



Hawkesbury City Council

attachment 1 of 3
to
item 57

Draft Hawkesbury Community Strategic Plan
2013 to 2032 -
Public Exhibition of the Draft Plan

Summary of Submissions

date of meeting: 9 April 2013
location: council chambers
time: 6:30 p.m.

Draft Hawkesbury Community Strategic Plan 2013 – 2032 – Summary of Submissions

	Name	Summary of Submission	Response
1/9	Venecia Wilson, Resident	<p>The CSP does not adequately address future needs. Agree with Directions but they are not being adequately planned for current and future needs. CSP is too vague and broad termed to be effective and meaningful. Be more proactive in wording. Be more protective of our assets, more determined and innovative. Provide more detailed measures.</p> <p>The “Measures” seem to be statements of outcomes, not planned measures for achieving the Goals. “Measurement” would be a better term.</p> <p>Request more details required about Hawkesbury “brand”.</p> <p>Council does not seem to have enough vision, nor effectively value the heritage assets of the region.</p> <p>More focus needs to be placed on heritage and cultural tourism as well as agriculture as industries in order to increase jobs. RAAF shouldn’t be relied on as an ongoing source of employment. There needs to be a comprehensive and future plan for development, infrastructure and industry.</p> <p>Would like to see a bolder, stronger more determined document, like Wyong’s equivalent.</p>	<p>Respondent has not provided any suggested alternate wording. The purpose of the CSP is to establish the broad visions, directions and strategies for the future so that current and future needs can be considered and addressed. The wording of the CSP is proactive and will set the long term direction for Council and the community</p> <p>Reporting against the measures will assist Council and the community in determining whether or not the Goals of the CSP have been met. Recommend CSP be amended</p> <p>The Hawkesbury “brand” is to be developed and implemented as part of subsequent Delivery Programs and Operational Plans.</p> <p>Heritage, tourism and agriculture are recognised numerous times throughout the <i>Looking After People and Place, Supporting Business and Local Jobs, and Shaping our Future Together</i> themes.</p> <p>Fostering a diverse industry base is dealt with in Strategy 2 of <i>Supporting Business and Local Jobs</i></p> <p>Various CSPs from other councils have been reviewed by Council staff to assist in the preparation of the CSP.</p>

Draft Hawkesbury Community Strategic Plan 2013 – 2032 – Summary of Submissions

	Name	Summary of Submission	Response
2	Department of Primary Industries Office of Water Mark Simons A/Manager Major Projects, Mines and Assessment	<p>Encourages Council to include Directions, Strategies, Goals and Measures in relation to</p> <ul style="list-style-type: none"> • the protection and enhancement of the river and other waterways (watercourses, wetlands etc) and riparian land, and • the protection of surface water and groundwater resources and groundwater dependent ecosystems <p>Suggested Strategy:</p> <ul style="list-style-type: none"> • Adequate planning provisions and suitable land zoning included in planning instruments to protect and enhance the river and other waterways, riparian land, surface water, ground water and ground water dependent ecosystems. <p>Suggested Goals:</p> <ul style="list-style-type: none"> • Healthy and functioning catchments • Healthy and functioning riparian corridors • Integrated approach to floodplain risk and riparian corridor management • Improved community awareness of the importance and value of healthy catchments, natural waterways, vegetated riparian corridors, surface water and 	<p>LEP 2012 already contains similar zone objectives. Having adequate planning provisions and suitable land use zones can be a form of local action in Strategy 1 of <i>Caring for Our Environment</i>. Recommend that Strategy 1 be amended to include reference to riparian land, surface and groundwaters.</p> <p>Recommend addition Goal “Healthy and functioning catchments and riparian corridors”</p> <p>Recommend addition Goal “Healthy and functioning catchments and riparian corridors”</p> <p>Floodplain risk is currently addressed in <i>Looking after People and Place</i>, Strategy 6.</p> <p>Agree to proposed wording change. Recommend CSP be amended accordingly.</p>

Draft Hawkesbury Community Strategic Plan 2013 – 2032 – Summary of Submissions

	Name	Summary of Submission	Response
		<p>groundwater resources.</p> <p>Suggested Measures</p> <ul style="list-style-type: none"> • Riparian land mapped within the LGA • The area of riparian land that is protected and rehabilitated in the LGA • The number of schools, community groups, landholders etc engaged in the rehabilitation of the waterways and riparian corridor projects • Number of community projects involving waterway and riparian corridor rehabilitation 	<p>This is potentially a short term action. Council staff have previously requested such mapping from the Office of Water. Mapping has not been provided as yet.</p> <p>This is an action rather than a measure.</p> <p>This is difficult to measure at this time but may be considered in future reviews.</p> <p>This is difficult to measure at this time but may be considered in future reviews.</p>
3	NSW Rural Fire Service Mark Hawkins A/Team Leader Development Assessment and Planning	A large proportion of the LGA identified as bush fire prone land. Any development must comply with section 79BA or 91 of the EP&A Act and the requirements of Bush Fire Protection 2006.	Submission relates to LEP and Development Application matters and not relevant to CSP review 2012.
4	Glenn Falson, Resident	<p><i>General Comments</i></p> <p>Suggested inclusion of a Theme “Addressing housing needs for all socio economic groups” to address Region’s identified housing shortage. There is a particular shortage of “normal housing” and also low cost rental and top end rural properties.</p>	Additional theme not considered necessary as housing supply and demand is addressed in <i>Looking After People and Place</i> . Themes of the CSP are interrelated not independent of each other.

Draft Hawkesbury Community Strategic Plan 2013 – 2032 – Summary of Submissions

	Name	Summary of Submission	Response
		<p><i>Looking After People and Place</i></p> <p>Suggest inclusion of a Direction and Strategy for Jobs and Employment.</p> <p>Suggested Goal</p> <ul style="list-style-type: none"> • Create further job zones and encourage different work practice and innovation including working from home <p>Suggested Measure</p> <ul style="list-style-type: none"> • Reduction in travel to work time <p>Jobs should be considered an integral component of looking after people.</p>	<p>Additional Direction, Strategy, Goal and Measure not considered necessary as local jobs and reduced travelling times are addressed in <i>Supporting Business and Local Jobs</i> and <i>Linking the Hawkesbury</i>. Themes of the CSP are interrelated not independent of each other.</p> <p>LEP 2012 already permits without consent “home occupations” in all Rural and Residential zones and the E3 Environmental Management and E4 Environmental Living zones.</p> <p>Other employment activities on non-employment zoned lands are to be investigated as part of implementing the Hawkesbury Employment Land Strategy.</p>
		<p><i>Linking the Hawkesbury</i></p> <p>Suggested Strategy</p> <ul style="list-style-type: none"> • Keep the community abreast of which roads are prioritised and why and when various roads might be improved or constructed <p>In Goal and Measure a definition of “agreed level” is required and by whom it is to be agreed.</p>	<p>Additional Strategy not considered necessary as this will be done as part of Strategy 3 and Strategy 4 of <i>Shaping Our Future Together</i>. Proposed “Strategy” is more an Operational Plan matter.</p> <p>The agreed level will be determined with the community as part of Strategy 3 and Strategy 4 of <i>Shaping Our Future Together</i>.</p>

Draft Hawkesbury Community Strategic Plan 2013 – 2032 – Summary of Submissions

	Name	Summary of Submission	Response
		<p><i>Supporting Business and Local Jobs</i></p> <p>Suggested Goal</p> <ul style="list-style-type: none"> Promote opportunities for people to work from home including setting up a network facilitator <p>Suggested Measure</p> <ul style="list-style-type: none"> Increase in number home workers and work opportunities 	<p>This is currently addressed in the existing Goals and Measures. Also, LEP 2012 already permits without consent “home occupations” in all Rural and Residential zones and the E3 Environmental Management and E4 Environmental Living zones. Council can consider including information of it’s website promoting this.</p>
		<p><i>Directions for Shaping Our Future Together</i></p> <p>The Direction to have respected leadership is probably unobtainable just as there are different voting trends in the community.</p>	<p>It is considered important to retain “respected” in the Direction as this applies not only to Councillors but also staff and it should be an aspiration of Council.</p>
		<p><i>Sustainability Principles</i></p> <p>Inclusion of the idea that the provision of basic human needs in addition to development will cause a change to the environment.</p>	<p>The Sustainability Principles were adopted by Council in April 2008 and are not subject to this review.</p>
5	Justin O’Connell, Resident	<p><i>Generally</i></p> <p>Why the need for a new CSP after only three years. Current CSP should be assessed first and then through community consultation and possible audit by Council or external agencies to demonstrate need for change. Other plans should be taken into consideration in assessing the current CSP.</p>	<p>It is a statutory requirement of the Local Government Act 1993 that Council review the CSP before 30 June following the local government elections. The reports to Council on 9 October 2012 and 11 December 2012 explained why the CSP has been reviewed. The CSP has been amended to include references to <i>NSW 2021 A Plan to Make NSW Number One</i> and <i>Western Sydney and Blue Mountains Regional Action Plan</i>. The suggested assessment of the current CSP will be part of the “end of term” report that will be presented to Council in 2016 as part of the Legislation.</p>

Draft Hawkesbury Community Strategic Plan 2013 – 2032 – Summary of Submissions

	Name	Summary of Submission	Response
		<p>Overall the Goals and Measures are not related and there are fewer measures, which indicate reduced intent to act and attend to community concerns. The objectives and how they will be achieved in an action plan is not identified.</p> <p>The overwhelming message to derive from the proposed plan is the emphasis placed on development and the downplaying of the environment. There is an increased desire on the part of Council for more private development, especially in residential housing and the promotion of industrial activity in residential and agricultural areas.</p> <p>Limited mention of agriculture, indicates that agriculture is not considered as important in the area as it was previously.</p> <p>Identified a move towards projects financed by State Government. Plan has a financial emphasis. Concerned over lack of available Council funding and possible rate increases, service reduction, privatisation and outsourcing. Council wants more private economic activity and a reduction in its own responsibilities.</p> <p>History, heritage and the overall natural and built environment are referenced less than the 2010 CSP.</p>	<p>The review has elevated much of the content of the previous CSP from action statements to true strategies. This has broadened the wording and reduced the number of goals and measures. However, the intent of the previous CSP has been included in the revised document.</p> <p>The perceived focus on development has been the result of an increased focus on the provision of required infrastructure. The environment and other matters have been retained in the revised document and have not been downplayed.</p> <p>Agriculture is recognised specifically in the <i>Looking After People and Place</i>, theme and is an important contributor in other themes such as <i>Supporting Business and Local Jobs</i>.</p> <p>The Division of Local Government commented that Council's CSP did not indicate all the appropriate links to the State documents. Similarly the previous CSP did not contain sufficient detail in relation to finance. For this reason these matters have been brought forward. However, this has been in a way to complement rather than to the detriment of any other strategic matter.</p> <p>Heritage, the environment and agriculture are recognised numerous times throughout the <i>Looking After People and Place</i>, <i>Caring for Our Environment</i>, <i>Supporting Business and Local Jobs</i>, and <i>Shaping our Future Together</i> themes.</p>

