

An aerial photograph of the town of Hawkesbury, Australia, showing residential buildings, green spaces, and a large river. A bridge spans the river on the right side. The sky is clear and blue.

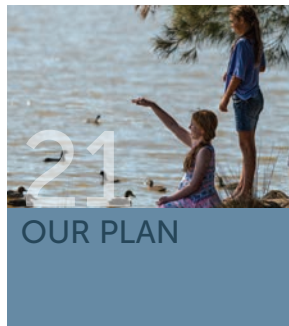
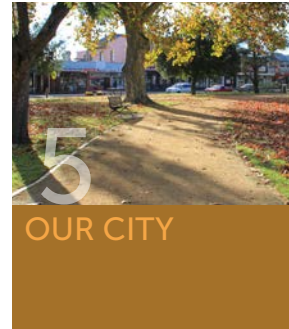
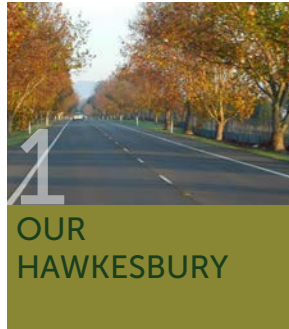
HAWKESBURY COMMUNITY STRATEGIC PLAN

The Hawkesbury 2036... It's Our Future

2017-2036

The Hawkesbury 2036... It's Our Future

Contents



Photos: front cover, inside front cover (left side) & back cover: © Spatial Images Photography
Page 7: A view of Hawkesbury and the Blue Mountains, W. Preston sculp. from an original drawing by Captain James Wallis, Courtesy National Library of Australia. View of Windsor and Hawkesbury River, Joseph Lycett ca. 1775-1828, Courtesy State Library of NSW. Loder House built 1830s, George Street Windsor in 1976, Courtesy Hawkesbury Library Service. Photos on pages: 6, 21, 24, 26, 27, 30 and 31: © David Hill, Headline Publicity. Photo page 23: Windsor Street Richmond circa 1900, Courtesy Hawkesbury Library Service.



OUR HAWKESBURY

The Hawkesbury 2036.... It's Our Future

Our Vision

We see the Hawkesbury as a vibrant and collaborative community living in harmony with our history and environment, whilst valuing our diversity, striving for innovation, a strong economy and retaining our lifestyle and identity.



The Hawkesbury 2036... It's Our Future

A Message from Our Leaders

Dear Hawkesbury Residents,

We are proud to introduce the Hawkesbury Community Strategic Plan. We look forward to working with you to deliver an exciting future for our beautiful Hawkesbury area. This plan is the core document underpinning Council's future planning and determines its strategies. It will enable resources and efforts to be directed towards reaching our goals for the future we want to see. It outlines the focus and direction for the community for the next 20 years and indicates the role Council will take in delivering the outcomes.

Central to creation of the Hawkesbury Community Strategic Plan is a community engagement program to enable your wishes and concerns to be translated into this Plan. Together we will map out a vision we believe is achievable.

We acknowledge the major challenges ahead of us, but conversely we know we are rich in potential and opportunities which can be realised through strong effective governance, strategic partnerships and a willingness to be steadfast in pursuing our goals. We will work alongside our executive team to build stronger connections within Council, and between Council and stakeholders, to be collaborative and innovative in finding solutions best suited to protecting and enhancing that which makes the Hawkesbury special.

This Plan belongs to our community and will guide social, cultural and financial investment as we revitalise, reenergise and steer our path into the future.

Our scenic region, rich in history and natural beauty is unique and precious, and provides us with a platform from which to launch our economic development strategies and define our place within our Regional Strategic Alliance with Blue Mountains and Penrith City Councils and indeed in the greater Sydney Metropolitan area.

We must reduce our consumption of resources, clearly define what requires protection, and identify our areas of growth. Growth must be balanced and supported by adequate infrastructure to ensure it does not detract from the characteristics valued strongly by the community such as our semi-rural amenity. Our magnificent river must be treasured, respected and utilised, our natural and heritage environment protected and enhanced, and a healthy lifestyle encouraged and supported.

We want to see a diverse and energetic City, that is vibrant and welcoming, which caters for our current needs and provides appropriately for generations to come so they may enjoy the wonders and benefits of living, visiting and enjoying our combination of scenic beauty and experiences, while feeling safe, secure and confident.

We invite you to be part of this journey – please be involved and contribute however possible so that we can forge ahead with strength and commitment.

It is our plan, our Hawkesbury, our future.



L-R Back row: Councillor Paul Rasmussen, Councillor Sarah Richards, Councillor Patrick Conolly, Councillor Barry Calvert (Deputy Mayor), Councillor Tiffany Tree, Councillor Peter Reynolds, Councillor Nathan Zamprogno. Front row: Councillor Emma-Jane Garrow, Councillor Mary Lyons-Buckett (Mayor), Councillor John Ross, Councillor Amanda Kotlash, Councillor Danielle Wheeler.

The Hawkesbury 2036... It's Our Future

Our Mission

Hawkesbury City Council leading and working with our community to create a healthy and resilient future.

Our Values

Hawkesbury City Council is a professional, friendly and ethical organisation that consults with, and listens to the community. In our daily activities we embrace the following values, and aim to deliver on these in an effective and efficient manner:

PROFESSIONAL

We set clear goals, measure results and seek to improve

We are sustainable

We are resilient

ETHICAL

We behave with integrity

We keep our commitments and deliver

We make fair and consistent decisions

ENGAGING

We value open and clear communication

We listen to the contribution of every individual

We value differences in people and their perspectives

COLLABORATIVE

We work together

We are cooperative

We share our ideas and talents



OUR CITY

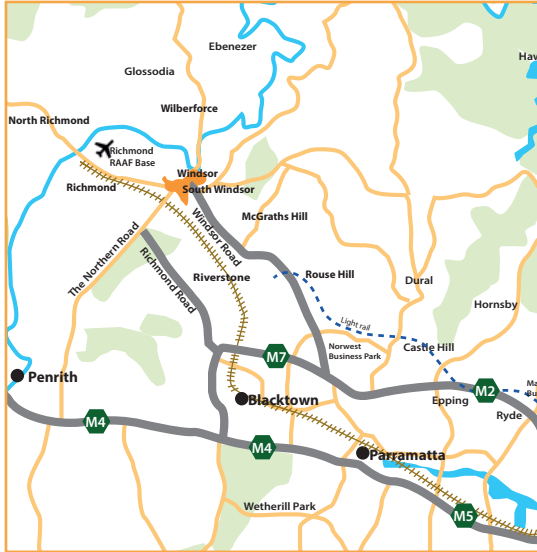
A Snapshot of the Hawkesbury

The Hawkesbury 2036... It's Our Future

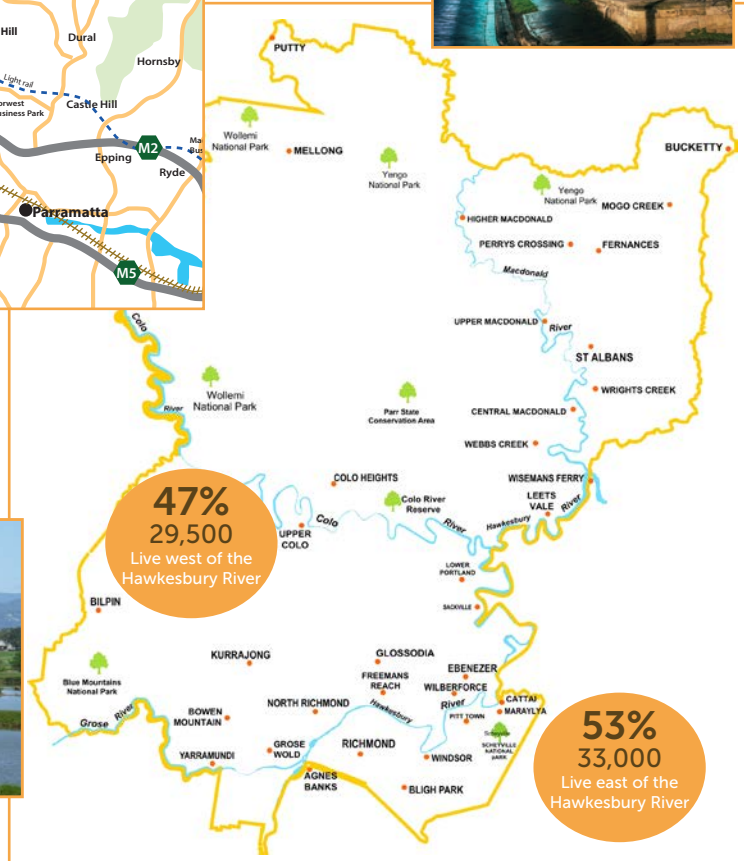
Our City - A snapshot of the Hawkesbury

The following provides a snapshot of the Hawkesbury, including the location and places that make up the Hawkesbury, Aboriginal and Non Aboriginal History, Demographic Profile, Economic and Industry Profile and Cultural Profile.

