



Hawkesbury City Council

attachment 1  
to  
item 273

DRAFT Hawkesbury Community  
Strategic Plan  
2017 - 2036

date of meeting: 13 December 2016  
location: council chambers  
time: 6:30 p.m.





# HAWKESBURY COMMUNITY STRATEGIC PLAN

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

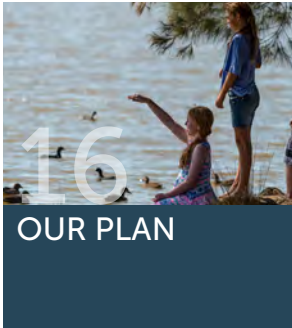
DRAFT FOR COMMUNITY  
ENGAGEMENT

2017-2036



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

## Contents



Photos page 6: A view of Hawkesbury and the Blue Mountains, W. Preston sculp. from an original drawing by Captain James Wallis, Courtesy National Library of Australia.  
View of Windsor and Hawkesbury River, Joseph Lycett ca. 1775-1828, Courtesy State Library of NSW.  
Loder House built 1830s, George Street Windsor in 1976, Courtesy Hawkesbury Library Service  
Photo page 18: Windsor Street Richmond circa 1900, Courtesy Hawkesbury Library Service.



# OUR HAWKESBURY

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



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

## Our Vision

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

## A Message from Our Leaders

*Dear Hawkesbury Residents,*

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

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

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

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

*Our scenic region, rich in history and natural beauty is unique and precious, and provides us with a platform from which to launch our economic development strategies and define our place within our regional strategic alliance with Blue Mountains and Penrith City Council's and indeed in the greater Sydney Metropolitan area.*

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

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

*We invite you to be part of this journey – please be involved and contribute however possible so that we can forge ahead with strength and commitment. It is our plan, our Hawkesbury, our future.*