Draft Hawkesbury Community Strategic Plan 2013 – 2032 – Summary of Submissions

	Name	Summary of Submission	Response
		<p><i>Looking After People and Place</i></p> <p>As part of Strategy for <i>Looking After People and Place</i> the community should have the opportunity to be consulted about the local identity and area's character.</p> <p>No reference is made to a Residential Land Strategy and there is a concern that there will be increased development through subdivision and infill. Absence of a Heritage Plan to conserve heritage. No reference to Disaster Response and Community Safety Plans.</p> <p>Questions how will a balance be achieved between agriculture, the environment and housing on rural lands.</p> <p>No performance indicators identified to measure the upgrade of infrastructure and services.</p> <p>No recognition that natural disasters, or the environmental limitations of the area, sometimes cannot be managed with planning and mitigation.</p> <p>Goals are vague with no commitment.</p>	<p>Council commissioned the Hawkesbury Character Study in 2012 this included representative telephone survey of residents, vox pops at the Hawkesbury Show and discussion with community focus groups. The community will be given ongoing opportunity via actions in subsequent Delivery Programs and Operational Plans to comment on the identity and character of the Hawkesbury.</p> <p>Implementation of the Residential Land Strategy, heritage strategy and various community safety related plans will be achieved via subsequent Delivery Programs and Operational Plan. Implementation of these Plans are not appropriate to be included at the CSP level.</p> <p>Balancing agriculture, the environment and development of rural lands will be a challenge for Council and the community and hence this is a necessary inclusion in the CSP.</p> <p>This is will be addressed by reporting against Measure 8 "Availability and accessibility of services versus benchmarks".</p> <p>Strategy 6 also refers to "third arm" of management being response.</p> <p>Author provides no alternate wording for Goals. Progress in Council achieving the CSP, Delivery Programs and Operational Plans will be reported to Council and community via six month reports, Annual Report and End of Council report.</p>

Draft Hawkesbury Community Strategic Plan 2013 – 2032 – Summary of Submissions

	Name	Summary of Submission	Response
		<p>Use of words like “appropriate services”, “viable tourism”, “viable successful events” which are vague and undefined.</p> <p>A list of events that Council supports should be provided.</p> <p>Concern that there will be increased subdivision and infill development. Reference to goal from previous Plan of achieving 5000 new dwellings has been removed. Questions whether this is to minimise community conflict and pressure on Council to achieve specific target.</p> <p>Concern about the use of terms like “appropriate” and “affordable” infrastructure and services and who defines these terms.</p> <p>No mention of providing social housing for the community.</p> <p>Natural disasters aren’t specifically identified (bushfires and floods) and the way they are measured needs to be expanded upon and defined.</p> <p>Measures for People and Place considered vague and unspecific. “Population” and “Visitation” of town centres should be defined. Visitation of other areas should be defined too. Questions what the Measures really mean because they are not defined. They should be more specific and measurable.</p>	<p>It is not agreed that these terms are vague in the context used. These terms have the same meaning as the normal Dictionary meaning.</p> <p>Including such a list in a 20 year plan would not be appropriate as it would be soon out of date. A more responsive and up to date approach would be for Council to publish an annual list of events.</p> <p>The Residential Land Strategy forecasts increased subdivision and infill development in order to meet the 5000 dwelling target. Previous goal not necessary as included in RLS and has been reworded in terms of affordability and availability (Goal 4).</p> <p>These will be determined by future discussion with the community, see <i>Shaping Our Future Together</i> Strategy 4.</p> <p>Strategy 2 and Goal 5 refers to “affordable housing” of which “social housing” is one option.</p> <p>Planning for, mitigating and responding to natural disasters is provided for in Strategy 6. Measure 9 can be achieved by way of community survey</p> <p>Unless specifically defined within the CSP the words have a normal dictionary meaning. Respondent has not provided alternate suggested wording.</p>

Draft Hawkesbury Community Strategic Plan 2013 – 2032 – Summary of Submissions

	Name	Summary of Submission	Response
		<p>No reference to employment and public transport as part of housing Measures.</p> <p>Use of agriculture and employment as a Measure is considered positive but questions how these will be implemented in light of other parts of Plan. Generally there is a greater focus on development with less emphasis on the areas history and heritage.</p> <p>There is not a clear link between the Goals and the Measures.</p>	<p>This is dealt with in the measure for <i>Linking the Hawkesbury</i>. The themes are interrelated and are not independent.</p> <p>The Hawkesbury LGA is not homogeneous. The CSP attempts to recognise the various current and future needs and uses of the whole of the Hawkesbury. In some cases these needs and uses will be independent of each other in other cases they may complement and hence will represent a challenge for Council and the community.</p> <p>There is not necessarily a one to one relationship between Goals and Measures as a single Measure could be used in conjunction with multiple Goals and vice versa.</p>
		<p><i>Caring For Our Environment</i></p> <p>“Management” of environmental strategic components has replaced “protection”. This is a direct watering down.</p> <p>Addressing climate change as a strategy has disappeared in the proposed plan and is replaced with a generic “reduction in our ecological footprint”.</p> <p>Goals and Measures are not linked. There are fewer measures and they are almost inert.</p>	<p>“Management” is preferred to “protect” as “protect” can have the connotation of locking away and not using. Manage allows for protection, restoration, and use as may be appropriate given the circumstances of the case.</p> <p>The 2010 CSP strategy relating to development of a climate change strategy has been removed because Council developed and subsequently adopted the strategy in June 2012. Implementation of the strategy will be dealt with in subsequent Delivery Programs and Operational Plans.</p> <p>There is not necessarily a one to one relationship between Goals and Measures as a single Measure could be used in conjunction with multiple Goals and vice versa.</p>

Draft Hawkesbury Community Strategic Plan 2013 – 2032 – Summary of Submissions

	Name	Summary of Submission	Response
		<p>Explanation of commercialising waste management is required.</p> <p>People are not mentioned in relation to the environment.</p> <p>There is no benchmark for climate change. The 2010 CSP has a benchmark to reduction greenhouse gas emission by 25%.</p> <p>Environmentally sustainability and protection measures are detailed more fully, actively and benchmarked to policy in the 2010 CSP. In the exhibited plan they appear as agenda items devoid of active intent for use or for addressing, some of them are wish list and aren't really measures.</p>	<p>The Waste Management Facility operates on a commercial basis to take into account the true cost of waste management, recycling and disposal to remain sustainable into the future.</p> <p>“Our” and “community” are mentioned a number of times throughout this theme.</p> <p>The adopted Strategy dealing with climate change (Natural Hazards Resilience Strategy) adopted in June 2012 contains relevant actions. The stated measures, such as <i>Total Energy use per capita; Renewable energy use per capita</i> and other measures in this theme all show whether the community actions are sustainable (by the numbers reducing) or unsustainable (by the numbers increasing). This leads to a focus more on sustainability rather than focusing only on greenhouse gases.</p> <p>Respondent has provided no alternative wording. The CSP is a long term high level plan. Specific immediate and short term actions will be demonstrated in subsequent Delivery Programs and Operational Plans.</p>
		<p><i>Linking the Hawkesbury</i></p> <p>Cycleways are not mentioned as a transport option for priority.</p> <p>Road maintenance is set for budget tightening leading to poorer roads. The “agreed level” of maintained roads is not defined.</p>	<p>Implementation of Council’s Bike and Pedestrian Mobility Plan is ongoing and is a sub-set of Strategy 1 in <i>Linking the Hawkesbury</i>.</p> <p>Goal 5 seeks efficiencies in road maintenance while meeting community expectation i.e. “agree level”. The agreed level will be determined by future discussions with the community as part of Strategy 4 of <i>Shaping Our Future Together</i>.</p>

Draft Hawkesbury Community Strategic Plan 2013 – 2032 – Summary of Submissions

	Name	Summary of Submission	Response
		<p>Regional road network is the financial responsibility of the State government, yet it is a priority (Goal 2) of the CSP.</p> <p>Public transport is mentioned as a priority without it being specified except for a welcome benchmark of 25% local usage.</p> <p>Proposed new bridge in 2010 CSP has been removed as its provision is seen as a <i>fait accompli</i>. Council supports the RMS's Option1 proposal for a modern, high level and wide bridge through Thompson Square.</p>	<p>This Goal is in response to Strategies 1 and 2 and seeks to recognise the role of State and Federal governments in achieving an integrated transport network and improvements to public transport.</p> <p>Recommend that Goal be reworded to "A comfortable, convenient, and frequent public transport system with at least 25% usage by the community"</p> <p>As mentioned previously the current review attempts to elevate the document to a true strategy document and specific actions, such as "new bridge" can be included in Strategy 1.</p>
		<p><i>Supporting Business and Local Jobs</i></p> <p>No reference to an Employment Lands Strategy.</p> <p>Proposed Strategies should have been added to 2010 CSP Strategies not replace them.</p> <p>Omission of working with industry and education providers to promote sustainable business practices is regrettable and another lost opportunity.</p> <p>Proposed plan has less emphasis on local jobs, training and education.</p> <p>Supports reference to tourism and retention of the RAAF base.</p>	<p>Implementing the Employment Land Strategy is proposed to be an action in subsequent Delivery Programs and Operational Plans in response to Strategy 2.</p> <p>As mentioned previously the current review attempts to elevate the document to a true strategy document rather than containing individual, task specific statements.</p> <p>These are included in Direction 2, Strategy 2, Goals 4, 5 & 6 and measures 4, 5 & 6</p> <p>This is addressed in Strategy 2, Goal 6, and Measure 6.</p> <p>Noted.</p>