The location and places that make up the Hawkesbury



Where we are in Sydney



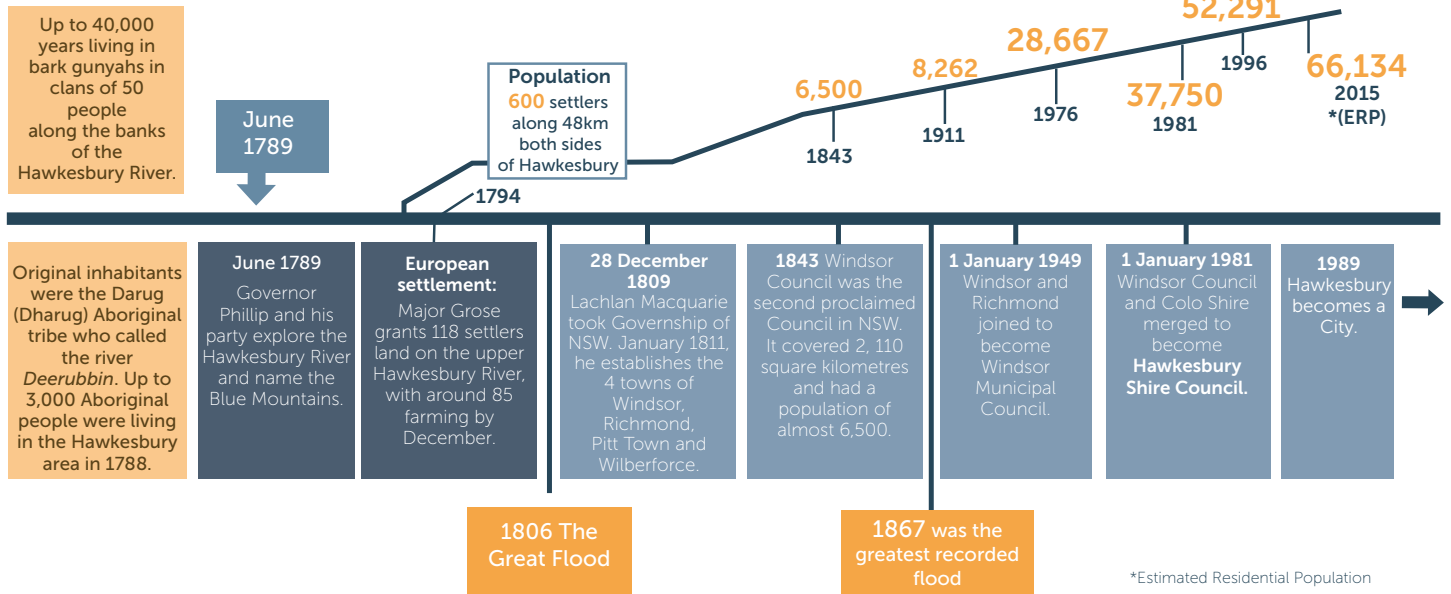
Where we live in the Hawkesbury

The Hawkesbury 2036.... It's Our Future

Our City - A snapshot of the Hawkesbury

History of the Hawkesbury

The Hawkesbury has a rich history as highlighted in the timeline below:



The Hawkesbury 2036... It's Our Future

Our City - A snapshot of the Hawkesbury

Demographic Profile



PEOPLE

POPULATION

66,135

(Average yearly growth 0.9%)

AREA

2,776km²

POPULATION DENSITY

24 persons per km²

If the Hawkesbury was a village of 100 people

50 Are Male

50 Are Female

49 Males & **51** Females
In the Greater
Sydney Area

3

Aboriginal &
Torres Strait
Island People

1

In the Greater
Sydney Area

18

Were born
Overseas
6 from NESC

26

In the Greater
Sydney Area

21 Are 14 or younger

12 Are aged 65+

12 Are aged 25-34

19 are 14 or younger &
13 are 65+ In the Greater
Sydney Area

15 are aged 25-34
In the Greater
Sydney Area



95 Speak only
English
at home

62

In the Greater
Sydney Area

18

Volunteer

15

In the Greater
Sydney Area

12

Provide
unpaid care

11

In the Greater
Sydney Area

25 Have Vocational
(Trade)
Qualifications

15 In the Greater
Sydney Area

6

Are unemployed

5

In the Greater
Sydney Area

20

Have Degrees
or Diplomas

33

In the Greater
Sydney Area



HOUSEHOLDS

NO. OF HOUSEHOLDS

21,743

AREA

2,776km²

POPULATION DENSITY

24 persons per km²

If the Hawkesbury was a village of 100 households

85

Are separate
houses

59

In the Greater
Sydney Area

13

Are medium
& high density
dwellings

40

In the Greater
Sydney Area

20

Are single
person
households

22

In the Greater
Sydney Area

69

Have a
broadband
connection

71

In the Greater
Sydney Area

\$1385

Median
weekly
household
income

\$1447

In the Greater
Sydney Area

62

Have two or
more cars

44

In the Greater
Sydney Area

24

Are renting

30

In the Greater
Sydney Area

18

Have an income
of less than
\$600 per week

18

In the Greater
Sydney Area

13

Have high rent
costs

39

In the Greater
Sydney Area

70

Are outright
owned or on a
mortgage

62

In the Greater
Sydney Area

37

Are a couple
with children
households

35

In the Greater
Sydney Area

29

Have high loan
re-payments of
\$2600 or more
per month

41

In the Greater
Sydney Area

The Hawkesbury 2036... It's Our Future

Our City - A snapshot of the Hawkesbury

Economic Profile



ECONOMY

| | | |
|---|--|---|
| Gross Regional Product \$3 billion 6% 2011 to 2015 | Local Jobs 27,723 2% 2011 to 2015 | Largest Industry Manufacturing \$2.4 billion 2011 to 2015 |
| Local Businesses 6,313 2011 to 2015 | Employed Residents 34,645 1% 2011 to 2015 | Unemployment 6.2% 2011 to 2015 |



TOP 10 JOBS

| | | | |
|---|--|---|--|
| Manufacturing 2,673 4.7% 440 in Aircraft Manufacturing | Public Administration and Safety 2,573 12% 1,799 in Defence 486 in Public Administration | Retail Trade 2,409 11.2% 1,109 in Other Store Retailing | Health Care and Social Assistance 2,201 10.2% 1,111 in Residential Care and Social Assistance |
| Education and Training 1,952 10.2% 1,262 in School Education | Construction 1,763 8.2% 1,444 in Trades and Contractor Services | Accommodation and Food Services 1,578 8.2% 1,355 in Food & Beverage Services | Agriculture, Forestry and Fishing 1,019 4.7% 979 in Livestock, Grain and Other Agriculture |

Cultural Profile



CULTURAL

| | | | |
|--|---|--|---|
| We have a LIBRARY it had 199,000 Visitors 23,000 Members 10,000 Meeting Room Users 115,500 Stock items 2015 to 2016 Visitor numbers have been increasing in the past four years | We have a REGIONAL MUSEUM it had 16,000 Visitors 6,000 Objects in our collection 1 Permanent Exhibition 3 Temporary Exhibitions 2015 to 2016 After an initial decline visitor numbers have been increasing in the past three years | We have a REGIONAL GALLERY it had 11,000 Visitors 10 Major Exhibitions a year 2,658 Participants in public programs 2015 to 2016 Visitor numbers have been increasing in the past four years | Our VOLUNTEERS We have 150 VOLUNTEERS who assist at the Library, Museum and Gallery 2015 to 2016 Our volunteer numbers have remained steady for the past four years |
|--|---|--|---|

