Focus on collaboration rather than the contest
- Mobiles on silent – take calls outside



**For the love of Lennox...**

- Find a partner who you do **not** know so well or who has different views about this issue to you
- Take it in turns to share the things you love most about Lennox Head and why they are so important to you
- Also share anything particular you would like to get out of this workshop



**Key themes from pre-workshop discussions**

**Value of the markets to Lennox community**

- Average score 8
- Mode (most frequent) score 10
- Lowest score 5

**Why?**

- Brings people into the town
- Community event
- Social hub/meeting place
- Local produce
- Economic spinoffs
- Tourism/Showcases Lennox



**Possible locations**

- Current location at the Lake
- Southern end of Lake next to caravan park
- Eastern side of the Lake
- Community Centre and surrounds (Park Lane)
- Skinners Head
- School grounds
- Foreshore in front of the Lennox Hotel
- Foreshore at the southern end of Lennox
- Byron Rd
- Main street
- Block off the road and have it from Pub north along the street toward the Lake



**Current Lake location**

**Advantages**

- Popularity
- Beautiful iconic location
- Differentiates Lennox market from others
- Shade from trees
- Protection from wind
- Proximity for caravan park guests
- Off street parking available



**Current Lake location**

**Disadvantages**

- Parking and traffic congestion
- Access for emergency vehicles
- Restricts access to Sport and Rec camp
- Restricts access/use of the Lake
- Damage to Lake/riparian zone
- Water level rise in wet weather
- Access to caravan park
- Competing uses of the space (Surt Club etc)
- Not large enough area/no room for expansion
- People use Sport and Rec camp for parking
- Security/disturbance issues for caravan park
- Vandalism to public toilets



**Community Centre/Williams Reserve**

**Advantages**

- Reduces the environmental impact on the Lake
- Allows for the closure of the road
- Better in wet weather – some under cover
- Close to more people in town
- Liven up the town
- Flow on benefit to local shops
- Supports Community Centre as local hub
- More area for parking



**Community Centre/Williams Reserve**

**Disadvantages**

- Site not as attractive
- Traffic congestion/limited parking
- Additional cost for traffic management
- Competing uses (CWA Hall, Community Centre hire, sporting fields)
- Risk of damage to sporting fields/irrigation
- May compete with local businesses
- Wear and tear on the infrastructure
- Not conducive to good local market/disjointed
- Wont fit all stallholders in
- No shade



**Key issues**

- Parking and traffic congestion
- Competing uses – respect for different groups and organisations
- Williams Reserve – sacred sporting ground, don't want this damaged
- Safety and emergency access
- Access for other competing uses
- Security
- Residents Assoc started the markets
- Environmental damage to Lake/riparian zone – delicate ecosystem



**Key Issues**

- Markets raise money for Westpac Rescue helicopter
- Need to maximise income from markets
- It would be a more difficult market to run at Community Centre
- Would like to see the science behind impact on the Lake
- Markets are supposed to be a different experience to shops in town
- Poor public transport
- The Lake needs to remain a public facility for use by all





### Criteria Council should consider

- Parking and traffic management
- Noise
- Disruption to other users
- Access
- Safety
- All weather options
- Environmental impacts
- Ecologically sustainable development principles
- Will it work as a successful market?
- Amenity/atmosphere
- Amenities/infrastructure available
- Security



### Criteria Council should consider

- Size of location and permanency
- Cost to council
- Litter and damage
- What is best for the community
- Economic impact
- The wishes of the community
- What are the quantified environmental risk factors and can these be mitigated?
- Existing commitments wrt open space in Lennox



### Questions for Council

- Why are they even considering moving it?
- Who wants it to move?
- Has the decision already been made?
- Will they listen to us?
- Is there scientific evidence about the extent of damage to the Lake?
- Hasn't Council already agreed to relocate the markets and this is really about where it should go to?
- If it has to go to Williams Reserve, how will it be policed?
- Will Council improve and seal the back road to the Sport and Rec Camp?
- What are the long term plans for Lennox Head and where does this decision fit into those plans?