Draft Hawkesbury Community Strategic Plan 2013 – 2032 – Summary of Submissions

	Name	Summary of Submission	Response
		<p>Proposed plan has surrendered on reduced commuter travel times as a measure.</p> <p>Proposed North Richmond development and Windsor Bridge Replacement threatening the Hawkesbury as a tourist destination by threatening heritage sites at Windsor and rural character of North Richmond.</p>	<p>These issues are located in the <i>Linking the Hawkesbury</i> theme; Directions 1 & 2, Strategies 1, 2 & 4, Goals 1, 3, 4 & 6, Measures 1, 3 & 5</p> <p>Statement is noted.</p>
		<p><i>Shaping Our Future Together</i></p> <p>Explain and justify why sustainability is withdrawn as a strategy, goals and measure in the proposed plan.</p> <p>Theme shows a preoccupation with finance, it is a shift in focus for Council on what it meant to be a community plan, the plan reads a bit like a budget paper, where is Council likely to raise its revenue from, how much does it seek to get from State government or external sources, what services are to be reduced, what services will be outsourced?</p> <p>Language is more corporatised, vague, compounded and distant in what it wants to do a how it intends to do them. Agenda items are abbreviated or cobbled together.</p>	<p>The previous Strategy, Goal and Measure related to the implementation of Council’s adopted Sustainability Principles. Apart from the fact that this was not a strategy but an action, this action has commenced and is to be incorporated into operational actions. In this regard the previous strategy, to “implement”, had been overtaken and is not a long term strategy but a long, ongoing action and is incorporated into various Council operational actions.</p> <p>Finance is one part of this theme. The theme also deals with leadership, an engaged community, identity, decision making, and partnerships with residents, community groups and institution. This theme has been refocused slightly to better include the financial sustainability and operation of Council as an entity as the previous CSP did not contain any strategic directions for its overall operation.</p> <p>See comment above. The refocus on the financial sustainability of Council operations is an important strategic direction that should not be overlooked. In this regard If the Council “organisation” fails none of the strategies or directions will be achievable. In this sense it is an important issue for all in the community.</p>

Draft Hawkesbury Community Strategic Plan 2013 – 2032 – Summary of Submissions

	Name	Summary of Submission	Response
		<p>Consultation and engagement has replaced planning and community satisfaction. Planning, like infrastructure, is a dirty word here and in other parts of the plan. Community has also taken a back seat.</p>	<p>See comments above. Consultation and engagement is a strong message that Council has received from the community in the past. Council has in the past been criticised for “lack of planning” however, in some cases the criticism is the result of lack of information provided to the community or that the planning was undertaken with a lower level of consultation or engagement than some in the community would like.</p>
6	Gae Kelly, Windsor Business Group	<p>Improve the CSP by creating a Tourism Policy that addresses tourism facilities and includes good planning practices and indicators.</p> <p>HCC should be responsible for promoting events, encouraging tourism and working with the community to increase tourism in the area.</p> <p>HCC should promote the Hawkesbury as a tourist destination with the aim of supporting businesses and increasing local jobs. Council needs to support local events in partnership with the community to create jobs. Council should be responsible for planning of existing areas rather than employing consultants to undertake the work. The outcomes from the consultants are not being effectively communicated.</p> <p>The timing of when works in the LGA are undertaken needs to be reviewed in light of the LGA events calendar to ensure works are not undertaken when events are scheduled.</p> <p>Currently the Mall needs constant maintenance. If it were repaired tourism would be increased.</p>	<p>The CSP deals with this issue. However, the development and implementation of a Tourism Policy (or similar) is a level of detail best addressed through subsequent Delivery Programs or Operational Plans.</p> <p>The CSP deals with this issue. However, the promotion of events and encouraging tourism is a level of detail best addressed through subsequent Delivery Programs or Operational Plans.</p> <p>This is to be addressed in Strategy 1 of <i>Supporting Business and Local Jobs</i>. Council currently supports local events and Civic activities</p> <p>Noted.</p> <p>Noted.</p>
7	Name not	It was noted that generally the CSP has some good ideas	Noted.

Draft Hawkesbury Community Strategic Plan 2013 – 2032 – Summary of Submissions

	Name	Summary of Submission	Response
	supplied, Resident	<p>Limited provision bus and train services in the LGA were not addressed in CSP. Suggested that a non-stop, frequently operated train service between the LGA and the city be established. Suggested that a local bus service be created.</p> <p>Questioned the cost of the coloured CSP brochures. Suggested money could have been spent elsewhere.</p>	<p>Provision of bus and train services will be considered in achieving Strategies 1 and 2 of <i>Linking the Hawkesbury</i>.</p> <p>It is a mandatory requirement of the Local Government Act 1993 that the CSP be publically exhibited. Less than half the number of hard copy plans were printed than in the 2010 CSP exhibition with increased use of electronic distribution and access resulting in cost savings.</p>
8	Phillip Knobbs, Resident	<p>Liberal Councillors in past have not listened to community feedback, concerned that CSP will not be implemented.</p> <p>Suggested that in <i>Looking After People and Places</i>, “development of both sides of the River...”, large development at North Richmond was not supported by the community yet was approved by Council. Lack of preservation of local heritage like the Keyline System at North Richmond.</p> <p>What does RAAF base retained and operational mean?</p> <p>Lack of constructive partnerships and meeting opportunities between Council and residents.</p> <p>Reference is made to providing cycleways in <i>Linking the</i></p>	<p>Progress in Council achieving the CSP and associated Delivery Programs and Operational Plans will be reported to Council and community via six month reports, Annual Report and End of Council report.</p> <p>Comments relating to development at North Richmond relate to a specific development application and planning proposal. The CSP is clear in its focus on ensuring development is supported by appropriate physical and community infrastructure whilst also being sympathetic to heritage values and character of the area.</p> <p>The Goals and Measures relating to the RAAF Base are considered to be clear and unambiguous and is consistent with Council’s current position of ensuring continued operation of the RAAF Base.</p> <p>Community satisfaction with Council’s engagement with the community is measured in the Community Survey. Council’s Community Engagement Policy guides Council’s consultation and is a requirement of all reports to Council.</p> <p>Implementation of the Bike and Pedestrian Mobility Plan is</p>

Draft Hawkesbury Community Strategic Plan 2013 – 2032 – Summary of Submissions

	Name	Summary of Submission	Response
		<i>Hawkesbury</i> however previous proposal for cycleways were rejected.	ongoing and is a sub-set of Strategy 1 in <i>Linking the Hawkesbury</i> .
10	Robyn Ashton, Resident	<p>Broad statement of intent sounds worthwhile, are ideals that any thinking individual or group would embrace. Most of the Goals are reasonable and specific except for those in <i>Looking after People and Place</i>. <i>Caring For Our Environment</i> Strategies specific and believable, most other Strategies are too vague.</p> <p>Support development of sustainability indicators and climatic change measures.</p> <p>Measures are disappointing as performance guidelines and will rely on base line data for comparison.</p> <p>Recommend inclusion of “Possible Actions” and timing in an Action Plan. When will Delivery Plan and Operational Plans be available for comment and commence. These specific plans are of greater interest to the community than the larger visions of the CSP.</p>	<p>Respondent does not provide any examples of improving or amending Goals or Strategies therefore not possible to comment on proposed amendments.</p> <p>Notwithstanding support for sustainability indicators and climate change measures these have been re-worded to be measures instead of actions. Development of sustainability measures and climate change adaption measures are expected to be matters addressed in subsequent Delivery Programs and Operational Plans.</p> <p>In the main Council does have or has access to data to enable reporting against measures e.g. various ABS census/reports, Community Survey results, use of public transport, water and energy use, landfill volumes, In some cases measures and associated data collection will need to be developed.</p> <p>Possible actions and timing will be identified in subsequent Delivery Programs and Operational Plans. It is expected that the draft Delivery Program 2013 – 2017 and Operation Plan 2013 – 2014 will be exhibited in May 2013 and will commence on 1 July 2013.</p>
11	Colleen Turnbull, Resident	The CSP has great ideas however without Delivery Program and Operation Plan it has no “guts” and is just another report to be shoved on the shelf.	The CSP is fundamental and a mandatory precursor to the preparation of the Delivery Program and Operational Plan. Progress in Council achieving the CSP, Delivery Programs and Operational Plans will be reported to Council and community via six month reports, Annual Report and End of Council report.

Draft Hawkesbury Community Strategic Plan 2013 – 2032 – Summary of Submissions

	Name	Summary of Submission	Response
		A change of attitude from the top down is required; attitude is same as it was in 1980.	The Integrated Planning and Reporting framework represents a new management approach for Council.
12	Lucy Jessie, Resident	<p><i>Looking After People and Place</i></p> <p>No mention or acknowledgement of Indigenous culture.</p> <p>Only first point makes reference to the history and heritage of area, Council does not appear to recognise the historical significance of the Hawkesbury.</p> <p>No reference to a Heritage Study and why doesn't Council have a heritage advisor.</p> <p>There is a need for a Cultural Centre, to replace Windsor Function Centre, where there can be performing arts.</p> <p>Connect with the community via improving Council's website to an interactive website.</p>	<p>Strategy 4 of <i>Looking after People and Place</i> has been amended to include indigenous heritage.</p> <p>Heritage is recognised numerous times throughout the <i>Looking After People and Place</i> and <i>Shaping our Future Together</i> themes.</p> <p>The completion and implementation of the Heritage Study is a matter for subsequent Delivery Programs and Operational Plans. Council does have a heritage advisor.</p> <p>Council staff are currently exploring options to secure funds to expand facilities available for the performing arts</p> <p>Suggested improvements to Council's website noted. This is an ongoing operational matter and need not be mentioned in the CSP.</p>
		<p><i>Supporting Business and Local Jobs</i></p> <p>The tourist potential of the area needs to be supported and recognised. Make Thompson Square a unique attraction for cafes, boutique shops and vibrant markets. Reinvigorate Sunday markets. Develop a longer term vision for area. Provide local businesses with direction and support including seminars. Provide free wireless access to business communities in Windsor, Richmond and Kurrajong.</p>	<p>Noted. It is anticipated that all of these matters will be considered by Council in implementing the Strategies of <i>Supporting Business and Local Jobs</i> and Strategy 4 of <i>Linking the Hawkesbury</i>.</p>

Draft Hawkesbury Community Strategic Plan 2013 – 2032 – Summary of Submissions

	Name	Summary of Submission	Response
13	Sarah Terry, Resident	<p>Greater effort needs to be put into protection and promotion of key heritage areas to attract tourist and engage local interest and participation. Develop a Master Plan that identifies the area's history. Greater focus on heritage and agricultural significance of the Region. Greater recognition is required on unique aspects of the Hawkesbury. Thoughtful planning of new residential and commercial areas to maintain the historic urban landscape and agricultural area. Restrict development west of river in order to retain rural environment. Permit only large acreage subdivision. There is little transparency, accountability and respect for the Council. The community feels disenfranchised.</p> <p>Stop support of new the Windsor Bridge Option 1.</p>	<p>The importance of sympathetically managing rural lands, agricultural viability, valuing and promoting our heritage assets, revitalising town centres, promoting tourism, being transparent, accountable and working with the community is mentioned numerous times throughout the CSP. This gives direction to Council in preparing and implementing subsequent Delivery Programs and Operational Plans and therefore the need to bring these to fruition.</p> <p>Noted. However, Council's position on the preferred option for the new Windsor Bridge is a specific matter and not a matter for the CSP.</p>
14	Beatriz Insausti, Resident	<p>Too many universal statements that could be taken in too many directions. CSP needs to be about the Hawkesbury.</p> <p>The Delivery and Operational Plans need to be reviewed by the community to see how they fit with the CSP.</p>	<p>It is acknowledged that a number of statements within the CSP could readily be applied to other Council areas as they are fundamental matters that all LGA need to consider. However, the CSP also has been prepared to take into account and make provision for the Hawkesbury context.</p> <p>This will occur, but cannot occur until the CSP has been determined to give direction to those documents. It is anticipated that the draft Delivery Program 2013/2017 and draft Operational Plan 2013/2014 will be exhibited in May 2013 and these documents will further identify the Hawkesbury specific matters to be undertaken and addressed.</p>
15	Community Board of Advice of the Hawkesbury District Health Service	<p>General Comments</p> <p>The two key issues of importance to the CBAHDS are transportation and mental health.</p>	<p>Noted</p>

