

ATTACHMENT 5 – Community Engagement Materials

Stage 1-

Listening to Our Community

July/August 2016

A.INITIAL NOTIFICATIONS

- Newspaper Notices
- Email invitations
- Letter (hard copy) invitations
- Mayoral Column
- Website tile
- Postcards

➤ [Newspaper notices](#) placed in the local Gazette and Courier prior to and during the consultation

Listening to our community
Your Services - Your Say
...join the discussion

Hawkesbury City Council is reviewing the level of service it provides in a range of areas including:

- Roads and drainage
- Footpaths and cycleways
- Sporting and recreational facilities
- Community buildings and amenities
- Cultural facilities
- Parks and public spaces

To find out more or to have your say...

- **Attend a Public Meeting in your area**
Kurrajong - Kurrajong Community Centre - 3 August @ 7:30pm
Windsor - Tebbutt Room, Deesubbin Centre - 4 August @ 6pm
North Richmond - North Richmond Community Centre - 10 August @ 6pm
Richmond - Hawkesbury Leisure and Learning Centre - 11 August @ 6pm
Colo Heights - Horrie Eley Memorial Hall - 17 August @ 6pm
RSVP by 28 July with the location you wish to attend to rsvp@hawkesbury.nsw.gov.au. Light refreshments will be provided.
- **Watch out for our Listening Kiosks in your area**
Glossodia - Glossodia Shopping Village - 23 July @ 9am
Windsor - Windsor Riverview - 30 July @ 9am
North Richmond - North Richmond Shopping Village - 6 August @ 9am
Richmond - Richmond Marketplace - 13 August @ 9am
Wilberforce - Wilberforce Shopping Centre - 20 August @ 9am
- **Contact Customer Service (02) 4560 4444**

Council will also be conducting a telephone survey through Micromex Research. Please take the time to answer this important consultation.
Consultation concludes 20 August 2016.

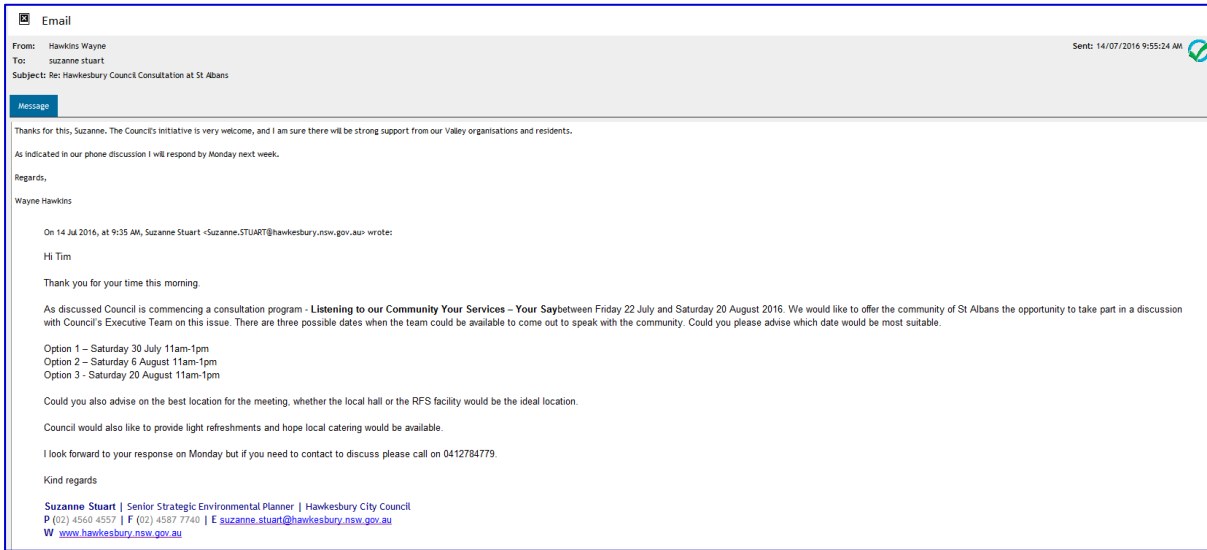


Hawkesbury City Council



► [Emails](#)

Example email requesting involvement from local groups



Example email of invitation sent out across all networks inviting locals to come along to local town meeting.



► [Letters](#) sent to all local groups on Council’s mailing lists.

Hawkesbury City Council

Our Ref: XXXX

14 July 2016

XXXX
XXXX

Dear XXXX

Your Services - Your Say

Hawkesbury City Council is reviewing the level of service that it provides in a wide range of areas including; roads and drainage; footpaths and cycleways; parks and public spaces; sporting and recreational facilities; community buildings and public toilets; and cultural facilities.

Our aim is to become a more financially sustainable Council by 2019/2020. There are some important decisions to be made so that we appropriately allocate our funding in the future. We need your assistance to help us to understand the levels of service that you expect from us. In turn we need you to understand the challenges that we face in delivering these services to you.


We are keen to get on with the task ahead and invite you to participate in the Listening to our Community Your Services – Your Say consultation and attend one of our Public forums scheduled throughout the City at the following locations and dates.

3 August	Kurrajong	Kurrajong Community Centre, McMahon Park	7.30pm
4 August	Windsor	Tebbutt Room Deenubbin Centre 300 George Street	6pm
10 August	North Richmond	North Richmond Community Centre, 33 William Street	6pm
11 August	Richmond	Hawkesbury Leisure and Learning Centre, 114 March Street	6pm
17 August	Colo Heights	Home Bey Memorial Hall, Colo Heights Reserve	6pm

We realise it is the middle of winter, but we will offer you a warm welcome, the chance to have a robust discussion about your ideas, a hot cuppa and light refreshments. Should you wish to attend please email rsvp@hawkesbury.nsw.gov.au, indicating the location you will attend in the subject line or call our Customer Service Team on (02) 4560 4444.

Should you be unable to attend a meeting we encourage you to visit www.yourhawkesburyyoursay.com.au/s-services on our community engagement site, where you can read information about some of the services Council provides and complete our online survey.

Micromex Research is conducting a telephone survey on behalf of Council on this subject. If you receive a call, we ask that you take the time to respond to assist Council in determining your views on our service levels.



366 George Street
(PO Box 146)
Windsor NSW 2756
Phone: 02 4560 4444
Facsimile: 02 4567 7740
DX: 8601 Windsor

► [Mayoral Column 18 August 2016 – in local newspaper](#)

The Hawkesbury community has embraced the chance to attend town and village public meetings about Council's level of service in a range of areas including roads and drainage, footpaths and cycleways, parks and public spaces, community buildings and amenities, and cultural services.

A total of six public meetings and seven 'Listening Kiosks' at shopping centres have underpinned Council's 'Listening to our community Your Services – Your Say' community consultation about the level of service Council provides to the community.

For those people who have been unable to attend the public meetings or listening kiosks, community members can also have their say through an online survey at www.yourhawkesbury-yoursay.com.au/-services.

A last public meeting will be held this **Saturday, 20 August @11am at St Albans School of Arts** and a Listening Kiosk will be held this **Saturday, 20 August from 9am – 1pm at Wilberforce Shopping Centre**.

The public meetings already held at Pitt Town, Kurrajong, Windsor, Colo Heights and Richmond have been well attended and they have helped to confirm important community priorities; residents have also been asked to identify their priorities for future investment.

Light refreshments will be provided at the St Albans Public Meeting. Please RSVP for catering purposes to rsvp@hawkesbury.nsw.gov.au or call (02) 4560 4444. For further information on the Listening to our community Your Services - Your Say consultation, visit www.yourhawkesbury-yoursay.com.au/-services or contact Customer Service on (02) 4560 4444.

► [Hawkesbury City Council website tile](#)



➤ [Postcards](#) advising of the town meeting locations



Listening to our community

Your Services - Your Say

...join the discussion



Hawkesbury City Council

Hawkesbury City Council is reviewing the level of service it provides in a range of areas including:

- Roads and drainage
- Footpaths and cycleways
- Parks and public spaces
- Sporting and recreational facilities
- Community buildings and amenities
- Cultural facilities

To find out more or to have your say

Attend a Public Meeting in your area

Kurrajong - Kurrajong Community Centre - 3 August @ 7:30pm
Windsor - Tebbutt Room, Deerubbin Centre - 4 August @ 6pm
North Richmond - North Richmond Community Centre - 10 August @ 6pm
Richmond - Hawkesbury Leisure and Learning Centre - 11 August @ 6pm
Colo Heights - Horrie Eley Memorial Hall - 17 August @ 6pm
St Albans - St Albans School of Arts - 20 August @ 11am

RSVP with the location you wish to attend to rsvp@hawkesbury.nsw.gov.au
Light refreshments will be provided.

Visit www.yourhawkesbury-yoursay.com.au/-services and complete our online survey.

Contact Customer Service (02) 4560 4444

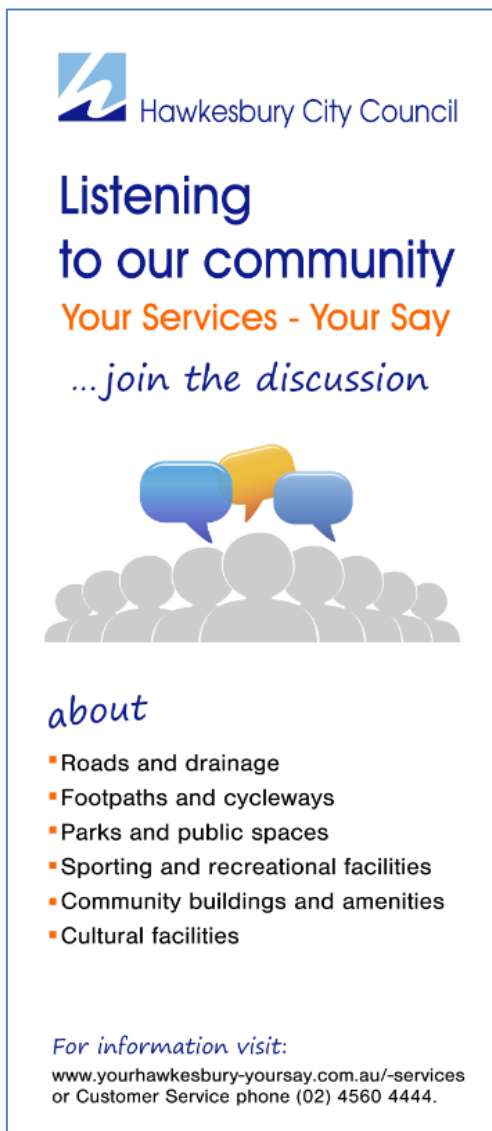
Council will also be conducting a telephone survey through Micromex Research. Please take the time to answer this important consultation.
Consultation concludes 20 August 2016.

B COMMUNITY ENGAGEMENT

Information displayed and distributed at Town Meetings and Information Kiosks.

- Pull up banners
- Information Displays
- Fact Sheets
- Town Meeting PowerPoint Presentation

➤ Pull up banners displayed at Town Meetings and Information Kiosks



Hawkesbury City Council

Listening to our community
Your Services - Your Say
...join the discussion

about

- Roads and drainage
- Footpaths and cycleways
- Parks and public spaces
- Sporting and recreational facilities
- Community buildings and amenities
- Cultural facilities

For information visit:
www.yourhawkesbury-yoursay.com.au/-services
or Customer Service phone (02) 4560 4444.

Town Meetings held at:

- North Richmond
- St Albans
- Kurrajong
- Windsor
- Richmond
- Pitt Town
- Colo Heights



Hawkesbury City Council **Listening Kiosk**

Your Services - Your Say

Listening to our community
...join the discussion

Information Kiosks held at:

- Glossodia Shopping Village
- Wilberforce Shopping Centre
- Windsor Review Shopping Centre
- North Richmond Shopping Village
- Richmond Marketplace
- Bilpin Markets

► Displays material set up at Town Meetings.

Information about assets – condition, cost and funding requirements.

...let's talk about ROADS AND DRAINAGE

To work out what we need to do to maintain or improve our assets, we rate their condition

Existing condition of our sealed roads

71% 'Excellent' or 'Good' condition
18% 'Fair' condition
7% 'Poor' or 'Very Poor' condition

Work to improve condition

Before - 'Poor' condition After - 'Excellent' condition

Listening to our community

...let's talk about ROADS AND DRAINAGE

In the Hawkesbury we have:

- 753km sealed roads
- 64 bridge and culverts
- 330km kerb and guttering
- 300km unsealed roads
- 8,000 road and pavement signs
- 6,850 drainage pits and head walls
- 3,400 carpark spaces
- 25km drainage and flood channels

Listening to our community

...let's talk about ROADS AND DRAINAGE

Maintenance

\$6.9 million We spend now	\$7.6 million We should spend

Examples of maintenance

- Resins of pot holes
- Dashing of vegetation
- Clearing of drains
- Rubbish collection

Renewal

\$1.7 million We spend now	\$3.6 million We should spend

Examples of renewal

- Resealing roads
- Reconstruction of roads
- Replacing drainage pipes

What will happen if we don't keep up our renewal works?

- The roads and drainage will deteriorate
- \$5.3 million gap per year in the road renewal costs will need to be carried forward and funded into future years
- To fund the road renewal backlog Council will need to spend a further \$17.8 million in 2014/2017 or an average of an additional \$3.8 million every year for the next 10 years.

Listening to our community

...let's talk about BUILDINGS

To work out what we need to do to maintain or improve our assets, we rate their condition

Existing condition of our buildings

88% 'Good' condition
10% 'Fair' condition
2% 'Poor' or 'Very Poor' condition

Work to improve condition

Before - 'Poor' condition After - 'Excellent' condition

Listening to our community

...let's talk about BUILDINGS

In the Hawkesbury we have:

- 29 community centres and halls
- 13 childcare centres
- 81 public amenities
- 24 rural fire sheds
- 17 Council works depot and offices
- 38 commercial offices and shops

Listening to our community

...let's talk about BUILDINGS

Maintenance

\$2.2 million We spend now	\$2.3 million We should spend

Examples of maintenance

- Cleaning buildings
- Clearing gutters
- Servicing of equipment

Renewal

\$1.2 million We spend now	\$2 million We should spend

Examples of renewal

- Replacing a kitchen or bathroom
- Re flooring or re roofing
- Demolishing or reconstructing buildings

What will happen if we don't keep up our renewal works?

Our buildings are ageing and if we can continue to under spend on their renewal and refurbishment their condition will deteriorate and their structural integrity may suffer.


"We would like to do more but based on our current resources we can't"

Listening to our community

Information provided for six asset categories – Roads and Drainage, Buildings, Footpaths and Cycleways, Sports and recreation, Cultural Facilities and Parks and Public Spaces.

► **Fact Sheets distributed at Town Meetings.**

Listening to our community



...let's talk about **BUILDINGS**

Council owns and manages an extensive portfolio of community and commercial buildings and facilities spread across the urban and rural areas of the Hawkebury. These buildings are used by Council and other agencies to deliver a range of human services and programs to residents.

Our building assets include:

- 29 community centres & halls
- 13 childcare centres
- 81 public amenities
- 24 rural fire sheds
- 17 Council work depots, offices & service points
- 38 commercial offices & shops

What is the current condition of our buildings?

Council works hard at keeping our community and commercial buildings in a safe and functional condition. We maintain well over 200 buildings.

To work out what we need to do to keep our buildings safe and able to be used, we rate the condition of our buildings on a scale from 1 to 5, with 1 indicating that a building is in 'Excellent' condition and will require only usual, day to day maintenance, while 5 means a building is in 'Very Poor' condition and may need urgent renewal or replacement.

A recent audit of our buildings shows that 3% are in a 'Good' condition, 96% are in 'Fair' condition, with less than 1% in 'Poor' condition. This means that overall our buildings are safe, comply with building regulations and can meet the needs of user groups.

How much do we spend on maintaining our buildings?

We currently spend \$2.1 million a year on maintaining our buildings. This money funds activities such as day-to-day repairs, the clearing of buildings, clearing gutters, painting and the servicing of equipment.

How much do we need to spend on day to day maintenance?

Based on the current condition of our buildings, we should be spending \$2.1 million dollars a year on day-to-day maintenance. This means that we are funding the required level of building maintenance.

What about the longer term renewal of our buildings?

As buildings age, we need to refurbish or even replace them. These renewal works include such things as putting in a new kitchen, re-flooring or replacing a roof or verandah, or in some cases, demolishing or reconstructing buildings.

In 2016/2017, we will spend \$1.2 million on renewal works, which is 60% of what we should be spending to keep our buildings in a 'Good' condition. We should ideally be spending \$2 million a year.

...let's talk about **BUILDINGS**


What will happen if we don't keep up with our renewal works?

Our buildings are ageing and if we continue to under spend on their renewal and refurbishment their condition will deteriorate. If this happens, their structural integrity will suffer, which will mean that day-to-day maintenance costs will rise. If we don't renew a kitchen when it is required, for example, the appliances and fittings may become faulty and unsafe.


Consulting with you

Council is asking the community to help us decide what condition level is the most appropriate for our buildings and whether we need to invest more resources in these assets.

In 2016/2017 we will spend \$1.2 million on renewal, which is only 60% of what we should be spending to keep our buildings in 'Good' condition.



'Poor' condition



'Excellent' condition

Kable Street amenities were upgraded from a poor condition to an excellent condition at a cost of \$169,000.

To find out more or to have your say

Visit www.yourhawkebury.yourmay.com.au/services or Contact Customer Service (02) 4560 4444

Listening to our community



...let's talk about **PARKS & PUBLIC SPACES**

Council maintains a network of parks, reserves and public spaces.

As part of this responsibility we need to look after street trees, playgrounds, river foreshore areas, walking trails, lookouts and other facilities including barbecues, picnic shelters, tables and benches.

Our parks and public space assets include:

- 83 playgrounds
- 214 parks and reserves
- 14 cemeteries
- 2 outdoor fitness trails
- 1 community nursery

What is the current condition of our parks and public spaces?

The Hawkebury is fortunate to have an extensive network of parklands, river foreshores and public spaces. We work hard to maintain our parks and public spaces in a good condition so that they are safe to use and can meet the different needs of our diverse community. This work is supported by an active group of bushcare and park volunteers.

To work out what we need to do to maintain and improve our parks and public spaces, we rate the condition of the assets on a scale from 1 to 5 with 1 indicating that an asset is in 'Excellent' condition and will require only usual day-to-day maintenance, while 5 means an asset is in 'Very Poor' condition which may need urgent renewal or replacement.

A recent audit of our park and public space assets shows that 76% are in 'Excellent' or 'Good' condition, 21% are in 'Fair' condition and 3% are in 'Poor' condition.

How much do we spend on maintaining our parks and public spaces?

We currently spend \$2.7 million a year on maintaining our parks, reserves and public spaces. This money funds activities such as day to day mowing and cleaning, graffiti removal, vandalism repairs and repairs to damaged equipment.

How much do we need to spend on maintenance?

Based on the current condition of our parks and public spaces, we need to spend \$3.3 million a year. Which means that we are only meeting 81% of our building maintenance requirements.

What about the longer term renewal of our parks and public spaces?

As the assets in our parks and public spaces age, we will need to renew or replace them. These renewal works include such things as the replacement of playgrounds and picnic shelters, reconstructing pathways and fences, and renewing landscaping and retaining walls.

In 2016/2017 we will spend \$950,000 on renewal works which is 64% of what we should be spending to keep our assets in a 'Good' condition. Ideally, we should be spending about \$1.5 million a year.

...let's talk about **PARKS & PUBLIC SPACES**

What will happen if we don't keep up with our renewal works?

The assets in our parks and public spaces are ageing and are being increasingly used by residents and visitors. As a result, not only do we need to increase the frequency of our maintenance schedules, we also have to invest funds in renewing and replacing these assets.

If we continue to under spend on these renewal works, our parks and public spaces may not be safe for residents to use, access to these spaces may need to be restricted and some of these areas may even need to be closed to the public.

Changing community expectations may also mean that our parks are no longer meeting the contemporary needs of park users. For example, we are seeing a trend towards families preferring more social play spaces with shade structures, soft fall, picnic shelters, and interactive and nature based play equipment.

While we would like to be able to respond to these demands, we are often unable to do so given the resources we currently have to work with.

Consulting with you

Council is asking the community to help us decide what condition level is the most appropriate for our parks and public spaces and whether we need to invest more resources in these assets.

Council currently spends \$2.7 million on maintaining parks and reserves, but based on the current condition of our parks and public spaces, we should be spending \$3.3 million a year.



'Fair' condition



'Excellent' condition

Redmond Park was upgraded from a 'Fair' condition to an 'Excellent' condition with new play equipment and landscaping to better suit the needs of the community.

To find out more or to have your say

Visit www.yourhawkebury.yourmay.com.au/services or Contact Customer Service (02) 4560 4444

Listening to our community



...let's talk about FOOTPATHS & CYCLEWAYS

Walking and cycling are important transport options for many people. Footpaths and cycleways allow residents to safely get to shops, schools, community facilities and public transport. Council constructs and maintains a network of footpaths and cycleways across the Hawkesbury, particularly on our major arterial roads.

In response to the growing demand for more active transport options, we have consulted with residents on the best way to improve our footpath and cycleway network.

In 2010, we adopted the Hawkesbury Mobility Plan, which sets out a program of priority works to extend and improve the network.

Our footpath and cycleways assets include:

- 73km of footpaths
- 21km of cycleways
- 0.5 hectare of paving in Windsor Mall

What is the current condition of our footpaths and cycleways?

Residents of the Hawkesbury have indicated that safe footpaths and cycleways are critical to improving mobility in their neighbourhoods. Council works hard to keep our footpaths and cycleways in a satisfactory condition so that they are safe to use and can continue to meet the active transport needs of the community.

Condition Assessment: Footpaths & Cycleways



To work out what we need to do to maintain and improve our footpaths and cycleways, we rate their condition on a scale from 1 to 5, with 1 indicating that an asset is in 'Excellent' condition and will require only usual day-to-day maintenance, while 5 means that an asset is in 'Very Poor' condition and may need urgent renewal or replacement.

A recent audit of our footpath and cycleway network shows that 95% of the network is in 'Good' condition, 4% is in 'Fair' condition, while 1% is in 'Poor' condition.

How much do we spend on maintaining our footpaths and cycleways?

We currently spend \$45,000 a year on maintaining our footpaths and cycleways. This money is spent on such things as cleaning, vegetation management and day-to-day minor repairs.

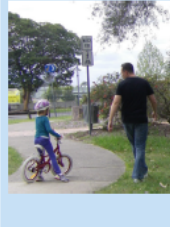
How much do we need to spend on maintenance?

Based on the current condition of our footpaths and cycleways, we should be spending \$95,000 a year on day-to-day maintenance. This means that we are only currently funding 48% of our footpath and cycleway maintenance requirements.

What about the longer term renewal of our footpaths and cycleways?

As our footpaths and cycleways age, we may need to undertake major repairs or even reconstruct them. These renewal works may include the replacement of bitumen seals, repaving pathways, or demolishing and reconstructing portions of our concrete pathways.

In 2016/2017, we will spend \$167,000 on renewal works, which is 67% of what we should be spending to keep our assets in a 'Good' condition. Ideally, we should be spending about \$250,000 a year.



...let's talk about FOOTPATHS & CYCLEWAYS

What will happen if we don't keep up with renewal works?

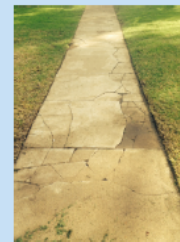
As our footpaths and cycleways age, they may become uneven or broken. If we continue to underspend on these renewal works, the condition of our footpaths and cycleways will deteriorate further. If this happens they may become unsafe.

Over the last five years, we have spent about \$49,000 a year building new footpaths and \$100,000 a year building new cycleways. However, based on the works in the Hawkesbury Mobility Plan, we should be spending about \$71,000 a year extending our footpath network and \$38,000 a year extending our cycleways network if we are to meet the assessed needs of the community.

Consulting with you

Council is asking the community to help us to decide what condition level is the most appropriate for our footpath and cycleway network and whether we need to invest more resources in these assets.

In 2016/2017, we will spend \$167,000 on renewal works, which is 67% of what we should be spending to keep our assets in a good condition. Ideally, we should be spending about \$250,000 a year.



'Poor' condition



'Fair' condition

To find out more or to have your say



Visit www.yourhawkesbury.yourmay.com.au/services



Contact Customer Service (02) 4560 4444

Listening to our community



...let's talk about ROADS AND DRAINAGE

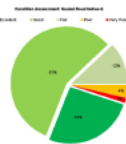
A safe and efficient road and stormwater network is critical for the movement of people and goods within and beyond the Hawkesbury. Council maintains an extensive road and drainage network to support the development and growth of the Hawkesbury.

Our road and drainage assets include:

- 735km sealed roads
- 300km unsealed roads
- 64 bridges & culverts
- 330km kerb & guttering
- 3,400 car park spaces
- 8,000 road & pavement signs
- 172km drainage pipes
- 30 gross pollutant traps
- 6,850 drainage pits & head walls
- 25km drainage & flood channels
- 1 vehicular ferry

What is the current condition of our road and drainage network?

Council works hard at keeping our road and stormwater network in a safe and functional condition. To work out what we need to do to keep our roads and drains safe for use, we rate their condition on a scale from 1 to 5, with 1 indicating a road or drain is in 'Excellent' condition, while 5 means that a road or drain is in 'Very Poor' condition and may need urgent renewal or upgrading.



The most recent audit of our sealed road network showed that 83% of the network is in 'Excellent' or 'Good' condition, 12% is in 'Fair' condition and 5% is in 'Poor' or 'Very Poor' condition.

How much do we spend on maintaining our road and drainage network?

We currently spend \$6.9 million a year on maintaining our roads and drains. This money funds activities such as day-to-day repair of pot holes, the shearing of roadside vegetation, litter collection and the clearing of blocked drains.

How much do we need to spend on maintenance?

Based on the current condition of our roads and drains, we should be spending \$7.6 million a year on day-to-day maintenance. This means that we are currently funding 92% of our road and drainage maintenance requirements.

What about the longer term renewal of our roads and drains?

As our road and drainage assets age, we need to renew them. The costs and frequency of works required to renew roads to bring them to a 'Good' condition depends on the type of road and the level and average speed of traffic using the road. For example, the resurfacing of roads with a bitumen seal typically requires a resurfacing every 10 years, while the underlying road base may require rehabilitation or reconstruction every 25 to 35 years.

In 2016/2017, we will spend \$11.7 million on renewal works, which is 66% of what we should be spending to keep our roads and drains in a 'Good' condition. Ideally, we should be spending about \$17.6 million a year.

In 2015/2016, Council spent \$564,000 on the maintenance and renewal of the stormwater network. While this level of expenditure has been sufficient in the past, much of the network is ageing to a point where significant future expenditure will be required to renew and maintain the condition of these assets.



'Poor' condition



'Excellent' condition

The old Samix Park Road Bridge in Elizabeth was upgraded from a 'Poor' to an 'Excellent' condition with a new two lane concrete bridge.

...let's talk about ROADS

What will happen if we don't keep up with our renewal works?

The size and scale of our road and drainage network means that we face an ongoing challenge in renewing these assets. If we continue to underspend on road and drainage renewal, the condition of our roads and drains will deteriorate.

The current gap of \$5.9 million per year in our road renewal requirement represents the value of works that will need to be carried forward and funded in future years.

To fund the current road renewal backlog would require Council to spend a further \$17.8 million in 2016/2017 and an average of an additional \$3.8 million every year over the next 10 years.

Consulting with you

Council is asking the community to help us decide what condition level is the most appropriate for our roads and drains and whether we need to invest more resources in these assets.

In 2016/2017, we will spend \$11.7 million on renewal works, which is 66% of what we should be spending to keep our roads and drains in a good condition. Ideally, we should be spending about \$17.6 million a year.

Reseal Program Works

The before and after photos, as shown below, highlight changed conditions resulting from major works. The reseal works, were completed in order to keep the road in a 'Good' condition, meeting its expected lifespan. The road rehabilitation works brought the road up from a 'Poor' condition to an 'Excellent' condition.



'Poor' condition



'Excellent' condition

To find out more or to have your say



Visit www.yourhawkesbury.yourmay.com.au/services



Contact Customer Service (02) 4560 4444

► Town Meeting [PowerPoint Presentation](#).



Stage 1 – Fit for the Future Community Engagement 'Listening to our Community'

Your Services - Your Say
... *Join the discussion*



what does Council do?



[Watch The Council's Role For 11:47](#)



the assets we manage



- 52,226 assets valued at close to \$1 Billion
- spread across 2,800 square kilometres



keeping our assets functioning & safe

Overall Condition of Council Assets



Condition	Percentage
Excellent	9%
Good	43%
Fair	34%
Poor	11%
Very Poor	7%

- we aim to keep assets in at least a fair condition
- overall our assets are in good to fair condition

Legend:
Excellent - no work required apart from usual day to day maintenance
Good - only minor maintenance work required
Fair - maintenance work required
Poor - renewal required
Very poor - urgent renewal or upgrading required

keeping on top of infrastructure renewal

state-of-the-art solution

renewed park surroundings

keeping on top of infrastructure renewal

long-term solution

18 greens, 18th & 19th

intergenerational equity

- we have been using assets paid for by our parents & grandparents but not paying for the true cost of this use
- we are passing on this unfunded asset renewal cost to next generation

calculating the true cost of asset consumption

- recognising the true cost of asset consumption
- a growing infrastructure renewal requirement



priorities for future investment

average residential rate 2013/14	
Wingecarbee*	\$1,010
Hawkesbury	\$1,018
Perrith*	\$1,028
The Hills	\$1,081
Camden	\$1,151
Wollondilly*	\$1,183
Blue Mountains*	\$1,249

- all councils face asset renewal challenge

C FOLLOW UP CORRESPONDENCE and FEEDBACK

Example of letter emailed to all Town Meeting attendees together with sample of written feedback provided to participants in response to issues and questions raised at town meetings.