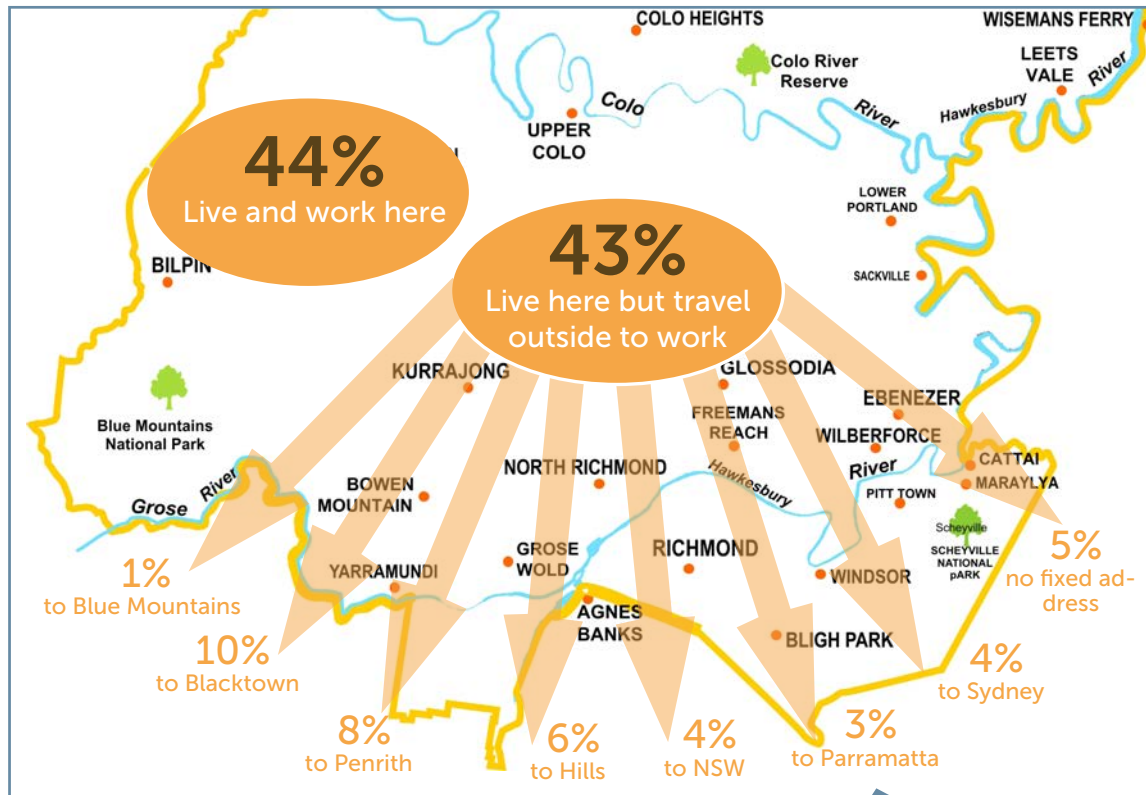
| | |
|--|---|
| Professional, Scientific and Technical Services 843 3.9% 89 in Computer System Design | Transport and Postal Warehousing 680 3.2% 578 in Transport |
|--|---|

Based on data sourced from 2006 and 2011 Census

The Hawkesbury 2036... It's Our Future

Journey to work for residents

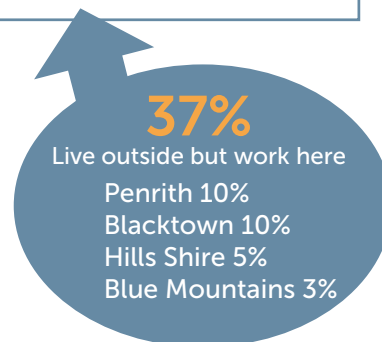
- 13,565 (44%) of Hawkesbury residents live and work IN the Local Government Area.
- 13,276 (43%) of Hawkesbury residents work OUTSIDE the Local Government Area.



Journey to work by workforce

- 8,000 (37%) workers travel into the Hawkesbury to work from other areas.
- 13,565 (63%) of our workforce already live in the area.

Data based on 2011 Census.

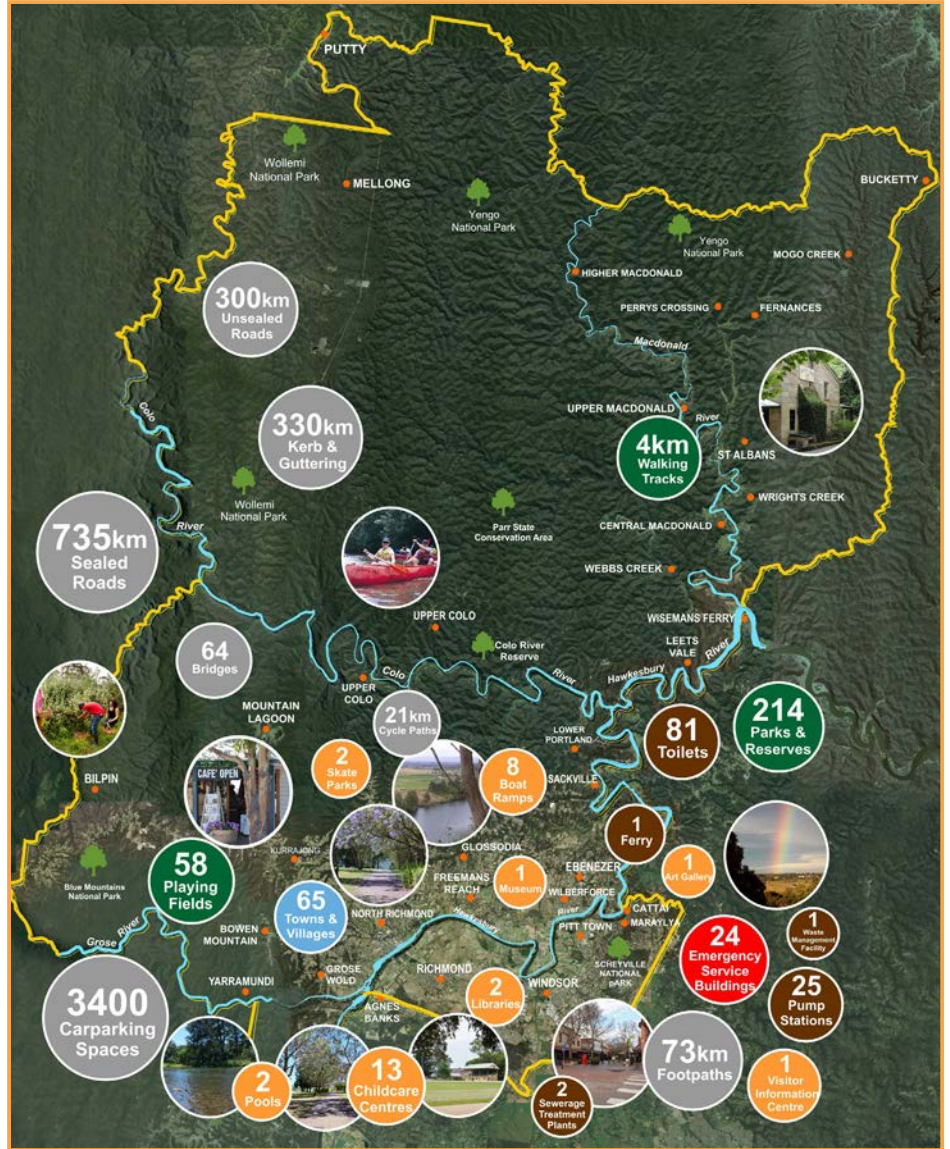


The Hawkesbury 2036.... It's Our Future

Our assets

Council provides an extensive range of over 50 services and facilities to the community in response to assessed needs and priorities as well as in response to its responsibilities under the *Local Government Act 1993* and other relevant legislation.