Draft Hawkesbury Community Strategic Plan 2013 – 2032 – Summary of Submissions

	Name	Summary of Submission	Response
	<p>(Comments have been sourced from 2011-2012 Community Forum and the Medicare Local Forum)</p>	<p>The adoption of a 20 year planning horizon is too wide and far beyond to actually encourage achievement and performance of current sitting members of Council as well as Council management as staff. A 10 year timeframe would be more appropriate like that adopted by other Federal and State agencies.</p> <p>The Measures do not effectively and clearly stipulate what standards will be used to evaluate performance and achievements against. Benchmark of performance and end-user satisfaction are central to strategic planning and were not mentioned anywhere in the document.</p>	<p>A 20 year timeframe was purposefully chosen due to the actual timeframe required to achieve some of the intended directions and strategies, e.g., <i>Revitalise and enhance town centres and villages</i>, etc. A planning horizon less than 20 years would be too short and open to diversion by specific, short term projects. Progress in Council achieving the CSP, Delivery Programs and Operational Plans will be reported to Council and community via six month reports, Annual Report and End of Council report.</p> <p>The identified measures are specific and measurable by Council. In the main Council does have or has access to data to enable reporting against measures e.g. various ABS census/reports, Community Survey results, use of public transport, water and energy use, landfill volumes, In some cases measures and associated data collection will need to be developed. In relation to benchmarks some of the identified measures can be related to specific benchmarks applicable to Local Government or other areas. In other areas the intent of the measures are to determine trends in activity or visitation rather than simply meet a specific target.</p>
		<p><i>Looking After People and Place</i></p> <p>Direction 6 – “Have friendly neighbourhoods, connected communities and supported households and families” did not flow through clearly into Strategies, Goals and Measures.</p> <p>Recommend new Strategy – “Actively facilitate, engage and support community volunteer groups and programs that aim to support household, families and special needs groups”. Through the adoption of the Strategy the Council should support community transport (Peppercorn Services) and other support groups who fill gaps that are not met by funded government departments.</p>	<p>Relevant Strategies are 1, 2, 5, 6. Relevant Goals are 1, 2, 4, 5, 10, 11, 12. Relevant Measures are 1, 2, 3, 4, 5, 8, 9, 10.</p> <p>This is dealt with by Strategy 2 of <i>Shaping our Future Together</i> – “Broaden the resources and funding available to our community by working with local and regional partners as well as other levels of government”. Council, as a matter of current operation, supports the activities of Peppercorn</p>

Draft Hawkesbury Community Strategic Plan 2013 – 2032 – Summary of Submissions

	Name	Summary of Submission	Response
		<p data-bbox="495 341 784 368"><i>Linking the Hawkesbury</i></p> <p data-bbox="495 403 842 430">Suggested change to Theme</p> <ul data-bbox="544 466 1279 619" style="list-style-type: none"> <li data-bbox="544 466 1279 619">• A community which is provided with facilities and services efficiently linked by well-maintained roads, accessible and integrated road, rail and air transport and communication systems which also connect to surrounding regions. <p data-bbox="495 651 891 678">Suggested changes to Directions</p> <ul data-bbox="544 713 1279 991" style="list-style-type: none"> <li data-bbox="544 713 1279 834">• 2. Be linked by accessible, viable public transport, cycleways and pathways to the major growth, administrative, commercial and service centres within and beyond the Hawkesbury <li data-bbox="544 869 1279 991">• 3. Have a comprehensive system of well-maintained local and regional roads to serve the needs of the community – including infrastructure for large development approvals <p data-bbox="495 1086 936 1114">Suggested changes to the Strategies</p> <ul data-bbox="544 1149 1223 1209" style="list-style-type: none"> <li data-bbox="544 1149 1223 1209">• 1. Facilitate an integrated transport network that considers the needs of the disabled and impaired 	<p data-bbox="1305 277 2007 338">Services through membership of the Board and via budget allocations.</p> <p data-bbox="1305 466 2022 558">Limiting integrated transport system to only road, rail and air would be inconsistent with definition of transport network in <i>Explanation of Terms</i>.</p> <p data-bbox="1305 679 2002 740">Agree to proposed wording change. Recommend CSP be amended accordingly.</p> <p data-bbox="1305 833 2007 957">This direction is specifically about roads. Proposed additional wording refers to infrastructure generally. In any event, the words “needs of the community” in this regard also includes “large development”.</p> <p data-bbox="1305 1110 2029 1324">Proposed wording may suggest integrated transport network only for the disabled or impaired. Proposed wording considered unnecessary as definition of transport network in <i>Explanation of Terms</i> refers to “people” generally without exclusion or discrimination. In facilitating the integrated transport network Council will however need to be aware of needs of the disabled and impaired.</p>

Draft Hawkesbury Community Strategic Plan 2013 – 2032 – Summary of Submissions

	Name	Summary of Submission	Response
		<ul style="list-style-type: none"> • 2. Establish and manage regional partnerships with transport providers and other levels of governments to improve public transport services without compromising the integrity and capacity of increasing infrastructure • 3. Provide and maintain roads that are financially and environmentally sustainable and respond to community priorities and expectations, importantly addressing risk mitigation plans for natural disasters [such] as flooding and bush fires north and west of the Hawkesbury River <p>Suggested changes to the Goals</p> <ul style="list-style-type: none"> • 1. Improve transport routes to link people and businesses within and beyond the Hawkesbury in particular during peak hours • 3. Network quick, easy, safe and cost effective public transportation that includes disabled and mobility impaired access • 4. Provide comfortable, convenient, frequent public transport system to ensure that above 25% usage by the community • 5. Reduced costs of maintaining roads at agreed level by ensuring construction and maintenance are in accordance with applicable civil engineering quality standards 	<p>Change to the wording is not considered necessary. The existing word “improve” by definition means that a compromise that adversely impacts on infrastructure is not an improvement.</p> <p>Proposed wording considered to be unnecessarily long and unclear. This is essentially a community safety issue therefore recommend that the strategy be reworded to “. . . community safety, priorities and expectations.”</p> <p>Agree to proposed wording change. Recommend CSP be amended accordingly.</p> <p>Recommend that Goal be reworded to “Transport network is quick, easy, safe, cost effective and accessible to all users rather than just focus on public transport</p> <p>It is not recommended that this Goal be reworded in this case as the terms “comfortable, convenient, and frequent” are very subjective and can only be determined via detailed and targeted survey of users. As Council is not the provider for the public transport system Council will not be undertaking such a detailed survey. In this regard the availability and usage of the system is a satisfactory goal and measure at this time.”</p> <p>Proposed wording considered unnecessary as regardless of maintenance costs civil engineering standards are to be adhered to.</p>

Draft Hawkesbury Community Strategic Plan 2013 – 2032 – Summary of Submissions

	Name	Summary of Submission	Response
		<ul style="list-style-type: none"> • 6. Total telecommunications coverage and usage across the Hawkesbury <p>Suggested new Goals</p> <ul style="list-style-type: none"> • Provide suitable disabled access to facilities and transportation in accordance with National and State Legislative requirements • Facilitate implementation of public transport routes and coordinated timetables that link to outlying administrative, service and central business areas i.e. Penrith, Blacktown, the Hill District and Parramatta <p>Suggested changes to Measures</p> <ul style="list-style-type: none"> • 1. End-user satisfaction with transport modes and routes within and beyond the Hawkesbury, particularly the elderly and impaired residents of the area • 5. 100% accessibility and take up of reliable telecommunications <p>In the Measures define “agreed level”.</p>	<p>“Total” communication coverage is not possible given the geography and size of the LGA and does not reflect people’s choice of telephone and future high speed broadband products in modern telecommunications.</p> <p>Proposed wording not considered necessary as legislative requirements must be met regardless of Council’s CSP.</p> <p>This is dealt with by Goal 1, 3 and 4.</p> <p>The current wording of “Community satisfaction” is preferred as this will allow for non-users to express their satisfaction, or otherwise, with transport modes and routes. The word “community” is all encompassing and surveys can be designed or specifically commissioned to ensure elderly and impaired as represented.</p> <p>“100% accessibility and take-up” does not reflect residents choice of take-up or the cost of different telecommunication products</p> <p>The agreed level will be determined with the community as part of Strategy 3 and Strategy 4 of <i>Shaping Our Future Together</i>.</p>

Draft Hawkesbury Community Strategic Plan 2013 – 2032 – Summary of Submissions

	Name	Summary of Submission	Response
16	Kathleen Mackaness, Resident	<p>This submission contained a number of very specific commentaries and recommendations for improvements within the Windsor Town Centre, including road usage, the value of the waterfront, strengths, weaknesses and opportunities, events and gateway treatments.</p> <p>The submission did not however make specific comment or recommend changes to the CSP.</p>	<p>Council staff are currently progressing the review of the Windsor Masterplan. This submission is to be considered in the review.</p>
17	North Richmond and Districts Community Action Association Inc. (NRDCAA) – short submission	<p><i>General Comments</i></p> <p>CSP lacks clarity and isn't organised well. It is recommended that a system of dot points and numbering be developed to correspond with the Measurements.</p> <p>The Delivery Program and Operational Plan are required to be read with the CSP to allow meaningful comment and reflection on the completion of Goals.</p> <p>Support for the Mayor's message that "this Strategic Plan is a community plan not simply a Council plan and should represent the collective vision of the whole Hawkesbury community". However the current format the CSP is not the people's plan. Directions, Strategies, Goals and Measurements (Measures) need to be identifiable and easily understood with outcomes that are measurable.</p> <p>If the Council and community are to work together the Direction of "transparent, accountable and respected leadership and an engaged community" must be adopted.</p>	<p>Numbering of Directions, Strategies, Goals and Measures has been added to the CSP.</p> <p>It is anticipated that the draft Delivery Program 2013/2017 and draft Operational Plan 2013/2014 will be exhibited in May 2013 and these documents will identify how Council and the community will in the immediate term work toward achieving the Goals of the CSP. However, it is necessary to develop strategy before these action plans.</p> <p>See response to HRDCAA 2nd submission</p> <p>Agreed that both the Council and community need to work on this Direction.</p>