Listening to our community
Your Services - Your Say
...join the discussion



Dear Resident,

Thank you for your recent participation in the community consultation held at the McMahons Park Community Centre at Kurrajong on Wednesday 3rd of August 2016.

We hope you found the session informative and interesting. We certainly enjoyed the discussion and the opportunity to talk with you about the challenges facing Council.

There were a number of questions asked of us at the session – some of which we were able to answer on the night, and some we took on board.

Please find attached a list of the questions that we recorded on the night together with our responses to those questions.

Once again thank you for coming out to talk with us. As we indicated on the night we will be returning to talk further with you about the best way forward to complete our transition to a sustainable Council by 2020.

Laurie Mifsud
Acting General Manager
Hawkesbury City Council.

Written Response to Participants Questions – Samples of responses for two of seven town meetings held in Stage 1 (St. Albans and Kurrajong Town Meetings). Responses also forwarded to participants at North Richmond, Windsor, Richmond, Pitt Town and Colo Heights Town Meetings. Each Response was tailored to the reflect different outcomes of consultations and to provide answers to the different questions raised at each of the seven Town Meetings under Stage 1.

Listening to our community
Your Services - Your Say
...join the discussion



St Albans Consultation

School of Arts St Albans

20 August 2016



Attendees

There were 55 Attendees.

Priorities for Investment



Questions

Roads and Drainage

Question	Response
What is the classification of Settlers Road? How do we get it to be reclassified so it can be sealed?	Settlers Road is classified as a local road. The classification of roads is determined by the Minister under the provisions of the NSW Roads Act 1993 based on recommendations made by Roads and Maritime Services. The reclassification of a road by itself will not automatically result in the release of funds for the construction, sealing or maintenance of a road. Among other matters, the RMS must take into account 'the amount of money available or likely to become available for the construction and maintenance of the main road or proposed main road' in drafting its recommendations. State Roads are managed and financed by RMS and Regional and Local Roads are managed and financed by councils. Due to the network significance of Regional Roads, RMS provides financial assistance to councils for their management. In practice, while Council does receive some financial assistance from RMS for the maintenance of regional roads in the Hawkesbury, this amount is a fraction of the cost to Council of maintaining these roads.
How does Council change the classification of roads? How can they be reclassified so that funding can be allocated to them?	As noted in the response to the previous question, the classification of roads is determined under the provisions of the NSW Roads Act 1993. Council may make submissions when the RMS undertakes periodic reviews
Can the road outside the	In 2011, Council adopted a priority list for sealing gravel roads based on

Service Level Review	St Albans Consultation	20 August 2016
School of Arts Hall be tarred to minimise dust? Also can this section of road be straightened after last weekends accident?	<p>9 criteria. The list includes the highest priority 51km of gravel roads - 17% of the gravel road network. The works included in this list would cost \$37 M to complete.</p> <p>Although the list was established to assist Council in prioritising the sealing of gravel roads <i>should funding become available for the sealing of gravel roads</i>, to date, funding has not been available so no roads on the list have been sealed. Upper Macdonald Road currently sits below the prioritised list, however the list is subject to ongoing review. Investigation of options to improve the surface to minimise dust will be carried out.</p>	
Can the culverts on Wollombi Road be unblocked?	<p>A works request has been logged into Council's customer request management system for maintenance works to be undertaken to the culverts on Wollombi Road. Given the length of Wollombi Road information on the location of any specific culverts requiring clearing would assist in processing this request. Residents can report such matters directly to Council via our on line enquiry form or by telephone to the Customer Service Telephone Enquiry Centre on 4660 4444.</p>	
Can the edge of Wollombi Road be fixed/improved?	<p>Council currently does not have the resources to undertake road shoulder renewal or improvements works along the entire length of Wollombi Road. If there are specific locations which requiring maintenance a request to this effect can be logged into Council's customer request system via our on line enquiry form or by telephone to the Customer Service Telephone Enquiry Centre on 4660 4444.</p>	
Can the roads inside the village be graded? There is a dangerous saucer drain at access to east Espie Street?	<p>This request has been logged into Council's customer request management system. Residents can also report such matters directly to Council via our on line enquiry form or by telephone to the Customer Service Telephone Enquiry Centre on 4660 4444.</p>	
Can Espie Street be sealed? It is the only street in the village not sealed.	<p>As indicated in a response to a previous question Council has adopted a priority list for the sealing of gravel roads based on 9 criteria. To date, funding has not been available so no roads on the list have been sealed. Espie Street currently sits below the prioritised list, however the list is subject to ongoing review.</p>	
If Settlers Road were to be sealed it would take the pressure off the two ferries and would increase the number of people coming to St Albans. Can Settlers Road be sealed?	<p>As indicated in a response to a previous question Council has adopted a priority list for sealing gravel roads based on 9 criteria. The list was established to assist Council in prioritising the sealing of gravel roads <i>should funding become available for the sealing of gravel roads</i>, to date, funding has not been available so no roads on the list have been sealed. Settlers Road currently sits on the prioritised list (it is ranked 12 out of the 36 roads on the list). Council currently does not have the resources to seal the roads on the list.</p>	
Can more roads be sealed? Seal to the cemetery below the hall.	<p>As indicated in a response to a previous question Council has adopted a priority list for sealing gravel <i>should funding become available for the sealing of gravel roads</i>. Council currently does not have the resources to seal the roads on the list.</p>	
How do you prioritise spending on roads? (health, dust, crashes – these should all be high priorities)	<p>The annual program for major road renewal works is primarily based on Pavement Condition Index (PCI) rating of the sealed road network. The PCI is based on a rating scale of 0 to 10 where a rating of less than 1 represents a 'failed' road surface and a rating of 9 or above a 'very good' road surface. The PCI measures the condition of the road pavement based on a standard set of age and deterioration characteristics (e.g. potholes, cracking, gravelling). The PCI rating of a road is determined through the actual physical assessment of the road condition of Council's entire sealed road network which is conducted at regular intervals (2002, 2008, 2013 and 2015).</p>	
Hawkesbury City Council	3	Your Services-YourSay

Service Level Review	St Albans Consultation	20 August 2016
	In relation to the gravel road network, a programmed schedule of grading and re-gravelling is undertaken to maintain the condition of the road surfaces. Additional works are also undertaken to restore road surfaces after periods of heavy rain. Day to day maintenance of the road network is generally undertaken in response to customer requests. The currently unfunded list for gravel roads utilises criteria similar to that applied to the sealed road network.	
How regularly is Settlers Road graded?	Council has a contract with Hawkesbury Road Maintenance for the maintenance of roads within the St Albans area at a cost of \$400,000 a year. Settlers Road is graded on an as needs basis but generally up to 4 to 5 times a year.	
Is Council undertaking a traffic volume study on Settlers Road?	Council undertakes regular traffic counts across its road network. The most recent traffic count for Settlers Road was undertaken in 2015. Traffic counts were also undertaken in 2014 at three different locations along Settlers Road.	
We are led to believe that Settlers Road could be sealed with Commonwealth funding but would require a letter of support from Council. Is this issue a matter of consideration by Council?	<p>Council would certainly support attempts to secure additional funding for roadworks. It has in the past approached the NSW Government for funds to contribute to the sealing of Settlers Road on the basis that by doing so it would alleviate the roads safety issues currently being experienced at the Webbs Creek ferry crossing as well as improving access and supporting tourism.</p> <p>In 2015/16, Council received \$3.8M in Commonwealth funding for roadworks. This grant income was used to augment funds allocated to the maintenance and renewal of the existing road network. As noted in response to previous questions, the current road maintenance and renewal funding shortfall prevents Council from undertaking new capital works, such as the sealing of gravel roads, as the priority is to maintain current service levels and preserve existing road assets.</p>	
A quote has been provided to seal the 9.8km with a two coat rural road surface (49,000m ²) for \$280,000. Why keep grading it? Put a \$1/car charge for a year on the ferries to pay for it.	<p>The sealing of Settlers Road would not simply be a matter of applying a seal coat. To bring Settlers Road up to the necessary standard for road sealing would require the upgrade and construction of a road base and other ancillary works to support the seal. The current per kilometre cost for sealing a gravel road is in the vicinity of \$750,000 a kilometre.</p> <p>As Council does not operate the Webbs Creek or Wisemans Ferry car ferries it is not in a position to apply a charge for the use of these ferries. The ferries are owned and managed by Roads and Maritime Services.</p>	
Can Wollombi Road be sealed? The dust generated from the road is a health hazard.	Wollombi Road is a regional road. As indicated in a response to a previous question Council has adopted a priority list for sealing gravel roads should funding become available for the sealing of gravel roads. Council currently does not have the resources to seal the roads on the list. Wollombi Road currently sits below the prioritised list, however the list is subject to ongoing review	
Sport and Recreation Facilities		
Question	Response	
When are Council planning to renovate the park including toilets and provide a shelter?	<p>In 2009 Council developed a landscape master plan for St Albans Park in consultation with residents. Council has spent \$53,273 implementing elements of the plan (funding was a combination of grant, developer contributions and Council's general funds). The masterplan did not include provision for a park shelter.</p> <p>Provision for maintenance and renewal works for parks and buildings is</p>	
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Service Level Review	St Albans Consultation	20 August 2016
	<p>incorporated into Council's budget. The scope of works to be undertaken in any one year is dependent on a condition assessment of assets and the total funds available within the respective portfolios.</p> <p>The proposed Capital Works Program for any one year is documented each year in Council's Operational Plan (the Capital Works Program for 2016/17 is listed on pages 39 to 43 of the current Plan). The Draft Operational Plan, including the Draft Capital Works Program, is publicly exhibited each year in April/May. Where residents or community groups are seeking to request additional works they can make a submission to this effect. The submission is required to be considered by staff and reported to Council before the adoption of the Operational Plan. Residents can also address Council in relation to their submission.</p>	
Will the Common become an asset of Council in the future?	St Albans Common is Crown Land managed by the St Albans Common Trust. The NSW Government is currently conducting a review into the management of crown lands. While Council currently manages significant parcels of crown land and would welcome streamlining management arrangements for these lands, it would not be in favour of the transfer of additional Crown lands to its control.	
Can the tennis courts be resurfaced and can the fence be replaced. Where is this on the priority list?	Council's future capital works program has identified the need for the resurfacing of tennis courts. The works to be undertaken will be determined and prioritised based on a condition assessment of all tennis courts.	
Is the village toilet a high priority issue?	Funds are allocated in Council's budget for maintenance of St Albans public amenities. Council's forward estimates include electrical and roof renewal works to the building. As indicated in a response to a previous question, residents and community groups can make submissions as part of Council's annual planning cycle to request that Council give consideration to the inclusion of additional building works within the draft works program (during the exhibition of the Draft Operational Plan).	
Other		
Question	Response	
If I buy the parcel of land next door to my existing parcel can I realign the boundaries?	A minor realignment of boundaries that will not create additional lots or opportunities for additional dwellings or create lots smaller than the specified minimum lot size can be approved as exempt development provided that the boundary realignment proposal meets all of the required development standards. Full details of the clauses relating to minor boundary realignment covered by the exempt development code can be accessed from the NSW legislation web-site here .	
Why do you need to have a minimum of 100 acres to do a boundary realignment?	Boundary adjustments are governed by the provisions of State Environmental Planning Policy (Exempt and Complying Development Codes) 2008 (see Subdivision 38 of Division 1 of Part 2 of this SEPP). This SEPP does not allow boundary adjustments between lots that are less than the minimum lot size for subdivision. In the St Albans area (excluding the village) the minimum lot size for subdivision is 40 ha. Clause 4.6 of Hawkesbury Local Environmental Plan 2012 (LEP 2012) prevents Council from considering the subdivision of land which would result in more than one lot less than 90% of the minimum lot size area in rural and environment protection zones. Thus Council is unable to consent to a boundary adjustment between undersize allotments in rural and environment protection zones. Council is currently seeking to resolve this issue by amending LEP 2012 to allow boundary adjustments between existing undersized lots.	
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Service Level Review

St Albans Consultation

20 August 2016

Question	Response
Half the people here are weekenders so never use council collection/rubbish services so why do we have to pay for them?	Council is required to levy a domestic waste management service availability charge on properties that do not utilise the service but are located within the service area to reflect the cost of the availability of the service to those properties.
Why is it so difficult to get DAs approved?	<p>The assessment of DAs is governed primarily by the provisions of the Environmental Planning and Assessment Act 1979. In addition to this legislation there are also a number of related state and local planning instruments and other legislation which includes but is not limited to environment, heritage, bushfire, waterways, landslip, roads and threatened species legislation. As a result the assessment of DAs can be complex. Unfortunately there may be delays in the processing of DAs due to a number of factors which include;</p> <ul style="list-style-type: none"> • the lodgement of incomplete DAs where Council needs to seek additional information from applicants, particularly where applications are seeking approval for developments which exceeds Council's planning controls and guidelines; • requirement to refer DAs to NSW government agencies and other third parties for comment and assessment; and • where Council has requested that staff undertake further consultation with adjoining owners and affected residents who have expressed concern regarding the impact of a proposed development. <p>To minimise unnecessary delays, applicants should ensure that their DA has addressed all relevant requirements and all the required documentation has been submitted with the DA. Given the complexities of the development application system, it is also recommended that appropriate advice is sought from relevant professionals in order to assist proponents through the system.</p>
Why has the DA process become so complicated and expensive?	As detailed in response to the previous question, the legislative framework which governs the assessment of DAs is complex. Council staff are required to assess DAs in accordance with this mandatory framework.
Is the weed eradication equipment cleaned before it is moved from one location to another to minimise the spread of weeds particularly to pristine areas?	This matter is under investigation to determine the feasibility and cost of implementing a procedure for the decontamination of road maintenance equipment prior to its relocation to another site.

Hawkesbury City Council

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Your Services-YourSay

Service Level Review		St Albans Consultation	20 August 2016
Question	Response		
Why have rates gone up more than the rate peg?	<p>The rate peg amount sets the total amount of increased rating revenue that Council can collect from all ratepayers in any one year. In 2016/17 the rate peg amount was set at 1.8%.</p> <p>This notional rate yield is then distributed across all ratepayers with individual rates determined by firstly, the apportionment of the percentage of rates to be collected across different rating categories (residential, rural residential, business and farmland) and secondly, by the value of a property as determined by the Valuer General.</p> <p>Each ratepayer pays a <i>base amount</i> with the balance of rates determined by an <i>ad valorem</i> amount based on property value. Individual rates may vary from the rate peg amount due to relative changes in property values – some rates may increase more than the rate peg while other will increase less than this amount (or even decrease). The total rating yield however can only increase by the set rate peg amount.</p> <p>For further information reading changes to individual rate notices please contact Vanessa Browning A/CFD at vanessa.browning@hawkesbury.nsw.gov.au.</p>		
Why does Council keep approving new buildings if we can't service them – ferry and road quality?	Development applications (DAs) are assessed to determine compliance with Hawkesbury Local Environment Plan, local development controls and relevant state planning legislation. Provided an application complies with these provisions or has sufficiently justified a requirement for a variation from local planning provisions in particular, Council cannot unreasonably withhold approval for a DA.		
Are there Peppercorn Services in the Valley?	Peppercorn Services continues to provide outreach and centre based services to residents of the Forgotten Valley from the Wisemans Ferry Community Centre.		
Is RMS aware of the safety issue about traffic at the Webbs Creek ferry?	Council has made representations to the RMS in relation to this issue.		
Can the Council's Community Engagement Policy be extended to include consulting with the community before a project goes ahead?	Council's Community Engagement Policy can be accessed here . The Policy outlines requirements for consultation with regard to a broad range of issues (examples are provided in the policy). Where a resident is of the view that these consultation requirements may not have been met, they can report their concerns to Council via our on line enquiry form or by telephone to the Customer Service Telephone Enquiry Centre on 4560 4444.		
Can the library service be returned to the area?	The Hawkesbury City Council Library Service visits the Sunshine Club at Wisemans Ferry on the 1 st Wednesday of the month, 11 times per year. Every two months Library staff visit the Book Depot at the Wisemans Ferry Community Centre and replenish the book stock. Online resources can also be accessed via the internet - this includes books, audio books, magazines and music. The Library would be happy to consider other suggestions which residents may have and these can be forwarded to the library by email at library@hawkesbury.nsw.gov.au .		
Can details be provided about sand mining at Wrights Creek?	<p>Sand mining would most likely be defined as an extractive industry. Hawkesbury Local Environmental Plan 2012 prohibits extractive industries in the Wright Creek area.</p> <p>However this prohibition may be overridden by Part 2 of State Environmental Planning Policy (Mining, Petroleum Production and Extractive Industries) 2007 which does, in limited circumstances, permit with development consent extractive industries.</p>		

Service Level Review

St Albans Consultation

20 August 2016

Question	Response
There are cestrum bushes between the Common and the School of Arts. They have never been sprayed. Can Council contribute the weed spray and the community will contribute the labour?	The management of noxious weeds with the Hawkesbury Local Government Area is the responsibility of the Hawkesbury River County Council (HRCC). Information about the HRCC can be accessed here .
Who is responsible for treating weeds on the roadside?	The management of noxious weeds with the Hawkesbury Local Government Area is the responsibility of the Hawkesbury River County Council (HRCC). Information about the HRCC can be accessed here .
The total rates for Baileys Run 14 years ago was \$220 a year for the 6 titles/houses. Now they may exceed \$8000 per year. Why haven't the services in the area improved?	Ordinary rates collected from rateable properties across the Hawkesbury LGA are intended to be used to meet the maintenance and renewal costs of existing services and facilities. They do not ordinarily fund service level improvements or new works – Council relies on grants or developer contributions for these works. It has been the case that for many years Council's rating revenue has been limited by rate pegging – successive reports into the financial sustainability of local government have concluded rate pegging has constrained the capacity of councils to raise the revenue they require to adequately fund the services and facilities they provide to the community. An increase in rate collections over time may therefore not necessarily translate into the capacity to fund improved service levels.
Can Baileys Run off Wollombi Road be changed from Crown Land to a Council road? The road provides access to six houses and the RFS for their Cat 1 fire trucks.	Baileys Run is a crown road reserve. Council currently does not have the resources required to meet the required maintenance and renewal costs of the 1,000km of sealed and unsealed roads that it manages on behalf of the community. In the absence of a substantial increase in revenue, it is therefore not in the financial position to accept responsibility for additional roads.
Could the residents be supplied with the total dollars of all rates raised in this valley and Webbs Creek?	In 2014/15 Council collected \$691,151 in ordinary rates from 681 properties in the localities of Bucketty, Central Macdonald, Fernances Higher Macdonald, Leets Vale, Lower McDonald, Mellong, Mogo, Perrys Crossing, Putty, St Albans, Ten Mile Hollow, Upper Macdonald, Webbs Creek, Wisemans Ferry, Womerah and Wrights Creek.

Listening to our community
Your Services - Your Say
...join the discussion



Kurrajong Consultation

McMahons Park Community Centre

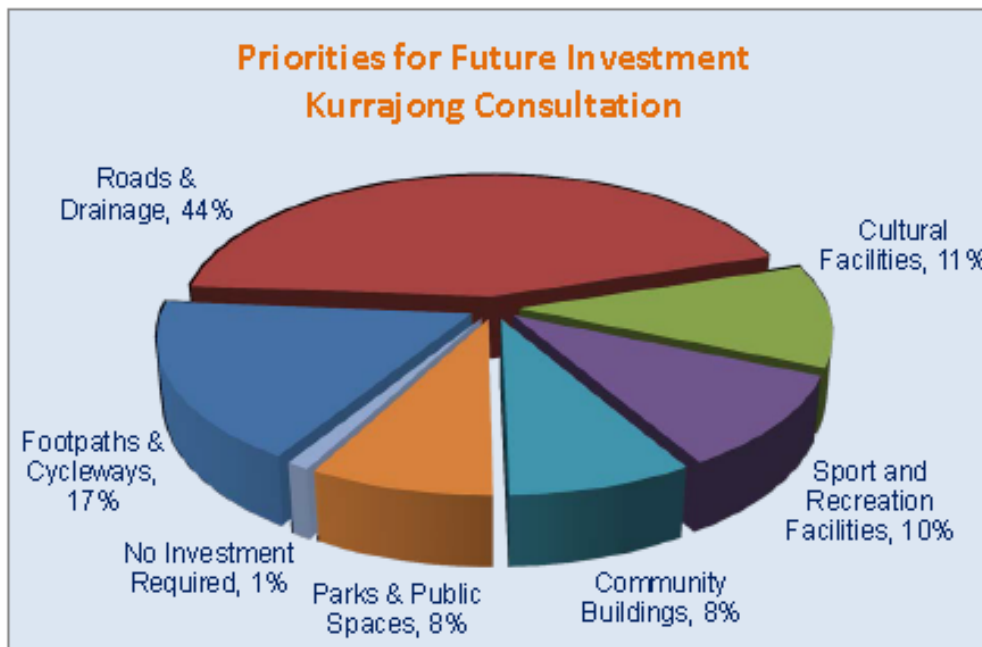
3 August 2016



Attendees

David Griffiths	Peter Webb	Bea Horacek
Jennifer Griffith	Phillip Turtle	David Horacek
Fiona Smith	Angela Hall	David Hom
Margaret Mason	Laurie Fairweather	Colin Tindale
Wendy Crasnell	Elizabeth Docking	Mary Lyons-Buckett
Paul Rasmussen	Lyn Ward	Melissa Barry
Chris Miller	Lenore Walker	Wayne Mitchell
Cathy Tindale	John Wayland	

Priorities for Investment



Questions

Roads and Drainage

Question	Response
Can Council lobby RMS to regularly clear the drain at the bottom of Bells Line of Road and Old Bells Line of Road?	Council has referred the matter to RMS for attention.
Can the litter and rubbish be removed from along Bells Line of Road? (Bellbird Hill?)	Council has referred the matter to RMS for attention

Footpaths and Cycleways

Question	Response
Will Council complete the cycleway from Kurmond to Kurrajong?	The completion of the Kurmond to Kurrajong shared pathway is a priority work identified in the <i>Hawkesbury Mobility Plan</i> . As part of the residential development associated with the Kurmond & Kurrajong Investigation Area, Council will be collecting developer contributions through Voluntary Planning Agreements or a Section 94 Plan to fund a program of infrastructure upgrades and improvements - the completion of the shared pathway link has been identified as a work which will form part of the program. The timing of such works is dependent on the rate of development and receipt of those funds
Will Council require new developments to have footpaths?	Council's adopted development controls require that residential subdivisions (Redbank and Pitt Town) install footpaths on a least one side of a street with frontages to residential housing, except for those roads classified as rural, and on both sides of entry and collector roads. The construction of these paths are at times bonded for construction at a later date after dwelling construction, to prevent damage.

Sport and Recreation Facilities

Question	Response
Where does the Sports Council spend the money Council gives them?	<p>Council has delegated responsibility for the management and development of sporting facilities to the Hawkesbury Sports Council so that decisions regarding resource allocation for sports facilities are made by the sporting public. The Sports Council collects and retains all hire fees, applies for any available grants and employs its own contractors to carry out maintenance of facilities.</p> <p>The Sports Council receives an annual budget from Council to undertake this role – in 2016/17 the total allocated budget was \$1,054,603 made up of \$775,623 for operating costs and \$278,980 for capital works. In 2015/16 the Sports Council spent \$602K on Grounds Maintenance, \$218K on employee costs, and \$80K on administration and office costs. The Sports Council also spent \$260K in capital works and improvements (which included upgrading floodlighting at Bersons Lane, Colbee Park and Turnbull Oval and field drainage at Owen Earle Oval).</p>
Are there provisions for additional sporting facilities required due to the development this side of the River (Redbank/Glossodia)?	<p>The Voluntary Planning Agreements (VPAs) covering Redbank and Jacaranda Ponds include provision for the upgrade and construction of new sporting and recreation facilities in Peel Park, Nth. Richmond, and Woodbury Reserve, Glossodia. The VPAs also include provision for recreational and some sporting facilities within the developments themselves.</p>

Cultural Facilities

Question	Response
What can Council do to support tourism?	<p>In 2015 Council commissioned a respected tourism consultancy firm to engage with tourism stakeholders and consumers in the preparation of a Tourism Strategy for the Hawkesbury. Council has set up a Tourism Working Group to implement the actions and tasks within the Strategy to grow tourism in the Hawkesbury. Council is also well down the path of establishing a regional tourism body in partnership with Penrith and Blue Mountains Councils to enable us to work in partnership and better compete with other tourism regions for government funding and events.</p>
Can the Events Coordinator take on the task of resurrecting the Scarecrow Festival?	<p>Council provides financial assistance to community groups as a contribution to the staging of events across the Hawkesbury – examples include the Blues and Roots Festival, The Hawkesbury Eisteddfod, The Tom Quilty Cup, St Albans Writers Festival, Sheepdog Championship Trials, Richmond Jubilee Celebrations, Carols in the Park, Colo Family Picnic Day and Kurrajong-a-buzz. Unfortunately, Council does not have the staff resources to organise and co-ordinate these events itself. The role of the Events Coordinator is to work with community groups with event ideas to assist them to plan their events and navigate their way</p>

Service Level Review

Kurrajong Consultation

3 August 2016

Question	Response
	through the different approvals that need to be obtained from Council, the RMS and other agencies to hold these events, as well as helping them to promote and market these events.

Other

Question	Response
Could Council advise local residents about their obligations for burning off?	The requirements for pile burns can be accessed from Council's website. The RFS has been promoting the requirements for pile burns using electronic roadside signs (there is one just outside Macquarie Park Windsor). Council can take action if notified of an unauthorised pile burn is reported to Council. Council will investigate including information about pile burns with rate notices issued to ratepayers – this would best be done in the autumn rates notice/community newsletter. This request has been forwarded to Council's Corporate Communications Branch.
Would Council consider assuming responsibility for community title sewer plants?	The short answer is no. These schemes were established pursuant to the issuing of development consents for community title subdivisions and remain the responsibility of residents who have purchased housing within these subdivisions.
Could Council establish a sewers scheme for Bowen Mountain and Kurrajong?	While Council has historically operated the South Windsor and McGraths Hill Sewer Treatment Plants the responsibility for sewerage non-sewered areas lies with the NSW Government. Council can certainly lobby the Government, as it has done with regard to the Three Towns Sewer Scheme covering Wilberforce, Freemans Reach and Glossodia, to establish schemes in Bowen Mountain and Kurrajong. Council would also work with a private operator to assist them in establishing sewer schemes in these areas.
How can Council ensure that on-site effluent systems are environmentally safe?	Council is required to inspect and licence all on-site effluent disposal systems. It is working through the inspection of all systems in the Hawkesbury on a five year cycle and if compliance issues are identified they will be required to be rectified. Council also has a policy of not approving on-site effluent disposal on land parcels which are less than 4,000m ² to ensure that effluent disposal can be accommodated in an environmentally safe way.

Service Level Review

Kurrajong Consultation

3 August 2016

Question	Response
<p>Will Council be providing information to residents about the pros and cons of the referendum about dividing the Hawkesbury into wards?</p>	<p>Hawkesbury City Council is currently an undivided area (no wards), with all 12 councillors being elected by eligible voters.</p> <p>Council has decided to ask the community, by way of a binding constitutional referendum, whether the Hawkesbury should be divided into three wards, with each ward electing four councillors.</p> <p>If the referendum results in a majority "Yes" vote, ward boundaries would not be determined until after the referendum. Legislation requires that each ward have approximately the same number of electors. The development of ward boundaries would be undertaken by Council in consultation with the Electoral Commissioner and the Australian Statistician.</p> <p>Following this consultation a proposed ward boundary plan would be placed on public exhibition and public submissions are requested. A decision on the ward boundaries would then be made after a consideration of public submissions.</p> <p>If the referendum vote results in a majority "Yes" vote, the legislation provides that the division of the local government area into wards would take effect at the next Council general election (currently scheduled for September 2020). Council has prepared neutral and balanced information on the cases for and against for both divided and undivided areas in accordance (as required by Office of Local Government guidelines). This material has been posted on Council's website and will be published in local papers each week leading up to the 10 September 2016 election date.</p>
<p>In preference to the current system of booking kerbside clean-ups which leads to unsightly rubbish being left on road verges for weeks, could Council implement a token to enable residents to take their kerbside collection directly to the waste management facility?</p>	<p>Council contracts out its free bulk kerbside clean up collection service to an external contractor (Cleanaway). The arrangements for this service require residents to contact Cleanaway directly to book a collection. Cleanaway will advise residents of the collection date. Residents are requested only to place the collected material on the kerb the night before the collection date. If materials are placed out earlier, this may constitute illegal dumping and residents may be subject to regulatory action from Council.</p> <p>These service arrangements require Cleanaway to dispose of the kerbside collection materials at waste management facilities other than Council's Waste Management Facility. The proposal for a token to be provided to residents can be explored, but would likely incur an additional expense as materials brought directly to Council's Waste Management Facility would be subject to the NSW Government's Waste Levy which is currently set at \$133.10 per tonne of waste accepted into the Facility. This Levy is required to be collected from residents and remitted to the NSW Government.</p>

Hawkesbury City Council

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Your Services-YourSay

Service Level Review

Kurrajong Consultation

3 August 2016

Question	Response
Why is there a cost for disposing mattresses? This seems to just encourage people to dump mattresses on the side of the road.	Council applies a charge to the disposal of mattresses which is based on the charge levied by Council's external contractor (Landsavers). Mattresses are prohibited from being placed in landfill and are required to be recycled. The charge levied for the disposal of mattresses pays for this recycling service.

Hawkesbury City Council

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Your Services-YourSay

Stage 2 -

The Hawkesbury 2036: Its Our Future

January/February 2017

A. INITIAL NOTIFICATIONS

- Newspaper Notices
- Email invitations
- Letter (hard copy) invitations
- Mayoral Column
- Website tile
- Postcards

➤ [Newspaper Notices](#) in the Hawkesbury Gazette and Hawkesbury Courier

Listening to our community
Your Future - Your Say
...join the discussion

HAWKESBURY COMMUNITY STRATEGIC PLAN
*The Hawkesbury 2036...
 It's Our Future*

Hawkesbury City Council would like to update you on the outcomes of the community consultation we conducted in mid 2016 and would also like to involve you in discussions about our new plan for the future of the Hawkesbury.