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

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

## Our Mission

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

## Our Values

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

### PROFESSIONAL

We set clear goals, measure results and seek to improve

We are sustainable

We are resilient

### ETHICAL

We behave with integrity

We keep our commitments and deliver

We make fair and consistent decisions

### ENGAGING

We value open and clear communication

We listen to the contribution of every individual

We value differences in people and their perspectives

### COLLABORATIVE

We work together

We are cooperative

We share our ideas and talents





# OUR CITY

*A Snapshot of the Hawkesbury*

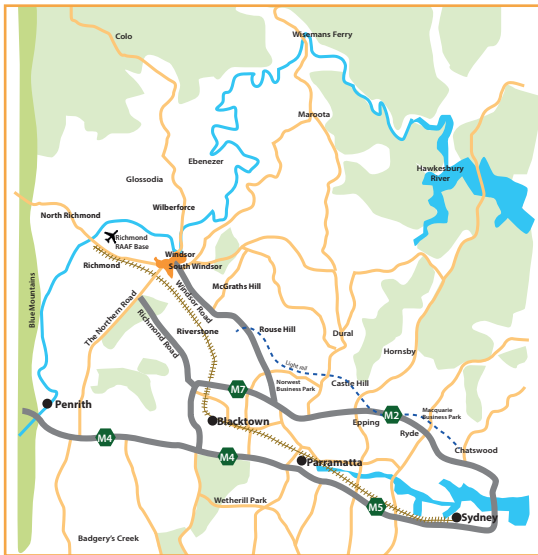


# The Hawkesbury 2036.... It's Our Future

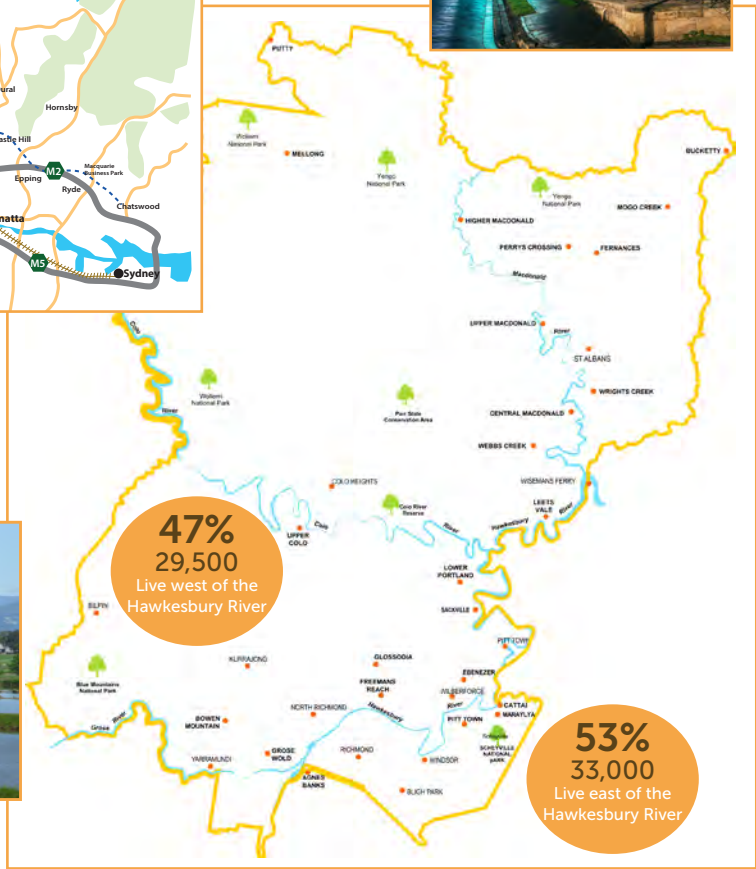
## Our City - A snapshot of the Hawkesbury