Draft Hawkesbury Community Strategic Plan 2013 – 2032 – Summary of Submissions

	Name	Summary of Submission	Response
		<p>Other Council's CSPs should be reviewed, particularly the Wyong CSP.</p> <p>Recommend Council determine that the NRDCAA submission and other Council's Strategic Plans be discussed in depth with interested community groups and prior to Council adopting any options.</p>	<p>Other CSPs, including Wyong's, have been reviewed.</p> <p>All contactable respondents have been advised of the post exhibition report to Council and invited to attend the Council meeting.</p>
		<p><i>Looking After People and Place</i></p> <p>The community is desperate for infrastructure. Council should be constantly lobbying for relief. This is not reflected in the "Strategies" or "Measures".</p> <p>Development and rezoning is continuing west of the River even though there is traffic saturation on Bells Line of Road and the Richmond Bridge.</p> <p>Support for Themes <i>Looking After People and Places, Shaping Our Future Together, Supporting Business and Local Jobs</i> as they are important to tourism, education and agriculture.</p> <p>During the preparation of the Hawkesbury Residential Land Strategy (RLS) the Council did not assess the heritage values and rural landscapes of "Yobarnie" and "Nevellan" and Jacaranda Ponds at Glossodia.</p>	<p>This is dealt with in Strategy 5 and Measure 8 and Strategy 2 and Measure 1 of <i>Linking the Hawkesbury</i> and Strategy 2 and Measure 6 of <i>Shaping Our Future Together</i>. Council does currently lobby for these services.</p> <p>Council is currently discussing with the RMS and rezoning applicants about existing traffic problems between North Richmond and Richmond and are seeking a solution.</p> <p>Noted</p> <p>This is a matter for the RLS. During preparation of the RLS matters such as natural environment, proximity to centres, transport services, open space and recreation, community facilities, utility infrastructure, and heritage listings were considered. "Yobarnie", "Nevellan" and Jacaranda Ponds were not heritage listed at the time. Council staff are working with the NSW Heritage Council and Office and the relevant developer to ensure the heritage significance of "Yobarnie" is appropriately considered and incorporated into the proposed development. Jacaranda Ponds is not heritage listed and there is no proposal to list it.</p>

Draft Hawkesbury Community Strategic Plan 2013 – 2032 – Summary of Submissions

	Name	Summary of Submission	Response
		Council didn't support Heritage Advisory Committee's bid to review the Council's choice of Option 1 for the Windsor Bridge Replacement and ignored the community opposition to the project.	Due to its specific nature this is not a matter for the CSP.
		<i>Supporting Business and Local Jobs</i> Support the formation of a Business Development Committee to consider an expanded industry base and how the Council can support existing businesses and encourage the development of the industry base.	Noted.
		<i>Shaping Our Future Together</i> Support for the Directions of transparency, accountability, respected leadership and an engaged community. These need to be adopted to ensure that the CSP will work.	Agreed.
18	North Richmond and Districts Community Action Association Inc. (NRDCAA) – long submission prepared by Bryan and Margaret Smith, Residents	<i>General Comments</i> Reformat the CSP so that the first Direction relates to the first Strategy, Goal and Measure. The Directions and Strategies should be prioritised and cross referenced in other sections. The current format of the CSP makes community comment difficult. <i>Cover</i> The document has the appearance of being completed which discourages public comment.	 There is not a one to one relationship between the Directions, Strategies, Goals and Measures. Multiple Measures can be relevant to a single Goal, multiple Goals can be relevant to a single Strategy, and multiple Strategies can be relevant to a single Direction. The exhibition CSP was clearly marked on the front cover "Consultation Copy", the Mayoral message encouraged comment, and the back page of the CSP advised of various methods in which interested persons could comment of the CSP. The formatting and printing of revised documents are simple and relatively inexpensive due to current technology.

Draft Hawkesbury Community Strategic Plan 2013 – 2032 – Summary of Submissions

	Name	Summary of Submission	Response
		<p><i>About the Plan</i></p> <p>Reference should be made in the Strategies to the State Plan 2010 and the Regional Strategy.</p> <p><i>A message from the Mayor</i></p> <p>The draft CSP has been prepared by Council and consultants with limited community input. Steps need to be taken to demonstrate that the community input is valued and seriously considered. In the case of frequently occurring suggestions or criticism a circular letter of acknowledgement and listing action taken would suffice. Detailed submission should be answered point by point or a meeting with a member of the planning staff offered.</p>	<p>The CSP has been amended to include references to <i>NSW 2021 A Plan to Make NSW Number One</i> and <i>Western Sydney and Blue Mountains Regional Action Plan</i>.</p> <p>All identifiable respondents have been advised of the post exhibition report to Council and invited to attend the Council meeting. This summary table seeks to respond “point by point” to issues raised by respondents.</p> <p>However it should be noted that this is a review of the 2009 HCSP that was the subject of extensive community consultation and participation.</p>
		<p><i>Looking After People and Place</i></p> <p>Suggested change to Vision</p> <p>The 20 year time frame (2013-2032) implies no current or short term actions.</p> <p>The vision statement is universal, applying to any semi-rural Council anywhere.</p> <p>Remove the reference to 2032 and replace with “in the future”.</p>	<p>The CSP is a long term high level plan. Specific immediate and short term actions will be demonstrated in subsequent Delivery Programs and Operational Plans.</p> <p>The matters identified in the vision are considered to be fundamental to the Hawkesbury and could also be equally applicable to other Council areas. More matters relating to the Hawkesbury context can be found in the Directions, Strategies, Goals and Measures.</p> <p>The Local Government Act 1993 requires that the CSP cover a period of at least 10 years. Replacing 2032 with “in the future” would not satisfy this requirement.</p>

Draft Hawkesbury Community Strategic Plan 2013 – 2032 – Summary of Submissions

	Name	Summary of Submission	Response
		<p>Change “lifestyle choices are provided” to “lifestyle choices are available”.</p> <p>Remove “friendly” as this is not considered to be under the control of Council.</p> <p>The Directions require more detail and to be more concise. They are so broad that they are open to interpretations. Some are out of Council’s control.</p> <p>Agree with Directions 1, 3, 5, 6, and 7 however suggest changes to Directions 2 and 4 a follows:</p> <ul style="list-style-type: none"> • 2. Ensure residents have a choice of housing options through use of a stringent planning process which meets their needs whilst being sympathetic to the qualities of the Hawkesbury • 4. Have development on both sides of the river but ensure that any development is supported by appropriate physical and community infrastructure <p>This would address the problem of multiple and small projects overloading the infrastructure</p> <p>There are seven Directions but only six corresponding Strategies. The Directions and Strategies should be numbered.</p>	<p>“Provided” is considered to be stronger would than “available”.</p> <p>The CSP is an aspirational plan of both the community and Council. In the development of the CSP the community expressed strong sentiment that their neighbourhoods are “friendly” and the community can, and must, play a role in this.</p> <p>The Directions should not be read in isolation. Context for the Direction is provided by the Strategies, Goals and Measures. The CSP is a whole of community plan with Council, individuals, community groups and other levels of government having a role to play.</p> <p>Current wording is concise, proposed wording is unnecessarily lengthy and “stringent” comes across as aggressive.</p> <p>Current wording is concise, proposed wording is unnecessarily lengthy. Proposed wording could also be interpreted to be only relevant to “new development” when the intent is to address existing infrastructure issues.</p> <p>There is not a one to one relationship between the Direction and Strategies. Numbering has been included in the CSP for ease of reference.</p>

Draft Hawkesbury Community Strategic Plan 2013 – 2032 – Summary of Submissions

	Name	Summary of Submission	Response
		<p>Suggested changes to the Strategies</p> <ul style="list-style-type: none"> ▪ 1. Revitalise and enhance village town centres by appropriate development and landscaped pedestrian friendly access and safety ▪ 2. By tight, clearly defined, planning directions encourage affordable, diverse and quality housing solutions in serviced area ▪ 3. Carefully plan sites for housing so that agricultural and parklands are unaffected ▪ 4. Conserve heritage and encourage appropriate use of heritage buildings ▪ 5. Upgrade the necessary physical infrastructure and human services to meet community needs 	<p>Proposed wording restricts revitalisation and enhancement only by way of development and landscaping. Current wording allows for other methods such as events.</p> <p>Proposed wording too restrictive and would not allow partnerships with community housing providers who, by legislation, do not necessarily require planning approvals.</p> <p>Proposed wording is prohibitive and would not allow for improvement to agricultural and park land as a result of housing development. Current wording allows for a balanced approach to development within emphasis of rural production and rural character.</p> <p>Proposed wording does not recognise natural or indigenous heritage.</p> <p>The use of the word “contemporary” was intentional in order to provide a broader term than community (Seen as dealing with only residents and not visitors). The intent is that physical infrastructure and human services are required by visitors and future “community” members and will change over time. The use of the word “contemporary” will enable these facilities to be provided to cater for all user needs and those needs that will change over time. Recommend CSP not be amended.</p>

Draft Hawkesbury Community Strategic Plan 2013 – 2032 – Summary of Submissions

	Name	Summary of Submission	Response
		<ul style="list-style-type: none"> ▪ 6. Work with emergency services to provide a safer community planning and danger mitigation, particularly in times of flood or fire <p>Agree with Goals 1, 3, 4, 5, and 9 suggested changes to Goals 2 ,6, 7, 8, 9, 10, 11, 12 are as follows</p> <ul style="list-style-type: none"> ▪ The Goals should be numbered to identify which Strategy is being addressed ▪ 2. All residents of the Hawkesbury have access to an appropriate range of services ▪ 6. Plan settlement areas so that the population growth can be managed as this contributes to and sustains the local economy and services ▪ 7. By planning ensure that rural lands are kept intact ▪ 8. By planning ensure that residential and other developments do not diminish the right to farm ▪ 10. Appropriate and affordable range of infrastructure and services available to meet community standards ▪ 11. Review disaster and safety plans regularly and publish so that the community is aware 	<p>Current wording is concise and allows for working with emergency services. Proposed wording is unnecessarily lengthy and unclear.</p> <p>There is not a one to one relationship between Goals and Strategies. Goals have been numbered for ease of reference.</p> <p>It is proposed that this Goal be deleted as it is similar to Goal 10.</p> <p>Proposed wording appears to be restricted to “green field” sites. It does not address population growth by way of infill. Current wording caters for both.</p> <p>The current wording provides a more appropriate response that is flexible enough to deal with all situations. The proposed wording is too restricted to planning matters only.</p> <p>“Right to farm” legislation does not exist in NSW</p> <p>Current wording is appropriate as “community standards” cannot be defined and change over time and contemporary needs can cater for that change</p> <p>Recommend Goal be reworded to “Ongoing review and implementation of community disaster and safety plans”. Where relevant it is anticipated that “implementation” would</p>