To find out more and have your say

Attend a Public Meeting in your area

Colo Heights - Horrie Eley Memorial Hall - 15 February @ 6pm
 Kurrajong - Kurrajong Community Centre - 16 February @ 7.30pm
 Bligh Park - Bligh Park Neighbour Centre - 22 February @ 6pm
 St Albans - St Albans School of Arts - 25 February @ 11am

RSVP with the location you wish to attend to www.yourhawkesbury-yoursay.com.au
 Light refreshments will be provided.

For further information contact Customer Service (02) 4580 4444, or visit www.hawkesbury.nsw.gov.au to fill out an online survey.

Hawkesbury City Council

➤ [Emails](#) – sample email sent to local community groups

From: Garry Baldry <bwofficer@hawkesbury.nsw.gov.au>
Date: 24 January 2017 at 2:25:53 pm AEDT
Subject: Listening to our Community - Your Future Your Say - Further community engagement

Dear Resident,

Listening to our Community – Your Future Your Say

Further to your attendance at a Public Meeting in mid 2016 regarding Council's service levels, please note that Council is about to commence further community engagement with the Hawkesbury community and stakeholders with respect to service levels and the review of the Hawkesbury Community Strategic Plan.

In mid-2016, Council started to review the levels of service it provides to the community in a range of areas including: roads and drainage; footpaths and cycleways; parks and public spaces; community buildings and amenities and cultural services. This review is the next step in Council's Fit for the Future journey. It will help us to better understand the community's service needs, which in turn will assist Council direct its resources and form plans to best suit residents.

The 'Stage 2' consultation program that is about to commence is called **Listening to our Community - Your Future Your Say**. Hawkesbury City Council will be updating the community on the outcomes of the community consultation we conducted in mid-2016, and would also like to involve you in discussions about the new strategic plan for the future of the Hawkesbury - **The Hawkesbury 2036...It's Our Future (Draft Hawkesbury Community Strategic Plan)**.

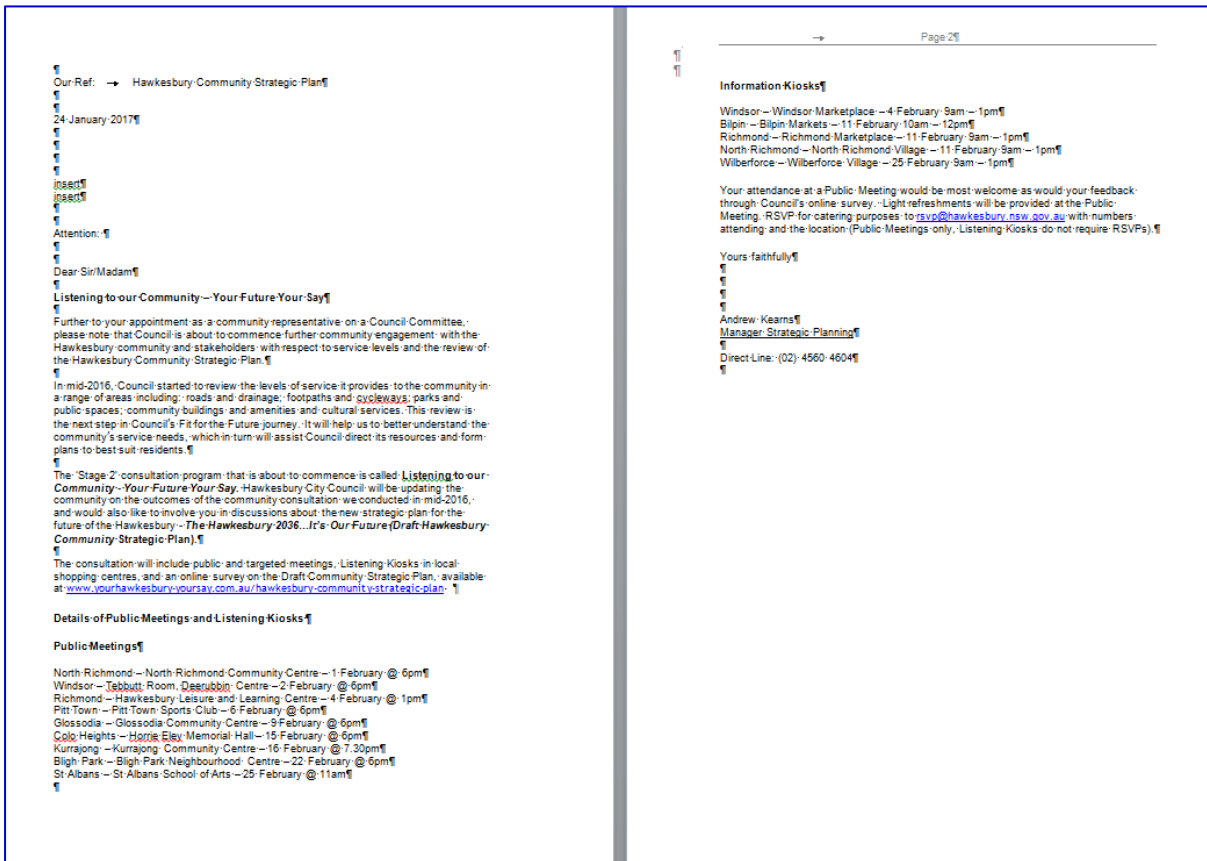
The consultation will include public and targeted meetings, Listening Kiosks in local shopping centres, and an online survey on the Draft Community Strategic Plan, available at www.yourhawkesbury-yoursay.com.au/hawkesbury-community-strategic-plan

Details of Public Meetings and Listening Kiosks

Public Meetings

North Richmond – North Richmond Community Centre – 1 February @ 6pm
 Windsor – Tebbutt Room, Deerubbin Centre – 2 February @ 6pm
 Richmond – Hawkesbury Leisure and Learning Centre – 4 February @ 1pm
 Pitt Town – Pitt Town Sports Club – 6 February @ 6pm
 Glossodia – Glossodia Community Centre – 9 February @ 6pm
 Colo Heights – Horrie Eley Memorial Hall – 15 February @ 6pm
 Kurrajong – Kurrajong Community Centre – 16 February @ 7.30pm
 Bligh Park – Bligh Park Neighbourhood Centre – 22 February @ 6pm
 St Albans – St Albans School of Arts – 25 February @ 11am

➤ Letter requesting involvement from local groups



➤ Hawkesbury City Council website tile



➤ Postcard advising of the public meeting locations



➤ Advertisement included with Council Rates Notice

Listening to our community
Your Future - Your Say
...join the discussion

HAWKESBURY COMMUNITY STRATEGIC PLAN
The Hawkesbury 2036... It's Our Future

Hawkesbury City Council would like to update you on the outcomes of the community consultation we conducted in mid 2016 and would also like to involve you in discussions about our new plan for the future of the Hawkesbury.

To find out more and have your say

Attend a Public Meeting in your area

- North Richmond - North Richmond Community Centre - 1 February @ 6pm
- Windsor - Tebbutt Room, Deerubbin Centre - 2 February @ 6pm
- Richmond - Hawkesbury Leisure Learning Centre - 4 February @ 1pm
- Pitt Town - Pitt Town Sports Club - 6 February @ 6pm
- Glossodia - Glossodia Community Centre - 9 February @ 6pm
- Colo Heights - Horrie Eley Memorial Hall - 15 February @ 6pm
- Kurrajong - Kurrajong Community Centre - 16 February @ 7.30pm
- Bligh Park - Bligh Park Neighbour Centre - 22 February @ 6pm
- St Albans - St Albans School of Arts - 25 February @ 11am

RSVP with the location you wish to attend to rsvp@hawkesbury.nsw.gov.au
 Light refreshments will be provided.
 For further information contact Customer Service (02) 4560 4444

Hawkesbury City Council

B COMMUNITY ENGAGEMENT

Information displayed and distributed at Town Meetings and Information Kiosks.

- Pull up banners
- Information Displays
- Town Meeting PowerPoint Presentation

➤ Town Meeting and Information Kiosk pull up banners

Town Meetings held at:

- Bligh Park
- Colo Heights
- Glossodia
- Kurrajong
- North Richmond
- Pitt Town
- Richmond
- St Albans
- Windsor

Information kiosks held at:

- Wilberforce Shopping Centre
- Windsor Riverview Shopping Centre
- North Richmond Shopping Village
- Richmond Marketplace
- Bilpin Markets

Information Stalls at Community Events

- Australia Day Awards Ceremony Richmond
- Richmond Pool Party
- McLeod Park (Sth Windsor) Opening
- Western Sydney University Open Day
- Family Fund Day at Oasis Swim Centre

Listening to our community
Your Future - Your Say
...join the discussion

HAWKESBURY COMMUNITY STRATEGIC PLAN
The Hawkesbury 2036... It's Our Future

Hawkesbury City Council would like to update you on the outcomes of the community consultation we conducted in mid 2016 and would also like to involve you in discussions about our new plan for the future of the Hawkesbury.

by

- Attending a town meeting
- Visiting a shopping centre 'Listening Kiosk'
- Completing an online survey

go to
www.yourhawkesbury-yoursay.com.au/hawkesbury-community-strategic-plan
 or call Customer Service phone (02) 4560 4444.

Hawkesbury City Council

► Information Displays set up at Town Meetings.

The Hawkesbury 2036... It's Our Future

SERVICE LEVEL CONSULTATIONS

In August last year we held some public meetings, put up some information kiosks in shopping centres and conducted telephone and on line surveys to ask residents about their experiences and expectations for Council services.

We spoke with residents about the assets we manage on their behalf across six different asset categories:

- Roads and Drainage
- Footpaths and Cycleways
- Community Buildings
- Cultural Facilities
- Sport and Recreation
- Parks and Public Spaces

We wanted to hear from residents about their level of satisfaction with our current service levels and their priorities for future investment.

Side 1

The Hawkesbury 2036... It's Our Future

SO WHAT DID WE LEARN?

- You told us that you would like us to improve service levels by increasing our investment in assets
- Your priorities were roads, both sealed and unsealed, stormwater drains, our town centres and public spaces.

OUR PLAN TO IMPROVE SERVICE LEVELS

We have adopted a 20 point fit for the Future Plan which outlines a mix of expenditure and revenue measures to increase our investment in our assets.

Seeing at the heart of this plan is an asset improvement project targeted at the priorities identified by residents:

- Sealing gravel roads
- Rehabilitating our key connecting local roads
- Improving our town centres, and
- Upgrading the condition of local parks and community buildings

Over the long term, the plan will increase our ability to sustain those service levels into the future.

Side 3

The Hawkesbury 2036... It's Our Future

WHAT DID YOU TELL US?

Were you satisfied with the condition of our assets?

In our telephone survey we asked people to rate the condition of our assets (out of a score of 5).

Asset	Condition	Not Satisfied
Community Buildings	4.0	10%
Cultural Facilities	3.8	15%
Footpaths and Cycleways	3.5	20%
Parks and Public Spaces	3.2	25%
Stormwater Drains	2.8	35%
Roads	2.5	40%
Sport and Recreation	2.2	45%
Town Centres	1.8	55%
Unsealed Roads	1.5	60%
Sealed Roads	1.2	65%

People were least satisfied with the condition of our roads, public toilets and stormwater drains, and most satisfied with our gallery, pools, parks and libraries.

Your priorities for future investment

When we asked people for their priorities, no matter how we asked, we got much the same answer. People wanted us to increase our investment in our services and pretty much identified the same priorities – though there were differences depending on where people lived.

Priority	Priority	Priority	Priority	Priority	Priority	Priority	Priority	Priority	Priority
Sealed Roads	45%	40%	35%	30%	25%	20%	15%	10%	5%
Unsealed Roads	35%	30%	25%	20%	15%	10%	5%	5%	5%
Stormwater Drains	25%	20%	15%	10%	5%	5%	5%	5%	5%
Town Centres	15%	10%	5%	5%	5%	5%	5%	5%	5%
Parks and Public Spaces	10%	5%	5%	5%	5%	5%	5%	5%	5%
Community Buildings	5%	5%	5%	5%	5%	5%	5%	5%	5%
Cultural Facilities	5%	5%	5%	5%	5%	5%	5%	5%	5%
Sport and Recreation	5%	5%	5%	5%	5%	5%	5%	5%	5%
Footpaths and Cycleways	5%	5%	5%	5%	5%	5%	5%	5%	5%
Public Toilets	5%	5%	5%	5%	5%	5%	5%	5%	5%

At our town meetings, we were told that your priorities were roads, community buildings, public spaces and footpaths - with the focus of most residents in our rural areas clearly on roads.

Side 2

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

Side 1

The Hawkesbury 2036... It's Our Future

Key Directions

Road infrastructure & transport connections
Creating an integrated and well managed transport system is an important local priority

Utilities
Well managed infrastructure will ensure ongoing effective delivery of critical local services

Parks & Spaces
Working together with the community to provide the right places, spaces and activities

Please refer to the Draft Hawkesbury Community Strategic Plan for the Strategists

Side 3

The Hawkesbury 2036... It's Our Future

How will we know if we are on track?

- Satisfaction with transport infrastructure and transport options
- Greater use of public transport or walk or cycle for journeys
- Infrastructure to service our community in the most effective and sustainable ways
- Assets will be effectively managed to ensure ongoing sustainability
- Recreational, leisure and cultural facilities well used and well regarded

How might we measure this?

- Population growth
- Population profiles
- Travel time across our City
- Traffic congestion
- Public transport usage
- Private vehicle usage
- Road condition indices
- Length of roads
- Length of footpaths and cycleways
- Open space and recreational needs
- Asset renewal targets
- Usage rates of infrastructure and facilities
- Community perception surveys

Side 2

*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
- Ensure 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 with key partners to deliver 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
- Community safety and disaster management preparation

Side 1

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

Key Directions

- Community safety is improved**
Enable a shared responsibility for community safety and disaster management
- Participation in recreational and leisure activities is increased**
Encourage and enable our community to participate in a healthy lifestyle
- Community partnerships continue to evolve**
Increase the range of local partnerships and plan for the future
- Community wellbeing and local services**
Build on a sense of community and wellbeing
- Cultural development and heritage**
Enable broad and rich celebration of our local culture and significant heritage

Please refer to the Draft Hawkesbury Community Strategic Plan for the Strategies.



Side 2

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

How will we know if we are on track?

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

How might we measure this?

- Growth of our population
- Surveying our new residents
- The number of events and attendance figures
- Crime statistics and community perceptions of crime
- The usage of facilities
- Community participation in cultural and sporting facilities
- Educational profile of our residents



Side 3

*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
- Effective biodiversity measures
- Continue improvements to waste
- Limit impacts of growth and development 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


Side 1

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

Key Directions

- The natural environment and water systems are protected and enhanced**
Value, protect and enhance our urban natural environment
- We live sustainably and reduce our ecological foot print and contribution to Climate Change**
Identify and make best use of our local resources and measures of contribution to the environment
- We reduce, reuse and recycle**
Identify ways for our community to reduce, reuse and recycle waste
- The sustainability of our urban environment is improved**
Encourage and enable our community to make sustainable choices

Please refer to the Draft Hawkesbury Community Strategic Plan for the Strategies.



Side 2


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

How will we know if we are on track?

- The health of our catchment and local rivers will be improved
- We would value our natural environment, and take active steps to prevent, repair or offset any impacts
- More native vegetation cover to improve habitat, restore flood plains and enhance river health
- Greater awareness of our ecological foot print and minimise our impact on the natural environment

How might we measure this?

- 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
- Community perception



Side 3

► Town Meeting [PowerPoint Presentation](#).



Stage 2 – Fit for the Future
Community Engagement
'Hawkesbury 2036: Its Our Future'



Listening to our community
Your Services - Your Say
... join the discussion

Colo Heights Harris Day Memorial Hall 17 August 2016	Richmond Lecture & Learning Centre 15 August 2016
St Albans School of Arts St Albans 28 August 2016	North Richmond North Richmond Community Centre 18 August 2016
Karrington Karrington Community Centre 3 August 2016	
Pitt Town Pitt Town & Districts Sports Club 1 August 2016	
Wiseford Tallulah River Operable Centre 4 August 2016	



sustainably managing our assets

3:20

https://www.youtube.com/watch?v=Pt_BUKAo0dI



the assets we manage

- 52,226 assets valued at close to \$1 Billion
- spread across 2,800 square kilometres

intergenerational equity



- we have been using assets paid for by our parents & grandparents but not paying for the true cost of this use
- we are passing on this unfunded asset renewal cost to next generation

the asset renewal challenge

funding the true cost of asset consumption.

- Asset Maintenance
- Asset Renewal
- Renewal Backlog

Overall Condition of Council Assets



■ excellent - no work required apart from usual day to day maintenance
■ good - only minor replacement work required
■ fair - replacement work required
■ poor - renewal required
■ very poor - urgent renewal or replacing required

asset renewal backlog

legacy of under-investment: our assets

- are supported by a small population & rate base
- are older and aging
- are subject to revenue constraints
- are mostly non-income producing



satisfaction: asset condition

asset	satisfaction
water mains	2.2
sewerage mains	2.44
water mains	2.53
water main stands	2.57
pipelines	2.7
water mains	2.71
water mains & water mains	2.72
water main stands & water	2.84
water mains & water	2.88
water main stands & water	2.91
water mains & water	2.92
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water mains & water	3.98
water main stands & water	3.99
water mains & water	4.0

↑ best satisfied
↓ most unsatisfied





our leadership

Our Leadership - Our Plan

intent	Respected civic leader - consistent, transparent and engaged decision making that community understands.
future challenges	Authentic Community Engagement, Strong Partnerships, United Voice & Advocacy, Financially sustainable
key directions	<ul style="list-style-type: none"> Improved civic connections and communication Financially sustainable with a focus on the long term Strategic partnerships - regional and local Shared responsibility for community life
goals	<ul style="list-style-type: none"> Increased community input into decision-making Increased awareness & satisfaction of Council operations Quality service delivery
measures	Community satisfaction & participation, Financial indicators, Grant receipts, Skilled leadership and workforce, Membership of community groups

our community

Our Community - Our Plan

intent	Partner with community & service providers to deliver outcomes to support connected, healthy & inclusive City.
future challenges	Ageing population, Changing demographics & service profile, Maintaining identity, Equitable access to services.
key directions	<ul style="list-style-type: none"> Keeping community safe and prepared. Promoting healthy and active lifestyles Supporting participation, partnerships and volunteerism. Providing local services and facilities
goals	<ul style="list-style-type: none"> Increased satisfaction with quality of life An inclusive and welcoming community Satisfaction with abuse of local facilities
measures	Population growth, Satisfaction with available lifestyle choices, Events held, visitation & participation levels, Quality of life indicators, Facility usage

our environment

Our Environment - Our Plan

intent	Leadership & stewardship to protect and enhance the natural and built environment for now and the future
future challenges	Health of waterways & ecosystems, Reduce impact on environment, Response to climate change, Sustainability
key directions	<ul style="list-style-type: none"> Valuing and protecting natural environment Living sustainably & reducing ecological footprints Reducing, reusing and recycling waste Sustainable choices for urban living
goals	<ul style="list-style-type: none"> Improved health of catchment and waterways Increased vegetation cover and habitats Minimise, repair & offset impacts on natural environment
measures	Greenhouse emissions, Community satisfaction, Waste & recycling volumes, Water & energy consumption, Air & water quality, Renewable energy use, Vegetation cover.

our assets

Our Assets - Our Plan	
intent	Provide, upgrade and maintain assets to support our community
future challenges	Managing competing demands of ageing asset portfolio Improving transport networks & services
key directions	<ul style="list-style-type: none"> - Integrated and well-maintained transport system - Well managed infrastructure to support service delivery - Providing places and spaces that support community life
goals	Satisfaction with transport infrastructure & options Increased use of public & active transport options Effective & sustainable management of infrastructure Facilities that are well used & well regarded
measures	Travel times, Public & private transport usage, Road condition, Asset renewal targets, Use of infrastructure & facilities, Community satisfaction with asset condition.

our future

Our Future - Our Plan	
intent	A vibrant, attractive and welcoming place that treasures & celebrates our history, environment, economy & lifestyle
future challenges	Managing & balancing growth with heritage, agriculture, rural feel & lifestyle, Local jobs, Economic Development, Tourism, Affordable Housing, RAAF Base.
key directions	<ul style="list-style-type: none"> - Engage with community to plan for balanced growth - Maintain heritage, rural and environmental values - Place making to revitalise and support towns & villages - Promote innovation, investment & economic growth
goals	Recognition & retention of heritage and lifestyle values Satisfaction with housing, job, learning & travel options Increased business activity, vibrant town centres
measures	ABS indicators – employment, training, income, education, workforce, internet usage, Business & industry data, DAAs & approvals, vacancies, Community satisfaction, Heritage.

big picture challenges

next steps

becoming fit for the future



- all councils need to demonstrate that they are 'fit for the future'
- funding the cost of community infrastructure
- 20 point plan to transition to a sustainable council by 2021
- \$25M infrastructure improvement project

neighbourhood priorities



our leadership

our community
our local priority

our environment
our local priority

our assets

our future
our local priority

C FOLLOW UP CORRESPONDENCE and FEEDBACK

Sample of written feedback provided to participants in response to issues and questions raised at town meetings for two of nine town meetings held in Stage 2 (Bligh Park and Glossodia). Responses also forwarded to participants at North Richmond, Windsor, Richmond, Pitt Town, St Albans, Kurrajong and Colo Heights Town Meetings. Each Response was tailored to the reflect different outcomes of consultations and to provide answers to the different questions raised at each of the seven Town Meetings under Stage 1.



Bligh Park Consultation

Bligh Park Neighbourhood Centre

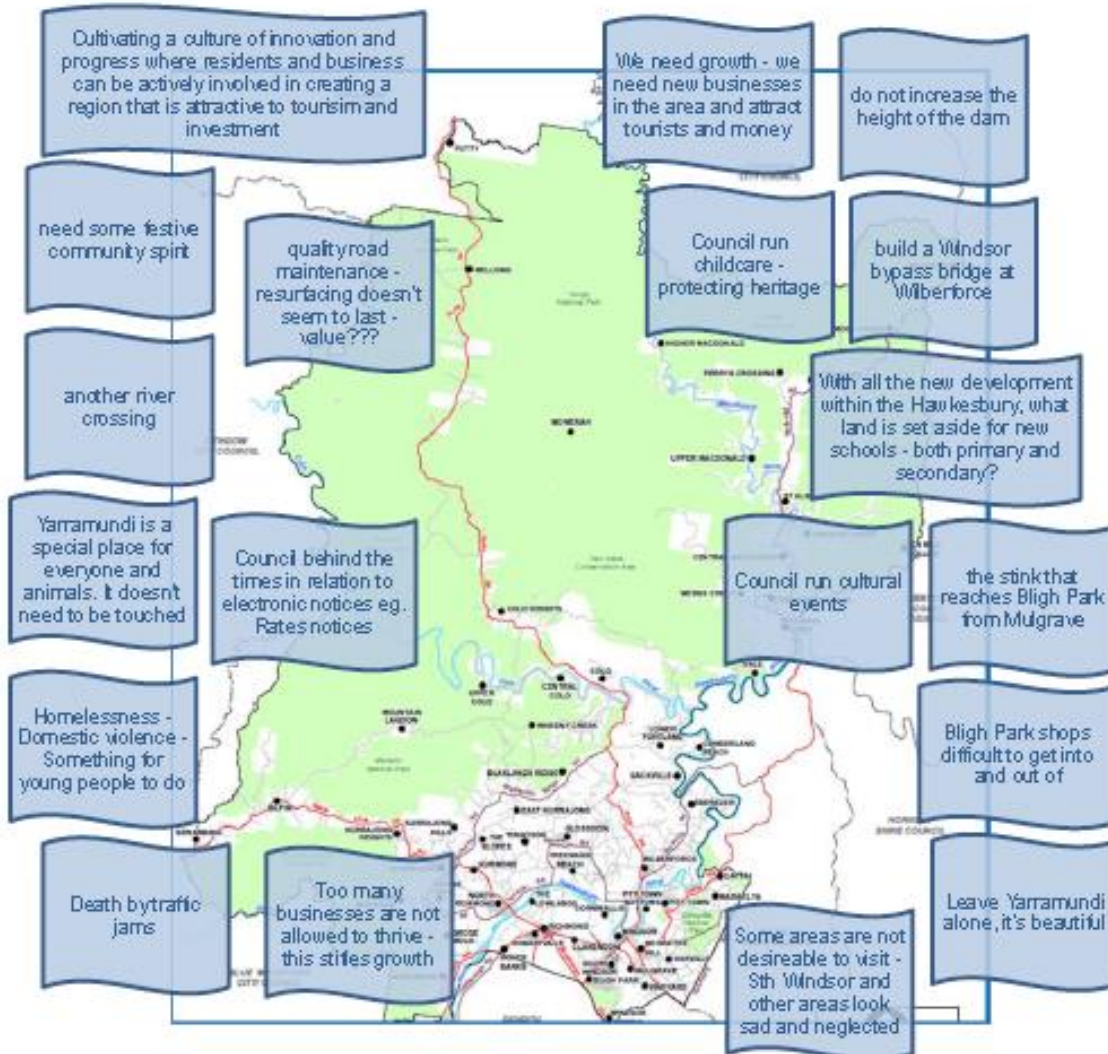
22 February 2017



Attendees

Geoff Smith	Jenny Ferraro	Susan Templeman
Felicity Evans	Greg Hall	Clr. Paul Rasmussen
Jacqui Gibbs	David Briggs	Clr. Danielle Wheeler
Bruce Wooderson	Lexie Barnes	Clr. John Ross
Tracie Mitchell	Jon Perkins	
Jenny Marscham	Debbie Doeland	

Big Picture Challenges Facing the Hawkesbury



Neighbourhood Priorities.



CSP Consultation

Bligh Park Consultation

22 February 2017

Questions and Comments

Our Leadership

Question or Comment	Response
Authentic community engagement	<p>Taken as a comment: Council has adopted a Community Engagement Policy which outlines a framework to assist the community to form reasonable expectations about their dealings or contact with Council, and the extent to which the community can be involved in decision making processes.</p> <p>Council recognises that residents will play an integral part in planning for a sustainable future and to this end is currently implementing a staged community engagement program to talk with residents and gather information to inform its decision making processes.</p> <p>There will be different assessments within the community about development and other matters which mirror the different views that residents have about the opportunities and challenges that face the Hawkesbury. The adoption of agreed plans and strategies such as the Community Strategic Plan document the community's collective view on the way forward and will guide Council's day-to-day and longer term decision making.</p> <p>To supplement these higher level plans and strategies, Council has and will continue to engage with residents to develop and implement issue or location specific community strategies which provide the opportunity for residents to come together to explore issues and identify agreed actions to respond to these issues. These 'drop down' strategies include social, cultural, economic, environmental and place making action plans.</p>
How can Council engage with all including homeless and disenfranchised	<p>As identified in the response to the previous Question/Comment, Council engages with stakeholders and residents across a range of issues and concerns. As part of these conversations, Council adapts its consultative approaches to ensure, as far as possible, that it does hear from different voices within our community. This information has been used to inform our strategies like the Hawkesbury Homelessness Action Plan, the Disability and Inclusion Action Plan, and The Hawkesbury Youth Summit 2017. These plans are also informed by qualitative local research into the issues impacting on particular groups within our community.</p>
Hands on rather than stats based approach	<p>It is assumed that this relates to how Council collects information and data to measure performance. Council has developed and adopted a detailed list of 78 community indicators to track our progress in achieving the objectives identified in the Hawkesbury Community Strategic Plan. These indicators include a mix of quantitative and qualitative measures and can be accessed here.</p>
Maximise other income generation - fees & charges - animal shelter	<p>Over the last 10 years Council has been implementing strategies to maximise its non-rating revenue by implementing a fairer user-pays system so that those people who are not using Council's fee-paying services are not subsidising the people who are using them. We have increased our annual revenue from user charges by over \$800,000 and we will be increasing this amount by a further \$700,000 by 2021.</p> <p>However, many of our fees and charges are set by the NSW Government, which have not been indexed for a number of years. This does make it difficult to achieve full cost-recovery for some of the services we provide.</p>

CSP Consultation

Bligh Park Consultation

22 February 2017

Our Community

Question or Comment	Response
Bligh Park - disconnected - car dependant - what is being done to connect residents with mobility issues?	<p>Council adopted the Hawkesbury Mobility Plan in 2010. It sets out a program of works for putting in new footpaths and upgrading existing footpaths. The completion of the Bligh Park to Windsor shared pathway is a priority work identified in the Hawkesbury Mobility Plan. This work is currently being undertaken. Council will be consulting with residents in the near future to canvas options for increasing investment in footpaths and shared pathways.</p> <p>Council also receives funds from the state and federal government to provide community transport services for residents. Peppercorn Services Inc. (PSI) operates these services on Council's behalf and these funds are used by PSI to provide a range of subsidised transport services particularly for people living with mobility issues.</p>

Our Environment

Question or Comment	Response
Actual plans to improve the health of the Hawkesbury River	<p>Council has adopted the Upper Hawkesbury Coastal Zone Management Plan (CZMP) which identifies 39 key actions to address the priority management issues affecting the Hawkesbury River. The Plan is currently being implemented.</p> <p>The NSW Government has also adopted the Hawkesbury Nepean Catchment Action Plan to coordinate the natural resource management of the Hawkesbury River and its tributaries.</p>
Mushroom compost facility impacts on Bligh Park	<p>The mushroom processing facility at Mulgrave operates in accordance with a licence issued by the Environmental Protection Authority (EPA). The EPA is responsible for enforcing the provisions of this licence and for monitoring of odours and other environmental impacts associated with the operation of the facility. Council has no role in this process apart from redirecting complaints about odour and other impacts to the EPA.</p>

Our Assets

Question or Comment	Response
Actual funding for maintenance - plan to do it but no money to do it	<p>As part of its budget planning processes, Council prepares an annual Operational Plan which sets out and allocates funding for the asset maintenance and renewal works to be completed in the following year based on available revenue. Council spends on average about \$57M a year on maintaining and renewing assets.</p> <p>Unfortunately, this amount is less than the amount that is required to fund the actual cost of maintaining and renewing assets which has meant that our assets are deteriorating and will require additional investment over the coming years. As indicated in a response to a previous Question/Comment, Council will be consulting with residents in the near future to canvas options for increasing investment in assets to stabilise and improve their condition.</p>

CSP Consultation

Bligh Park Consultation

22 February 2017

Question or Comment	Response
Provision of park facilities within Bligh Park - more for youth - especially teenagers	<p>Berger Road Reserve, Colonial Reserve, Bounty Reserve, the Bligh Park Youth Centre and the Bligh Park Community Precinct in Sirius Road are key recreational and sporting locations for the residents of Bligh Park and incorporate a range of sporting and recreational facilities for young people and other residents.</p> <p>Council currently does not have the revenue to construct new facilities and is generally reliant on grants or developer contributions to fund new works. Council's focus is on maintaining and renewing existing facilities to keep them safe and functioning. As indicated in a response to a previous Question/Comment, Council will be consulting with residents to canvas options for increasing investment in these facilities to enable the construction of new works.</p>
Berger Road/Lake bridge needs replacing	Quotes are currently being obtained to replace the Berger Lake Bridge and this work will be completed in the near future.
Lack of secure access to McDonalds at Bligh Park for pedestrians	<p>George St is a state road under the control of Roads and Maritime Services (RMS). Council has been lobbying the RMS to improve pedestrian safety and crossing points across George St.</p> <p>As part of the development consent for the development of the Service Centre site on the corner of Richmond Road and George St, Council has required the construction of a shared pathway to improve safe pedestrian access to the Service Centre.</p>
Access into/out of service centre at Bligh Park	<p>The Bligh Park Shopping Centre is privately owned and improvements to the entry/exit to the site would need to be undertaken by the owner.</p> <p>Council has been recently consulting with residents about the redevelopment of the Bligh Park Community Centre site adjoining the shopping centre. The issue of entry/exit to the shopping centre was raised at the consultations and will be considered during the planning phase for the redevelopment.</p>
Street lights on opposite side of street throughout Bligh Park - poor planning	Taken as a comment. By design the primary purpose of street lighting is to illuminate the road surface, and this was probably the major factor determining the location of street lights in Bligh Park.