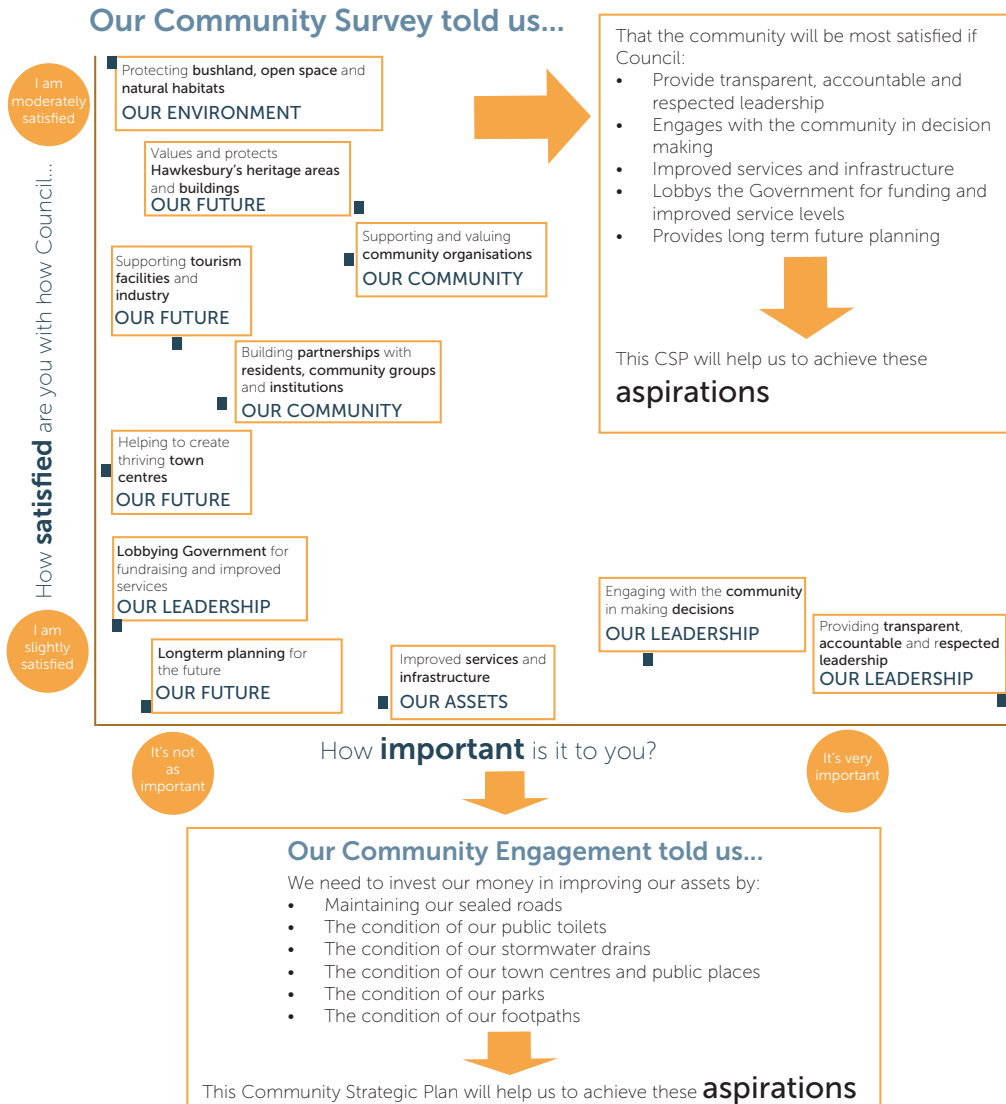
To support the provision of these services, Council manages around \$1 billion worth of built assets and facilities. The map here provides an indication of the extent of these built assets and facilities:



The Hawkesbury 2036... It's Our Future

Our City - A snapshot of the Hawkesbury

Council undertakes a Community Survey every two years, with the most recent undertaken in 2015 which surveyed 400 people by phone. The purpose of the survey was to canvass resident attitudes and opinions about the services and facilities provided by Council. The information in the survey provided vital feedback about how Council is meeting the expectations of the local community and to monitor overall progress. Additionally, in 2016 Council undertook an extensive consultation process with the community in terms of its levels of service. The key results from the Community Survey and Levels of Service consultation are summarised below:





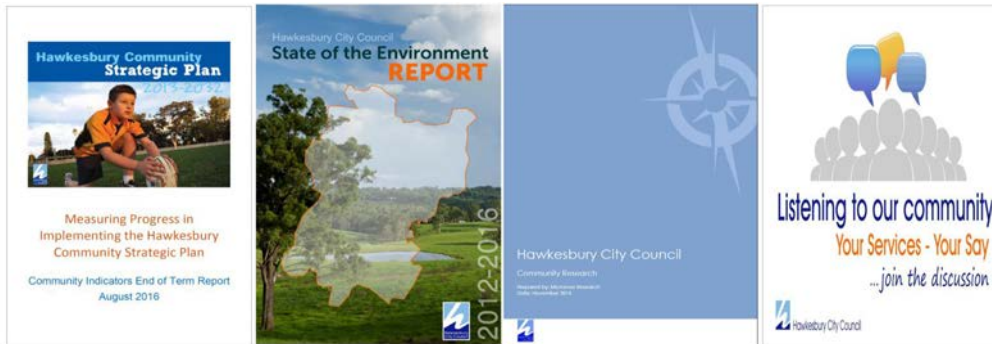
OUR PLANNING FOR A SUSTAINABLE FUTURE

The Hawkesbury 2036... It's Our Future

Planning for a sustainable future - The Integrated Planning and Reporting Framework

The process

The Hawkesbury Community Strategic Plan was originally adopted by Council in 2009 and reviewed in 2012. This latest review of the Community Strategic Plan provides a unique opportunity to review the overarching vision and strategy for the Hawkesbury to ensure it reflects the community's aspirations, and that the strategies are measurable. In preparing this Community Strategic Plan, we have listened to what the community has said it wants and taken into account the outcomes of the following reports:



In reviewing the Community Strategic Plan, Council and the community have to consider:

- Where are we now?
- Where do we want to be?
- How will we get there?
- How will we know when we get there?

Why

The Hawkesbury Community Strategic Plan sits above all other Council Plans and Policies. Its purpose is to identify the Hawkesbury community's priorities and aspirations for the future. The strategies within it should take into consideration the issues and pressures that affect the community, and the level of resources realistically available. Given this, the significance of the Community Strategic Plan to the community, and to Council is of the highest order, and ensuring that it is fully reflective of the Hawkesbury community's aspirations is viewed as critical.

Legislation requires that each newly elected Council must review their respective Community Strategic Plan, and develop a new Delivery Program by 30 June in the year following the local government elections (i.e. 30 June 2017). The review of the Community Strategic Plan also needs to be supported by a Community Engagement Strategy.

Council's leadership and decision making will reflect the needs of our community.

The Hawkesbury 2036... It's Our Future

How the Framework works and links to other plans

The Integrated Planning and Reporting Framework requires all local authorities in NSW to produce a Community Strategic Plan with a minimum timeframe of 10 years which is based on aspirations rather than actions. All subsequent Plans and Policies that outline Council's actions stem from the Community Strategic Plan including the Resourcing Strategy, a Delivery Program with a timeframe of four years (term of the Council), an annual Operational Plan, and an Annual Report. The following diagram, adapted from the Integrated Planning and Reporting Manual shows the structure and interrelated nature and linkages of plans in the Integrated Planning and Reporting Framework:

Local Government Planning and Reporting Framework



The Role of the Delivery Program

The Role of the Delivery Program is to translate the aspirations within the Community Strategic Plan into programed actions over a four year period and to provide specific measures and indicators on which to gauge our progress in achieving these actions.

The Hawkesbury 2036... It's Our Future

Delivering the Community Strategic Plan – how this plan works

The Hawkesbury Community Strategic Plan is a high level plan that outlines the key aspirations for the Hawkesbury Local Government Area and sets the essential direction for future Council activities and decision making.

This Plan is divided into five Focus Areas - Our Leadership, Our Environment, Our Community, Our Assets and Our Future. The Plan also incorporates the NSW Office of Local Government's (OLG) social, economic, environmental and governance strategic principles. The Focus Areas support the vision for Hawkesbury 2036 and includes key directions and strategies as well as an indication of how Council will monitor ongoing progress.

The role that Council will play will vary for each of these strategies. Although being facilitated by Hawkesbury City Council, the vision is intended for the community and key stakeholders of Hawkesbury, and is not just focused on all of the activities internal to the Council. Whilst Council has a custodial role in initiating, preparing and maintaining the Community Strategic Plan on behalf of the Hawkesbury community, it is not wholly responsible for its implementation. Other partners, such as State agencies and community groups may also be engaged in delivering the long-term objectives of this Plan. The varying roles that Council will perform in delivering on these strategies are explained in the table below, and then highlighted in the strategy tables for each Focus Area.

Council's role

When it is likely to apply

Manager/Leader

Council manages, leads, delivers and communicates commitment, progress and outcomes

Where Council has direct responsibility and capability to deliver the outcomes required. This will involve dedicated resources, agreed timeframes and clear responsibilities. External funding or other resources may be required to make the project happen. In taking on this role, Council also must be aware of the high level of community interest in outcomes, and needs to communicate its commitment to making it happen, the timeframe, progress and outcomes

Critical Partner

Council is an informed critical partner in the delivery of a project with mutual benefits for the partners

Where Council has a direct responsibility to deliver the outcomes, and either partnerships are required in order to proceed, or the delivery of outcomes is enhanced by partnerships. Council needs to define its preferred position on outcomes, and enter the partnerships with the aim of value-adding and providing benefits for all parties

Advocate

Council develops an informed position and influences others who have the responsibility to make the decision and act

Where Council does not have the resource or the direct responsibility to enact or make the decision. Council develops a position on the strategy/issue with a defined path forward and advocates to the responsible partners for the changes to occur. In this way, Council is part of developing the solutions rather than just presenting the issues

Supporter

Where a project is initiated externally to Council, Council provides low level assistance to enable the project to be realised

Where others are responsible for the decisions, actions taken and outcomes, that align with the overall Community Strategic Plan, then Council might provide support by way of in-kind support or additional resourcing etc. The responsibilities and actions are those of the initiating party

Facilitator

Council makes it easier, and builds the capacity of others to deliver

Where Council develops the capacity of others (community groups, business groups, government agencies etc), to find their own acceptable solutions. For example, several community groups may wish to run a community project: Council could facilitate by being a neutral third party to call meetings initially, perhaps assist sourcing funds from government, develop meeting or event processes etc. The responsibility for action and ownership of outcomes lies with the community groups, business groups or agencies

Connecting to other plans

Local Government is recognised as having capacity to coordinate local planning and deliver on ground actions. Outcomes are best delivered through collaborative actions across all levels of government, industry and communities. Where possible, this Plan will aim to connect with other key plans, policies and reforms to achieve the best outcomes for the Hawkesbury community.