### Council update

- Jillian Pratten, Manager Open Spaces & Reserves, Ballina Council



### 5 Minutes of Fame

- Each stakeholder group/organisation will have 5 minutes to outline the key messages from their perspective, their preferred location and why
- Speakers, please stick the time limit
- Do not interrupt the speaker



### Small group work

- Form 4 mixed stakeholder groups
- Discuss and record on butchers paper:
  - The two 'best' alternative locations from the groups' perspective
  - Advantages and disadvantages of the two options
  - See if you can arrive at an agreed preference for the location of the market
- Nominate someone to present the key points from your discussion back to the whole group



### Wrap up

- Any collective agreements?
- Outstanding issues?
- Next steps
- Closing comments



**Appendix 5 Workshop outputs**

**I want to get out of this workshop:**

- Why does Council want to move it?
- What other options are available?
- How can we protect the lake and Environment of Lennox?
- Is there real evidence that the markets pollute the lake?
- Is there a compromise between environmental aspects of the lake and its tourism value/facility/asset?
- How do we maintain safe access in emergencies?

**Williams Reserve?**

- Size does matter?
- Sport conflicts
- Impact on turf

**Brian Smith Walkway?**

- Beautiful aspect
- Proximity to residents
- Lack of toilets

**Foreshore?**

- Too windy and too small
- Impact on dunes

**Lennox Primary School?**

- Advantage – Grounds are big, shady and has amenities
- Disadvantage – Used every Sunday (Hall). Getting Department of Education approval

**The Lake?**

- The status quo until a suitable alternative is found
- Repairs to the road
- Stormwater
- Barbeque upgrade
- Silt traps
- Riparian zone on lakes edge
- Reed beds

Lake Ainsworth South		Community Centre	
<i>Advantages</i>	<i>Disadvantages</i>	<i>Advantages</i>	<i>Disadvantages</i>
<ul style="list-style-type: none"> <li>• Away from riparian zone</li> <li>• Iconic benefit</li> <li>• Bigger buffer for water quality</li> <li>• Enough space</li> </ul>	<ul style="list-style-type: none"> <li>• Roads – 4WDs, dirt</li> <li>• Caravan park – noise, security, access</li> <li>• Less shade</li> <li>• Emergency access</li> <li>• Final determination of road alignment</li> </ul>	<ul style="list-style-type: none"> <li>• 2nd choice</li> <li>• Multi-purpose use of centre and reserve</li> <li>• Alternative for wet weather/flooding</li> </ul>	<ul style="list-style-type: none"> <li>• Rubbish from markets &amp; public</li> <li>• No shade</li> <li>• No parking</li> <li>• RFS shed access</li> <li>• CWA hall disturbance</li> <li>• Shop competition</li> <li>• Sporting field impact</li> <li>• Not enough space</li> </ul>

Lennox Head Residents' Association,  
2/31 Dress Circle Drive,  
Lennox Head,  
NSW,  
2478

The General Manager,  
Ballina Shire Council,  
40 Cherry St,  
Ballina,  
NSW,  
2478

Dear Paul,

**Re: Location of Markets**


It was agreed at our meeting on Monday 5 August that I should advise you and those at Council who may be involved in this matter, that after robust debate, the Association carried a motion to move the markets from its current location at Lake Ainsworth. The motion was as follows: **'That the Association supports the removal of the Lennox Head Community Markets from the Lake Ainsworth site.'**

Following this decision a further motion was carried requesting Council to update the Association with data as to the environmental impacts that the Eastern Road and the Community Markets impose on Lake Ainsworth. The motion was as follows, **'that Council be asked to have a suitably qualified consultant assess the environmental impacts on the lake by the road and the markets and to advise on whether these impacts can be suitably managed.'** Neither of these motions was carried unanimously.

In discussions around these motions concerning the environmental health of the lake, it was made clear by a significant majority of members that there was disappointment that Council had not fully implemented the 8 year old Management Plan relating to the Lake Ainsworth precinct and proceeded with the closure of the Eastern Road. It was generally commented that this closure and the accompanying remedial work would dictate the location of the markets.

It is noteworthy that this positioning reverses the somewhat ambiguous standpoint reflected by the Association in the recent Consultation Workshop and Report on the location of the markets. Unfortunately at that stage there had been no vote taken on this matter by the Association. I do hope this clarifies and formalises the Association's position.

Yours sincerely,



Graham Shaw  
President