Our Future

Question or Comment	Response
More to protect heritage assets e.g. Camden - links to tourism	The link between heritage and tourism has been documented in Council's Tourism Strategy (adopted July 2015) which also outlines actions for Council to undertake to implement the Strategy. To coordinate this task Council has established a Tourism Advisory Committee.
Access/provision for schools with development that is occurring	The NSW Education Department is responsible for the planning and construction of schools. As part of Council's assessment of the impact of proposed large residential developments, Council staff prepare a <i>Social Impact Assessment</i> to quantify the likely demand for health, education and other human services. Council then requires the developer to liaise with the relevant government departments to ensure that the future needs of residents are taken into account within each departments planning processes.

Hawkesbury City Council

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The Hawkesbury 2036 . . . Its Our Future

CSP Consultation

Bligh Park Consultation

22 February 2017

Question or Comment	Response
Main key to future is growth but impacts on environment and infrastructure	<p>There will be different assessments within the community on what constitutes 'getting the balance right'. Councils planning processes aim to provide a decision-making framework that can balance different views about the opportunities and challenges that face our community.</p> <p>The adoption of agreed plans and strategies such as the Community Strategic Plan and the Hawkesbury Residential Land Strategy document the community's collective view on the way forward to guide Council's day-to-day and longer term decision making.</p>
Affordable housing is a furphy- Council on its own cannot bring this about	<p>Facilitating the supply of affordable housing is a complex undertaking impacted by a range of interconnected factors. The decline in house purchase affordability is a structural problem created by house prices growing faster than incomes over the last half century while reduced investment in public housing has contributed to a reduced supply of low-cost rental housing. The solutions to these problems are generally beyond the capacity and remit of local government – particularly relatively small peri-urban councils such as the Hawkesbury.</p> <p>The 'traditional' role of councils in supporting housing affordability is through the supply or rezoning of land for residential development and/or urban intensification as well as establishing partnerships with developers and community housing providers to facilitate affordable housing projects. These 'drop down' actions have been included in Council's Delivery Program for 2017-2021.</p>
Do we have the jobs for lower income earners	<p>The Australian Bureau of Statistics (ABS) collects data on workforce population profiles by local government area. A combination of the profile measures can be used to assess things like the qualifications, income, occupation and industry of employment to derive some measure of the skill level of the Hawkesbury workforce relative to other LGAs, NSW and Australia.</p>

CSP Consultation

Bligh Park Consultation

22 February 2017

Question or Comment	Response
Urban design - making new homes more sustainable	<p>There are currently a number of sustainability principles being mandatorily required in new development under the BASIX scheme. An overview of this scheme is provided below:</p> <p>BASIX and the planning system</p> <p>An integrated part of the planning system, BASIX is implemented under the Environmental Planning & Assessment Act. BASIX applies to all residential dwelling types and is part of the development application process in NSW.</p> <p>BASIX assessment</p> <p>BASIX is assessed online using the BASIX assessment tool. The tool checks elements of a proposed design against sustainability targets.</p> <p>Outcomes</p> <p>BASIX reduces water and energy consumption in homes across NSW. These environmental outcomes also provide a long term financial saving for the homeowner – and a valuable contribution to the sustainable future of our communities.</p> <p>The BASIX State Environmental Planning Policy (SEPP), which commenced on 1 July 2004, aims to ensure consistency in the implementation of the BASIX scheme throughout the State by overriding provisions of other environmental planning instruments and development control plans that would otherwise add to, subtract from or modify any obligations arising under the BASIX scheme.</p> <p>Consideration could be given to pursuing recommendations to the relevant planning authorities to have additional sustainability principles introduced into the BASIX legislative framework.</p> <p>The integration of sustainability principles such as solar for instance and planning mechanisms can be considered as part of future reviews of Development Control Plans (DCPs), but given these are not statutory documents and are contestable, there would need to be some form of legislative support to include requirements for developers to install solar collector devices and other sustainability measures on or around new development in a Council DCP.</p>

CSP Consultation

Bligh Park Consultation

22 February 2017

Question or Comment	Response
Dispersed population - planning for all services	<p>The population of the Hawkesbury is dispersed across a significant area, and planning for all services across the Hawkesbury does have challenges. A number of our communities are rural hamlets which were planned and developed at a time when residential subdivisions may not have adequately considered the critical importance of transport connections and infrastructure on the sustainability of communities. This legacy is being gradually addressed through the continued provision and upgrade of community facilities and through staged improvements to the road network.</p> <p>As mentioned in response to a previous question/comment, Council will be consulting with residents to canvas options for improving the condition of our rural roads, parks, community buildings as well as funding new works including a program of kerb and gutter construction in rural villages. Growth in the population may also have a positive impact on the ongoing viability and expansion of retail, health and other services across the Hawkesbury.</p> <p>Council continually advocates through other levels of government and service providers for improved services for the Hawkesbury as a whole, and particularly through the Draft West District Planning process that is currently being undertaken by the Greater Sydney Commission.</p>



Glossodia Consultation

Glossodia Community Information Centre

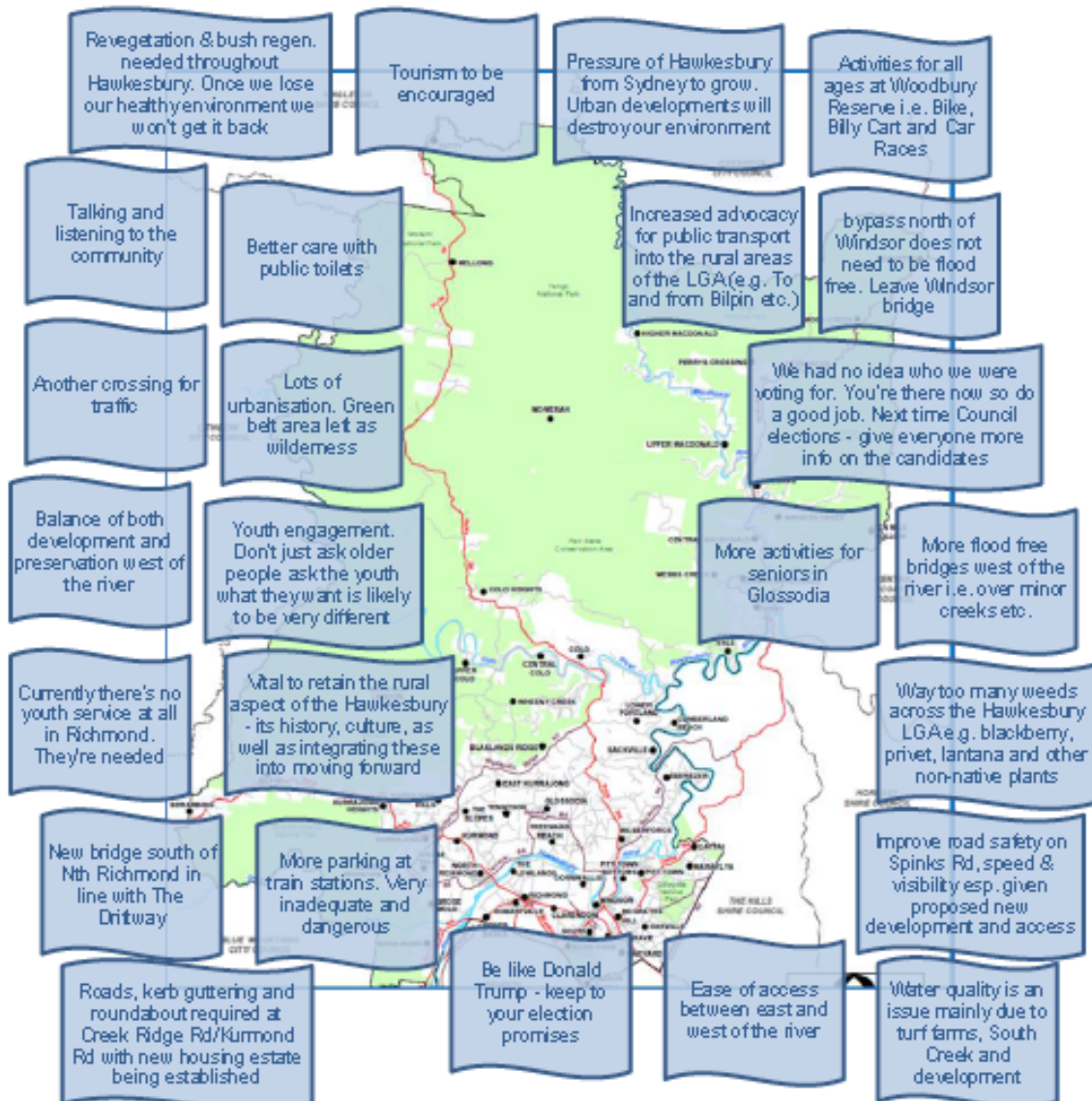
9 February 2017



Attendees

Kay Wilson	Renee Blefari	Craig Cross
Brianna Davies	I. Spence	Carolyn Eather
Marc Grinter	Hayley Smith	Lisa Lewis
Tracey Grinter	Greg Thurling	Ira Swani
Carolyn and Neil Byers	Richie Benson	Julie Milner
Clr. Danielle Wheeler	Clr. Sarah Richards	Clr. John Ross
Clr Paul Rasmussen	Clr. Peter Reynolds	

Big Picture Challenges Facing the Hawkesbury



Neighbourhood Priorities.



CSP Consultation

Glossodia Consultation

9 February 2017

Questions and Comments

Our Leadership

Question or Comment	Response
How much sharing of facilities between Councils is already occurring.	<p>Council has been working with its Regional Alliance partners (Blue Mountains and Penrith Councils) on a number of shared service arrangements including joint tenders for the hire of road plant and the provision of internal audit services. Plans for a regional procurement, waste management and asset management frameworks across the three council areas are also well underway. The three councils are jointly funding a regional tourism coordinator to prepare a regional tourism strategy for the Blue Mountains, Hawkesbury and Penrith.</p> <p>Council also has a number of existing shared service arrangements including self-managed insurance coverage involving 10 councils, weed management services across four councils, companion animal shelter operations across four council areas and the joint operation of the Lower Portland Ferry with The Hills Shire Council. Council is also a member of the Western Sydney Regional Organisation of Councils (WSROC) and as part of this partnership participates in regional projects - most recently the installation of energy efficient street lighting.</p>

Our Community

Question or Comment	Response
Woodbury Reserve - other than soccer field nothing has been done. Opportunities to utilise land for youth activities	<p>Woodbury Reserve is a key recreational facility for the residents of Glossodia. The Reserve includes playing field, a BMX track, playground, cricket nets, club-house, picnic tables & shelters and walking trails.</p> <p>Council will be consulting with residents to canvas options for increasing investment in facilities to enable the construction of new works at Woodbury Reserve such as a skate park for young people.</p> <p>The Voluntary Planning Agreement (VPA) covering the Jacaranda Ponds development in Glossodia requires the developer to provide a cash contribution to Council which will be used to fund a major upgrade of Woodbury Reserve including a fitness trail, dog off-leash area, upgraded BMX track, new pathways, and upgrades to the car park, spectator seating, playground and playing fields.</p>
Glossodia is a forgotten village	<p>Taken as a comment. Glossodia is a rural hamlet which was planned and developed at a time when residential subdivisions may not have adequately considered the critical importance of transport connections and infrastructure on the sustainability of communities. This legacy is being gradually addressed through the continued provision and upgrade of community facilities such as the community & child care centre and the Council owned shopping centre and through staged improvements to the road network within Glossodia.</p> <p>As mentioned in response to a previous question/comment, Council will be consulting with residents to canvas options for improving the condition of our rural roads, parks, community buildings as well as funding new works including a program of kerb and gutter construction in rural villages. The development of Jacaranda Ponds will also assist in improving facilities for residents through the agreed VPA works while the growth in population may also have a positive impact on the ongoing viability and expansion of retail, health and other services.</p>

CSP Consultation

Glossodia Consultation

9 February 2017

Question or Comment	Response
Homelessness - what is being undertaken	<p>Responsibility for the provision of homelessness services rests with the state and federal governments. Within this frameworks Councils role is to bring residents, community groups and government agencies together to co-ordinate how best to deliver these services. In June 2013 Council convened a Homelessness Forum and then worked with service providers to develop the Hawkesbury Homelessness Action Plan (HHAP). The HHAP identifies 20 collaborative strategies to be implemented by state agencies, Council, the community and local services to support homeless people and reduce the occurrence of homelessness in the Hawkesbury. The strategies within the HHAP are being progressively implemented.</p> <p>In addition to the HHAP, Council is working on a well-advanced partnership with Wentworth Community Housing and other community housing providers to increase the supply of affordable and social housing within the Hawkesbury. The proposal would see Council provide land to community housing providers to facilitate the construction of affordable and social housing dwellings.</p>
Where have the artefacts from old museum gone?	The artefacts are either on display in the Regional Museum or Howe House or are held in storage. The artefacts are being managed in partnership with the Hawkesbury Historical Society.

Our Environment

Question or Comment	Response
South Creek - impacts of development upstream - pollution, trees, tyres - all end up in the Hawkesbury - water quality - funding for waterways	<p>The South Creek catchment covers 620km² of which 47km² (8%) lies within the Hawkesbury LGA. The water in South Creek is poor due to urban and farmland runoff and releases from sewage treatment plants. Based on research undertaken by the Hawkesbury Nepean Catchment Management Authority (HNCMA), the recovery potential of the South Creek catchment is considered very low without the implementation of a range of integrated measures. In 2005 all 18 local councils in the South Creek catchment, in partnership with the HNCMA, developed a proposal to address the key issues of water quality, reuse and efficiency within the catchment. This recovery plan was submitted to the Commonwealth Government's National Water Initiative in June 2005 but was not funded.</p> <p>The recently released Draft West District Plan prepared by the Greater Sydney Commission has highlighted the degraded state of South Creek and the impact of the increasing urbanisation of its catchment. The Draft Plan includes proposed actions and objectives aimed at improving water quality and rehabilitating the environmental values of the catchment.</p>
Colo River Water Quality - monitoring and enforcement	<p>Due to resource constraints Council does not currently undertake water quality monitoring of Hawkesbury waterways. When required, Council outsources the testing of water samples (generally in response to pollution incidents) to an accredited external agency.</p> <p>Council has applied for funding to implement a water quality monitoring program but to date has been unsuccessful. Council currently does not have the resources to implement such a program but is investigating funding options for the staged introduction of the program.</p> <p>Currently, water quality monitoring of Hawkesbury waterways is limited to the monitoring of the Hawkesbury River undertaken by the Sydney Catchment Management Authority at 5 locations within the Hawkesbury LGA. This data has been captured and included as a community indicator on page 29 of Council's 2016 Community Indicators Report.</p>

Hawkesbury City Council

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The Hawkesbury 2036 . . . Its Our Future

CSP Consultation

Glossodia Consultation

9 February 2017

Question or Comment	Response
Drinking water from Hawkesbury - RAAF discharges and impacts on quality	<p>Council is not responsible for the waste management services at Richmond RAAF. All sewage from the RAAF base is treated by their wastewater treatment plant and reused for irrigation on the RAAF Base.</p> <p>The publicly available information on discharges from Richmond RAAF indicates that the Department of Defence (DoD) has identified and managed contamination risks and that as a result no contamination has occurred 'off-site' from the base. DoD information about these contamination risks can be accessed here.</p>
Weed Management - further works on properties should be undertaken	<p>The management of noxious weeds within the Hawkesbury Local Government Area is the responsibility of the Hawkesbury River County Council (HRCC). Information about the HRCC can be accessed here. Council makes an annual financial contribution to the HRCC to fund its operations. For the 2017/18 financial year this contribution was \$169,000.</p> <p>A total of 1.2% of the Hawkesbury Local Government Area is parkland managed by Council. Council actively works with volunteer groups to remove weeds and restore native vegetation under its bush regeneration program based on the resources made available for this task. The management of weed on private properties is the responsibility of landowners. Council has a number of guides which can be accessed from its website to assist landowners in managing weeds and minimising the environmental impacts of their activities.</p>
More info on web site to help public ID weeds	Council's website provides links to a series of recommended websites where residents can access authoritative and up-to-date information about the identification and management of weeds.
Swallows Rock Reserve - works undertaken but not followed up. No maintenance of works undertaken	Bush regeneration works at Swallow Rock Reserve are ongoing. Maintenance and repair works to walkways, steps, picnic tables and shelters at the Reserve have been undertaken and are part of Council's cyclical maintenance and repair program.
Information about bushcare groups & Glossodia re contact details	Information about Council's Bushcare and 'People for Parks' programs can be accessed here . Information about individual bushcare groups can be obtained from the 2017 Bushcare Calendar or by contacting Council's Community Bushcare Officer on 4660 4625.

Our Assets

Question or Comment	Response
River crossing - needs to be more than a 3rd crossing - needs more and bypasses for Richmond and Windsor. Windsor bridge option does nothing.	<p>Taken as a comment. Planning and construction of river crossings and bypasses to improve traffic flows on the state road network is the responsibility of Roads and Maritime Services (RMS). Information on the Windsor Bridge replacement project can be accessed here while information on other proposed upgrade works can be accessed here.</p> <p>For its part, Council actively lobbies the NSW Government at every opportunity to upgrade roads within the state road network within the Hawkesbury LGA including the need for additional river crossings.</p>
Crossings don't have to be flood free.	Taken as comment. The Hawkesbury LGA is dominated by the Hawkesbury-Nepean river system and as a consequence it has a high exposure to natural disasters particularly to the impact of riverine flooding to its populated urban areas. The majority of its urban areas are affected by flooding or flood evacuation constraints. Given the particular geography and morphology of the Hawkesbury river system, it would be practically difficult if not impossible to 'flood-proof' the LGA.

Hawkesbury City Council

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The Hawkesbury 2036 . . . Its Our Future

CSP Consultation

Glossodia Consultation

9 February 2017

Question or Comment	Response
Greater advocacy for bridge and road improvements.	As noted in a response to a previous Question/Comment, Council actively lobbies the NSW Government at every opportunity on the need for bridge and road improvements. Council performs a diverse range of functions touching on many areas of concern to residents. It therefore advocates on behalf of the community and lobbies state and federal governments, government agencies and key institutions about a broad range of community concerns and issues. Information about these matters can be obtained by reading Council Business Papers , media releases , community newsletters , Mayoral column and other communications.
Use of North Richmond bridge- not using all lanes	The management and operation of the North Richmond Bridge is the responsibility of Roads and Maritime Services (RMS). The Bridge is currently configured as a two lane bridge, the RMS has undertaken a study of the Bridge and its approaches which can be accessed here . The report identifies both short and long term options for easing traffic congestion over the Bridge and on its approach roads.
Value for money - Council seems to pay more for works than others would	Council has comprehensive procurement and tender protocols in place. Tenders are required to be called for all projects with a value of over \$150,000. The tender process means that Council regularly 'tests' the market to ensure that works and services delivered are 'fit for purpose', cost effective and deliver the best outcome for residents. Council is required to ensure that contracted works and services comply with Australian Standards, technical specifications, and incorporate best practice, risk management, WHS and public safety frameworks. Works need to be delivered to a robust standard to meet day-to-day and longer term requirements – these would generally be at a higher standard to a typical domestic application.
Monitoring of works when they are done	Council implements the standard contract practice of retaining up to 10% of progress payments for contracted works. Half of these retained funds are then released upon the satisfactory practical completion of the contracted work with the balance released at the end of the 12 months liability and defects contract period. This ensures that the quality of contracted works are assessed against tender specifications and contract requirements. Where a non-conformance or defect is identified, Council will require the fault to be rectified prior to the release of retained funds. The 12 months defects and liability period ensures that the contracted works are thoroughly 'road tested' prior to the finalisation of the contract.
How much does Council spend on vandalism/graffiti?	Council spends on average about \$130,000 a year on graffiti removal and vandalism repairs.

Our Future

Question or Comment	Response
Potential for tourism from heritage character	The link between heritage and tourism has been documented in Council's Tourism Strategy (adopted July 2015) which also outlines actions for Council to undertake to implement the Strategy. To coordinate this task Council has established a Tourism Advisory Committee.

Hawkesbury City Council

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The Hawkesbury 2036 . . . Its Our Future

CSP Consultation

Glossodia Consultation

9 February 2017

Question or Comment	Response
<p>Windsor Mall needs work - poor reflection of the area.</p>	<p>The revitalisation of the Windsor Town Centre, including the Windsor Mall, has been identified by the community as a Key Direction within the Hawkesbury Community Strategic Plan 2017-2036 (see page 31).</p> <p>Council has a number of projects, plans and initiatives currently in train which are aimed at the revitalisation of Windsor. These include the Hawkesbury Horizon Initiative, The Hawkesbury Tourism Strategy, the Draft Hawkesbury Economic Development Strategy, the Windsor Foreshore Plan of Management, Hawkesbury Employment Lands Strategy, and the future funding of public domain improvements outlined in Section 94A Developer Contribution Plan.</p> <p>More specifically, Council's Delivery Program includes provision for the preparation of Master Plans for Windsor and Richmond. A Working Party has been established to co-ordinate this project so that the projects and plans (identified above) can be integrated to achieve the best collective outcome for Windsor and Richmond. The aim of the master planning project is to create livable public spaces with distinct characters and styles that are valued by local people, attractive to visitors and support community and economic life.</p> <p>While some funding has been identified in Council's forward budgets for the revitalisation of the Windsor Town Centre, Council will be consulting with residents to canvas options for increasing this investment to deliver the outcome that residents want to see.</p>

Stage 3 -

Investing in Your Future

July/August 2017

A. INITIAL NOTIFICATIONS

- Newspaper Notices
- Email invitations
- Letter (hard copy) invitations
- Call Centre Customer Service Script
- Website tile
- Postcards
- Mayoral Column
- Flyers
- Information Brochure

➤ [Newspaper notices](#) in the Hawkesbury Gazette and Hawkesbury Courier prior to and during the consultation

INVESTING IN YOUR FUTURE
It's your Hawkesbury - Have your say

Help us to make some important decisions about investment options.

We need to know if you wish your City's assets to:

- OPTION 1: Reduce
- OPTION 2: Stabilise
- OPTION 3: Improve

Find out more and have your say

- Look for your **Information pack** about a proposal for a **Special Rate Variation** 'Investing in your Future' which will be delivered to your home with your rates notice.
- Visit www.your-hawkesbury-your-voice.com.au or call Customer Service (02) 4560 4444.
- Attend a **town meeting** at a venue and time that suits you.

Glossodia	Glossodia Community Centre	Tuesday 18 July @ 6pm
Bilgh Park	Tingil Community Centre	Wednesday 19 July @ 6pm
Colo Heights	Horrie Bay Memorial Hall	Thursday 20 July @ 6pm
Windsor	Windsor Function Centre	Wednesday 26 July @ 6pm
North Richmond	North Richmond Community Centre	Thursday 27 July @ 6:30pm
Pitt Town	Pitt Town Anglican Church	Monday 31 July @ 6:30pm
Manlyya	Manlyya Hall	Wednesday 2 August @ 6pm
Kurrajong	McMahons Park Community Centre	Thursday 3 August @ 7:30pm
*Richmond	Hawkesbury Leisure and Learning Centre	Thursday 10 August @ 6pm
St Albans	St Albans School of Arts	Saturday 12 August @ 11am
- Attend an **information kiosk** at your local shopping centres and markets during July and August.

Have Your Say

- Fill in and return the 'Investing in Your Future' postage paid postcard
- Participate in Council's telephone survey through Micromark Research
- Complete a survey online at www.your-hawkesbury-your-voice.com.au/investing-in-your-future

Consultation concludes Sunday 13 August 2017

* This session is being held at an accessible facility with AUSLAN interpreters available. Transport assistance to this meeting is available on request.

Hawkesbury City Council

► Emails

Example email requesting involvement from local groups

From: Wayne Hawkins [mailto:hawkins@activ8.net.au]
Sent: Thursday, 27 July 2017 10:55 AM
To: Suzanne Stuart
Subject: The Hawkesbury 2036 Its Our Future-Community Consultation

Hi Suzanne,

I am sure you are aware that the Executive Team from our local Council is visiting the Valley on Saturday 12 August for the third community meeting to discuss its (now finalised) Hawkesbury Community Strategic Plan.

Please see attached letter from the Council's newly appointed General Manager, Mr Peter Conroy, together with an attachment to Mr. Conroy's emailed letter.

The first link in the General Manager's letter takes you to the 36 page "Hawkesbury Community Strategic Plan".

The second link in the letter is to "Investing in Your Future-Have Your Say" where, if you select Works Plan-Northern District from the Document Library on the right of screen, you will see under "Key Projects" (page 3) the following "Settlers Road (post 2027)/Gravel Road Sealing/\$8,500,000. You may recall that sealing of Settlers Road was, by a significant margin, the priority objective revealed in a community survey conducted by the MVA in 2015.

You may note that this document also refers to an online survey where the final day for response is 13 August, the day after the scheduled meeting with Council. I am presently seeking a few days extension for the Valley.

You will note in Mr. Conroy's attachment (Big Picture Challenges Facing the Hawkesbury) that there are a number of "tags" resulting from community consultation with the Macdonald Valley.

There is a great deal of detailed information in the package, and I have not read it in full yet but will do so over the next day or so.

Such community meetings are opportunities for residents to be briefed on Council plans and to keep Council informed of the issues that concern the Valley's residents, and your attendance is encouraged.

If you plan to attend, and haven't yet advised, it would be appreciated if you would let Jan Hawkins know (4568 2268/jancehawkins821@gmail.com) for catering purposes.


I hope to see as many of you as possible at this important meeting. It is set to start at 11.00am and complete around 1.00pm. Morning tea on arrival and lunch will be served.

Happy to discuss if you wish.

Best wishes,

Wayne Hawkins

► Letter requesting involvement from local groups



Your Ref: →
 Our Ref: →
 6 June 2017

Dear Community Leader

Investing in Your Future - Community Consultation Program

You are invited to participate. In the upcoming community consultation to help Council make some important decisions about investing in your future. Your input in these decisions will be invaluable and we hope that you will be able to participate in our consultation in some manner.

The meetings for community leaders are scheduled for Windsor on Wednesday 26 July at Windsor Function Centre and Richmond on Thursday 10 August at Hawkesbury Leisure and Learning Centre. We would encourage you to attend these meetings or any of the other town meetings across the Hawkesbury, at the dates and locations provided. Council will also be holding information kiosks at various local shopping centres and markets. Please see the following page for further details.

We realise it is the middle of winter, but we will offer you a warm welcome, the chance to have a robust discussion about your ideas, a hot cuppa and light refreshments. Should you wish to attend please RSVP for catering purposes to: info@hawkesbury.nsw.gov.au indicating the location you will attend in the subject line or call our Customer Service Team on (02) 4560 4444.

Should you be unable to attend a meeting, we encourage you to visit www.yourhawkesbury.com.au where you can read information about some of the services Council provides and complete our online survey.


Microdot Research is conducting a telephone survey on behalf of Council on this subject. If you receive a call, we ask that you take the time to respond to assist Council in determining your views on our service levels.