Council will perform its functions as required by law and form effective partnerships with State and Federal governments and their agencies to advance the welfare of the Hawkesbury.

the resourcing strategy -
getting on the road



COMMUNITY ENGAGEMENT

The Hawkesbury 2036... It's Our Future



The Hawkesbury 2036... It's Our Future

Community Engagement Snapshot

- Nine Town Meetings across the Hawkesbury and attended by 350 people. Locations included Pitt Town, St Alban's, Kurrajong, Colo Heights, North Richmond, Glossodia, Windsor, Richmond and Bligh Park.
- Over 250 Big Picture Challenges for the future of the Hawkesbury raised by the community.
- Over 400 Individual Priorities for works or services within each neighbourhood identified.
- Shopping Centre Listening Kiosks held at Windsor, Richmond, Bilpin, North Richmond, and Wilberforce providing the opportunity to engage directly with the Hawkesbury community.
- Listening Kiosks at various events during the engagement process including, Australia Day Awards, Richmond Pool Party and McLeod Park Opening.
- Targeted Youth Engagement - Richmond Pool Party, Western Sydney University Open Day and at the Family Fun Day at the Oasis Aquatic and Leisure Centre by way of Vox Pop's.
- Information postcards sent to all ratepayers with rates instalment notices and community newsletter.
- An average of 30 people per day viewed the Draft Hawkesbury Community Strategic Plan via the Your Hawkesbury Your Say (YHYS) page, which included an Online Survey.
- In excess of 2,100 copies of the Draft Hawkesbury CSP document were given to residents through various sources (Town Meetings, Listening Kiosks, events, customer service counter, displays at Libraries).



Youth Engagement

- Improve roads (safety and function)
- Less traffic congestion
- Impacts of dumping and littering
- Managing development and urbanisation
- Importance of the environment (rivers, green surrounds, conserve energy and water, and impacts of pollution)
- Community building and connecting people (places to come together, a place to belong, getting involved, invest in places, believing in young people)
- Need for infrastructure improvements (bridges and upgrades)
- Improve public transport



Big Picture Challenges

- Need to improve transport systems
- Need for additional flood free bridge crossings
- Improve quality of rivers and waterways
- Balancing growth and addressing traffic congestion
- Increase opportunities for tourism
- Increase opportunities for youth (employment, activities and engagement)
- Need to improve waste services
- Need for planned infrastructure
- Improve access to and facilities at parks and reserves



Online Survey Responses

- Through the Online Survey, the community told us that they Agreed or Strongly Agreed with the Directions and Strategies for each Focus Area to the following extent:

| | |
|-----------------|-----|
| Our Leadership | 64% |
| Our Community | 82% |
| Our Environment | 68% |
| Our Assets | 68% |
| Our Future | 72% |

Top five Online Survey responses:

- Maintain rural identity
- Recognise and promote heritage
- Need for sustainable and balanced development
- Improve traffic congestion and access
- Improve infrastructure including bridges



Town Meeting Comments

Our Leadership

- Need to engage with the whole community
- Improve financial sustainability
- More communication and information

Our Community

- Have specific and effective measures/ indicators to match changing community needs
- Increase services for youth
- Improve health services
- Encourage and facilitate more Volunteering
- Improve public transport options and availability

Our Environment

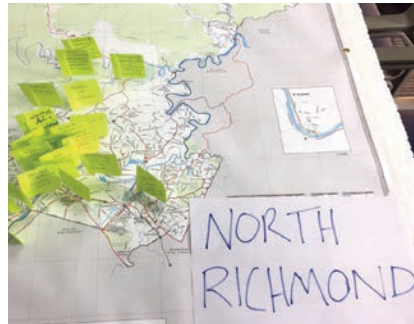
- Improve quality of rivers and waterways
- Stop/minimise illegal dumping
- Managing impacts of urban development
- Lessen our ecological footprint

Our Assets

- Need for road improvements (maintenance, timing, upgrades and load limits)
- Need for additional bridge crossings
- Need for Infrastructure improvements (halls, public toilets, climate change ready, parks and reserves, sewerage and public transport)
- Increase advocacy and lobbying for improvements

Our Future

- Managing impacts of development (densities, controls, compliance, impact of state decisions, infrastructure)
- Importance of heritage and tourism, and links between
- Need for balanced growth
- Address social issues (domestic violence, jobs for low income earners and more affordable housing)



Individual Priorities

Our Leadership

- Councillors (need to be open, transparent, available, representational, lead by example, respected, standing up for better development outcomes, action on issues, and non-political)
- Improved financial sustainability

Our Community

- More communication (in times of flooding, hazard reduction notices, update website information, and access to communication networks)

Our Environment

- River systems and creeks (quality and access)
- Waste (increase services, rural collection locations, litter control, and monitor dumping)
- Preserve riparian zones and trees, monitor land clearing
- More weed control (community education and awareness, weed control along roads, trim road side vegetation)

Our Assets

- Road improvements (load and speed limits, widening, road sealing, school signage, safety, drainage, maintenance)
- Provide additional bridge crossings and bypasses Richmond, Windsor, Pitt Town
- Parks and reserves (pet friendly, toilets, drinking water, facilities, standard of ovals, weed control, improve quality, drainage, play areas for young people)
- Footpaths and cycleways (connections and repairs)
- Upgrades to community centres and halls
- Maintenance of all infrastructure

Our Future

- Need for town centre revitalisation (Windsor and Richmond)
- Less large scale greenfield development, focus more on town centres.
- Development (existing towns, increase density, preserve agriculture, improve affordability, dual occupancy detached rural, and dwelling mix).
- Support for Tourism (implement Hawkesbury Horizon Initiative, support local events, and central office)
- Business (support home businesses, businesses along river, upgraded shopping, and foster local businesses)

A scenic view of a lake with ducks and people. In the foreground, a young girl in a colorful floral dress sits on a rock, pointing towards the water. Another girl in a blue shirt and denim shorts stands nearby. The water is filled with several ducks, and the background shows a calm lake under a clear sky. The text 'OUR PLAN' is overlaid in a dark blue box, and 'The Hawkesbury 2036... It's Our Future' is written in a white script font below it.

OUR PLAN

The Hawkesbury 2036... It's Our Future

The Hawkesbury 2036... It's Our Future

OUR PLAN



Our Leadership

Intent

Be a respected civic leader through consistent, transparent and engaged decision making that the community can understand.

Considerations for our future

- The need for authentic community engagement in order to build community respect, resilience and connectedness.
- Developing strong partnerships and engaging with our community and other levels of government.
- Provision of a strong united voice in advocacy for the services and facilities needed in the Hawkesbury.
- Advocating for increased funding from State and Federal Governments to provide improved services and facilities for the community, and securing alternative income streams.
- Ensuring that there is clear and consistent linking of the strategies of the Community Strategic Plan throughout all corporate documents.
- Financial sustainability that considers ways to balance the allocation of resources for future generations.