Draft Hawkesbury Community Strategic Plan 2013 – 2032 – Summary of Submissions

	Name	Summary of Submission	Response
		<ul style="list-style-type: none"> ▪ 12. Continue to support RFS, SES and other agencies providing safety in the community <p>Suggested changes to Measures</p> <p>Adopt the term Measurement instead of Measure.</p> <p>Each Measure should have a corresponding Goal. Some of the Goals have several Measures and some have none. The Goals and the Measures should be linked. Measures should be rewritten.</p> <p>Some Measures are precise like the population of town centres, this should be shown in the Plan.</p> <p>Some measures are ridiculously vague and should be reworded to become more specific. For example instead of “Community perception of safety” have “Every household issued with flood escape route specific to the address, a fire safety plan and the means of contacting the SES.</p>	<p>include informing and educating the community.</p> <p>Specific assistance to agencies will be identified in Operational Plans. Current wording also includes support of volunteers.</p> <p>This change is supported.</p> <p>Multiple Measures can be relevant to a single Goal and vice versa.</p> <p>Data for measures could be derived from a number of sources including sources not currently developed. Nominating a particular source in the CSP would be overly restrictive and not allow use of other sources in the future. The periodic reporting against the measure will, where relevant, identify the source and the records of those reports over time will identify the trends in those measures.</p> <p>Proposed wording is an action not a measure. It is recommended that Council staff forward this suggested action onto the SES and RFS for consideration. Community perception of safety can be measured by way of community survey.</p>
		<p><i>Caring For Our Environment</i></p> <p>Remove the reference to 2032 and replace with “in the future”.</p> <p>Agree with Direction 1 suggested changes to other Directions are</p>	<p>The Local Government Act 1993 requires that the CSP cover a period of at least 10 years. Replacing 2032 with “in the future” would not satisfy this requirement.</p>

Draft Hawkesbury Community Strategic Plan 2013 – 2032 – Summary of Submissions

	Name	Summary of Submission	Response
		<p>as follows</p> <ul style="list-style-type: none"> ▪ 2. Ensure that future generations can enjoy and benefit from a clean river and natural eco-systems natural and cultural landscapes ▪ 3. Educate the community to adopt lifestyle choices that minimise our ecological footprint ▪ 4. Ensure that the entire community use our resources sustainably using best practices and technologies to do this <p>Agree with Strategy 1, 2, and 3 suggested changes to Strategy 4 is as follows</p> <ul style="list-style-type: none"> • 4. Engage and work with the community. Provide access to areas where volunteers can work to care for our environment. <p>Prefer that Goals be numbered and demonstrate relationship to Strategy.</p> <p>Agree with Goals 1, 5, and 6 suggested changes to other Goals are as follows</p> <ul style="list-style-type: none"> ▪ 2. Ensure the recreational, commercial and housing activities do not destroy the natural environment 	<p>Current wording is considered suitable. Proposed wording does not recognise rural landscape.</p> <p>“Educate” sounds patronising and dictatorial. Current wording of “Take active steps to encourage” allows for informing, educating, working with, empowering etc.</p> <p>Current wording of “Working with our community and businesses . . .” demonstrates the way Council will go about achieving this direction instead of “ensure” which is considered unachievable.</p> <p>Current wording does not preclude the provision and access to public lands. If required specific area for volunteers can be nominated in subsequent Operational Plans.</p> <p>There is not a one to one relationship between Goals and Strategies. Goals have been numbered for ease of reference.</p> <p>Current wording is considered to be satisfactory as “ensure” is unachievable; “destroy” is an emotive word that is subjective and not measurable. The intent to “balance” the</p>

Draft Hawkesbury Community Strategic Plan 2013 – 2032 – Summary of Submissions

	Name	Summary of Submission	Response
		<ul style="list-style-type: none"> ▪ 3. Targets are needed for private and public recycled water connections ▪ 4. Reduce greenhouse gas emissions throughout the community ▪ 7. Reduce the waste to landfill by recycling and composting ▪ Replace 8 with Ensure the River is safe for recreational use such as swimming ▪ 9. Balance the needs of the community with preservation of rural and natural environment <p>Suggested changes to Measures</p> <ul style="list-style-type: none"> ▪ 1. Monitor river pollution to ensure clean water for safe swimming and inform public of safety and status by clear signage ▪ 2. Monitor and publish results of water quality and river erosion and activities leading to this ▪ 3. Demonstrated increased private and public number 	<p>needs is more appropriate.</p> <p>Council is seeking to maximise the use of recycled water by businesses and residents therefore recommend “Maximise” be added to beginning of Goal.</p> <p>Data collection for green house emissions for the whole community is not currently available and not considered possible in the foreseeable future, hence suggested Goal is not measurable. Data regarding Council’s green house gas emissions can be collected and reported.</p> <p>Limiting action to only recycling and composting does not recognise the waste hierarchy of avoid, reduce, reuse, and recycle.</p> <p>This is dealt with by Goal 1 which considers rivers and waterways. Proposed wording only considers the River (presumably the Hawkesbury River)</p> <p>This Goal is a repeat of Goal 2 therefore it has been deleted.</p> <p>This is an action not a measure demonstrating achievement of Goal. However, current measure has same intent</p> <p>This is an action not a measure demonstrating achievement of Goal.</p> <p>This is an action not a measure demonstrating achievement</p>

Draft Hawkesbury Community Strategic Plan 2013 – 2032 – Summary of Submissions

	Name	Summary of Submission	Response
		<p>of recycles water connections and volume used</p> <ul style="list-style-type: none"> ▪ 4. Monitor waste to landfill volumes per capita against set targets ▪ 5. Monitor volume of recycled waste per capita against set targets ▪ 6. With suppliers calculate total energy use per capita ▪ 7. With suppliers calculate total renewable energy use per capita and publish results against targeted reduction ▪ 8. Sustainability indicators adopted, published and results reported ▪ 9. Climate change adaption measures developed, adopted and reported 	<p>of Goal.</p> <p>This is an action not a measure demonstrating achievement of Goal.</p> <p>This is an action not a measure demonstrating achievement of Goal.</p> <p>This is an action not a measure demonstrating achievement of Goal.</p> <p>This is an action not a measure demonstrating achievement of Goal.</p> <p>This is an action not a measure demonstrating achievement of Goal.</p> <p>This is an action not a measure demonstrating achievement of Goal.</p> <p>Note: Measures 6 and 8 have been amended as a result of staff changes. Measures 7 and 9 have been replaced with a new measure.</p>
		<p><i>Linking the Hawkesbury</i></p> <p>Suggested change to Vision</p> <ul style="list-style-type: none"> ▪ A community which is provided with facilities and services efficiently linked by well maintained roads and accessible, integrated road, rail and air transport systems which will also connect with the surrounding regions. <p>Agree with Direction 3 and 4, suggested changes to other Directions are as follows</p>	<p>Limiting integrated transport system to only road, rail and air would be inconsistent with definition of transport network in <i>Explanation of Terms</i>.</p>

Draft Hawkesbury Community Strategic Plan 2013 – 2032 – Summary of Submissions

	Name	Summary of Submission	Response
		<ul style="list-style-type: none"> ▪ 1. Have a comprehensive flood proof system of transport which directly links people and products across the Hawkesbury and surrounding areas ▪ 2. Be linked by accessible, viable public transport, cycleways and pathways to the major administrative, growth, service and commercial centres within and beyond the Hawkesbury ▪ New Direction – “Maintain and where necessary improve the level of all existing communications and connectivity” <p>Agree with Strategies 1, 2 and 4, suggested changes to other Strategies are as follows</p> <p>It is suggested that there be four additional Strategies and Strategy 3 be amended as follows</p> <ul style="list-style-type: none"> ▪ 3. Provide and maintain roads that are financially and environmentally sustainable and respond to community priorities and expectations including flood free access to points north and west of the Hawkesbury River ▪ New Strategy - Ensure any new residential developments (25 homes and more) have direct public transport to Richmond and Windsor 	<p>“Flood proofing” transport system is not physically possible given extent and height of flood prone land. Note flood prone land is all land inundated in a Probable Maximum Flood. The transport system need not be flood free, but rather be able to operate, if required in times of flood. In some cases an indirect link may, whilst not ideal, be the only feasible option.</p> <p>Agree to proposed wording change. Recommend CSP be amended accordingly.</p> <p>Considered unnecessary in light of current Direction 4.</p> <p>Flood free access is not physically possible given extent and height of flood prone land. Note flood prone land is all land inundated in a Probable Maximum Flood. Access north and west of the river need not be flood free, but rather be available, if required in times of flood.</p> <p>The RLS contains criteria for new residential development and access to public transport.</p>

Draft Hawkesbury Community Strategic Plan 2013 – 2032 – Summary of Submissions

	Name	Summary of Submission	Response
		<ul style="list-style-type: none"> ▪ New Strategy - Engage the community in the issue of possible civil aviation activity at Richmond airbase ▪ New Strategy - Avoid any action which would overload existing infrastructure causing deterioration of existing connectivity ▪ New Strategy - Consider the needs of the physically handicapped and mentally impaired when projects affecting linking the Hawkesbury are considered <p>Suggested changes to Goals</p> <p>Compared with other Council's this section seems particularly weak and ill-defined. Five new Goals have been suggested</p> <ul style="list-style-type: none"> ▪ No increase in travel time from outlying areas to the centres of Richmond and Windsor ▪ Council to meet all obligations regarding bus stops particularly with regard to disabled access ▪ Provide transport interchange at Richmond similar to that at Windsor Station providing co-ordinated links beyond the Hawkesbury ▪ Limited stop, peak hour train service to Sydney CBD ▪ Half hourly bus service to Penrith calling at Nepean Hospital 	<p>This is not a 20 year Strategy it is a short term action that could be undertaken in subsequent Delivery Programs and Operational Plans if required.</p> <p>Cumulative impact assessments are undertaken at planning proposal and development application stages of new projects and proposals. In this regard the proposed wording is not a strategy but an action that is undertaken as part of other legislation.</p> <p>This is a matter that is already required by legislation and is not needed to be specifically mentioned in the CSP.</p> <p>In the absence of an Integrated Land Use and Transport Strategy it is considered premature to adopt these as Goals at this stage and without consideration of other transport management options. It is considered appropriate that these matters be investigated in the proposed Strategy. It is anticipated that development of the Strategy will be an activity in draft Delivery Program 2013/2017</p>