Should you wish for further information please do not hesitate to contact me on the number below

Yours faithfully

[Signature] Hawkesbury City Council
 (02) 4560 4444 | www.hawkesbury.nsw.gov.au

368 George Street (PO Box 146) WINDSOR NSW 2756 | Phone: (02) 4560 4444 | Facsimile: (02) 4527 7740 | DX: 8620 WINDSOR
 Hours: Monday to Friday 9:30am - 5pm | Email: council@hawkesbury.nsw.gov.au | Website: www.hawkesbury.nsw.gov.au
 Interpreter Service available, call 131 450 | 131 450 中文 | 131 450 阿拉伯文 | 131 450 越南文 | 131 450 印地安文 | 131 450 菲律賓文 | 131 450 韓文 | 131 450 泰文 | 131 450 越南文 | 131 450 菲律賓文 | 131 450 韓文 | 131 450 泰文



TOWN MEETINGS			
	Tuesday 18 July 6pm Glossodia Community Centre 352 Golden Valley Drive		Wednesday 19 July 6pm Eligh Park Stage Community Centre 133 Colonial Street
	Thursday 22 July 6pm Coto Heights Inside Day Memorial Hall 2006 Putty Road		Wednesday 25 July 6pm Windsor Windsor Pavilion Centre 2 Duple Street
	Monday 31 July 6:30pm Pitt Town Pitt Town Presbyterian Church 133 Northcote Street		Wednesday 2 August 6pm Maraylya Maraylya Hall 146 Boundary Road
	Thursday 10 August 6pm Richmond Hawkesbury Leisure and Learning Centre 124 Hatch Street		Thursday 3 August 7:30pm Kurrungong Kurrungong Community Centre 10 Macdonald Road
	Saturday 12 August 11am St Albans St Albans School of Arts 712pm MacDonal Road		Saturday 5 August 9am-1pm Wilverforce Silwerforce Road

INFORMATION KIOSKS	
Saturday 15 July 9am - 1pm Glossodia Shoppes Golden Valley Drive	Monday 17 July 9am - 1pm Eligh Park Shoppes Colonial Drive
Saturday 22 July 9am - 1pm North Richmond Village Coles Carpark	Sunday 23 July 9am - 1pm Windsor Markets Windsor Mall
Monday 24 July 9am - 1pm Windsor Riverview Shoppes George Street	Saturday 29 July 9am - 1pm Good Food Markets Richmond Richmond Oval
Saturday 5 August 9am-1pm Wilverforce Shoppes Wilverforce Road	Monday 7 August 9am-1pm Richmond Marketplace March Street
Saturday 12 August 9am-1pm Wilverforce Shoppes Wilverforce Road	Monday 13 August 9am-1pm Richmond Marketplace March Street

* This session is being held at an accessible facility with AUSLAN interpreters available. Transport assistance to this meeting is available on request.

► [Information Script for Customer Service Call Centre](#)

Investing in Your Future

Consulting about proposed changes to your rates that would commence on 1 July 2018

Our Community
Our Council needs to invest more in our future – renewing the aging infrastructure – the roads, bridges, pathways, parks

We are the biggest council in the metropolitan area

We have 66 000 residents who live in 65 towns and villages dispersed over this large area

We maintain a large number of assets (52 000) and provide lots of services to the community

Key message - we maintain a large number of assets and services over a large area with relatively small and dispersed population

Our Consultation
We have been consulting with the community for the past ten years as part of our Community Survey.

As part of the community consultation in August 2016 and February 2017 we held town meetings and you told us you want more investment in assets and better services

Key message – the community told Council they want better services and better maintained assets. To do this Council is proposing a special rate variation which will be an increase to rates above the rate peg. We are currently consulting the community about a special rate variation.

Our Neighbours
Many of our neighbouring Councils have had Special Rate Variations. Since 2007 more than 100 of the 152 NSW Councils have had special rate variation increases

Hawkesbury's rates for 2016/17 are lower than surrounding Councils

Average Residential Rate 2016/17	
Council	Average Residential Rate
The Hills	\$1,049.84
Hawkesbury	\$1,108.23
Penrith	\$1,225.51
Camden	\$1,322.63
Blue Mountains	\$1,436.43
Wollondilly	\$1,524.23

Key message – Like our neighbouring Council's Hawkesbury needs to find additional revenue to fund maintain our assets and provide services to the community.

Our Options
We have developed three options that will have an impact on the services and assets we can provide in the future

- 1 Reduce – rates would only increase in line with the rate peg or the amount rates increase every year set by IPART
- 2 Stabilise – increase your rates 14.5% above the rate peg. So that would be 22.5% increase over 3 years - \$4.94 a week, \$256.78 by 2020
- 3 Improve – increase rates 22.5% above the rate peg, 31.3% over 3 years - \$6.75 a week \$350.89 by 2020

Key message – the community is telling us they would like Council to take better care of our assets and provide more services. With the additional money we would be able to give you what you have asked for.

Find out more and have your say -

- Visit one of our 11 information kiosks at markets and shopping centres
- Attend one of our 10 town meetings
- Go online at www.yourhawkesbury-yoursay.com.au to complete an online survey or read the Investing in Your Future information brochure
- Read the Investing in Your Future information brochure that was sent out with your rates or read it online www.yourhawkesbury-yoursay.com.au
- Fill in and return the Investing in Your Future reply paid postcard
- Participate in the telephone survey if you are contacted by Micromex

► [Hawkesbury City Council website tile](#)

INVESTING IN YOUR FUTURE

It's your Hawkesbury - Have your say

Investing In Your Future

Help Council make some important decisions about Investing in Your Future.

[READ MORE](#)

➤ Postcard advising of the public meeting locations



Help us to make some important decisions about options for investing in your future

We need to know if you wish your City's assets to:

OPTION 1

OPTION 2

OPTION 3

Reduce

Stabilise

Improve

Find out more and have your say

- Look for your **information pack** about a proposal for a Special Rate Variation 'Investing in your Future' which will be delivered to your home with your rates notice.
- Visit www.yourhawkesbury-yoursay.com.au or call **Customer Service (02) 4560 4444**.
- Attend an **information kiosk** at a venue and time that suits you.

Glossodia Shopping Centre	Golden Valley Drive	Saturday 15 July @ 9am
McLeod Park Markets	George Street	Saturday 15 July @ 9am
Bligh Park Shops	Colonial Drive	Monday 17 July @ 9am
Windsor Market Place	Windsor Mall	Saturday 22 July @ 9am
North Richmond Village	Riverview Street	Saturday 22 July @ 9am
Windsor Mall Markets	Kable Street	Sunday 23 July @ 9am
Windsor Riverview (Coles)	George Street	Monday 24 July @ 9am
Richmond Good Food Markets	Richmond Oval	Saturday 29 July @ 9am
Bilpin Markets	Bells Line Road	Saturday 29 July @ 9am
Wilberforce Village Shops	Wilberforce Road	Saturday 5 August @ 9 am
Richmond Marketplace	March Street	Monday 7 August @ 9 am

- Attend an **town meeting** during July and August.
For details go online www.yourhawkesbury-yoursay.com.au

Consultation concludes Sunday 13 August 2017

- Fill in and return the 'Investing in Your Future' replied postage paid **postcard**
- Participate in Council's **telephone survey** through Micromex Research
- Complete a **survey online** at www.yourhawkesbury-yoursay.com.au/investing-in-your-future

* This session is being held at an accessible facility with AUSLAN interpreters. Transport assistance to this meeting is available on request.

► Mayoral Column 6 July 2017

Ratepayers will receive a special information pack with their rates notice called 'Investing in Your Future'. It's about a proposal for a Special Rate Variation that would commence in July 2018. ¶
Residents have told Council that the condition of many of our assets are not meeting their expectations, and that Council needs to invest more money in maintaining and upgrading our assets and services. ¶

¶
Many of you in our community have already seen Council staff and Councillors actively engaging with our community about the future of our Council. Now we need your input to help us with some important decisions about our community assets and services. ¶

¶
The Investing in Your Future brochure outlines three funding options for community members to consider: 1. Reduce 2. Stabilise or 3. Improve. Each option will have a different impact on local assets and the quality of services that Council can deliver into the future. As part of community consultation, Council will have information kiosks at shopping centres and markets as well as town meetings, an online survey and a telephone survey. Information will also be available online and in publications. ¶

¶
Residents can participate by returning the reply paid postcard with their rates notices or by participating in the online survey at www.yourhawkesbury-yoursay.com.au/investing-in-yourfuture ¶

¶
For further information, attend one of the many town meetings or information kiosks being held throughout the Hawkesbury from Saturday, 15 July until Saturday, 12 August. Go to www.yourhawkesbury-yoursay.com.au for more information as well as meeting locations and times or call Customer Service on 4560 4444. Community consultation for Investing in Your Future will conclude on Sunday, 13 August 2017. ¶

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Follow up Mayoral Column 17 July 2017

By now many of you will have met our Council staff and Councillors around the Hawkesbury as we actively engage with you about 'Investing in Your Future', a proposal for a Special Rate Variation that would commence in July 2018. ¶

¶
You've told us that Council needs to invest more money in maintaining and upgrading our assets and services. We are talking with community members about three funding options to consider, which will have a different outcome in terms of the standards to which Council manages its assets and delivers its services. We had town meetings in Glossodia and Bligh Park as well as information kiosks at Glossodia and South Windsor, and it's great to meet so many enthusiastic and interested residents. ¶

¶
Upcoming town meetings include Thursday, 20 July at 6pm at Horrie Eley Memorial Hall, Colo Heights; Wednesday, 26 July at 6pm at Windsor Function Centre, Windsor and Thursday, 27 July @ 6:30pm at North Richmond Community Centre, North Richmond. Or meet us at 9am at local shopping centres on Saturday, 22 July - Windsor Marketplace (Woolworths), Saturday, 22 July - North Richmond Village, Sunday, 23 July - Windsor Mall Markets, Monday, 24 July - Windsor Riverview (Coles). ¶


¶
Please visit www.yourhawkesbury-yoursay.com.au/investing-in-yourfuture for the full list of dates and locations of upcoming meetings. Alternatively you can call our friendly Customer Service staff on 4560 4444. You can also complete an online survey and obtain more information on the above link. Thank you to everyone who has already completed the online survey. I look forward to lots of constructive feedback about the future of our assets and services. ¶

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➤ Flyer advising of the town meetings and information kiosk locations

INVESTING IN YOUR FUTURE

It's your Hawkesbury - Have your say



Attend a TOWN MEETING at a venue and a time that suits you:


<p style="text-align: center;">Tuesday 18 July 6pm</p> <p style="text-align: center;">Glossodia Glossodia Community Centre 162 Golden Valley Drive</p>	<p style="text-align: center;">Wednesday 19 July 6pm</p> <p style="text-align: center;">Bligh Park Tingiri Community Centre 139 Colonial Drive</p>		<p style="text-align: center;">Thursday 20 July 6pm</p> <p style="text-align: center;">Colo Heights Horrie Elay Memorial Hall 2996 Putty Road</p>
<p style="text-align: center;">Wednesday 26 July 6pm</p> <p style="text-align: center;">Windsor Windsor Function Centre 2 Dight Street</p>	<p style="text-align: center;">Thursday 27 July 6.30pm</p> <p style="text-align: center;">North Richmond North Richmond Community Centre 33 William Street</p>	<p style="text-align: center;">Monday 31 July 6.30pm</p> <p style="text-align: center;">Pitt Town Pitt Town Anglican Church 110 Bathurst Street</p>	<p style="text-align: center;">Wednesday 2 August 6pm</p> <p style="text-align: center;">Maraylya Maraylya Hall 346 Boundary Road</p>
	<p style="text-align: center;">Thursday 3 August 7.30pm</p> <p style="text-align: center;">Kurrajong McMahons Park Community Centre 30 McMahons Park Road</p>	<p style="text-align: center;">Thursday 10 August 6pm</p> <p style="text-align: center;">*Richmond Leisure and Learning Centre 114 March Street</p>	<p style="text-align: center;">Saturday 12 August 11am</p> <p style="text-align: center;">St Albans St Albans School of Arts 7 Upper MacDonald Road</p>

* This session is being held at an accessible facility with AUSLAN interpreters available. Transport assistance to this meeting is available on request.

Visit one of our INFORMATION KIOSKS:

<p style="text-align: center;">Saturday 15 July 9am - 1pm</p> <p style="text-align: center;">Glossodia Shops Golden Valley Drive</p> <p style="text-align: center;">McLeod Park Markets George St, South Windsor</p>	<p style="text-align: center;">Monday 17 July 9am - 1pm</p> <p style="text-align: center;">Bligh Park Shops Colonial Drive</p>	<p style="text-align: center;">Saturday 22 July 9am - 1pm</p> <p style="text-align: center;">North Richmond Village Coles Carpark</p> <p style="text-align: center;">Windsor Marketplace Kable Street</p>	<p style="text-align: center;">Sunday 23 July 9am - 1pm</p> <p style="text-align: center;">Windsor Markets Windsor Mall</p>
<p style="text-align: center;">Monday 24 July 9am - 1pm</p> <p style="text-align: center;">Windsor Riverview Shops George Street</p>	<p style="text-align: center;">Saturday 29 July 9am - 1pm</p> <p style="text-align: center;">Good Food Markets Richmond Richmond Oval</p> <p style="text-align: center;">Bilpin Markets Community Hall Bells Line of Road</p>	<p style="text-align: center;">Saturday 5 August 9am-1pm</p> <p style="text-align: center;">Wilberforce Shops Wilberforce Road</p>	<p style="text-align: center;">Monday 7 August 9am-1pm</p> <p style="text-align: center;">Richmond Marketplace March Street</p>

366 George Street (PO Box 146) Windsor NSW 2756 | Phone: (02) 4560 4444 | Facsimile: (02) 4587 7740 | DX: 8601 Windsor
 Hours: Monday to Friday 8:30am - 5pm | Email: council@hawkesbury.nsw.gov.au | Website: www.hawkesbury.nsw.gov.au


Interpreter Service available, call 131 450
131 450 | التوفر خدمة الترجمة، اتصل بـ 131 450
可提供口譯服務，請撥 131 450
Hermn servizz tal-interpretu, cempel 131 450

➤ Eight paged detailed [information brochure](#) mailed out to all rate payers (including reply paid postcard for residents to identify their preferred investment option).

INVESTING IN YOUR FUTURE

It's your Hawkesbury - Have your say

Consulting about proposed changes to commence on 1 July 2018

IMPORTANT DECISIONS ABOUT OUR COMMUNITY ASSETS

There are some important decisions that Council must make about the future of our assets and services and we need your input.

Like most councils in NSW, Hawkesbury City Council has reached a point where we need to invest more resources in renewing our ageing infrastructure - the roads, buildings, pathways, parks and playing fields that our residents use everyday.

Council provides services and maintains assets for more than 66,000 residents who live in 65 different towns, villages and rural localities spread across 2,800 square kilometres. It is the largest council in the metropolitan area.

This blend of national parks, urban and rural landscapes means that, compared with our neighbouring councils, we maintain a large number of assets and deliver services to a relatively small and dispersed population. As a result our maintenance and service costs can be much higher.

For many years residents have told us that the condition of our assets are not meeting their expectations, and that Council needs to invest more money in upgrading these assets - particularly our

roads, our town centres and public spaces, and our stormwater drains, footpaths and parks.

Residents have also told us during our consultations what they value about living in the Hawkesbury and the steps that Council needs to take to deliver the future they want to see - a vibrant City with a rural feel that values its heritage, its waterways and landscapes, and its community spirit.

Our ability to maintain our assets and deliver the outcomes that residents want is constrained by our financial resources. The additional revenue we collect from rates each year is determined by the Independent Pricing and Regulatory Tribunal (IPART). This set amount is called a rate peg and for many years these increases have not provided the revenue we need to maintain our community assets and meet community expectations.

Council is considering making a Special Rate Variation (SRV) application to IPART to increase rates above the rate peg amount so that we can keep our assets safe and functional into the future and provide the services that will keep the Hawkesbury a special place to live.

WHAT IS THIS BROCHURE ABOUT?

This brochure outlines three funding options for you to consider. Each option will have a different impact on our assets and the quality of service that Council can deliver into the future.

Look out for the reply paid submission postcard with this brochure and have your say before 13 August 2017.

Have your say by returning the reply paid postcard or by participating in the online survey at www.yourhawkesbury-yoursay.com.au/investing-in-your-future. For further information attend one of the many public meetings or information kiosks being held throughout the Hawkesbury (details on the back page).

Council believes it would be fairer for us to meet our assets renewal requirements instead of passing them onto the next generation.

WHY DO WE NEED A SPECIAL RATE VARIATION?

In September 2014, the NSW Government released details of its Fit for the Future Reform Program. Under this Program, all councils in NSW were required to validate their future sustainability and we were given a number of benchmarks to measure ourselves against. We had to demonstrate that we had the financial capacity to fund the cost of the community infrastructure that we manage on your behalf.

The challenge is not new, it has been with us for some time and it is a challenge faced by all levels of government, not just local councils, and not just the Hawkesbury.

Revenue constraints have meant that we have not been spending as much as we should on maintaining and renewing our assets. As a result the condition of our assets is gradually deteriorating. Through our long term financial planning, we have estimated that we need an additional \$5.1M a year to fund our asset renewal shortfall.

To respond to this challenge, Council has adopted a Fit for the Future Plan, which outlines 20 expenditure and revenue measures to enable Council be financially fit in the future. One of the measures is a proposal to submit an application to IPART for an SRV. The SRV would provide Council with the balance of the revenue we need to pay for the cost of maintaining and upgrading our assets, particularly our roads, to a standard that would meet your expectations.

While we understand that rate rises are never welcome, we believe a SRV is the right thing to do, to meet the needs of our community and prevent the future deterioration of our assets. By implementing our Fit for the Future Plan, including the proposed SRV, we will complete our transition to a sustainable City by 2021 with a strong local and independent identity.

Since 2007, more than 100 of the 152 councils in NSW have successfully applied for an SRV increase. As is the case for this Council, most of these applications were seeking to raise additional revenue to fund the cost of maintaining and upgrading assets and reducing the backlog works that have needed to be carried out but were not able to be done because of revenue constraints.



The upgraded section of King Road at Ribberoonce. The SRV would help Council to maintain and upgrade roads that would meet community expectations.

WHAT IS A SPECIAL RATE VARIATION?

In 1976 the NSW Government introduced "rate pegging" to limit the amount by which councils can increase the total income they receive from rates from one year to the next. The Independent Pricing and Regulatory Tribunal (IPART) currently determines the amount that council rates can increase each year. Councils can however apply to IPART for a Special Rate Variation (SRV) to increase their general rate income by more than the rate pegging amount.

For 2017/2018, IPART set the rate peg amount at 1.5%. Unfortunately, in recent years, the cost of items impacting on Council's business have generally increased by more than the rate peg amount. For example, the cost of repairing and building roads, which is where we spend most of our rates, has risen on average by about 3.4%, each year since 2012.

A number of councils who share the same blend of rural and urban landscapes as the Hawkesbury, and are located on Sydney's fringe, have successfully applied to IPART for SRV increases. These councils include:

- Wollondilly a total rate increase of 50.7% over four years
- Wingecaribbee a total rate increase of 46.3% over four years
- Blue Mountains a total rate increase of 40.3% over four years
- Penrith a total rate increase of 2.7% over four years

Like these Councils, Hawkesbury City Council needs to find additional revenue to fund our asset upgrades and reduce the backlog in our maintenance and asset renewal.

In fact, nearly 70% of councils in NSW have relied on SRV's, over the last ten years, to meet the cost of funding the assets they manage on behalf of the community.

WHY DON'T WE MERGE INSTEAD?

Last year Hawkesbury City Council was the subject of a proposed merger with part of The Hills Shire Council. A public inquiry into the merger proposal, conducted by an independent Delegate appointed by the NSW Government concluded that:

- the merged council would operate in deficit for 10 years following a merger;
- the merged council would still require additional funding to meet the cost of upgrading its assets;
- the merged council would still need to consider rating increases to raise the revenue required to maintain the road network;
- the merger would have a substantial negative impact on the local economy.

On the basis of these findings the NSW Government decided not to proceed with the merger proposal.

THE OPTIONS

Please consider the below three options. Each option will have a varying impact on the services we can provide and the quality of our assets.

	WHAT THIS OPTION MEANS	IMPACT ON EXISTING FACILITIES & ASSETS	NEW FACILITIES TO BE BUILT	IMPACT ON COMMUNITY PROGRAMS
<p>1</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">REDUCE</p>	<p>Under this option rates would increase in-line with the rate peg* amount only. Your rates would increase by 7.65% over 3 years.</p> <p>By 2020 the average residential rate would have increased by \$1.66 a week or \$86.22 a year.</p> <p>This increase would be permanent.</p>	<p>We will not have enough revenue to repair and renew our roads, buildings and parklands to keep them in a good condition. The condition of these assets will continue to deteriorate and access to them may need to be restricted. Some assets may need to be closed to the public.</p> <p>Service levels will be reduced and we may need to redirect resources from other Council services to keep assets safe and functional.</p>	<p>There would be very limited to no capacity to fund new works such as pathways, community facilities or the sealing of gravel roads.</p> <p>Council would have to rely on government grants or developer contributions (linked to major residential development) to fund new works, but may not have the revenue needed to repair these new works in future years.</p>	<p>There would be no capacity to fund new programs or services.</p> <p>We may need to review current service levels in our community, cultural, civic, and recreation programs and make some difficult decisions about their future if we are to find the funds we need to keep our key assets safe and functioning.</p>
<p>2</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">STABILISE</p>	<p>Under this option Council would apply to IPART increase your rates by 14.5% above the allowable rate peg* amount. Your rates would increase by 22.5% over 3 years.</p> <p>By 2020 the average residential rate would have increased by \$4.84 a week or \$256.78 a year.</p> <p>This increase would be permanent.</p>	<p>We will be able to invest (on average) an additional \$4.9 million a year on repairing and renewing our roads, community buildings parks and public spaces.</p> <p>Over time, this increased spending will stabilise the condition of our roads, community buildings, parks and public spaces and keep them in a fair to good condition.</p> <p>Current levels of service will be able to be maintained.</p>	<p>This option will fund a limited program of new capital works to 2027 with a focus on the sealing of gravel roads and upgrades to community buildings.</p> <p>This option would also provide Council with the funds it would need to maintain these new facilities into the future.</p>	<p>Under this option there may be some limited capacity to fund new programs or services.</p> <p>This option may provide the opportunity to reconfigure some existing resources to begin to respond to community priorities.</p>
<p>3</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">IMPROVE</p>	<p>Under this option Council would apply to IPART increase your rates by 22.5% above the allowable rate peg* amount. Your rates would increase by 31.3% over 3 years.</p> <p>By 2020 the average residential rate would have increased by \$6.75 a week or \$350.89 a year.</p> <p>This increase would be permanent.</p>	<p>We will be able to invest (on average) an additional \$7.7 million a year on repairing and renewing our roads, community buildings parks and public spaces.</p> <p>Over time, this increased spending will stabilise and then improve the condition of our roads, community buildings parks and public spaces and keep them in a good to very good condition.</p> <p>Current levels of service will be able to be increased.</p>	<p>This option will fund a rolling program of new capital works including an ongoing program of gravel road sealing, kerb and gutter construction, a pathway linking both sides of the Hawkesbury River; improvements to parks public spaces and river foreshores and upgrades to community buildings. This option would also provide Council with the funds it would need to maintain these new facilities into the future.</p>	<p>Under this option Council could fund new programs including increased support for volunteers and community organisations, water quality monitoring of waterways, a dynamic program of community events, an accessible heritage program, and programs to revitalise our town centres and villages.</p>

*Based on assumed rate peg of 2.5%

HOW THESE OPTIONS WILL AFFECT AVERAGE RATES*

1	ANNUAL RATE INCREASE			RESIDENTIAL RATEPAYERS	CURRENT	2018	2019	2020	FARMLAND RATEPAYERS	CURRENT	2018	2019	2020	
	2018 /19	2019 /20	2020 /21			/19	/20	/21			/19	/20	/21	
REDUCE	Rate Peg (Assumed Increase)	2.50%	2.50%	2.50%	Annual Rate	\$1,121.30	\$1,149.33	\$1,178.07	\$1,208.52	Annual Rate	\$2,348.49	\$2,407.20	\$2,467.38	\$2,529.07
					Annual Increase		\$28.03	\$28.73	\$29.45	Annual Increase		\$58.71	\$60.18	\$61.68
	Additional Rate Increase	-	-	-	Total Cumulative Increase				\$86.22	Total Cumulative Increase				\$180.58
					Cumulative Increase Above the Rate Peg				\$0	Cumulative Increase Above the Rate Peg				\$0
	Total Annual Increase	2.50%	2.50%	2.50%										
	TOTAL CUMULATIVE INCREASE	2.5%	5.06%	7.69%	BUSINESS* RATEPAYERS	CURRENT	2018 /19	2019 /20	2020 /21	Annual Rate	\$2,243.79	\$2,299.89	\$2,357.39	\$2,416.32
					Annual Increase		\$56.09	\$57.50	\$58.93		Annual Increase			
	CUMULATIVE INCREASE ABOVE THE RATE PEG*	0%	0%	0%	Total Cumulative Increase				\$172.53	Total Cumulative Increase				
					Cumulative Increase Above the Rate Peg				\$0	Cumulative Increase Above the Rate Peg				\$0
	 <p>* Varies according to rating category.</p>													

2	ANNUAL RATE INCREASE			RESIDENTIAL RATEPAYERS	CURRENT	2018	2019	2020	FARMLAND RATEPAYERS	CURRENT	2018	2019	2020	
	2018 /19	2019 /20	2020 /21			/19	/20	/21			/19	/20	/21	
STABILISE	Rate Peg (Assumed Increase)	2.50%	2.90%	2.50%	Annual Rate	\$1,121.30	\$1,227.83	\$1,344.47	\$1,378.08	Annual Rate	\$2,348.49	\$2,571.60	\$2,815.90	\$2,886.30
					Annual Increase		\$106.52	\$116.64	\$36.61	Annual Increase		\$223.11	\$244.30	\$70.40
	Additional Rate Increase	7.0%	7.0%	-	Total Cumulative Increase				\$256.78	Total Cumulative Increase				\$537.81
					Cumulative Increase Above the Rate Peg				\$170.95	Cumulative Increase Above the Rate Peg				\$357.23
	Total Annual Increase	9.50%	9.50%	2.50%										
	TOTAL CUMULATIVE INCREASE	9.5%	19.9%	22.9%	BUSINESS* RATEPAYERS	CURRENT	2018 /19	2019 /20	2020 /21	Annual Rate	\$2,243.79	\$2,456.96	\$2,690.36	\$2,757.62
					Annual Increase		\$213.16	\$233.41	\$67.26		Annual Increase			
	CUMULATIVE INCREASE ABOVE THE RATE PEG*	7.0%	14.5%	14.5%	Total Cumulative Increase				\$513.83	Total Cumulative Increase				
					Cumulative Increase Above the Rate Peg				\$341.30	Cumulative Increase Above the Rate Peg				
	 <p>* Varies according to rating category.</p>													

3	ANNUAL RATE INCREASE			RESIDENTIAL RATEPAYERS	CURRENT	2018	2019	2020	FARMLAND RATEPAYERS	CURRENT	2018	2019	2020	
	2018 /19	2019 /20	2020 /21			/19	/20	/21			/19	/20	/21	
IMPROVE	Rate Peg (Assumed Increase)	2.50%	2.50%	2.50%	Annual Rate	\$1,121.30	\$1,227.83	\$1,344.47	\$1,472.19	Annual Rate	\$2,348.49	\$2,571.60	\$2,815.90	\$3,083.41
					Annual Increase		\$106.52	\$116.64	\$127.72	Annual Increase		\$223.11	\$244.30	\$267.51
	Additional Rate Increase	7.0%	7.0%	7.0%	Total Cumulative Increase				\$350.89	Total Cumulative Increase				\$734.92
					Cumulative Increase Above the Rate Peg				\$264.67	Cumulative Increase Above the Rate Peg				\$594.34
	Total Annual Increase	9.50%	9.50%	9.50%										
	TOTAL CUMULATIVE INCREASE	9.5%	19.9%	31.25%	BUSINESS* RATEPAYERS	CURRENT	2018 /19	2019 /20	2020 /21	Annual Rate	\$2,243.79	\$2,486.06	\$2,690.36	\$2,946.06
					Annual Increase		\$213.16	\$233.41	\$258.58		Annual Increase			
	CUMULATIVE INCREASE ABOVE THE RATE PEG*	7.0%	14.5%	22.5%	Total Cumulative Increase				\$702.16	Total Cumulative Increase				
					Cumulative Increase Above the Rate Peg				\$529.63	Cumulative Increase Above the Rate Peg				
	 <p>* Varies according to rating category.</p>													

* Based on assumed rate peg of 2.5%

WHAT HAVE WE DONE TO IMPROVE OUR FINANCIAL POSITION

Council has worked hard to be able to continue to deliver the best possible and most cost effective services to our community. Since 2007 we have been implementing an ongoing program of service reviews to achieve significant saving and efficiencies.

We reduced our operating costs

- We created organisational efficiencies and reduced our operating costs by 3.1% or \$1.6 million in real terms. This result was achieved while also increasing our service levels.

We increased spending on assets

- Most of the efficiency savings we achieved was redirected to increasing our spending on assets. In fact, we increased our investment in asset maintenance and renewal by \$7 million a year – an 80% increase.

We sold under-performing assets

- Raised \$9.2 million by selling off assets that were no longer needed by our community.

We implemented a fairer user pay system

- So that those people who are not using Council services do not subsidise the people who are using them. We have increased our revenue from users by \$800,000.

STRENGTHENING OUR FINANCIAL FUTURE

While we are heading in the right direction, we need to accelerate our progress if we are to meet the sustainability benchmarks under the NSW Government's Fit for the Future (FFTF) Reform Program. Council has adopted a 20 point FFTF Plan which outlines a mix of expenditure and revenue measures aimed at achieving a balanced operating result by 2021 and giving us the capacity to maintain our assets and deliver services into the future. The proposed SRV is just one of these measures.

By 2021 the Fit for the Future program will:

- generate further operational savings of \$2.4 million
- raise a further \$1.5 million from the sale of properties
- achieve a further \$700,000 from the continued application of fairer service charging
- generate an additional \$1.7 million a year in revenue from a combination of dividend payments, stormwater charges, and a special levy on large scale residential developments
- direct an additional \$7.4 million to asset renewal works in accordance with work plans contained in revised S94/94A Plans and Voluntary Planning Agreements.