Key Directions and Strategies

| 1.1 Local leadership and effective governance | | |
|---|--|------------------|
| | Provide representative, responsive and accountable governance | Council's role |
| 1.1.1 | Council's elected leaders will actively connect and collaborate with the community. | Manager / Leader |
| 1.2 Communication and engagement | | |
| | Encourage an informed community and enable meaningful engagement | Council's role |
| 1.2.1 | Provide open and clear lines of communication with the community that use the most current forms of digital technology. | Manager / Leader |
| 1.2.2 | Council's communication will be enhanced to ensure community awareness and understanding of the role Council plays in everyday life in the Hawkesbury. | Manager / Leader |
| 1.2.3 | Provide quality customer service to the community. | Manager / Leader |
| 1.3 Financial Sustainability | | |
| | Build strong financial sustainability for now and future generations | Council's role |
| 1.3.1 | In all of Council's strategies, plans and decision making there will be a strong focus on financial sustainability. | Manager / Leader |



| | | |
|------------|--|-----------------------|
| 1.3.2 | Meet the needs of the community now and into the future by managing Council's assets with a long-term focus. | Manager / Leader |
| 1.3.3 | Decisions relating to determining priorities will be made in the long term interests of the community. | Manager / Leader |
| 1.4 | Reinforcing and establishing effective strategic partnerships | |
| | Build strong relationships and shared responsibilities | Council's role |
| 1.4.1 | Foster positive relationships with all tiers of government and peak bodies to ensure a thorough understanding of the challenges and local requirements of the Hawkesbury. | Advocate |
| 1.4.2 | Achieve higher strategic capacity through strategic alliances and partnerships. | Critical Partner |
| 1.5 | Regulation and Compliance | |
| | Encourage a shared responsibility for effective local compliance | Council's role |
| 1.5.1 | Undertake Council initiatives within a clear and fair framework of strategic planning, policies, procedures and service standards as required under all regulatory frameworks. | Manager / Leader |
| 1.5.2 | Best practice, sustainability principles, accountability and good governance are incorporated in all activities undertaken by Council. | Manager / Leader |
| 1.6 | Corporate Services | |
| | Support the operation of the organisation through the provision of effective and efficient corporate support services | Council's role |
| 1.6.1 | Council will seek to attract, develop and retain highly skilled staff and a highly capable workforce. | Manager / Leader |
| 1.6.2 | Council's workforce, systems and processes will support high performance and optimal service delivery for our community. | Manager / Leader |

How will we know if we are on track?

- Our community will be more aware of our elected leaders and Council operations.
- More of our community will be actively engaged in local discussions and decisions about strategic directions, services, plans and programs.
- There will be a higher satisfaction level with the performance of Council.
- The delivery of services to the community is of the highest quality.

How might we measure this?

We will apply a range of measures or indicators to see how we are progressing toward our objectives in this Focus Area. These include community perception, Council workforce and Councillor demographics, grants, membership of community groups, participation in engagement activities, website statistics, financial management of Council, employee satisfaction, and comparisons with other councils.



The Hawkesbury 2036... It's Our Future

OUR PLAN

Our Community

Intent

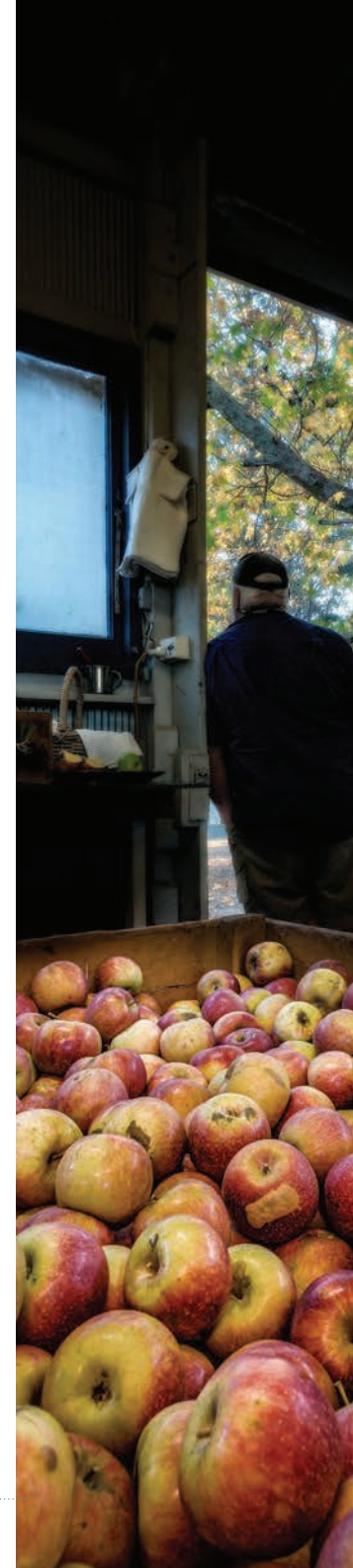
Partner with our community and key service providers to deliver outcomes that support a connected, healthy and inclusive Hawkesbury.

Considerations for our future

- Population growth slowing and ageing population.
- Declining couple families with children.
- As the community demographic changes ensure that there is a provision of innovative opportunities for education, leisure and education through library, resources and facilities.
- Nurturing a community that is socially responsive, inclusive, culturally sensitive and has a strong sense of identity.
- Continually assess social services and programs to ensure that Council, together with key partners are delivering to the needs of the community.
- Providing ongoing opportunities for the community to connect and improve social interactions.
- Provision of equitable access to health and support services.
- Consideration to community safety and disaster management in preparation for any natural disasters.

Key Directions and Strategies

| 2.1 Community safety is improved | | |
|---|---|---|
| | Enable a shared responsibility for community safety and disaster management | Council's role |
| 2.1.1 | Meet the needs of our community through effective flood, fire and other natural disaster management plans that promote the protection of life, property and infrastructure. | Manager/Leader Advocate |
| 2.1.2 | Make the Hawkesbury a friendly place where people feel safe. | Manager/Leader Critical Partner/ Advocate |
| 2.2 Participation in recreational and lifestyle activities is increased | | |
| | Encourage and enable our community to participate in a healthy lifestyle | Council's role |
| 2.2.1 | Healthy, active ageing programs are promoted in partnership with government agencies and community organisations. | Critical Partner |
| 2.2.2 | Encourage active participation in a range of sporting and recreational pursuits. | Critical Partner |



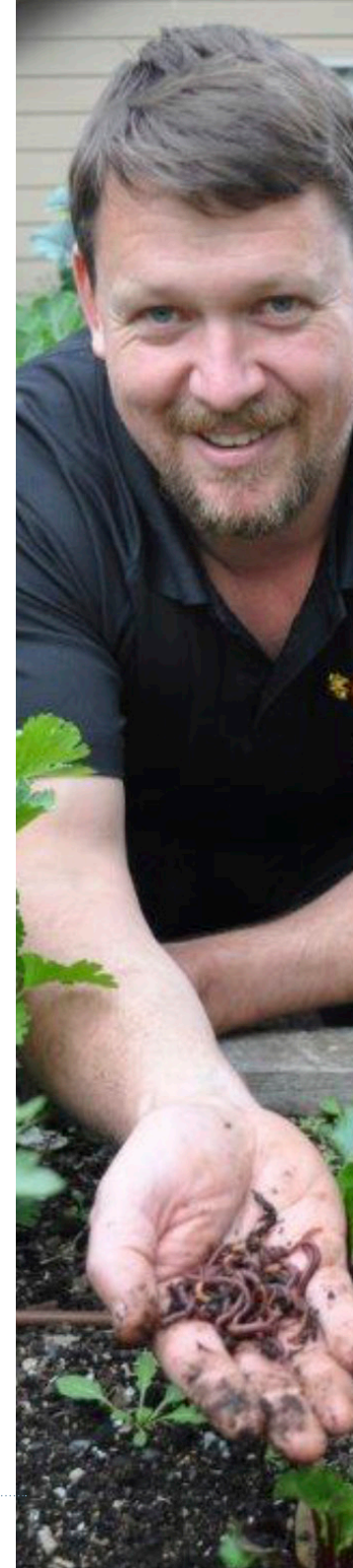
| 2.3 Community partnerships continue to evolve | | |
|--|--|------------------------------------|
| | Increase the range of local partnerships and plan for the future | Council's role |
| 2.3.1 | Encourage and facilitate community partnerships. | Supporter/Facilitator |
| 2.3.2 | Support and expand active volunteering. | Facilitator |
| 2.3.3 | Advocate and facilitate constructive and productive partnerships with residents, community groups and institutions. | Critical Partner |
| 2.3.4 | Develop opportunities for active involvement of residents in the management of parks and public spaces in the Hawkesbury. | Critical Partner |
| 2.4 Community wellbeing and local services | | |
| | Build on a sense of community and wellbeing | Council's role |
| 2.4.1 | Work in partnership with government and community organisations to improve services and facilities for disadvantaged and vulnerable groups, and to build stronger and more cohesive communities. | Supporter |
| 2.4.2 | Provide flexible services that can adapt to changing community needs and service demands. | Critical Partner |
| 2.5 Cultural development and heritage | | |
| | Enable broad and rich celebration of our local culture and significant heritage | Council's role |
| 2.5.1 | Encourage and support all residents to participate in all aspects of community, cultural and civic life. | Manager/Leader Critical Partner |
| 2.5.2 | Provide community and cultural services through a range of affordable and accessible facilities. | Manager/Leader Critical Partner |
| 2.5.3 | Recognise, conserve and promote the areas history and heritage for current and future generations. | Manager/Leader Critical Partner |

How will we know if we are on track?

- We will like how our City looks and feels and we will be proud to live here.
- We will have a diverse community where everyone is respected and feels welcome.
- We will enjoy and use our local sporting, leisure and cultural facilities and feel they meet our needs.

How might we measure this?