Draft Hawkesbury Community Strategic Plan 2013 – 2032 – Summary of Submissions

	Name	Summary of Submission	Response
		<p>Goal 1 and 6 should be reworded as follows</p> <ul style="list-style-type: none"> ▪ 1. Improve public transport frequency and routes to directly link people within the Hawkesbury to Windsor ▪ 6. Total telecommunications coverage of Hawkesbury with wi-fi in town centres <p>Suggested changes to Measures</p> <p>Agree with Measures 2 and 4. Measure 1 inappropriate and should be replaced by following additional measures.</p> <p>Measure 3 – Usage hopefully follows availability and is not achievable by Council. Availability can be measured against a goal but none has been set in terms of hours or service, frequency, access to events and entertainment venues at night.</p> <p>Measure 5 – Accessibility needs to be 100% achievement of Goal. Take-up is matter of choice and not within Council's responsibility.</p> <p>The Measures do not evaluate the Goals adequately. Community satisfaction with transport as determined by a survey is not adequate as the number of respondents are limited and respondents will not use public transport or be disabled. Using the</p>	<p>Current wording of Goal considers all types of transport routes not just public transport routes. The availability and use of public transport is dealt within the Goal 4.</p> <p>“Total” communication coverage is not possible given the geography and size of the LGA and does not reflect people’s choice of telephone and future high speed broadband products in modern telecommunications. Wi-fi is currently available in a number of business locations and Council provides wi-fi in a number of public locations for community use e.g. library</p> <p>Noted. See comments below regarding proposed new measures.</p> <p>Measure 3 will be used to report against Goals 3 and 4.</p> <p>100% accessibility is not possible given the geography and size of the LGA and people’s choice of products and connection. Council can encourage take-up of telecommunication but it is also a matter of choice by community</p> <p>A survey would be tailored to take the users and ability of the respondents into account.</p>

Draft Hawkesbury Community Strategic Plan 2013 – 2032 – Summary of Submissions

	Name	Summary of Submission	Response
		<p>Goals as examples it is suggested that there be five additional Measures added. These are</p> <ul style="list-style-type: none"> ▪ Delays on Windsor and North Richmond bridges no greater than the RMS 2012 survey data ▪ All bus stops in Hawkesbury to be clearly marked with timetables shown, hard standing provided, access ramps and shelters where high usage dictates ▪ Sealed carpark at Richmond station with bus lanes and shelters accessible from the platform by wheelchair ▪ Travel time to Sydney CBD reduced by 30% at peak time ▪ Routes operating with Penrith timetable available 	<p>This is written more like a Goal. No evidence provided by respondent to suggest that the affected community is satisfied with the delays recorded in the RMS survey. Representations made to Council would suggest the community is not satisfied with current delays on the Windsor and North Richmond bridges.</p> <p>This is not a measure; it is an action that could be investigated as part of the development of the Integrated Land Use and Transport Strategy.</p> <p>This is not a measure; it is an action that could be investigated as part of the development of the Integrated Land Use and Transport Strategy.</p> <p>If realistically feasible this could be a Goal, however respondent has not provided evidence that such Goal is feasible.</p> <p>This could be considered as part of reporting against current Measure 1 and 3.</p>
		<p><i>Supporting Business and Local Jobs</i></p> <p>Suggested change to Vision</p> <ul style="list-style-type: none"> ▪ In future we want the Hawkesbury to have new and existing industries providing opportunities for local employment and training options complemented by thriving town centres <p>Agree with Directions 2 and 3, suggested change to Direction 1</p>	<p>The Local Government Act 1993 requires that the CSP cover a period of at least 10 years. Replacing 2032 with “in the future” would not satisfy this requirement.</p>

Draft Hawkesbury Community Strategic Plan 2013 – 2032 – Summary of Submissions

	Name	Summary of Submission	Response
		<ul style="list-style-type: none"> ▪ 1. Recognise the decline in military aviation and retail activities and identify a range of industries and businesses which can build on the strengths of the Hawkesbury to stimulate investment and employment in the region <p>Suggested changes to Strategies</p> <p>It is suggested that the Strategies should build on existing major employment activities (including Council, RAAF, Health, University, business and trade etc) and find new ones. Strategies modified to include</p> <ul style="list-style-type: none"> • 1. Increase level of GDP from tourism • 2. Use the expertise in the community to identify types of industry which residents would welcome and which could capitalise on the location and the available workforce whilst providing high end jobs and innovation • 3. Actively support the retention of the RAAF base and enhanced aviation industry building on existing facilities • New Strategy - Expand medical and educational services to increase services and local high end employment • New Strategy - Improve viability of rural industries 	<p>Proposed wording suggests that Council will not be seeking to redress decline in military aviation and retail activities. Definition of industries in <i>Explanation of Terms</i> includes businesses.</p> <p>This is Goal 1 in this theme.</p> <p>Current wording preferred as it allows for all relevant parties to be involved (e.g. industries, community and government sector). Proposed wording suggests that only residents would be identifying and supporting industries.</p> <p>Current wording is boarder as it provides for “enhanced aviation related industry” whereas proposed wording restricted to “enhanced aviation industry”.</p> <p>This could be investigated by Strategy 2 as definition of industry includes education and health and community services.</p> <p>This could be investigated by Strategy 2 as definition of industry includes agriculture and manufacturing. Goals and Measures of <i>Looking After People and Place</i> include matters relating to retention and development of viable</p>

Draft Hawkesbury Community Strategic Plan 2013 – 2032 – Summary of Submissions

	Name	Summary of Submission	Response
		<p>Suggested changes to Goals</p> <p>Reduce the number of goals so they are more precise and related to the revised Strategies suggested.</p> <ul style="list-style-type: none"> ▪ Establish a local business council comprised of senior executives and business owners with one representative from each industry type (e.g. local government, health care, aviation, packaging, high tech manufacturing) to identify opportunities ▪ To retain RAAF base as an active aviation centre offering a wide range of employment opportunities ▪ Lobby State Government to enhance employment in education and health care section by expansions of UWS campus and the Hawkesbury District Health Service through continuation of the existing contract, the addition of more beds, increased range of services and specialist rooms. ▪ Promote the Hawkesbury as a tourist destination with emphasis on heritage, cultural attractions, fresh produce and landscape <p>Suggested changes to Measures</p> <p>It is suggested that there be four Measures that are an assessment of the Goals. These are</p> <ul style="list-style-type: none"> ▪ Growth opportunities identified and pursued 	<p>agricultural industries.</p> <p>There is not a one to one relationship between Goals and Strategies. Goals have been numbered for ease of reference.</p> <p>This is an action that could be considered in subsequent Delivery Programs and Operational Plans.</p> <p>Council has very limited control over the industry and employment decisions at the RAAF. No wording change recommended.</p> <p>This is an action that could be considered in subsequent Delivery Programs and Operational Plans.</p> <p>Promotion of tourism is dealt by Strategy 1. Investigation to “brand” the Hawkesbury will identify key areas of focus including the areas mentioned by the respondent.</p> <p>This is an action (not a measure) that could be undertaken</p>

Draft Hawkesbury Community Strategic Plan 2013 – 2032 – Summary of Submissions

	Name	Summary of Submission	Response
		<ul style="list-style-type: none"> ▪ Total aviation activities, military or civilian, continue at no less than the 2012 level at Richmond Airbase ▪ Hawkesbury Hospital expanded to match population increases since opening. Increased staff and student numbers at UWS ▪ Year on year increase in visitor numbers and expenditure 	<p>by Council to assist in achieving Strategy 1 and 2</p> <p>This is a matter for the Federal government and Council has no control over the amount of aviation activity at the RAAF Base. Council is primarily limited to supporting the retention of the RAAF Base and aviation related industries.</p> <p>This is a measure that can and would be included in the existing measures 4, 5 & 6</p> <p>The existing measures have specifically been worded to exclude subjective interpretations such as “increase” or “decrease” so that the measure is applicable in all cases.</p>
		<p><i>Shaping Our Future Together</i></p> <p>Suggested change to Vision</p> <ul style="list-style-type: none"> ▪ Consistent change to Vision “In future....” <p>Agree with Direction 2, suggested changes to other Directions are as follows</p> <ul style="list-style-type: none"> • 1. The Council be financially sustainable to meet the current and future needs of the community based on a diversified income base, affordable and viable services • Remove Direction 3 – “Maintain its independent identity an voice through strong local government and community institutions” as it is not followed through in either 	<p>The Local Government Act 1993 requires that the CSP cover a period of at least 10 years. Replacing 2032 with “in the future” would not satisfy this requirement.</p> <p>Agree to proposed wording change. Recommend CSP be amended accordingly.</p> <p>This Direction is reflected in Strategy 3, Goal 5, and Measure 2 and 6.</p>

Draft Hawkesbury Community Strategic Plan 2013 – 2032 – Summary of Submissions

	Name	Summary of Submission	Response
		<p>Strategies, Goals or Measures</p> <p>Suggested changes to Strategies</p> <p>Reduction in Strategies to four which are linked to the Directions.</p> <p>Combine the first and second Strategies to “Improve financial sustainability by broadening the resources and funding available by working with local and regional partners and other levels of government”.</p> <p>Renumber the Strategies and modify “Achieve community respect through good corporate governance and increased community engagement”.</p> <p>Renumber remaining Strategies to link to proposed amendments to Directions.</p> <p>Agreed with Goal 2, 3 and 5, suggested change to Goals 1 and 4 is as follows</p> <p>Combine Goal 1 and 4 as “Expand income base by applying for all relevant government grants and obtain an equitable share of taxes from other levels of government”.</p> <p>Renumber Goals and relate to proposed amendments to Directions and Strategies.</p> <p>Agree with Measures 4 ,5 suggested change to Measures 1 is as</p>	<p>These strategies are recommended to remain separate as the first “Improve financial sustainability” relates to finances of Council and the second is broader than just finance (refers to “resources” that can be more than just finance) and includes the community and not just Council.</p> <p>Recommend wording be amended to “community leadership and engagement”</p> <p>There is not a one to one relationship between Strategies and Directions. Strategies have been numbered for ease of reference.</p> <p>Proposed wording restricts expanding income base to only grants and taxes, and proposed wording actually works towards potentially increasing income not expanding the sources of income. Current wording is boarder allowing for other incomes sources such as rents, partnerships, etc.</p> <p>There is not a one to one relationship between Goals and Strategies. Goals have been numbered for ease of reference.</p>