By 2021 Council will have:

- reduced its operating costs by \$4.5 million a year
- generated \$10.7 million from property sales
- raised \$1.5 million a year through fairer service charging
- generated a further \$1.7 million a year from other revenue sources
- increased investment in asset maintenance and renewal by \$14.4 million a year.

To date the measures we have taken has meant that our staffing costs make up a smaller proportion of our total budget than many of our neighbouring councils. We have become as lean as we can while still providing the services you expect from us.

While we have taken further steps to increase our efficiencies and raise additional non-rating revenue, we still face a funding shortfall. That is why we are asking you to consider an SRV to raise the balance of the income we need to continue to provide the services and facilities that make the Hawkesbury a special place to live.

To see full details of Council's Fit for the Future plan visit www.yourhawkesbury.your.say.com.au/investing-in-your-future

RATING COMPARISONS

AVERAGE RESIDENTIAL RATES 2015/2016

Hawkesbury	\$1,108
Penrith	\$1,226
Camden	\$1,333
Wingecarribee	\$1,338
Blue Mountains	\$1,436
Wollondilly	\$1,524

PROJECTED AVERAGE RESIDENTIAL RATES 2020/2021

Hawkesbury Option 1	\$1,208
Hawkesbury Option 2	\$1,378
Camden	\$1,457
Penrith	\$1,463
Hawkesbury Option 3	\$1,472
Blue Mountains	\$1,814
Wingecarribee	\$1,831
Wollondilly	\$1,966

The table above compares the average residential rate for our peer councils as reported to the Office of Local Government for the 2015/2016 year. It also shows what the projected rates will be in 2020/2021 based on the approved Special Rate Variations that have or will come into effect over the next four years (as published by the Independent Pricing and Regulatory Tribunal).

In the case of Hawkesbury we have projected what the average residential rates will be under the three options outlined in this information brochure. By 2020/2021 the average residential rate in the Hawkesbury for all three proposed options, will still be amongst the lowest.

The table highlights the average residential rates. Please note the rates may vary depending on your rating category and your land value as determined by the NSW Valuer General.



Keeping community assets functional and safe is a priority for Council.

WHAT IF I CAN'T AFFORD TO PAY?

We know there are some members of our community that are under financial stress. If you have difficulty making your rates payments, call Council's Customer Service on (02) 45 60 4444 for further information.

FIND OUT MORE AT ONE OF OUR:

TOWN MEETINGS

	<p>Tuesday 18 July 6pm</p> <p>Glossodia Glossodia Community Centre 152 Golden Valley Drive</p>	<p>Wednesday 19 July 6pm</p> <p>Bligh Park Tingiri Community Centre 139 Colonial Drive</p>	
<p>Thursday 20 July 6pm</p> <p>Colo Height s Horrie Bay Memorial Hall 2996 Ruyt Road</p>	<p>Wednesday 26 July 6pm</p> <p>Windsor Windsor Function Centre 2 Dight Street</p>		<p>Thursday 27 July 6.30pm</p> <p>North Richmond North Richmond Community Centre 33 William Street</p>
<p>Monday 31 July 6.30pm</p> <p>Pitt Town Pitt town Anglican Church 110 Bathurst Street</p>		<p>Wednesday 2 August 6pm</p> <p>Maraylya Maraylya Hall 346 Boundary Road</p>	<p>Thursday 3 August 7.30pm</p> <p>Kurrajong McMahon's Park Community Centre 30 McMahon's Park Road</p>
	<p>Thursday 10 August 6pm</p> <p>*Richmond Hawkesbury Leisure and Learning Centre 114 March Street</p>		<p>Saturday 12 August 11am</p> <p>St Albans St Albans School of Arts 7 Upper MacDonald Road</p>

* This session is being held at an accessible facility with AUSLAN interpreters available. Transport assistance to this meeting is available on request.

INFORMATION KIOSKS

<p>Saturday 15 July 9am - 1pm</p> <p>Glossodia Shops Golden Valley Drive</p> <p>McLeod Park Markets George Street South Windsor</p>	<p>Monday 17 July 9am - 1pm</p> <p>Bligh Park Shops Colonial Drive</p>
<p>Saturday 22 July 9am - 1pm</p> <p>North Richmond Village Coles Carpark</p> <p>Windsor Marketplace Kable Street</p>	
<p>Monday 24 July 9am - 1pm</p> <p>Windsor Riverview Shops George Street</p>	<p>Sunday 23 July 9am - 1pm</p> <p>Windsor Markets Windsor Mall</p>
<p>Saturday 5 August 9am - 1pm</p> <p>Wilberforce Shops Wilberforce Road</p>	<p>Saturday 29 July 9am - 1pm</p> <p>Good Food Markets Richmond, Richmond Oval</p> <p>Bilpin Markets Community Hall, Belts Line of Road</p>
	<p>Monday 7 August 9am - 1pm</p> <p>Richmond Marketplace March Street</p>

TO HAVE YOUR SAY:

- Complete and return the postage paid postcard included with this information booklet
- Complete the online survey at www.yourhawkesbury-yoursay.com.au/investing-in-your-future
- Attend one of our Information Kiosks or Town Meetings
- If contacted, participate in our telephone survey conducted by Micromex Research.

Consultation concludes Sunday 13 August 2017.

366 George Street | PO Box 146 | Windsor NSW 2756 | Phone: (02) 4560 4444 | Facsimile: (02) 4587 7740 | DX: 8601 Windsor
Hours: Monday to Friday 8:30am - 5pm | Email: council@hawkesbury.nsw.gov.au | Website: www.hawkesbury.nsw.gov.au



Interpreter Service available, call 131 450 | 131 450 可提供的口譯服務 | 請電 131 450 | Herin servizz tal-Interpretu, tempil 131 450

B COMMUNITY ENGAGEMENT

Information displayed and distributed at Town Meetings and Information Kiosks.

- Pull up banners
- Information Displays
- Fact Sheets
- District Work Plans
- Town Meeting PowerPoint presentation

➤ Town Meeting and Information Kiosk [pull up banners](#)

Town Meetings held at:

Bligh Park
 Colo Heights
 Glossodia
 Kurrajong
 North Richmond
 Pitt Town
 Richmond
 St Albans
 Windsor
 Maraylya

Information kiosks held at:

Glossodia Shopping Village
 Wilberforce Shopping Centre
 Windsor Riverview Shopping Centre
 Windsor Markets
 Windsor Marketplace
 North Richmond Shopping Village
 Richmond Marketplace
 Richmond Good Food Markets
 Bilpin Markets
 Bligh Park Shops
 McLeod Park Markets (Sth Windsor)

INVESTING IN YOUR FUTURE
It's your Hawkesbury - Have your say

Help us to make some important decisions about options for investing in your future


We need to know if you wish your City's assets to:

OPTION 1 OPTION 2 OPTION 3

Reduce Stabilise Improve

Have your say:

- Attend a **town meeting**
- Visit an **information kiosk** at your local shopping centres or markets
- Fill in and return the 'Investing in Your Future' replied postage paid **postcard**
- Participate in Council's **telephone survey** through Micromex Research
- Complete a **survey online** at www.yourhawkesbury.yoursay.com.au/investing-in-your-future

 Hawkesbury City Council

► [Display material](#) set up at Town Meetings.

Information about rating impacts of different investment options

INVESTING IN YOUR FUTURE
It's your Hawkesbury - Have your say

Residential Ratepayers
What can you expect the increase in your rates to be each year?

Scenario	2024	2025	2026	2027	2028	CUMULATIVE INCREASE ABOVE THE RATE FLOOR
1 REDUCE	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$0
2 STABILISE	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$170.56
3 IMPROVE	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$264.67

Business Ratepayers
What can you expect the increase in your rates to be each year?

Scenario	2024	2025	2026	2027	2028	CUMULATIVE INCREASE ABOVE THE RATE FLOOR
1 REDUCE	\$0	\$0	\$0	\$0	\$0	\$0
2 STABILISE	\$0	\$0	\$0	\$0	\$0	\$341.50
3 IMPROVE	\$0	\$0	\$0	\$0	\$0	\$529.63

Farmland Ratepayers
What can you expect the increase in your rates to be each year?

Scenario	2024	2025	2026	2027	2028	CUMULATIVE INCREASE ABOVE THE RATE FLOOR
1 REDUCE	\$0	\$0	\$0	\$0	\$0	\$0
2 STABILISE	\$0	\$0	\$0	\$0	\$0	\$172.23
3 IMPROVE	\$0	\$0	\$0	\$0	\$0	\$564.34

Annual Rate Increase
How will your rates change?

Scenario	2024	2025	2026	2027	2028	CUMULATIVE INCREASE ABOVE THE RATE FLOOR
1 REDUCE	\$0	\$0	\$0	\$0	\$0	\$0
2 STABILISE	\$0	\$0	\$0	\$0	\$0	\$0
3 IMPROVE	\$0	\$0	\$0	\$0	\$0	\$0

Information about past renewal works undertaken in your district (separate displays for five districts)

INVESTING IN YOUR FUTURE
It's your Hawkesbury - Have your say

Whole of Hawkesbury by District

Past Projects in your District

Eastern Districts

- Road Resurfacing Program \$2.1M
- Scheyville Road, Scheyville \$4.8M Road Rehabilitation
- Scheyville Road, Capville \$6.8M Road Rehabilitation
- Flinders Road, Capville \$6.1M Road Rehabilitation
- Wilson Road, Capville \$6.1M Road Rehabilitation
- Colleen Park Shelters and Amenities \$1.1M
- Old Pitt Road, Capville \$4.9M Road Rehabilitation
- Evans Road, Scheyville \$4.2M Road Rehabilitation
- Wilson Road, Capville \$6.1M Road Rehabilitation

Major works in your District

Information about impact of different investment options on different assets



Information about levels of expenditure on works under each investment option

INVESTING IN YOUR FUTURE

It's your Hawkesbury - Have your say

Summary of renewal and new works by district

District	Option 1	Option 2	Option 3
Central District			
Road Improvements	10,630,332	12,999,082	13,304,478
Kerb and Gutter	895,152	895,152	895,152
Pathways	1,341,600	1,736,000	2,005,550
Buildings	2,031,037	2,480,108	2,785,136
Parks & Open Spaces	4,387,040	4,585,588	7,028,282
Total	19,185,179	22,699,928	27,898,598
Eastern District			
Road Improvements	24,174,156	26,491,635	29,609,694
Kerb and Gutter	209,896	209,896	209,896
Pathways	89,961	314,061	619,561
Buildings	3,983,912	4,366,105	4,337,759
Parks & Open Spaces	6,239,942	6,239,942	7,398,902
Total	34,696,927	39,324,169	42,234,412
South Eastern District			
Road Improvements	10,225,112	10,665,709	13,220,349
Kerb and Gutter	536,714	536,714	536,714
Pathways	1,849,515	2,912,889	4,784,019
Buildings	3,647,980	5,228,030	7,679,478
Parks & Open Spaces	5,588,327	5,788,327	10,002,601
Total	21,848,028	27,532,062	36,293,758
Western District			
Road Improvements	32,176,149	42,663,211	43,662,049
Kerb and Gutter	486,275	486,275	486,275
Pathways	1,214,330	1,401,330	1,934,663
Buildings	3,839,892	4,407,923	4,693,268
Parks & Open Spaces	3,979,254	3,979,254	4,681,826
Total	41,695,670	51,938,043	55,388,081
Northwest District			
Road Improvements	36,789,094	56,220,045	67,460,696
Kerb and Gutter	179,652	179,652	179,652
Pathways	386,672	462,718	1,125,718
Buildings	4,306,818	5,201,809	5,564,864
Parks & Open Spaces	6,129,776	6,131,276	8,260,898
Total	48,691,912	68,195,500	72,611,818
All Districts			
Road Improvements	119,335,628	156,570,513	181,156,640
Kerb and Gutter	2,607,889	2,607,889	3,157,889
Pathways	4,601,978	6,008,295	11,369,811
Buildings	17,906,718	21,387,903	24,987,503
Parks & Open Spaces	25,923,987	26,323,987	38,272,109
Total	171,376,091	213,728,087	238,923,452

Information displayed at Information Kiosks

INVESTING IN YOUR FUTURE

It's your Hawkesbury - Have your say

Investing in your future

The Hawkesbury is one of the largest Councils in NSW. The size our local government area is 2,800 square kilometres, about the same size as metropolitan Sydney, with a population of only 66,000 residents.

We look after more than \$1 billion in infrastructure - the roads, buildings, pathways, parks and playing fields that residents use everyday.

Like many Councils, Hawkesbury doesn't receive enough revenue from its rates to maintain and service the infrastructure. Other councils located on the edge of Sydney, like the Hawkesbury, have had to increase their rates over the last few years, through a Special Rate Variation, so that they can look after their assets and maintain their services into the future.

The Hawkesbury may also need to increase their rates, through a Special Rate Variation. There are three ways you can invest in your future Hawkesbury.

We have shown how much the average residential rates would increase over the next 3 years if we have a Special Rate Variation.

INVESTING IN YOUR FUTURE

It's your Hawkesbury - Have your say

Your Options

The Investing in Your Future brochure outlines 3 funding options for you to consider

Option	Option 1	Option 2	Option 3
REDUCE	1. Reduce the amount of infrastructure works that need to be funded by rates. This includes: <ul style="list-style-type: none"> Reducing the amount of infrastructure works that need to be funded by rates. Reducing the amount of infrastructure works that need to be funded by rates. 	2. Reduce the amount of infrastructure works that need to be funded by rates. This includes: <ul style="list-style-type: none"> Reducing the amount of infrastructure works that need to be funded by rates. Reducing the amount of infrastructure works that need to be funded by rates. 	3. Reduce the amount of infrastructure works that need to be funded by rates. This includes: <ul style="list-style-type: none"> Reducing the amount of infrastructure works that need to be funded by rates. Reducing the amount of infrastructure works that need to be funded by rates.
STAY	1. Stay the same as the current funding options. This includes: <ul style="list-style-type: none"> Staying the same as the current funding options. Staying the same as the current funding options. 	2. Stay the same as the current funding options. This includes: <ul style="list-style-type: none"> Staying the same as the current funding options. Staying the same as the current funding options. 	3. Stay the same as the current funding options. This includes: <ul style="list-style-type: none"> Staying the same as the current funding options. Staying the same as the current funding options.
INCREASE	1. Increase the amount of infrastructure works that need to be funded by rates. This includes: <ul style="list-style-type: none"> Increasing the amount of infrastructure works that need to be funded by rates. Increasing the amount of infrastructure works that need to be funded by rates. 	2. Increase the amount of infrastructure works that need to be funded by rates. This includes: <ul style="list-style-type: none"> Increasing the amount of infrastructure works that need to be funded by rates. Increasing the amount of infrastructure works that need to be funded by rates. 	3. Increase the amount of infrastructure works that need to be funded by rates. This includes: <ul style="list-style-type: none"> Increasing the amount of infrastructure works that need to be funded by rates. Increasing the amount of infrastructure works that need to be funded by rates.

INVESTING IN YOUR FUTURE

It's your Hawkesbury - Have your say

Have Your Say

FOR MORE INFO

- Visit our website: www.hawkesbury.nsw.gov.au
- Call our customer service centre: 02 9392 1111
- Visit our community centres: www.hawkesbury.nsw.gov.au/community-centres
- Visit our Facebook page: <https://www.facebook.com/hawkesbury.nsw>
- Visit our Twitter page: https://twitter.com/hawkesbury_nsw
- Visit our YouTube channel: https://www.youtube.com/user/hawkesbury_nsw

FOR MORE INFO

- Visit our website: www.hawkesbury.nsw.gov.au
- Call our customer service centre: 02 9392 1111
- Visit our community centres: www.hawkesbury.nsw.gov.au/community-centres
- Visit our Facebook page: <https://www.facebook.com/hawkesbury.nsw>
- Visit our Twitter page: https://twitter.com/hawkesbury_nsw
- Visit our YouTube channel: https://www.youtube.com/user/hawkesbury_nsw

➤ **Fact Sheets - Investment Options.**

INVESTING IN YOUR FUTURE

It's your Hawkesbury - Have your say

YOUR HAWKESBURY

- The Hawkesbury one of the largest council areas in Sydney. It is roughly the same size as the entire metropolitan area of Sydney.
- The Hawkesbury has 44,000 residents.
- The Hawkesbury has a lot of land but not a lot of residents to pay to maintain the assets that we have – the roads, buildings and parks, plus the services we provide – library, waste facilities and museum.
- Our rates have been 'pegged' so they can only increase a small amount each year. The rate peg hasn't kept pace with rising costs.
- We haven't had a rise in our rates since 2007 and it is the only rate rise the council have ever had.
- The amount we receive from the rate limit is not enough to allow us to maintain our assets and continue to provide our services.
- We need a Special Rate Variation which is a variation to the current rates you pay. This will help us pay for the rising costs of providing our services and fixing up our aging roads, parks and buildings.

The key message – the Hawkesbury is an enormous area to maintain and we only have a small number of residents paying rates. The rates we currently receive are not enough to maintain our assets or the services we provide.

YOUR COUNCIL

Your assets – Council looks after 52 000 assets. This includes all our roads, playgrounds, buildings, childcare centres, keep and gathering, companion animal shelter, skate parks, bridges, pools, emergency service buildings, public toilets, a waste facility, and a sewerage treatment plant.

Your services – Council provides a range of services to residents. This includes our library, gallery, museum, council events, bin collection, community directory, Visitor Information Centre and Community Nursery.

The key message – we look after lots of assets and provide the community with lots of services, many more than ever before but the amount people pay in rates is not increasing to keep pace with the costs.

YOUR OPTIONS

There are 3 options that council has developed to fund a special rate variation. We need to know if you wish your city's assets to:

1. REDUCE

Service Levels Reduce

- No Special Rate Variation
- Rates would just increase by the 'standard' 2.5% each year for 3 years.
- In 2020 rates increase will be \$486, \$166 a week.
- This will result in:
 - A reduction in services,
 - no new big projects like sealing roads or footpaths,
 - Council wouldn't be financially secure in the future.

2. STABILISE

Service Levels Stabilise

- Rates to increase by 9.6% in year 1 and 2 and 3
- 3 x 2.5% increase
- In 2020 rates increase by \$257, \$492 a week
- Generate \$44 million over 10 years
- Council could borrow money to spend:
 - \$44.3 million on roads
 - \$2.6 million on parks and town centres
 - \$1.4 community buildings

3. IMPROVE

Service Levels Improve

- Rates to increase by 9.6% in year 1, 2 and 3
- In 2020 rates increase by \$351, \$675 a week
- Generate \$61.2 million over 10 years
- Council can borrow money to spend on:
 - \$37.6 million on roads and sealed pathways
 - \$13.3 million on parks and town centres
 - \$7 million on community buildings

The key message – Council has been talking to residents in our towns and villages. You told us you'd like us to take better care of our assets and provide more services. With the additional money we'd be able to give you what you asked for.

INVESTING IN YOUR FUTURE

It's your Hawkesbury - Have your say

YOUR CONSULTATION

- We have been out consulting with the community about assets and services, in August 2016 and February 2017.
- We held town meetings at St Albans, Colo, Glassosia, Bligh Park, Windsor, Richmond, Kurrajong, North Richmond and Pitt Town.
- We held information kiosks at Windsor, Richmond, North Richmond, Blipin, Glassosia and Wilberforce.
- You told us that you wanted us to improve roads, town centres, public spaces, parks, community buildings and footpaths.
- To do this we need to increase our spending and generate more income.

The key message – when we met with the community they told us they want improved assets and better services.

YOUR SAY NOW

- There will be lots of opportunities for you to have your say in July and August 2017.
- Come to a town meeting – there are ten being held.
- Come to an information kiosk at the local markets or shopping centres – there are eleven opportunities.
- Read the 8 page information brochure.
- Go online to council's website www.hawkesbury.nsw.gov.au.
- Return the postage paid postcard.
- Complete an online survey at www.yourhawkesbury.com.au/survey.
- If contacted be part of our telephone survey.
- Consultation closes Sunday 13 August 2017.

Key message – there are lots of opportunities to have your say. It is your chance to give council feedback on what you think about a Special Rate Variation.

FIND OUT MORE AT ONE OF OUR:

TOWN MEETINGS

Tuesday 14 July 6pm Glassosia Community Centre, 152 Golden Valley Drive	Wednesday 15 July 6pm Bligh Park Tring Community Centre, 133 Colonial Drive
Thursday 20 July 6pm Colo Heights Home Day, Merona Hall, 288 Duple Road	Wednesday 26 July 6pm Windsor Windsor Fire Services, 2 Duple Street
Monday 21 July 6.30pm Pitt Town Pitt Town Anglican Church Hall, 110 Debut Street	Wednesday 2 August 6pm Maraylys Maraylys Community Centre, 286 Granville Road
Thursday 10 August 6pm Richmond* (Windsor Library Learning Centre, 104 March Street)	Saturday 12 August 11am St Albans St Albans Community Centre, 7 Upper Macquarie Road

INFORMATION KIOSKS

Saturday 15 July 9am - 1pm Glassosia Shops, Golden Valley Drive McLeod Park Markets, George St South Windsor	Monday 17 July 9am - 1pm Bligh Park Shops, Colonial Drive
Saturday 22 July 9am - 1pm North Richmond Village Car Park Windsor Marketplace, Leake Street	Sunday 23 July 9am - 1pm Windsor Markets, Windsor Hill
Monday 9 August 9am - 1pm Windsor Riverside Shops, George Street	Saturday 24 July 9am - 1pm Good Food Markets, Richmond, Richmond Oval
Saturday 5 August 9am - 1pm Wilberforce Shops, Wilberforce Road	Monday 7 August 9am - 1pm Richmond Marketplace, March Street

* This session is being held at an accessible facility with AUSAN interpreters available. Transport assistance to this meeting is available on request.

388 George Street (PO Box 148) Windsor NSW 2758 | Phone: (02) 4580 4444 | Facsimile: (02) 4587 7740 | DX: 8801 Windsor
 Hours: Monday to Friday 8:30am - 5pm | Email: council@hawkesbury.nsw.gov.au | Website: www.hawkesbury.nsw.gov.au
 Interpreter Service available, call 131 450

Fact Sheets - Impact of investment options on condition of assets

Investing in your future

The Hawkesbury is one of the largest Councils in NSW. The size our local government area is 2,800 square kilometres, about the same size as metropolitan Sydney, with a population of only 66,000 residents. We look after more than \$1 billion in infrastructure - the roads, buildings, pathways, parks and playing fields that residents use everyday.

Like many Councils, Hawkesbury doesn't receive enough revenue from its rates to maintain and service the infrastructure.

Other councils located on the edge of Sydney like the Hawkesbury, have had to increase their rates over the last few years through a Special Rate Variation, so that they can look after their assets and maintain their services into the future.

The Hawkesbury may also need to increase their rates, through a Special Rate Variation. There are three ways you can invest in your future Hawkesbury:

We have shown how much the average residential rates would increase over the next 3 years if we have a Special Rate Variation.

1. Reduce



Under this option rates would increase inline with the rate peg* amount only. Your rates would increase by 7.89% over 3 years. By 2020 the average residential rate would have increased by \$1.66 a week, or \$6.22 a year. This increase would be permanent.

Under this option, Council will have a very limited capacity to fund new works in the Hawkesbury.

We will not be able to build new pathways, community facilities or seal our gravel roads. The only way we could afford to do any new work would be through government grants or developer contributions.

2. Stabilise



Under this option Council would apply to IPART increase your rates by 14.5% above the allowable rate peg* amount. Your rates would increase by 22.9% over 3 years. By 2020 the average residential rate would have increased by \$4.94 a week, or \$236.78 a year. This increase would be permanent.

Over the next ten years, there will be limited work in the Hawkesbury.

There will be a focus on sealing our gravel roads and upgrading our community buildings. This option will enable Council to fund a limited program of new works with a focus on sealing some of our gravel roads and rehabilitating our sealed roads.

* Based on assumed rate peg of 2.5%

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3. Improve

Stabilise and improve the condition of our assets.

Under this option Council would apply to IPART increase your rates by 22.3% above the allowable rate post* amount. Your rates would increase by 31.3% over 3 years.

Next year the rates will increase by 10.7. In 2019 rates will have increased to 224. By 2020 the average residential rate would have increased by 18.75 a week, or 360.89 a year.

* Based on assumed rate peg of 2.3%





Council has been talking to the communities in our towns and villages over the last year. You told us you would like us to take better care of our assets and provide more services. With this additional money we would be able to give you what you asked for. Over the next ten years, you will see:

Gravel roads sealed - there will be an ongoing program of gravel roads sealing and rehabilitation of sealed roads.

Kerb and guttering constructed - there will be an ongoing program to construct new kerb and guttering in our rural villages.

Pathways - a pathway network will be constructed to link Kurrajong with Windsor and Blich Park.

Improvements to your parks, public spaces and river foreshores - a program of new works to improve the look of our town centres and villages and river foreshores.

Upgrades to community buildings - the renewal and upgrade key community buildings.

There will also be resources available to:

- Support our volunteers and community organisations
- Test the quality of the water in some of our rivers and streams and rehabilitating our waterways
- Create a dynamic program of community events
- Develop a program to build on our history and heritage
- Take steps to begin revitalising our town centres and villages
- Make our town centres places that are valued by residents and attractive to visitors




► [District Work Plans](#) made available at the town meetings and on the website – sample of work plan for 1 of the 5 districts (separate work plans were produced for each district following the same format as this example).

INVESTING IN YOUR FUTURE

It's your Hawkesbury - Have your say

Investing in your Future Provisional Works Program

Western District
 Berambing, Bilpin, Bowen Mountain, Grose Vale, Grose Wold, Kurmond, Kurrajong, Kurrajong Heights, Kurrajong Hills, Mountain Lagoon, Tennyson, The Slopes, Wheeny Creek, Yarramundi and North Richmond



Investing in Your Future

Hawkesbury City Council delivers services and provides facilities for more than 66,000 residents. These residents live in 65 towns, villages and rural localities spread across 2,800 square kilometres, roughly the same size as the Sydney Metropolitan Area. Like most councils in NSW we have reached a point where we need to invest more resources in renewing the City's ageing infrastructure – the roads, buildings, pathways, parks and playing fields that residents use every day.

In August 2016 we went out and asked residents about their satisfaction with the current condition of the assets that Council manages on behalf of the community. Residents told us that the condition of many of our assets were not meeting their expectations, and that Council needed to invest more money in maintaining and upgrading our assets and services.

Residents also told us which assets were the most important to them, and it's no surprise that most residents identified the condition of our roads as a priority, followed by the condition of our town centres and public spaces, stormwater drains, footpaths and parks.

Council is considering making an application to the Independent Pricing and Regulatory Tribunal (IPART) to secure the revenue we need to meet the expectations of our residents.

As part of this exercise we have modeled three options to present to the community. Each of the three options will have a different impact on our assets and the quality of the services that Council can deliver into the future. Two of the options involve Council applying to IPART to increase rates (through a Special Rate Variation) to fund a program of asset upgrades with a focus on the rehabilitation of our deteriorating road network and improving the look of our town centres, public spaces and facilities. The additional revenue we are seeking to raise will also allow us to better maintain these assets.

This booklet presents the works that can be delivered under each of the three options.

Council's vision is to build a strong and successful future for the Hawkesbury. Our aim is to provide the best possible value for money services for our community while actively working to strengthen our financial sustainability. To do this we need to invest in improving the services and facilities we provide for residents so that we can deliver the future that our residents want for the Hawkesbury.