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

### The location and places that make up the Hawkesbury



Where we are in Sydney



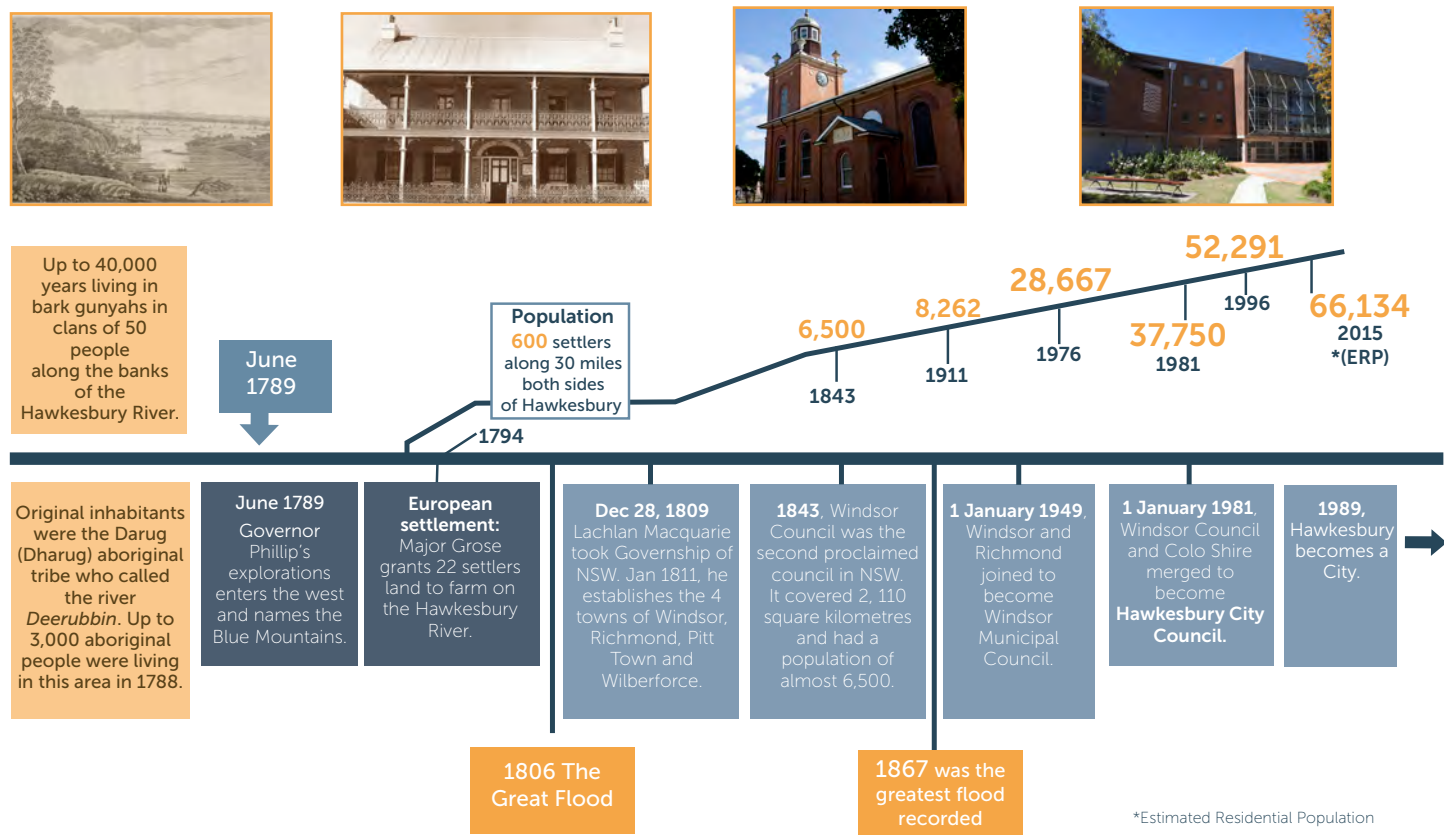
Where we live in the Hawkesbury

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

## Our City - A snapshot of the Hawkesbury

### History of the Hawkesbury

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





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

## Our City - A snapshot of the Hawkesbury


### Demographic Profile



#### PEOPLE

POPULATION <b>66,135</b> <small>(Average yearly growth 0.9%)</small>	AREA <b>2,776km<sup>2</sup></b>	POPULATION DENSITY <b>24</b> persons per km <sup>2</sup>
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#### If the Hawkesbury was a village of 100 people

<b>50</b> Are Male <b>50</b> Are Female <b>49</b> Males & <b>51</b> Females In the Greater Sydney Area	<b>3</b> Aboriginal & Torres Strait Island People <b>1</b> In the Greater Sydney Area	<b>18</b> Were born Overseas <b>6</b> from NESC <b>26</b> In the Greater Sydney Area
<b>21</b> Are 14 or younger <b>12</b> Are aged 65+ <b>12</b> Are aged 25-34 <b>19</b> are 14 or younger & <b>13</b> are 65+ In the Greater Sydney Area <b>15</b> are aged 25-34 In the Greater Sydney Area	 <b>18</b> Volunteer <b>15</b> In the Greater Sydney Area	<b>95</b> Speak only English at home <b>62</b> In the Greater Sydney Area
<b>25</b> Have Vocational (Trade) Qualifications <b>15</b> In the Greater Sydney Area	<b>6</b> Are unemployed <b>5</b> In the Greater Sydney Area	<b>20</b> Have Degrees or Diplomas <b>33</b> In the Greater Sydney Area