Draft Hawkesbury Community Strategic Plan 2013 – 2032 – Summary of Submissions

	Name	Summary of Submission	Response
		<p>follows</p> <ul style="list-style-type: none"> • 1.. No funding gap between income and expenditure <p>Measure 2 – how can this be measured. Concerned about validity of Micromex survey given low numbers participating in consultation or involvement.</p> <p>Measure 3 - is too narrow as number of volunteers at Library, Museum, Art Gallery and bush care etc are only a small part of the total compared with community involved in Bush Fire Brigade, SES, Hospital Auxiliary etc.</p> <p>Measure 6 - method of measurement needs to be clearing stated given limitations of the Micromex survey.</p>	<p>This is written as a Goal and suggests that Council would always have to maintain a balanced budget and could not have a budget in surplus or deficit. The current measure refers to “required expenditure” and not just a simple balance of income and expenditure.</p> <p>The Hawkesbury Community Surveys are a statistically valid sample of 400 Hawkesbury residents undertaken by a qualified and experienced survey company (Micromex) that undertake similar surveys for a wide variety of Government and non-government clients.</p> <p>The contribution of RFS, SES and Hospital volunteers is noted however this measure is based on what Council directly supports and hence can confidently report on. Council’s indirect support of RFS, SES and others can be reported on against Measure 4.</p> <p>See comments above regarding the Community Survey. This comment from the respondent seems to be casting doubt on the process with no particular expertise or evidence to support those comments.</p>
		<p><i>Sustainability Principles and Explanation of Terms</i> were considered to be adequate.</p>	<p>Noted.</p>
		<p><i>How to Comment</i></p> <p>We are very concerned about the apparently low level of community input achieved with only eleven participants in the Community Participation Forum. Clearly this needs to be measured by the numbers of actionable responses received from completed submission forms, completed forum booklets, recorded</p>	<p>Members of the NRDCAA attended the Forum. However, as mentioned in the Council report, a larger number of responses have been received and all responses will be considered.</p>

Draft Hawkesbury Community Strategic Plan 2013 – 2032 – Summary of Submissions

	Name	Summary of Submission	Response
		<p>verbal telephone responses, written submissions.</p> <p>Community responses are believed to be limited by</p> <ul style="list-style-type: none"> • Limited dissemination of the Plan compared with other Councils. Limited publicity of the opportunities to comment • Finished appearance of the Draft Plan • Difficulty in considering a 20 year plan, 10 years would have been more suitable • Elimination of all Milestones which were contained in previous Plan • Some will have found it impossible to comment without the availability of the more specific Delivery Program and Operational Plan 	<p>Approximately 1500 hard copies of the CSP were distributed. The CSP was also available on line. The opportunities for comment and the period of exhibition far exceeds Council’s other usual practices of public exhibition.</p> <p>The exhibition CSP was clearly marked on the front cover “Consultation Copy”, the Mayoral message encouraged comment, and the back page of the CSP advised of various methods in which interested persons could comment of the CSP. With current technology current presentation of draft documents are relatively inexpensive.</p> <p>Many of the proposed directions and strategies, such as <i>“Revitalise and enhance town centres and villages”</i> or <i>“Facilitate an integrated transport network”</i> will take longer than 10 years to achieve. Council has previously been criticised for not undertaking forward planning and to suggest that the horizon is too long seems unjustified.</p> <p>Milestones were only included in the previous CSP due to the transition to the Integrated Planning and Reporting regime and the absence of the Delivery Program at that time. Milestones are not considered necessary in the CSP as Immediate and Short term actions will be included in the Delivery Program and Operational Plan.</p> <p>Noted. However, there is the need to develop strategic direction (via the CSP) before any action documents (Delivery and Operational Plan) can be developed.</p>

Draft Hawkesbury Community Strategic Plan 2013 – 2032 – Summary of Submissions

	Name	Summary of Submission	Response
		<ul style="list-style-type: none"> The concept of a broad direction statement gradually being refined to strategies and goals is very hard to comment on unless there is a clearly defined numerical relationship between the different columns <p>To conclude a simpler document would have elicited more participation.</p>	<p>Noted however there is not a one to one relationship between the Directions, Strategies, Goals and Measures.</p> <p>Whilst it is acknowledged that, for some, it is difficult to think “strategically” due to the timeframes. However, the review of the CSP did attempt to provide simplified wording and keep measures and goals direct and straight to the point. Council staff were also available during the exhibition period to answer any enquiries or provide explanation. Certain explanations were available on line by way of “Frequently Asked Questions”.</p>
19	Saul Flicker Munro, Resident (1 st submission)r	<p>Likes about the region include Windsor library, Sunday markets (however stallholder costs are too high), the country feel.</p> <p>Dislikes about the region are the roundabout as drivers come up from the River and the Neo-Government Architecture of the Art Gallery and Woolworths which are not in keeping with the area.</p> <p>Keep up the good work, best towns around, a bit of country and of the city.</p> <p>Request that the proposed cemetery at Lower Portland not be approved.</p>	<p>Noted.</p> <p>Noted</p> <p>Noted.</p> <p>This comment relates to a specific development application that is to be reported to Council.</p>
20	Saul Flicker Munro, Resident (2 nd submission)r	<p>Likes about region include the “top class” Windsor library, the distance from Sydney, the historic character of the district, Sunday markets (however stallholder costs are too high).</p> <p>Dislikes about region include the lack of police patrols on foot through the Sunday markets.</p> <p>Request that there be more planting of trees, particularly along the</p>	<p>Noted.</p> <p>Noted.</p> <p>Noted.</p>

Draft Hawkesbury Community Strategic Plan 2013 – 2032 – Summary of Submissions

	Name	Summary of Submission	Response
		road to Richmond. Request that the proposed cemetery at Lower Portland is not approved.	This comment relates to a specific development application that is to be reported to Council.
21	Dianne Lanham, Resident	<p>The priceless colonial buildings should be preserved at all costs. Factory farms such as mushroom and poultry requiring large numbers of workers and heavy vehicles for delivery and removal of products should be located in farming industrial areas. Market garden properties should be forced to respect the natural environment and encouraged to use ecologically sound methods. Suburban growth should be linked to areas with good infrastructure. Wall to wall housing on good rural land should not be allowed.</p> <p>Tourism should be strongly encouraged as the area is so close to a major city.</p> <p>The semi-rural atmosphere should also be retained with emphasis on “Hawkesbury, the Home of the Horse” as there is a myriad of equine activities related to the horse industry.</p> <p>Richmond should be promoted as a university town with more interaction between students and local residents who could be allowed to use the facilities there.</p> <p>Windsor could become an important medical centre with the hospital and specialist surgeries.</p> <p>The RAAF Base should not be used for commercial aviation.</p>	<p>These are matters primarily for the implementation of the Council’s Residential Land Strategy and Employment Land Study, and subsequent amendments to the Hawkesbury Local Environmental Plan and the Hawkesbury Development Control Plan</p> <p>Agreed. Promotion of Tourism is dealt with in <i>Looking After People and Place</i> and <i>Supporting Business and Local Jobs</i>.</p> <p>Retention of rural character and viable agricultural industries is dealt with in <i>Looking After People and Place</i>.</p> <p>This is a primarily a matter for the University of Western Sydney. However, Council has, and continues to have, involvement with UWS in relation to their operations and activities.</p> <p>This could be investigation as part of achieving the Strategy 2 of <i>Supporting Business and Local Jobs</i>.</p> <p>The RAAF Base is currently used for small scale commercial aviation in association with RAAF activities. Council’s current position is to support the retention an operation RAAF Base with complementary aviation</p>

Draft Hawkesbury Community Strategic Plan 2013 – 2032 – Summary of Submissions

	Name	Summary of Submission	Response
		<p>The compliance section of the Council should be strengthened so that it is not up to neighbouring and holders to ensure that Development Applications are met.</p> <p>More use should be made of Windsor Civic Centre for cultural activities.</p>	<p>industries. Staff needs of Council are dealt with in the <i>Resourcing Strategy</i>.</p> <p>The Windsor Function Centre is available for a range of activities including cultural activities.</p>
22	M Cox	<p>Agreed in general with Visions and Directions however fix road access through Windsor and Richmond en route to North Richmond. The alternative to driving is a substandard train system.</p> <p>Support the five themes however sceptical about execution and have little faith in local government.</p> <p>Dislike Strategies, Goals and Measures, non-specific and vague, no clear goals on which to measure outcome, it is tokenistic in its approach.</p> <p>Clean the townships of Richmond, Kurrajong and Windsor up in terms of their aesthetic value. Is it possible to subsidise shop owners or leasee's to re-paint or clean their shop front or facades? The look does not promote tourism or niche markets.</p> <p>"Reduced cost of maintaining roads at agreed level" is a concern. Consider re-imburement for tyre replacement due to damage caused by pot holes as an alternative.</p> <p>Rural rates are significant and we do not see them put to good use</p>	<p>Council staff are currently working with the RMS and relevant developers existing traffic problems in Windsor and between Richmond and North Richmond and are seeking a solution.</p> <p>Progress in Council achieving the CSP, Delivery Programs and Operational Plans will be reported to Council and community via six month reports, Annual Report and End of Council report.</p> <p>The CSP is a high level document. Detailed actions to achieve Strategies and Goals will be outlined in subsequent Delivery Programs and Operational Plans.</p> <p>Council currently provides cleaning of public areas and also supports community organisations such as the Rotary Graffiti Clean up program. Shop owners are responsible for the maintenance of privately owned buildings however Council may consider supporting specific programs as a part of implementing future town centre Masterplans.</p> <p>The intent of this Goal is to undertake the necessary road maintenance at a reduced cost but not a reduced level of maintenance. This is to achieve better use of community funds.</p> <p>It is a statutory requirement of the Local Government Act</p>

Draft Hawkesbury Community Strategic Plan 2013 – 2032 – Summary of Submissions

	Name	Summary of Submission	Response
		<p>e.g. the money used to make the CSP.</p> <p>Perception of property development, infrastructure and planning is that the benchmark for approval is profit. It does not appear to take into account community consultation or agreement. Council makes inconsistent decisions and often there appears to be no transparency, road planning falls into this category. Property developers who are not locals seem to have all sorts of project approved.</p>	<p>1993 that Council review the CSP before 30 June following the local government elections. The reports to Council on 9 October 2012 and 11 December 212 explained why the CSP has been reviewed.</p> <p>Council's intention to take a balanced and considered approach to development is clearly identified throughout the CSP, in particular in the <i>Looking After People and Place</i> and <i>Shaping Our Future Together</i> themes.</p>