INVESTING IN YOUR FUTURE

It's your Hawkesbury - Have your say

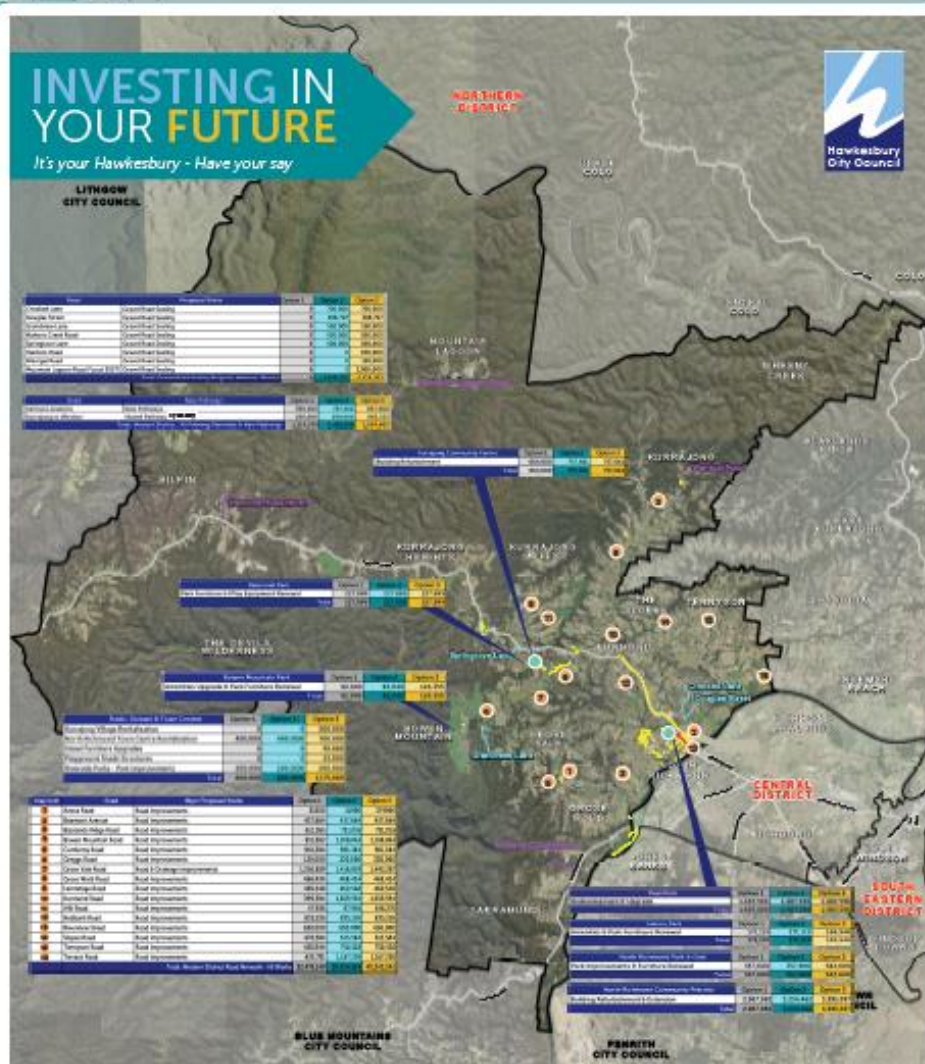
Snapshot of Investment Options

	WHAT THIS OPTION MEANS	IMPACT ON COUNCIL'S FINANCIAL SITUATION AND CAPACITY	IMPACT ON EXISTING FACILITIES AND ASSETS	NEW FACILITIES TO BE BUILT	IMPACT ON PROGRAMS	IMPACT ON YOUR RATES	HOW MUCH YOU WILL PAY IN YOUR RATES
1 REDUCE	<p>Under this option, rates would increase in-line with the 'rate peg' amount only.</p> <p>This is the amount set by the IPART (Independent Pricing and Regulatory Tribunal) that NSW councils are permitted to increase their annual rates.</p> <p>No additional rating revenue would be generated.</p>	<p>This option would keep rating revenues at their current trajectory.</p> <p>Independent assessment of Council's financial position has shown that this level of revenue is insufficient to maintain the condition of community assets.</p> <p>Council will not have the resources to meet expectations for key services and facilities with a likely decrease in overall community satisfaction for these services and facilities.</p> <p>Council will not meet financial benchmarks set by the NSW Government and would be subject to intervention by the state government.</p>	<p>We will not have enough revenue to repair and renew our roads, buildings and parklands to keep them in a good condition.</p> <p>The condition of these assets will continue to deteriorate and access to them may need to be restricted. Some of our assets may need to be closed to the public.</p> <p>Service levels will be reduced and we may need to redirect resources from other Council services.</p>	<p>There would be very limited to no capacity to fund new works such as pathways, community facilities or the scaling of gravel roads.</p> <p>Council would have to rely on government grants or developer contributions (linked to major residential developments) to fund new works, but may not have the revenue needed to repair these new works in future years</p>	<p>There would be no capacity to fund new programs or services to deliver on the priorities identified by residents during our recent Strategic Plan consultations.</p> <p>We may need to review current service levels in our community, cultural, civic, and recreation programs and make some difficult decisions about their future if we are to find the funds we need to keep our key assets safe and functioning.</p>	<p>Under this option rates would increase by the projected rate peg amount of 2.5% each year over the next three years.</p> <p>Over this three year period this would result in a cumulative rating increase of 7.89%.</p>	<p>The average residential rates would increase by \$29 each year over the next three years.</p> <p>By 2020 the average residential rate would have increased by \$1.88 a week or \$88.22 a year.</p> <p>Service levels will be reduced and we may need to redirect resources from other Council services to keep assets safe and functioning.</p>
2 STABILISE	<p>Under this option Council would apply to IPART increase your rates above the allowable rate peg amount.</p> <p>Annual rates will increase above the rate peg amount for 2 years.</p> <p>At the end of this period, this increase would be built into the rate base.</p>	<p>This option would increase Council's rating revenue and maintain this increase into the future.</p> <p>This increase in revenue will enable Council to boost its preventative maintenance and renewal program to stabilise the condition of priority assets.</p> <p>This increased investment should maintain current levels of community satisfaction for our services and facilities.</p> <p>Council will be able to meet the financial benchmarks set by the NSW Government.</p>	<p>We will be able to invest (on average) an additional \$3.4M a year on repairing and renewing our roads, community buildings parks and public spaces.</p> <p>Over time, this increased spending will stabilise the condition of our roads, community buildings parks and public spaces assets and keep them in a fair to good condition.</p> <p>Current levels of service will be able to be maintained.</p>	<p>This option will generate \$22.5M over nine years to fund a limited program of new capital works to 2027 with a focus on the scaling of gravel roads and upgrades to community buildings.</p> <p>This option would also provide Council with the funds it would need to maintain these new facilities into the future</p>	<p>Under this option there may be some limited capacity to fund new programs or services that residents have identified as part of recent Community Strategic Plan consultations.</p> <p>This option may provide the opportunity to reconfigure some existing resources to begin to respond to community priorities</p>	<p>Under this option rates would increase by 9.5% in 2018 and 9.5% in 2019 and then by the rate peg amount of 2.5% in 2020.</p> <p>Over this three year period this would result in a cumulative rating increase of 22.9% (or 15.2% above the rate peg amount)</p>	<p>The average residential rate would increase by \$107 in 2018, \$117 in 2019 and \$34 in 2020.</p> <p>By 2020 the average residential rate would have increased by \$4.92 a week or \$258.78 a year.</p> <p>This would be \$3.28 more a week or \$170.58 more a year than under Option 1.</p>
3 IMPROVE	<p>Under this option Council would apply to IPART increase your rates above the allowable rate peg amount.</p> <p>Annual rates will increase above the rate peg amount for 3 years.</p> <p>At the end of this period, this increase would be built into the rate base.</p>	<p>This option would increase Council's rating revenue and maintain this increase into the future.</p> <p>This increase in revenue will enable Council to fund best practice preventative maintenance and gradually improve the condition of assets as well as funding new assets and programs.</p> <p>This increased investment should see an increase in levels of community satisfaction for our services and facilities.</p> <p>Council will be able to meet the financial benchmarks set by the NSW Government.</p>	<p>We will be able to invest (on average) an additional \$5.9M a year on repairing and renewing our roads, community buildings parks and public spaces.</p> <p>Over time, this increased spending will stabilise and then improve the condition of our roads, community buildings parks and public spaces assets and keep them in a good to very good condition. Current levels of service will be able to be increased.</p>	<p>This option will fund a rolling program of new capital works including an ongoing program of gravel road sealing, kerb and gutter construction, a pathway linking both sides of the Hawkesbury River, improvements to parks public spaces and river foreshores and upgrades to community buildings.</p> <p>This option would also provide Council with the funds it would need to maintain these new facilities into the future.</p>	<p>Under this option Council could fund new programs including increased support for volunteers and community organisations, water quality monitoring of waterways, a dynamic program of community events, an accessible heritage program, and programs to revitalise our town centres and villages.</p>	<p>Under this option rates would increase by 9.5% in 2018, 9.5% in 2019 and a further 9.5% in 2020.</p> <p>Over this three year period this would result in a cumulative rating increase of 31.3% (or 23.8% above the rate peg amount).</p>	<p>The average residential rates would increase by \$107 in 2018, \$117 in 2019 and \$128 in 2020.</p> <p>By 2020 the average residential rate would have increased by \$8.75 a week or \$350.89 a year.</p> <p>This would be \$1.83 more a week or \$94.11 more a year than under Option 2.</p>

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Key Projects



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Summary of Works

WESTERN DISTRICT	Option 1	Option 2	Option 3	ALL DISTRICTS	Option 1	Option 2	Option 3
Road Improvements	32,476,149	42,063,261	43,682,049	Road Improvements	119,935,628	156,579,513	161,156,640
Kerb & Gutter	486,275	486,275	486,275	Kerb & Gutter	2,607,689	2,607,689	3,157,689
Pathways	1,214,330	1,401,330	1,934,663	Pathways	4,901,578	6,826,395	11,349,511
Buildings	3,939,862	4,407,923	4,600,268	Buildings	17,808,719	21,387,503	24,987,503
Parks & Open Spaces	3,579,254	3,579,254	4,681,826	Parks & Open Spaces	25,923,987	26,323,997	39,272,109
Total	41,695,870	51,938,043	55,385,081	Total	171,177,601	213,725,087	238,923,452

Road Improvements

Option	Road Improvements - Various Treatments & Lengths including Drainage and Traffic Facilities	Location	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total
1 2 3 (includes all Option 1 works) (includes all Option 1 + Option 2 works)	Milania Road	Tennyson	0	0	0	0	0	3,220	0	0	0	0	23,041
	Applegum Grove	Kumalong	0	0	0	0	0	69,138	0	0	0	0	69,138
	Ashlons Road	Grose Wild	0	0	0	0	39,178	0	0	0	0	0	34,458
	Aucca Road	Grose Wild	0	0	0	0	31,900	0	0	0	0	0	31,900
	Balaya Lane	Kurrajong Hills	15,237	0	0	0	0	0	0	163,648	0	0	208,885
	Beaumont Avenue	North Richmond	0	0	110,000	0	0	319,624	0	7,841	0	0	437,664
	Bellbird Avenue	Kurrajong Heights	0	0	0	0	0	0	0	34,877	0	0	34,877
	Bells Lane	Kumalong	0	0	0	0	0	0	23,862	0	0	0	20,812
	Bells Line Road	North Richmond	0	19,722	0	0	0	6,885	0	0	0	0	26,607
	Bells Line Road	Kumalong	0	0	0	0	0	0	0	0	0	0	18,034
	Bells Road	Grose Vale	0	0	0	183,598	82,089	7,487	0	0	0	0	293,174
	Bennett Lane - Construct pipeline	Kurrajong Heights	37,813	0	0	0	0	0	0	0	0	0	37,813
	Berambing Crest	Berambing	0	0	0	0	0	39,182	0	0	0	0	35,825
	Bilpin School Road	Bilpin	0	0	0	0	0	0	0	0	0	0	23,958
	Blakelands Ridge Road	Kumalong	0	0	0	0	694,855	0	0	0	0	0	46,200
	Bowen Mountain Road	Grose Vale	0	0	0	0	0	0	0	0	426,806	0	426,806
	Bowen Mountain Road	Bowen Mountain	23,372	0	0	0	0	0	0	361,865	0	0	385,237
	Branders Lane	North Richmond	0	0	0	0	0	24,838	0	48,510	0	0	73,348
	Bunya Crescent	Bowen Mountain	0	0	0	0	0	98,000	0	0	0	0	98,000
	Bunslow Road	Kurrajong Heights	0	0	0	0	0	0	0	0	0	0	33,977
	Carriage Trail Road	Grose Vale	0	0	0	0	34,415	0	0	0	102,774	27,044	254,232
	Carsons Road	Grose Vale	29,733	0	0	0	0	14,137	0	0	0	0	43,870
	Carthage Street	Kumalong	0	13,222	0	0	0	0	2,202	0	0	0	16,424
	Cedar Ridge Road	Kumalong	31,305	0	5,544	31,284	0	0	119,458	0	0	0	15,882
	Comberly Road	Kumalong	26,584	16,531	0	122,372	0	0	92,794	0	376,824	325,089	961,384
	Crooked Lane	North Richmond	0	3,661	0	0	3,432	0	62,269	0	0	0	69,362
	Darling Road	Tennyson	0	0	0	0	0	0	0	0	0	0	31,746
	Dalton Road	Kumalong	0	0	0	161,328	0	0	0	0	0	0	161,328
	Elizabeth Avenue	Kumalong	0	0	0	0	0	0	16,312	0	0	0	16,312
	Elizabeth Street	North Richmond	0	0	0	0	14,648	0	0	0	8,402	0	24,098
	Enfield Avenue	North Richmond	21,468	0	0	0	0	0	0	5,880	0	0	27,348
	Faddis Lane	Kumalong	27,018	0	0	0	0	0	0	0	0	0	27,018
	Girahgula Avenue	Grose Vale	0	0	0	37,752	0	0	0	0	0	0	37,752
	Greggs Road	Kumalong	0	0	120,000	0	0	0	0	0	0	0	120,000
	Grose River Road	Grose Wild	0	0	0	175,204	0	62,348	0	0	0	0	237,552
	Grose Vale Road	Grose Vale	14,368	0	210,000	87,238	34,852	3,769	0	5,116	225,981	0	550,364
	Grose Vale Road	North Richmond	0	7,128	22,310	205,122	0	0	0	114,608	0	0	349,868
	Grose Vale Road	Kumalong	42,484	110,000	0	15,824	0	0	0	0	36,968	0	205,276
	Grose Vale Road - Construct pipe drainage system	Kurrajong (Village)	0	0	0	0	0	0	131,760	0	0	0	131,760
	Grose Wild Road	Grose Wild	50,000	0	238,000	0	77,942	0	0	0	0	0	365,942
	Hayman Street	North Richmond	0	0	0	22,176	0	0	0	0	0	0	22,176
	Harmidge Road	Kurrajong Hills	276,587	4,212	0	0	99,828	0	70,044	0	0	0	450,671
	Hilltop Road	Tennyson	17,061	0	0	0	0	0	0	0	0	0	17,061
	Honora Lane	Grose Vale	26,623	0	0	0	0	0	0	0	0	0	26,623
	Ignatius Avenue	North Richmond	0	0	0	0	3,485	0	12,335	0	0	0	15,820
	Isaranda Road	Kumalong	41,033	0	0	0	0	0	0	0	0	0	41,033
	Kedra Circuit	North Richmond	15,158	0	0	0	0	35,850	16,733	0	0	0	67,741
	Kumalong Road	Kumalong	0	650,000	0	0	0	0	79,889	0	0	0	729,889
	Kumalong Road	North Richmond	47,432	0	26,478	71,820	22,802	103,074	0	0	0	0	270,706
	Kurrajong Road	Kumalong	22,913	0	0	16,170	0	0	18,127	0	0	0	57,210
	Leutenant Bowen Road	Bowen Mountain	0	3,848	2,786	0	0	64,220	0	0	82,256	0	153,120
	London Place	Grose Wild	0	0	0	0	0	0	50,820	0	0	0	50,820
	Longleaf Lane	Kumalong	0	0	0	0	79,200	0	7,606	0	0	0	86,806
	Max Street	Kurrajong Heights	0	0	0	0	0	0	0	0	16,741	0	16,741
	McNichols Park Road	Kumalong	0	0	12,186	13,304	0	0	0	0	0	0	25,490
	McNichols Road	Kumalong	26,614	0	16,253	14,982	0	11,183	0	0	0	0	68,932
	Meadows Road	North Richmond	0	3,451	66,486	0	0	0	0	0	0	0	72,937
	Merindah Way	Kumalong	0	0	66,551	0	0	0	0	0	0	0	66,551
	Michael Street	North Richmond	0	0	0	0	32,054	0	0	0	0	0	32,054
	Mill Road	Kumalong	0	0	10,322	8,237	0	28,777	0	0	0	0	47,336
	Mokai Street	North Richmond	0	0	0	21,533	0	0	0	0	0	0	21,533
	Mountain Lagoon Road	Bilpin	0	230,000	0	0	0	0	0	122,110	0	0	352,110
	Mountain Lagoon Road	Mountain Lagoon	0	0	0	0	0	0	0	43,880	0	0	43,880
	Napaiah Way	Varranunda	0	0	0	0	23,190	0	0	0	0	0	23,190
	Nina Place	Kurrajong Heights	0	0	0	0	0	0	0	0	0	24,350	24,350
	North Richmond - Drainage Upgrades	North Richmond	0	230,845	0	0	0	0	0	0	0	0	230,845
	North Richmond Park - Car Park	North Richmond	59,188	0	0	0	0	0	0	0	0	0	59,188
	Old Bells Line Road	Kumalong	12,516	9,790	0	44,825	0	0	0	0	0	0	67,131
	Crescent Park Place	Kumalong	0	19,889	0	0	0	0	0	0	0	0	19,889
	Parmela Crescent	Bowen Mountain	15,381	0	0	0	0	0	0	0	0	0	15,381
	Patterson Lane	Grose Vale	0	29,282	0	0	0	0	0	0	0	0	29,282

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Road Improvements continued.

Pecks Road	North Richmond	0	0	0	14,474	0	16,488	3,038	0	22,066	0	56,063
Pecks Road	Kurrajong Heights	0	0	0	0	0	0	0	0	16,562	0	16,562
Pool Parade	Kurrajong	0	0	32,010	0	0	6,468	0	0	26,436	0	67,914
Pipe Place	Grose Vale	0	0	0	0	0	0	0	16,200	0	16,200	
Pleasant Place	Yarranusid	0	0	0	0	17,214	0	0	0	0	0	17,214
Powells Road	Blipin	0	0	0	0	0	60,028	0	0	0	0	60,028
Red Gum Crescent	Bowen Mountain	0	0	0	0	0	0	0	16,579	0	0	16,579
Redbank Road	North Richmond	0	640,000	52,603	0	0	0	0	0	142,302	0	835,226
Riverview Street	North Richmond	0	0	0	650,000	0	0	0	0	0	0	650,000
Roberts Street	Kurrajong	0	0	21,024	5,544	0	0	0	0	0	0	26,568
Soko Road	Kurmond	0	0	0	0	0	21,806	0	0	0	0	21,809
Single Ridge Road	The Slopes	59,743	0	0	0	0	0	0	0	0	0	59,743
Slopes Road	North Richmond	0	0	0	17,066	9,836	0	45,261	137,044	0	0	209,620
Slopes Road	Kurrajong	0	0	110,000	0	0	28,193	0	0	0	0	138,193
Slopes Road	The Slopes	0	67,103	0	0	0	0	0	0	0	0	67,103
Slopes Road	Kurmond	0	0	0	0	63,668	0	0	0	0	0	63,668
Stanley Avenue	Kurrajong Heights	0	0	0	0	0	24,420	0	0	0	0	24,420
Stone Terrace	Kurrajong Hills	0	3,088	0	0	0	0	0	28,728	0	0	33,826
Sunnyvale Crescent	North Richmond	17,562	0	0	0	0	0	0	0	0	0	17,562
Suzella Crescent	North Richmond	0	0	0	28,724	0	0	0	0	0	0	28,724
Tennison Road	Tennison	0	0	310,000	0	0	78,816	40,128	0	0	0	428,944
Terrace Road	North Richmond	0	39,716	0	48,868	0	46,978	0	3,666	0	264,409	423,981
Tierney Road	Kurmond	0	0	0	0	18,036	0	0	0	0	0	18,036
Timma Hill Road	Kurrajong	10,942	0	0	0	0	0	0	0	0	0	10,942
Turpentine Grove	Kurrajong	0	0	0	0	0	0	0	42,864	0	0	42,864
Tyne Crescent	North Richmond	0	0	0	2,970	19,580	6,392	0	0	0	0	30,442
Upper Oaks Road	Wheeny Creek	0	3,304	0	0	0	15,279	0	0	0	0	18,583
Vincentis Road	Kurrajong	0	0	78,202	0	0	0	0	0	0	0	78,202
Waratah Street	Bowen Mountain	35,790	0	0	0	0	0	0	0	0	0	35,790
Warks Hill Road	Kurrajong Heights	0	38,016	0	0	0	0	0	37,268	0	0	75,184
Wattle Street - Construct Street Drainage	Bowen Mountain	85,022	0	0	0	0	0	0	0	0	0	85,022
Weatherboard Ridge Road	Kurrajong	43,976	3,069	0	24,763	0	0	0	0	0	0	71,812
Wesna Road	Kurrajong Hills	0	0	0	0	0	0	0	72,200	0	0	72,200
Willow Brook Place	Tennison	0	0	0	0	0	0	10,345	0	0	0	10,345
Woodburn Road	Kurrajong	0	0	0	16,568	0	0	0	0	0	0	16,568
Yeomans Road	North Richmond	0	0	0	0	26,445	0	0	0	0	0	26,445
Minor Road Works (= \$15,000 in value)	Various Locations	105,776	18,801	45,784	23,114	30,755	55,487	87,500	23,003	24,071	2,488	414,543
New/Upgraded Drainage Works	Various Locations	39,312	225,490	231,864	236,865	242,784	246,857	255,073	261,455	267,864	281,103	2,290,025
Reelbank - New Roads - Curb and Gully	North Richmond	0	1,464,000	1,464,000	1,464,000	1,464,000	644,600	644,600	644,600	644,600	644,600	9,182,600
Renewal Works - Sealed Roads	Various Locations	364,200	595,474	620,300	585,852	585,046	596,249	599,456	597,517	596,884	597,106	5,296,075
Renewal Works - Unsealed Roads	Various Locations	32,140	32,140	32,140	32,140	32,140	32,140	32,140	32,140	32,140	32,140	321,400
Renewal Works - Guardrail Replacement	Various Locations	28,000	28,000	28,000	28,000	28,000	28,000	28,000	28,000	28,000	28,000	280,000
Achilles Road	Grose Vale	0	0	0	100,000	0	0	0	0	0	0	100,000
Beaumont Avenue	North Richmond	0	0	0	0	0	0	0	0	52,531	0	52,531
Blaxlands Ridge Road	Kurrajong	0	0	140,000	0	0	0	0	0	0	0	140,000
Bowen Mountain Road	Bowen Mountain	0	0	0	0	0	0	0	0	287,031	0	287,031
Crooked Lane	North Richmond	0	0	0	0	0	120,000	0	0	0	0	120,000
Drummond Hill Drive	Kurrajong Hills	0	0	0	0	0	85,000	0	0	0	0	85,000
Legitt Crescent	Yarranusid	0	0	0	0	0	0	0	0	17,000	0	17,000
Lisence Avenue	Kurrajong	0	0	0	0	0	0	0	0	28,532	0	28,532
Greggs Road	Kurrajong	0	0	0	100,000	0	0	0	0	0	0	100,000
Grose Vale Road	Kurrajong	0	0	70,000	0	110,000	0	0	0	0	0	180,000
Kurmond Road	Kurmond	0	0	0	860,000	0	0	0	0	0	0	860,000
Maddons Road	North Richmond	0	0	0	0	0	120,000	0	0	0	0	120,000
Mill Road	Kurrajong	0	0	0	0	0	50,000	0	0	0	0	50,000
Slopes Road	The Slopes	0	0	0	0	0	0	0	100,000	0	0	100,000
Slopes Road	North Richmond	0	0	0	0	0	0	35,000	0	0	0	35,000
Sparks Road	North Richmond	0	0	0	0	0	0	335,579	0	0	0	335,579
Tennison Road	Tennison	0	0	0	0	0	0	0	0	321,584	0	321,584
Terrace Road	North Richmond	0	0	0	0	0	0	0	70,507	0	0	70,507
Various Locations	North Richmond	0	0	0	0	0	0	0	444,000	0	0	444,000
Minor Road Works (= \$15,000 in value)	Various Locations	0	0	0	0	0	0	0	0	3,867	0	3,867
Renewal Works - Sealed Roads	Various Locations	0	168,641	254,800	403,200	403,200	403,200	403,200	403,200	977,622	0	3,013,763
Crooked Lane - New Work - Seal Gravel Road	North Richmond	0	0	0	0	0	200,000	500,000	0	0	0	700,000
Douglas Street - New Work - Seal Gravel Road	North Richmond	0	0	0	0	388,707	0	0	0	0	0	388,707
Grandiers Lane - New Work - Seal Gravel Road	Bowen Mountain	0	0	0	660,000	0	0	0	0	0	0	660,000
Manors Creek Road - New Work - Seal Gravel Road	Yarranusid	0	0	0	0	0	0	0	0	500,000	0	500,000
Springrove Lane - New Work - Seal Gravel Road	Kurrajong Hills	0	0	0	0	0	0	0	0	500,000	0	500,000
Quoc Road	Grose Vale	0	0	0	0	0	0	0	343,000	0	0	343,000
Grose Vale Road	North Richmond	0	0	0	0	0	0	25,448	0	0	0	25,448
Mill Road	Kurrajong	0	0	0	0	0	0	450,340	0	0	0	450,340
Harbors Road - New Work - Seal Gravel Road	Blipin	0	0	0	0	0	0	650,000	0	0	0	650,000
Warrigal Road - New Work - Seal Gravel Road	Kurrajong	0	0	0	0	0	0	150,000	0	0	0	150,000
Total Option 1 Road Works	Western District	1,938,944	4,471,651	3,936,675	4,350,614	3,687,226	2,745,155	2,451,313	2,817,607	3,063,050	3,033,716	32,476,149
(Option 1 +) Additional Option 2 Works	Western District	0	0	168,641	1,214,800	1,451,901	1,256,778	693,201	1,617,707	1,477,622	1,284,522	8,787,112
Total Option 2 Road Works	Western District	1,938,944	4,471,651	4,105,315	5,565,414	5,139,127	4,001,923	3,054,513	4,435,314	4,480,672	4,318,238	42,063,261
(Option 1 + Option 2 +) Additional Option 3 Works	Western District	0	0	0	0	0	0	1,275,788	343,000	0	0	1,618,788
Total Option 3 Road Works	Western District	1,938,944	4,471,651	4,105,315	5,565,414	5,139,127	4,001,923	4,330,301	4,678,314	4,480,672	4,318,238	43,682,049

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Building Renewal and Refurbishment

Option	Building	Location	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total
1 2 3 (Includes all Option 1 works) (Includes all Option 1 + Option 2 works)	Ripon Community Hall - Roof Renewal	Ripon	0	0	30,175	0	0	0	0	0	0	0	30,175
	Brown Mountain Park - Amenities & Hall - Electrical Renewal Works	Brown Mountain	0	0	0	0	0	9,000	0	0	0	0	9,000
	Campbell Street Reserve - Renewal Works - Drainage	North Richmond	0	0	0	0	0	0	0	0	0	15,000	15,000
	Hanna Park - Amenities - Floor Renewal	North Richmond	0	0	0	0	0	0	12,000	0	0	0	12,000
	Kurajong Community Centre - Building Refurbishment	Kurajong	0	0	0	0	0	0	0	0	0	664,600	664,600
	McMahon Park - Amenities and Store - Electrical & Drainage Renewal	Kurajong	0	0	0	0	0	23,039	0	0	0	0	23,039
	Mountain Lagoon Bush Fire Shed - Renewal Works - Communication & Fit Out	Mountain Lagoon	0	0	41,799	0	0	0	0	0	0	0	41,799
	North Richmond Community Precinct - Refurbishment and Redevelopment	North Richmond	0	253,532	1,304,485	1,358,000	0	0	0	0	0	0	2,967,897
	North Richmond Park - Amenities & Change Rooms - Roof Renewal	North Richmond	0	0	0	72,000	0	0	0	0	0	0	72,000
	Power Park - Floodlights and Tennis Facilities - Electrical Renewal	Kurajong Heights	32,000	0	0	0	0	0	0	0	0	0	32,000
	Yarramundi Bush Fire Shed - Renewal Works - Communication & Fit Out	Yarramundi	0	0	0	0	0	0	0	22,940	0	0	22,940
	Yarramundi Reserve - Amenities - Floor Renewal & Fire Compliance	Yarramundi	0	0	0	0	0	0	2,000	0	0	0	2,000
	Minor Building Renewal Works (< \$5,000 in value)	Various Locations	0	0	0	1,000	0	1,000	1,800	-500	0	0	3,800
	Ripon Bush Fire Shed - Floor Renewal	Ripon	0	0	0	0	0	0	0	0	23,310	0	23,310
	Groose Wadd - Bush Fire Shed - Floor Renewal	Groose Wadd	0	0	0	0	0	0	0	0	0	17,400	17,400
	Kurajong Community Centre - Building Refurbishment	Kurajong	0	0	0	0	0	0	0	0	0	0	0
	Kurajong Memorial Park - Amenities - Fit Out and Roof Renewal	Kurajong	0	0	0	0	0	17,545	0	0	0	0	17,545
	North Richmond Community Precinct - Refurbishment and Redevelopment	North Richmond	0	0	290,490	0	0	0	0	0	0	0	290,490
	Power Park - Tennis Facilities - Renewal Works	Kurajong Heights	0	0	0	0	0	0	5,000	0	0	0	5,000
	Radio Tower - Kurajong Heights - Fit Out Renewal	Kurajong Heights	0	0	0	0	0	0	0	0	8,000	0	8,000
	Accessibility Improvements	Various Locations	0	0	30,043	0	0	0	0	0	0	0	30,043
	Campbell Street Reserve - Amenities - Floor Renewal	North Richmond	0	0	0	0	5,810	0	0	0	0	0	5,810
	McMahon Park - Amenities and Store - Floor Renewal	Kurajong	0	0	0	0	0	0	16,730	0	0	0	16,730
	North Richmond Community Precinct - Refurbishment and Redevelopment	North Richmond	0	0	160,631	0	0	0	0	0	0	0	160,631
	Power Park - Tennis Facilities - Floor Renewal	Kurajong Heights	0	0	0	0	1,540	0	0	0	0	0	1,540
Whispery Creek Amenities - Floor Renewal	Kurajong	0	0	0	0	7,620	0	0	0	0	0	7,620	
Total Option 1 Building Works	Western District		32,000	253,532	1,632,385	1,433,600	0	33,030	16,000	23,040	300	656,295	3,939,882
(Option 1 + Additional Option 2 Works)								17,545	5,000		125,000	17,400	401,911
Total Option 2 Building Works	Western District		0	0	322,153	0	0	17,545	5,000	0	125,000	17,400	401,911
Total Option 2 Building Works	Western District		32,000	253,532	1,764,538	1,433,600	0	50,575	21,000	23,040	125,300	715,720	4,407,932
(Option 1 + Option 2 + Additional Option 3 Works)							14,960	15,730	0	0	0	192,345	
Total Option 3 Building Works	Western District		30,990	262,532	1,925,543	1,433,600	14,960	59,875	38,910	23,040	125,300	715,720	4,600,968