We will apply a range of measures or indicators to see how we are progressing toward our objectives in this Focus Area. These include the growth of our population, surveying our new residents, the number of events we stage and attendance figures, crime statistics and community perceptions of crime, tourism statistics, the usage of facilities, community participation in cultural and sporting facilities and the educational profile of our residents.



The Hawkesbury 2036... It's Our Future

OUR PLAN



Our Environment

Intent

Through leadership, stewardship and education, ensure that our natural and built environment is protected and enhanced for the current community and for future generations.

Considerations for our future

- Reducing our impact on the natural environment.
- Managing the health of our waterways and natural ecosystems with an increasing need to monitor water quality.
- Inclusion of effective biodiversity measures.
- Opportunities to continue improvements to waste.
- Address and limit impacts of growth and development as it relates to the impact on the environment.
- Recognition of greenhouse gas emissions and our response.
- Appropriate response to climate change.
- Applying a holistic approach to sustainability.
- Integration of sustainability principles into strategic directions of Council.
- Consideration of sustainability wider than Council operations.

Key Directions and Strategies

| 3.1 The natural environment is protected and enhanced | | |
|---|---|------------------------------------|
| | Value, protect and enhance our unique natural environment | Council's role |
| 3.1.1 | Encourage effective management and protection of our rivers, waterways, riparian land, surface and ground waters, and natural eco-systems through local action and regional partnerships. | Critical Partner/ Advocate |
| 3.1.2 | Act to protect and improve the natural environment, including working with key agency partners. | Manager/Leader Critical Partner |
| 3.1.3 | Minimise our community's impacts on habitat and biodiversity, and protect areas of conservation value. | Critical Partner |
| 3.1.4 | Use a range of compliance measures to protect the natural environment. | Manager/Leader Critical Partner |
| 3.2 To live sustainably and reduce our ecological footprint | | |
| | Identify and make best use of our local resources and awareness of contribution to the environment | Council's role |
| 3.2.1 | Our community is informed and acts to reduce our ecological footprint. | Facilitator |
| 3.2.2 | Alternative forms of energy are embraced throughout the Hawkesbury. | Advocate |



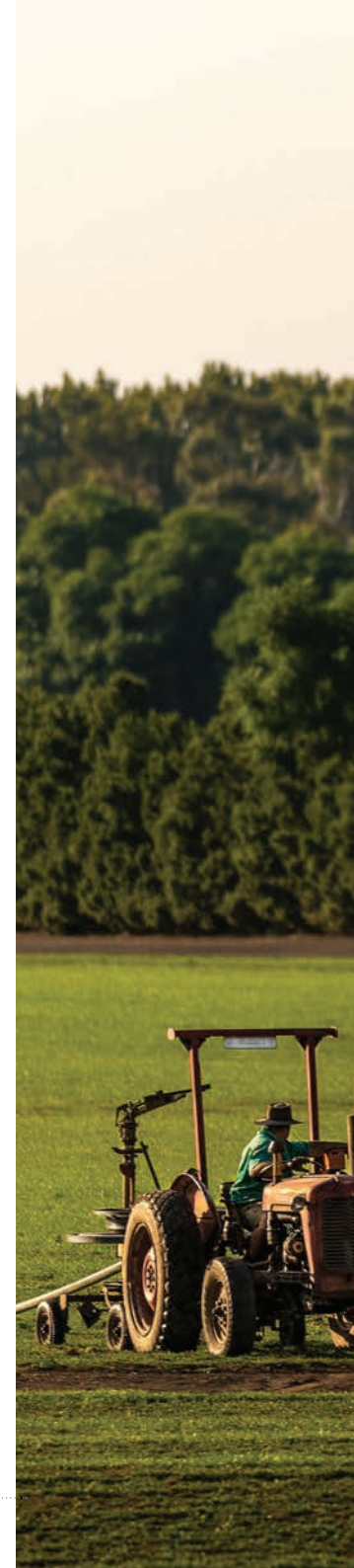
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| 3.2.3 | Become a carbon neutral Local Government Area. | Manager/Leader Advocate |
| 3.3 | We reduce, reuse and recycle | |
| | Identify ways for our community to reduce, reuse and recycle waste | Council's role |
| 3.3.1 | Develop and maintain active partnerships that will result in the innovative management of our community's waste, with an emphasis on resource recovery and waste minimisation. | Manager/Leader |
| 3.3.2 | Undertake community education on best practice environmental sustainability and climate change issues. | Critical Partner |
| 3.4 | The sustainability of our urban environment is improved | |
| | Encourage and enable our community to make sustainable choices | Council's role |
| 3.4.1 | Work with businesses and tourism operators to promote good practice and sustainability principles. | Critical Partner |
| 3.4.2 | Development is functional, attractive and sympathetic with the environment, and avoids unnecessary use of energy, water or other resources. | Critical Partner |

How will we know if we are on track?

- The health of our catchment and local rivers will be improved.
- We will value our natural environment and take active steps to prevent, repair or offset any impacts we make on it.
- We will have more native vegetation cover to improve habitat, restore floodplains and enhance river health.
- We will be aware of our ecological footprint and do everything reasonably possible within our community and as a civic leader to minimise our impact on the natural environment.

How might we measure this?

We will apply a range of measures or indicators to see how we are progressing toward our objectives in this Focus Area. These include household waste recycling, household waste generation, household energy consumption, greenhouse gas emissions, renewable energy use, household water consumption, native vegetation cover, pests and weeds, areas revegetated, air quality and community perception.



The Hawkesbury 2036... It's Our Future

OUR PLAN



Our Assets

Intent

Provide, upgrade and maintain assets to support our community.

Considerations for our future

- Managing competing demands of over 50 Council services and facilities.
- Managing ageing assets.
- Improving transportation networks for people, cars and bikes.
- Working with the community and transport providers to improve transport services across the Hawkesbury.
- Building enduring partnerships to service delivery based on delegation of responsibility and developing shared ownership.
- Addressing intergenerational equity of opportunity.

Key Directions and Strategies

| 4.1 Transport infrastructure & connections | | |
|--|---|--|
| | Creating an integrated and well maintained transport system is an important local priority | Council's role |
| 4.1.1 | Our roads and other transport infrastructure will be planned and provided to ensure connected, efficient and safe movement for all modes of transport. | Manager/Leader |
| 4.1.2 | Establish and maintain relationships with transport providers and other levels of government to improve and extend public transport services. | Facilitator |
| 4.1.3 | Have a comprehensive transport system of well maintained local and regional linkages that are financially and environmentally sustainable and respond to community safety, priorities and expectations. | Manager/Leader/ Critical Partner/ Advocate |
| 4.1.4 | Provide mobility links throughout the City to connect our centres, parks and facilities. | Manager/Leader |
| 4.2 Utilities | | |
| | Facilitate the delivery of infrastructure through relevant agencies and Council's own works | Council's role |
| 4.2.1 | Our community's current and future utility infrastructure needs (water, sewer, waste, stormwater, gas, electricity and telecommunications) are identified and delivered. | Critical Partner |
| 4.2.2 | New development and infrastructure provision is aligned and meets community needs. | Manager/Leader |



| 4.3 Places & Spaces | | |
|---------------------|---|----------------|
| | Provide the right places and spaces to serve our community | Council's role |
| 4.3.1 | Provide a variety of quality passive recreation spaces including river foreshores, parks, bushland reserves and civic spaces to enhance our community's health and lifestyle. | Manager/Leader |
| 4.3.2 | Provide a variety of quality active recreation spaces including playgrounds, sporting fields, pool, stadium and multipurpose centres to enhance our community's health and lifestyle. | Manager/Leader |
| 4.3.3 | Provide a variety of quality shared spaces including meeting spaces accommodating public art, cultural and environmental amenity to enhance our community's health and lifestyle. | Manager/Leader |
| 4.3.4 | Manage commercial spaces available for business and investment across the Hawkesbury's local centres. | Manager/Leader |
| 4.3.5 | Provision by Council of the administrative and civic spaces on behalf of the community including the Council's Administrative Buildings, Local Libraries, Gallery, Museum and heritage buildings. | Manager/Leader |

How will we know if we are on track?

- We will be satisfied with transport infrastructure and transport options across the city.
- More of us will use public transport or walk or cycle for journeys, rather than our personal cars.
- Our infrastructure will service our community in the most effective and sustainable ways.
- Our assets will be effectively managed to ensure ongoing sustainability.
- Our recreational, leisure and cultural facilities will be well used and well regarded.

How might we measure this?

We will apply a range of measures or indicators to see how we are progressing toward our objectives in this Focus Area. These include the growth of our population, population profiles, travel times across our city, traffic congestion, public transport usage, private vehicle usage, road condition indices, length of roads, footpaths and cycleways, open space and recreational needs, asset renewal targets, usage rates of our infrastructure and facilities, and community perception surveys.



The Hawkesbury 2036... It's Our Future

OUR PLAN



Our Future

Intent

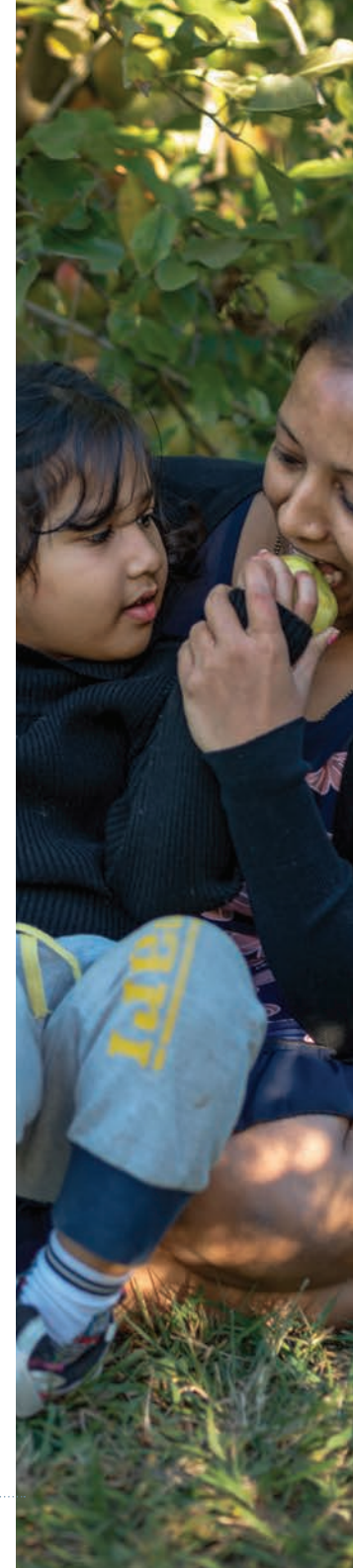
Be a place that is vibrant, attractive and welcoming that treasures and celebrates our shared history, environment, local economy and lifestyle.

Considerations for our future

- Ensuring our place and identity in Metropolitan Sydney (West District Plan) and managing future growth targets linked to State and Regional Plans.
- Balancing the unique identity of the Hawkesbury with any future growth.
- Supporting a variety of local jobs to reduce travel times.
- Provision of affordable housing for a diversity of the local demographic.
- Ensuring that an economic development focus is instigated to take the Hawkesbury forward.
- Avoiding the gradual but continual dispersal of commercial uses away from town centres.
- Creating strong and successful town centres in Windsor and Richmond.
- Manage innovative options to generate significant capital investment in heritage.
- Recognising the true value of agriculture to the Hawkesbury.
- Managing conflict associated with agricultural uses and rural living.
- Consideration of retaining, provision of new or combination of new and existing uses at the Richmond Royal Australian Airforce Base into the future.
- Supporting tourism and promotion of the Hawkesbury.

Key Directions and Strategies

| 5.1 Strategic Planning Governance | | |
|--|--|-----------------------|
| | Encourage informed planning, balanced growth and community engagement | Council's role |
| 5.1.1 | Council's Planning is integrated and long term. | Manager/Leader |
| 5.1.2 | Council's decision making on all matters is transparent, accessible and accountable. | Manager/Leader |
| 5.1.3 | Council will continually review its service provision to ensure best possible outcomes for the community. | Manager/Leader |
| 5.1.4 | Encourage increased community participation in planning and policy development. | Manager/Leader |
| 5.1.5 | The needs of our community will be reflected in Local, State and Regional Plans. | Advocate |
| 5.2 Management of Aboriginal and Non Aboriginal Heritage and the Built Environment | | |
| | Value, protect and enhance our built environment as well as our relationship to Aboriginal and Non Aboriginal history | Council's role |
| 5.2.1 | Our planning and actions will ensure that Aboriginal and Non Aboriginal heritage are integral to our City. | Manager/Leader |
| 5.2.2 | Encourage and implement progressive urban design, sensitive to environment and heritage issues. | Manager/Leader |
| 5.2.3 | Sympathetic, adaptive and creative uses for heritage sites and buildings across the City will be encouraged and promoted. | Facilitator |



| | | |
|------------|---|-----------------------|
| 5.2.4 | As a community, we will identify ways to become better connected with our Aboriginal people, their history and culture. | Facilitator |
| 5.3 | Shaping our Growth | |
| | Respond proactively to planning and the development of the right local infrastructure | Council's role |
| 5.3.1 | Growth and change in the Hawkesbury will be identified, planned for and valued by the community. | Manager/Leader |
| 5.3.2 | The diverse housing needs of our community will be met through research, active partnerships and planned development. | Manager/Leader |
| 5.3.3 | Plan for a balance of agriculture, natural environment and housing that delivers viable rural production and maintains rural character. | Manager/Leader |
| 5.4 | Celebrating our Rivers | |
| | Protect, enhance and celebrate our rivers | Council's role |
| 5.4.1 | Celebrate and use our rivers for a range of recreation, leisure, tourism and event activities. | Manager/Leader |
| 5.4.2 | Develop active partnerships and implement programs designed to improve the health of our rivers and river banks. | Manager/Leader |
| 5.4.3 | Encourage agriculture production, vegetation conservation, tourism, recreation and leisure uses within our floodplains. | Manager/Leader |
| 5.5 | Reinforcing our dynamic places | |
| | Support the revitalisation of our town centres and growth of our business community | Council's role |
| 5.5.1 | Revitalise and enhance our two significant town centres of Windsor and Richmond, to create thriving centres each with its own character that attracts residents, visitors and businesses. | Critical Partner |
| 5.5.2 | Create active partnerships to develop a network of vibrant centres, creating opportunities for business growth and community connection. | Critical Partner |
| 5.5.3 | Assist our town and village centres to become vibrant local hubs. | Critical Partner |
| 5.6 | Instigating Place Making Programs | |
| | Celebrate our creativity and cultural expression | Council's role |
| 5.6.1 | Foster and promote an annual program of events, festivals, sporting and cultural activities that allows our communities to connect and celebrate with one another. | Critical Partner |
| 5.6.2 | Masterplanning processes will be prepared in consultation with the community, key stakeholders and partners to establish the specific strategies for town and village centres. | Critical Partner |



| 5.7 Tourism and Economic Development | | |
|--------------------------------------|--|-----------------------|
| | Promote our community as the place to visit, work and invest | Council's role |
| 5.7.1 | Working in partnership we will actively market our City and our capabilities to existing and potential businesses, visitors and investors. | Critical Partner |
| 5.7.2 | Develop Hawkesbury tourism to enhance and strengthen opportunities within our tourism sector. | Facilitator/Supporter |
| 5.7.3 | Businesses are encouraged and upskilled to adopt more ethical and sustainable practices. | Supporter |
| 5.8 Industry | | |
| | Increase the range of local industry opportunities and provide effective support to continued growth | Council's role |
| 5.8.1 | Plan for a range of industries that build on the strengths of the Hawkesbury to stimulate investment and employment in the region. | Critical Partner |
| 5.8.2 | Increase the focus on jobs and innovation to build on our strengths and achieve a diverse industry base. | Critical Partner |
| 5.8.3 | Actively support the retention of the Richmond Royal Australian Airforce Base and enhanced aviation related industry, building on existing facilities. | Advocate |
| 5.8.4 | Work towards ensuring that all people in our community have access to safe, nutritious, affordable and sustainably produced food. | Supporter |
| 5.8.5 | Plan for the continuance and growth of agricultural industry uses within the Hawkesbury. | Supporter |

How will we know if we are on track?

- Our City will be planned to minimise the impact on our heritage and unique lifestyle.
- Our City will remain recognised for its unique built heritage.
- We will use our heritage buildings in better and more creative ways.
- We will be satisfied with the range of housing options available.
- We can get to our homes, shops and places of work safely and easily.
- We will gather to celebrate a range of festivals each year, joining visitors to our City at iconic events.
- We are satisfied with the jobs, training and education opportunities available in the City.
- We have more businesses and industry established in the City, complementing those that have been here a long time.
- The town centres of Windsor and Richmond have more residents and more diverse retail, cultural and service opportunities.

How might we measure this?

We will apply a range of measures or indicators to see how we are progressing toward our objectives in this Focus Area. These include use of heritage buildings, community perceptions, employment, retail spend, workforce profile, investment, education profile, industry strength, new business registrations, apprenticeships/vocational training enrolments, school leavers/retention, household income, financial stress, vacancies in the CBD, household internet connection, development applications and approvals.







Interpreter Service available, call 131 450

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