Parks Improvements and Upgrades

Option	Park/Reserve	Location	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total	
1 2 3 (Includes all Option 1 works) (Includes all Option 1 + Option 2 works)	Bulford Hill Reserve - Car Park Resurface and Park Furniture Renewal	Kurajong Heights	0	0	0	0	0	900	900	23,569	0	0	25,369	
	Hann Occ - Park Furniture, Picnic Shelter & Local Wicket Renewal	Ripon	30,890	249	3,000	0	1,700	0	0	18,000	0	0	45,239	
	Brown Mountain Park - Todd Upgrade and Park Furniture Renewal	Brown Mountain	21,880	249	0	0	0	0	0	0	1,500	10,000	32,749	
	Hanna Park - Park Furniture, Picnic Shelter Renewal and Car Park Upgrade	North Richmond	14,890	104,205	0	0	33,100	0	4,800	0	0	1,200	138,235	
	Hawkesbury Park - Park Furniture Renewal	North Richmond	3,890	2,500	0	2,480	0	0	1,100	0	0	0	1,200	11,170
	Grassia Park - Park Furniture and Play Equipment Renewal	North Richmond	0	0	1,300	0	0	0	0	0	0	0	0	7,970
	McMahon Park - BBQ, Park Furniture and Car Park Surface Renewal	Kurajong	0	0	13,590	0	0	0	0	13,569	0	0	0	41,900
	Memorial Park - Park Furniture & Play Equipment Renewal, Hatanag Wall	Kurajong	0	1,300	0	0	0	215,100	7,139	0	1,800	2,500	227,839	
	Marri Place Park - Softfall Renewal	North Richmond	0	0	0	0	0	0	0	0	0	6,225	0	6,225
	Navajo Reserve - Park Furniture and Picnic Shelter Renewal	Groose Wadd	7,890	0	36,525	0	31,104	0	0	0	0	0	0	74,519
	North Richmond Oval - Park Improvements (SMA)	North Richmond	0	0	0	0	0	0	0	0	0	250,000	0	250,000
	North Richmond Park - Park Furniture Renewal	North Richmond	0	0	8,900	10,800	0	0	0	0	0	0	0	19,700
	North Richmond Town Centre - Public Domain Improvements (SMA)	North Richmond	0	0	0	0	0	0	0	0	0	0	0	400,000
	Peel Park - Park Furniture, Play Equipment & BMX Track Renewal, Landscaping	North Richmond	3,890	0	12,000	0,400	0	1,500	119,820	97,880	0	0	0	244,020
	Peel Park - Redevelopment & Upgrade (SMA)	North Richmond	0	0	1,004,500	0	0	0	0	0	0	0	0	1,004,500
	Suzelle Crescent Reserve - Park Furniture Renewal	North Richmond	0	0	0	0	0	0	1,500	0	4,500	0	0	7,000
	Entrance Rd Reserve 123 - Park Furniture and Picnic Shelter Renewal	North Richmond	0	0	3,160	1,100	1,200	0	10,000	0	200	0	0	15,720
	Minor Park Renewal and Improvement Works (< \$5,000 in value)	Various Locations	2,590	0	2,590	0	2,500	0	2,500	300	0	0	0	12,880
	Riverside Parks - Facility Improvements (SMA)	Various Locations	0	0	0	0	108,000	0	0	0	0	0	0	108,000
	Spording Facilities - New & Renewal Works - Sports Council	Various Locations	57,191	58,520	89,096	61,589	63,129	64,706	66,323	67,881	69,001	91,423	688,127	
	(No additional Works Proposed under Option 2)													
	Brown Mountain Park - Play Equipment and Park Furniture Renewal	Brown Mountain	0	0	0	0	0	0	0	0	0	14,016	7,700	32,516
	Hanna Park - BBQ Shelter and Park Furniture Renewal	North Richmond	0	0	0	0	0	0	0	0	0	0	15,935	15,935
	Grassia Park - Play Equipment Renewal	North Richmond	0	0	0	0	0	0	0	0	0	0	34,191	34,191
	McMahon Park - BBQ, Park Furniture and Cricket Net Renewal	Kurajong	0	0	0	0	0	14,500	0	32,884	0	0	0	47,384
	Marri Place Park - Play Equipment Renewal	North Richmond	0	0	0	0	0	0	0	0	0	1,800	1,800	
	Navajo Reserve - Park Furniture Renewal	Groose Wadd	0	0	0	0	0	0	10,824	0	0	0	0	10,824
	North Richmond Park - Park Improvements	North Richmond	0	0	0	0	0	0	0	0	125,000	0	0	125,000
	North Richmond Skating Centre - Public Domain Upgrade	North Richmond	0	0	0	0	0	0	50,800	0	0	0	0	50,800
	Power Park - Play Equipment Renewal	Kurajong Heights	0	0	0	0	0	0	0	0	0	0	0	20,416
	Town Centre & Village Revitalisation	Kurajong	0	0	0	0	206,000	0	0	0	0	0	0	206,000
	Town Centre & Village Revitalisation	North Richmond	0	0	0	58,000	200,000	0	0	0	0	0	0	258,000
	Street Furniture Upgrades	Various Locations	0	0	0	0	50,000	0	0	0	0	0	0	50,000
	Whispery Creek Amenities	Various Locations	0	0	0	0	0	0	25,000	0	0	0	0	25,000
	Spording Facilities - Renewal Works - Sports Council	Various Locations	0	0	33,890	28,000	30,000	31,000	32,000	33,000	34,000	35,000	0	113,000
Total Option 1 Parks and Public Domain Works	Western District		137,891	168,126	1,216,075	88,888	228,623	264,706	218,297	213,653	356,096	856,323	3,679,264	
(Option 1 + Additional Option 2 Works)														
Total Option 2 Parks and Public Domain Works	Western District		137,891	168,126	1,216,075	88,888	228,623	264,706	218,297	213,653	356,096	856,323	3,679,264	
(Option 1 + Option 2 + Additional Option 3 Works)														
Total Option 3 Parks and Public Domain Works	Western District		0	0	0	0	33,890	279,000	105,824	52,664	219,615	79,793	1,182,573	

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Pathway Renewal and New Pathways

Option	Pathway Improvement Works (Various Lengths)	Location	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total
1	Bells Line Road	Pathway Renewal	0	31,650	21,525	0	71,063	4,050	0	90,950	12,825	0	241,470
	Grose Vale Road	Pathway Renewal	0	0	0	0	0	12,750	4,230	3,780	0	10,470	43,230
2	Grose Vale Road	Pathway Renewal	0	0	0	0	0	0	14,000	0	14,040	9,480	37,520
	Old Bells Line Road	Pathway Renewal	0	0	7,020	2,430	8,750	3,600	0	0	3,150	0	25,340
3	Kedja Circuit	Pathway Renewal	0	0	0	0	0	0	10,120	0	0	0	10,120
	Pit Lane	Pathway Renewal	0	0	8,520	0	0	0	0	0	0	1,410	9,940
1 + 2 + 3	Riverside Street	Pathway Renewal	0	0	0	0	1,770	2,020	0	0	5,400	0	9,200
	Flinders Pathway	Pathway Renewal	0	8,424	0	0	0	0	0	0	0	0	8,424
1 + 2 + 3	Sunnyside Crescent	Pathway Renewal	0	0	0	0	0	0	6,552	0	0	0	6,552
	Bradley Pathway	Pathway Renewal	0	0	0	5,040	0	0	0	0	0	0	5,040
1 + 2 + 3	Minor Renewal Works (< \$5,000 in value)	Pathway Renewal	0	2,880	0	0	0	652	2,270	4,230	4,410	0	14,550
	Peel Park to Grose Vale Road	New Pathway	500,000	0	0	0	0	0	0	0	0	0	500,000
1 + 2 + 3	Kunajong to Windsor to Bligh Park Cycleway	New Pathway	0	250,000	0	0	0	0	0	0	0	0	250,000
	Kummond Public School Crossing	New Pathway	50,000	0	0	0	0	0	0	0	0	0	50,000
1 + 2 + 3	William Street	New Pathway	0	30,000	0	0	0	0	0	0	0	0	30,000
	Charles Street	New Pathway	0	0	0	0	49,000	0	0	0	0	0	49,000
1 + 2 + 3	William Street	New Pathway	0	0	0	0	44,000	0	0	0	0	0	44,000
	Riverside Street	New Pathway	0	0	0	0	50,000	0	0	0	0	0	50,000
1 + 2 + 3	New Works - Footpath Construction	New Pathway	0	0	0	0	0	0	0	0	0	100,000	100,000
	Kunajong to Windsor to Bligh Park Cycleway	New Pathway	0	0	33,333	33,333	33,333	33,333	83,333	83,333	83,333	83,333	433,333
Total Option 1 Pathway Works			Western District	590,000	40,074	250,355	7,479	81,585	23,261	43,285	107,970	39,824	1,214,330
(Option 1 +) Additional Option 2 Works			Western District	0	0	35,000	0	152,080	0	0	0	0	187,000
Total Option 2 Pathway Works			Western District	590,000	40,074	325,355	7,479	233,585	23,261	43,285	107,970	39,824	1,401,330
(Option 1 + Option 2 +) Additional Option 3 Works			Western District	0	0	0	33,333	33,333	33,333	83,333	83,333	83,333	533,333
Total Option 3 Pathway Works			Western District	590,000	40,074	325,355	40,811	266,922	66,714	126,619	191,313	123,167	1,934,663

Kerb and Gutter Upgrade Works

Option	Kerb & Gutter Renewal and Upgrade Works	Location	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Total
1	Timms Hill Road	Kunajong	0	0	0	0	0	0	0	0	0	45,750	45,750
	Pecker Road	North Richmond	0	10,150	0	14,100	7,550	0	0	0	0	0	30,800
2	Warks Hill Road	Kunajong Heights	8,990	0	5,900	6,885	5,410	1,530	0	0	0	7,650	36,550
	Stephens Street	North Richmond	7,050	7,050	0	0	0	0	0	0	0	0	14,100
3	Tyne Crescent	North Richmond	11,500	4,895	0	0	10,885	0	0	0	0	0	27,390
	Sunnyside Crescent	North Richmond	26,210	0	0	0	0	0	0	0	0	0	26,210
1 + 2 + 3	Michael Street	North Richmond	0	0	0	0	0	0	0	0	0	22,052	22,052
	Suzella Crescent	North Richmond	9,070	0	8,100	0	0	0	0	0	0	0	18,450
1 + 2 + 3	Robertson Street	Kunajong	0	0	0	0	9,211	0	7,619	0	0	0	16,830
	William Street	North Richmond	0	14,660	0	0	0	0	0	0	0	0	14,660
1 + 2 + 3	Sherwood Street	Kunajong	14,070	0	0	0	0	0	0	0	0	0	14,070
	Grose Vale Road	North Richmond	0	0	0	0	0	0	0	0	13,210	0	13,210
1 + 2 + 3	Terrace Road	North Richmond	0	0	820	11,567	0	0	0	0	0	0	12,387
	Marion Street	North Richmond	0	0	0	0	0	0	0	0	10,894	0	10,894
1 + 2 + 3	Shane Place	Kunajong Heights	0	5,141	0	5,141	0	0	0	0	0	0	10,282
	O'Dea Place	North Richmond	0	0	5,141	0	0	5,141	0	0	0	0	10,282
1 + 2 + 3	Bucket Place	Kunajong	0	0	6,823	0	0	0	0	0	0	0	6,823
	Dan Street	Kunajong Heights	0	0	0	0	0	0	7,222	1,438	0	0	8,660
1 + 2 + 3	Ignatius Avenue	North Richmond	0	0	0	0	3,825	0	0	3,825	0	0	7,650
	Pinetide Place	Kunajong Heights	0	0	3,519	3,519	0	0	0	0	0	0	7,038
1 + 2 + 3	Charles Street	North Richmond	0	0	0	0	0	6,916	0	0	0	0	6,916
	Matheson Avenue	North Richmond	0	1,400	0	0	0	0	3,080	0	0	0	4,480
1 + 2 + 3	Kedja Circuit	North Richmond	0	0	0	0	0	0	0	0	6,020	0	6,020
	Old Bells Line Road	Kunajong	0	3,360	2,470	0	0	0	0	0	0	0	5,840
1 + 2 + 3	Erica Street	Kummond	0	0	0	0	0	5,141	0	0	0	0	5,141
	Robert Street	North Richmond	0	0	5,010	0	0	0	0	0	0	0	5,010
1 + 2 + 3	Minor Renewal Works (< \$5,000 in value)	Various Locations	1,591	6,916	8,905	4,651	3,427	10,863	13,617	5,171	10,520	0	65,989
	(No additional Works Proposed under Option 2)		0	0	0	0	0	0	0	0	0	0	0
1 + 2 + 3	(No additional Works Proposed under Option 3)		0	0	0	0	0	0	0	0	0	0	0
	Total Option 1 Kerb & Gutter Works			Western District	73,713	58,640	36,100	47,828	51,683	16,830	30,814	31,763	46,604
(Option 1 +) Additional Option 2 Works			Western District	0	0	0	0	0	0	0	0	0	0
Total Option 2 Kerb & Gutter Works			Western District	73,713	58,640	36,100	47,828	51,683	16,830	30,814	31,763	46,604	486,275
(Option 1 + Option 2 +) Additional Option 3 Works			Western District	0	0	0	0	0	0	0	0	0	0
Total Option 3 Kerb & Gutter Works			Western District	73,713	58,640	36,100	47,828	51,683	16,830	30,814	31,763	46,604	486,275

► Town Meeting PowerPoint Presentation.



the assets we manage



- 52,226 assets valued at close to \$1 Billion
- spread across 2,800 square kilometres

the asset renewal challenge

- we aim to keep assets in at least a fair condition
- overall our assets are in good to fair condition



Overall Condition of Assets: June 2018

Condition	Percentage
excellent	12%
good	32%
fair	38%
poor	11%
very poor	7%

Legend:

- excellent - no work required apart from usual day to day maintenance
- good - only minor maintenance work required
- fair - maintenance work required
- poor - renewal required
- very poor - repair/rebuild or upgrading required

asset renewal backlog

legacy of under-investment: our assets

- are supported by a small population & rate base
- are older and aging
- are subject to revenue constraints
- are mostly non-income producing



where our revenue goes

- \$31 out of every \$100 goes on managing waste
- \$47 out of every \$100 goes on our community assets
- \$18 out of every \$100 goes on providing services
- \$4 out of every \$100 on admin & governance



How Council spends every \$100

Category	Amount
waste management	\$31
community assets	\$47
providing services	\$18
admin & governance	\$4

intergenerational equity



- we have been using assets paid for by our parents & grandparents but not paying for the true cost of this use
- we are passing on this unfunded asset renewal cost to the next generation

calculating the true cost of asset consumption



- recognising the true cost of asset consumption
- a growing infrastructure renewal requirement

business costs -vs- rate pegging



- revenue vs expenditure

responding to the challenge



- streamline organisational efficiencies
- redirect resources to high priority assets
- sell off surplus community assets
- increase service charges
- increase rates and introduce new levies

becoming fit for the future



- all councils need to demonstrate that they are 'fit for the future'
- funding the cost of community infrastructure



average residential rates

Average Residential Rate 2015/16

Council	Average Residential Rate
The Hills	\$1,049.84
Hawkinsbury	\$1,108.23
Penrith	\$1,225.51
Camden	\$1,322.63
Blue Mountains	\$1,436.43
Wollondilly	\$1,524.23

what is a sustainable council?

Stage 1 assessing the role of Council 2007 to 2014

Stage 2 assessing what services and activities

Stage 3 a sustainable council 2014 to 2020

"A local government will be financially sustainable over the long term when it is able to generate sufficient funds to provide the levels of service and infrastructure agreed with its community".

community investment priorities

August 2016 your expectations for our services

February 2017 keeping the Hawkesbury a special place to live

service level review: what did we learn?

- residents wanted council to improve service levels by increasing investment in assets.
- their priorities were roads, both sealed and unsealed, drains, town centres & public spaces (including paths & public toilets) & parks

community investment priorities

Rank	Service, Facility or Activity	Rank	Service, Facility or Activity
1	road maintenance	12	building partnerships with community
2	long term planning for the future	13	supporting business development
3	improving services and infrastructure	14	trails, paths and cycleways
4	providing management & respectful water use	15	supporting local based activities
5	engaging community in making decisions	16	supporting tourism facilities and industry
6	holding government to funding & services	17	car parks
7	public toilets	18	crime prevention
8	healthy Hawkesbury River and catchment	19	supporting training & career opportunities
9	helping to make living our values	20	supporting community organisations
10	domestic management and reuse	21	history and protecting heritage
11	promoting local employment opportunities	22	arts, playgrounds and facilities

our plan for the future

smart city: rural feel







leadership	community	environment	assets	future
strengthen communication & engagement with residents	support volunteerism	improve the health of our waterways	upgrade roads, bridges, drainage, parks and buildings	plan for sustainable and balanced development
advocate strongly for improved infrastructure	increase employment, housing, health and transport options	minimise ecological impacts of development	revitalise our town centres and villages	build on our areas heritage to promote tourism

T-Corp path to sustainability

revenue measures:

- cost recovery pricing paths
- rate increases to match underlying cost of services
- increase investment yields through better management

expenditure measures:

- cost savings and efficiency programs
- shared services (with other councils)
- use of debt for fund backing

take a long term view:

- think in long term planning
- consult with community as a strategic issue
- increase population density to reduce per unit costs

looking after assets:

- improve asset management planning
- increase spending on maintaining & renewing assets

what about amalgamation?



- proposed merger of Hawkesbury & The Hills
- public inquiry in 2016
- recommended not to proceed with merger
- merger would not be financially sustainable
- merger would not solve asset renewal challenge
- resourcing strategy & for increased investment

special rate variations

- in last 10 years SRV's have been approved for 70% of NSW councils;
- most SRV applications see to raise revenue to fund asset renewal & infrastructure backlog;
- rate peg began in 1970
- has impacted capacity to meet infrastructure costs



investing in your future the three options



- 1 **REDUCE** – rate peg option
- 2 **STABILISE** - minimum required to achieve FFTF benchmarks
- 3 **IMPROVE** – meet community expectations

10

works program by district



- detailed program of works for each district
- targeted at community investment priorities
- scope of works reflects the revenue raised under each option
- an 'investment prospectus' for residents to consider

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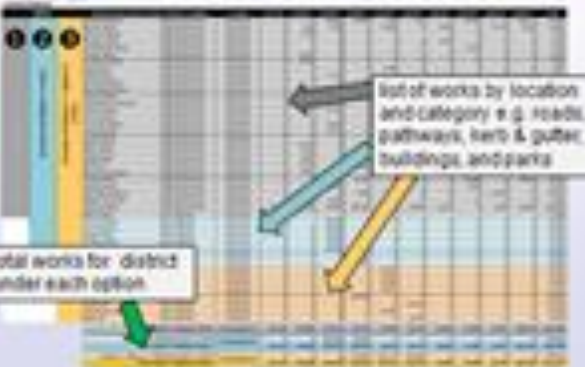
key projects



- plots location of
 - new pathways
 - road improvements
 - gravel roads to be sealed
 - community building refurbishments
 - park and public space improvements

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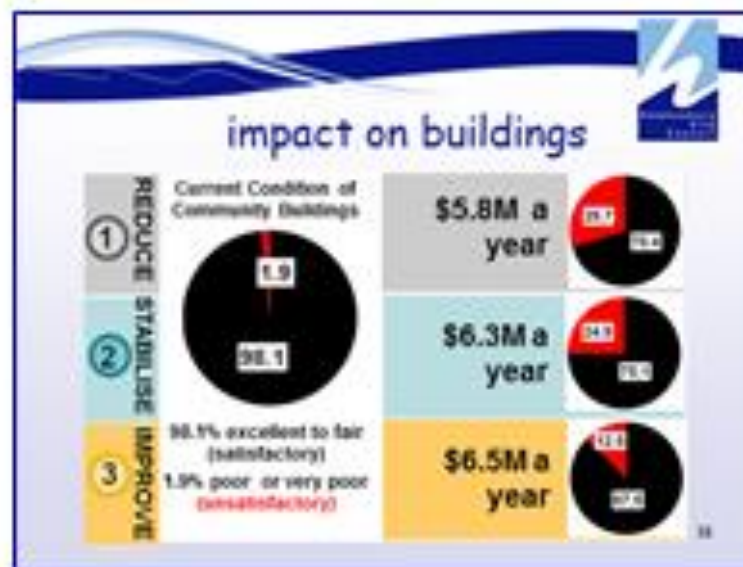
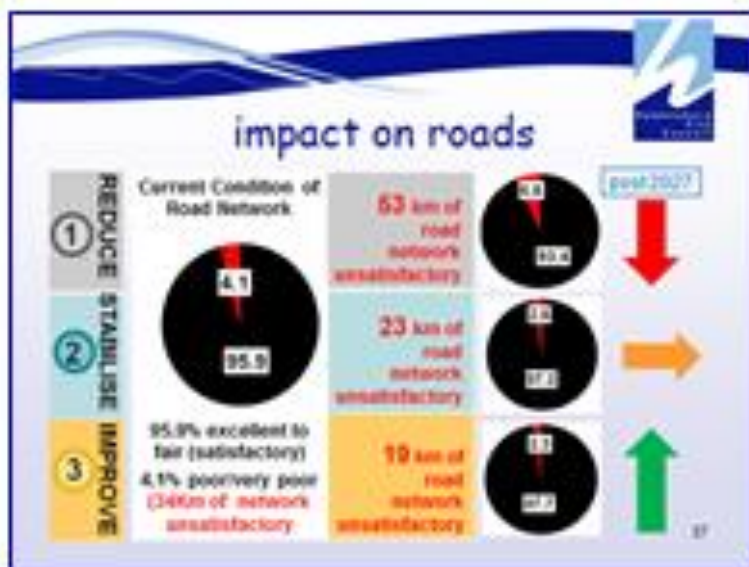
works summary by category



total works for district under each option

list of works by location and category e.g. roads, pathways, kerb & gutter, buildings, and parks

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new facilities

1 REDUCE	2 STABILISE	3 IMPROVE
\$20M over 10 years	\$34M over 10 years	\$50M over 10 years
limited capacity to fund new works – reliant on grants & developer contributions for new works (37% of program)	time-limited program of new works to 2027 focus on sealing of gravel roads and sealed road rehabilitation.	rolling program of new works, ongoing gravel road sealing & road rehab, new Kerb & Outer pathways, public spaces & river foreshore
no revenue to maintain new facilities in future years	revenue to maintain new facilities	revenue to maintain new facilities

new facilities

The diagram features a central yellow circle with the number '3'. Red lines radiate from this circle to five photographs: 'gravel road sealing' (a gravel road), 'kerb & gutter' (a road edge), 'shared pathways' (a paved path), 'river foreshore' (a riverbank with a walkway), and 'public spaces' (a park area).

community programs

1 REDUCE	2 STABILISE	3 IMPROVE
no capacity to fund new programs or services or deliver on Strategic Plan	may be some limited capacity to fund new programs to activate Strategic Plan	new programs funded – volunteer, water quality, community events, heritage, town & village revitalisation
current service levels may need to be reviewed, to redirect funds to keep assets safe and functioning	provides opportunity to reconfigure existing resources to respond to community priorities	capacity to direct additional staffing & financial resources to achieve Strategic Plan outcomes

saying yes - community programs

The diagram features a central yellow circle with the number '3'. Red lines radiate from this circle to six photographs: 'community engagement' (a group of people), 'volunteer programs' (people holding a sign), 'leaving after waterworks' (a person by a river), 'valued public spaces' (a park with flowers), 'community events' (a street market), and 'history & heritage' (a historical building).

average residential rates

1 REDUCE				2 STABILISE				3 IMPROVE			
18/19	19/20	20/21	Total	18/19	19/20	20/21	Total	18/19	19/20	20/21	Total
annual increase				annual increase				annual increase			
\$28	\$29	\$29	\$86	\$107	\$117	\$34	\$257	\$107	\$117	\$128	\$351

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average residential rates

1 REDUCE				2 STABILISE				3 IMPROVE			
18/19	19/20	20/21	Total	18/19	19/20	20/21	Total	18/19	19/20	20/21	Total
annual increase				annual increase				annual increase			
\$28	\$29	\$29	\$86	\$107	\$117	\$34	\$257	\$107	\$117	\$128	\$351
weekly increase				weekly increase				weekly increase			
\$0.54	\$0.55	\$0.56	\$1.65	\$2.04	\$2.24	\$0.64	\$4.92	\$2.04	\$2.24	\$2.45	\$7.73

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rating comparisons

average residential rate 2020/21	
Hawkesbury Option 1	\$1,208
Hawkesbury Option 2	\$1,378
Camden	\$1,457
Penrth	\$1,463
Hawkesbury Option 3	\$1,472
Blue Mountains	\$1,814
Wollondilly	\$1,966

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investing in your future



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next steps

the journey to a sustainable council . . .



Timeline of Council Decisions and Consultations:

- 2014 NSW Government FFTY Reform Program
- 2015/16 Council developed FFTY Plan (2) strategies
- August 2016 Service Level Review Consultations
- February 2017 CSP & Service Level Review update
- After August 2017 Funding in Your Future Consultation
- November 2017 Council decision on SPV Options
- Sept/Oct 2017 Amended documents on exhibition
- February 2018 Submission to 2017
- May 2018 2017 decision
- July 2018 2018 commitment
- Investing in Your Future work program implemented

Options 1: Wastewater rates increased by one ppc amount. Some difficult decisions about future of services & programs.

Option 2: Stabilise rates to 2017 for 14% increase.

Option 3: Employment rates to 2017 for 21% increase.

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investment option



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C FOLLOW UP CORRESPONDENCE and FEEDBACK

Sample of written feedback provided to participants in response to issues and questions raised at town meetings for two of nine town meetings held in Stage 2 (Bligh Park and Glossodia)

Follow Up Email to Town Meeting Participants.

From: Natasha Martin <Natasha.MARTIN@hawkesbury.nsw.gov.au>
Date: 8 September 2017 at 4:41:09 pm AEST
To: Suzanne Stuart <Suzanne.STUART@hawkesbury.nsw.gov.au>
Subject: Hawkesbury City Council - Investing In Your Future Consultation Questions and Answers
Reply-To: Natasha Martin <Natasha.MARTIN@hawkesbury.nsw.gov.au>

Dear Resident

Thank you for your participation at Hawkesbury City Council's recent town meetings for the 'Investing In Your Future' consultation.

The sessions were a great opportunity for us to present you with the information about the Special Rate Variation options and to get your feedback.

As part of the sessions, we recorded the questions that were asked. Some of the questions were specific to the town that we were visiting and others were more general enquires about a range of issues.

We have answered the general questions. These are included in the attached document for your information.

We will be answering each of the town specific questions shortly and will be sending those answers out in a future email.

A copy of the Council report for outlining the results of the Fit for Your Future Consultation is now available in the Business Paper on Council's website using the following link http://www.hawkesbury.nsw.gov.au/_data/assets/pdf_file/0009/98595/ORD_SEP1_2017_BP.pdf

The report will be discussed at the Council meeting on Tuesday, 12 September 2017 at 6.30pm at the Council Chambers, 366 George Street, Windsor.

Once again, thank you for coming out to talk with us. As we indicated on the night, we will be returning to talk further in the future.

Peter Conroy | General Manager | Hawkesbury City Council
 P (02) 4560 4410 | F (02) 4587 7740 | E council@hawkesbury.nsw.gov.au
 W www.hawkesbury.nsw.gov.au



Outcome of Council's 'Investing in Your Future' Community Consultation

Council's Financial Position and Fit for the Future Plan

Question/Comment	Response
Why does Council need a rate rise if the 2017/2018 budget is balanced?	While Council achieves a balanced cash budget to fund its day-to-day operations, it attains this result at the expense of not funding the true cost of maintaining and renewing community assets. The gap between Council's available funding and the investment required to maintain and renew assets has contributed to an infrastructure backlog, which without positive intervention, will continue to grow. As a result, while a balanced cash budget is delivered each year for operational activities, Council's annual operating result is in deficit. The operating result for 2015/2016 (which includes depreciation and excludes capital grants and contributions) was a deficit of -\$10.9 million. This result highlights the financial challenge that Council faces in generating sufficient revenue, to fund on an annual basis, the required level of maintenance, renewal and replacement of assets it manages on behalf of the community.
Why did it take five years for this trend to occur or be recognised?	It is assumed this question refers to the deterioration of Council's Operating Result from 2010/2011 as a result of changes to the valuation of assets under the local government accounting code in 2006. The impact of the changes to the accounting treatment of assets were recognised by Council when they took effect. From 2007, Council began implementing a program of cost containment and non-rating revenue measures to address the asset renewal funding shortfall. In 2007 Council applied to the NSW Government for a Special Rate Variation, which in conjunction with these measures, would have substantially funded its asset renewal shortfall and improved its Operating Result. The NSW Government approved a smaller rating increase than that proposed by Council which was insufficient to cover the projected shortfall with the result that Council's Operating Result deteriorated.
Is the SRV one of the strategies in the 20 point 'Fit For The Future' Plan?	Yes, Council's 'Fit For The Future' Plan included a community engagement strategy to present three resourcing options to residents to raise the balance of the revenue required to increase investment in asset maintenance, renewal and replacement, and address the infrastructure backlog. Two of the three options would involve Council applying to the Independent Pricing and Regulatory Tribunal (IPART) for a Special Rate Variation.
Will Council be 'Fit For The Future' if we don't get an SRV?	Council is confident that it can meet the criteria set down by IPART for a successful SRV application should this be the resourcing option that Council chooses to proceed with following consultation with the community. In the event that IPART does not approve an SRV, or approves a lesser SRV, Council would need to review its services to identify options for possible service level reductions to redirect resources to fund the asset renewal shortfall and meet the 'Fit For The Future' financial benchmarks.
What happens if Council doesn't meet the 'Fit For The Future' strategies?	Should Council not achieve the implementation of the strategies within its 'Fit for the Future' Plan to meet the 'Fit For The Future' financial benchmarks it may be subject to intervention by the Office of Local Government.

Note: The feedback document distributed to Town Meeting participants is the same to that which was reported to Council on 12 September 2017 (Attachment 9 – Part B) included as an Appendix to the Council Report (pages 28-44).

The Feedback Document was also included on pages 65 to 82 in the Supplementary Resourcing Strategy (Attachment 4)

For the sake of brevity it has not been reproduced in its entirety here.