#### HOUSEHOLDS

NO. OF HOUSEHOLDS <b>21,743</b>	AREA <b>2,776km<sup>2</sup></b>	POPULATION DENSITY <b>24</b> persons per km <sup>2</sup>
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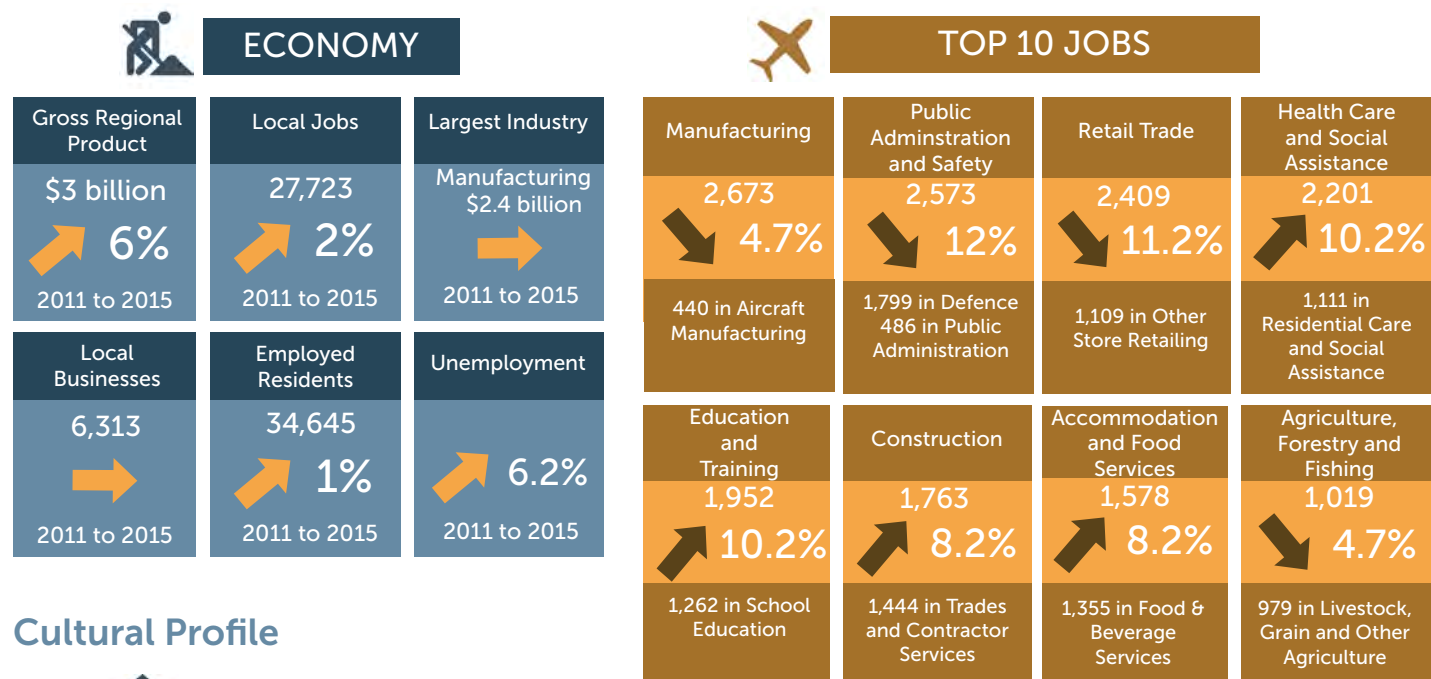
#### If the Hawkesbury was a village of 100 households

<b>85</b> Are separate houses <b>59</b> In the Greater Sydney Area	<b>13</b> Are medium & high density dwellings <b>40</b> In the Greater Sydney Area	<b>20</b> Are single person households <b>22</b> In the Greater Sydney Area
<b>69</b> Have a broadband connection <b>71</b> In the Greater Sydney Area	<b>\$1385</b> Median weekly household income <b>\$1447</b> In the Greater Sydney Area	<b>62</b> Have 2 or more cars <b>44</b> In the Greater Sydney Area
<b>24</b> Are renting <b>30</b> In the Greater Sydney Area	<b>18</b> Have an income of less than \$600 per week <b>18</b> In the Greater Sydney Area	<b>13</b> Have high rent costs <b>39</b> In the Greater Sydney Area
<b>70</b> Are outright owned or on a mortgage <b>62</b> In the Greater Sydney Area	<b>37</b> Are a couple with children households <b>35</b> In the Greater Sydney Area	<b>29</b> Have high loan re-payments of \$2600 or more per month <b>41</b> In the Greater Sydney Area

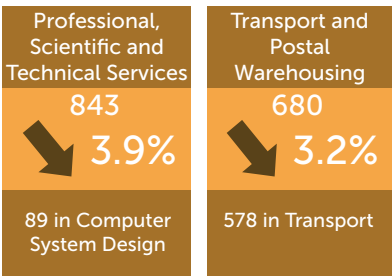
# The Hawkesbury 2036... It's Our Future

## Our City - A snapshot of the Hawkesbury

### Economic Profile



### Cultural Profile



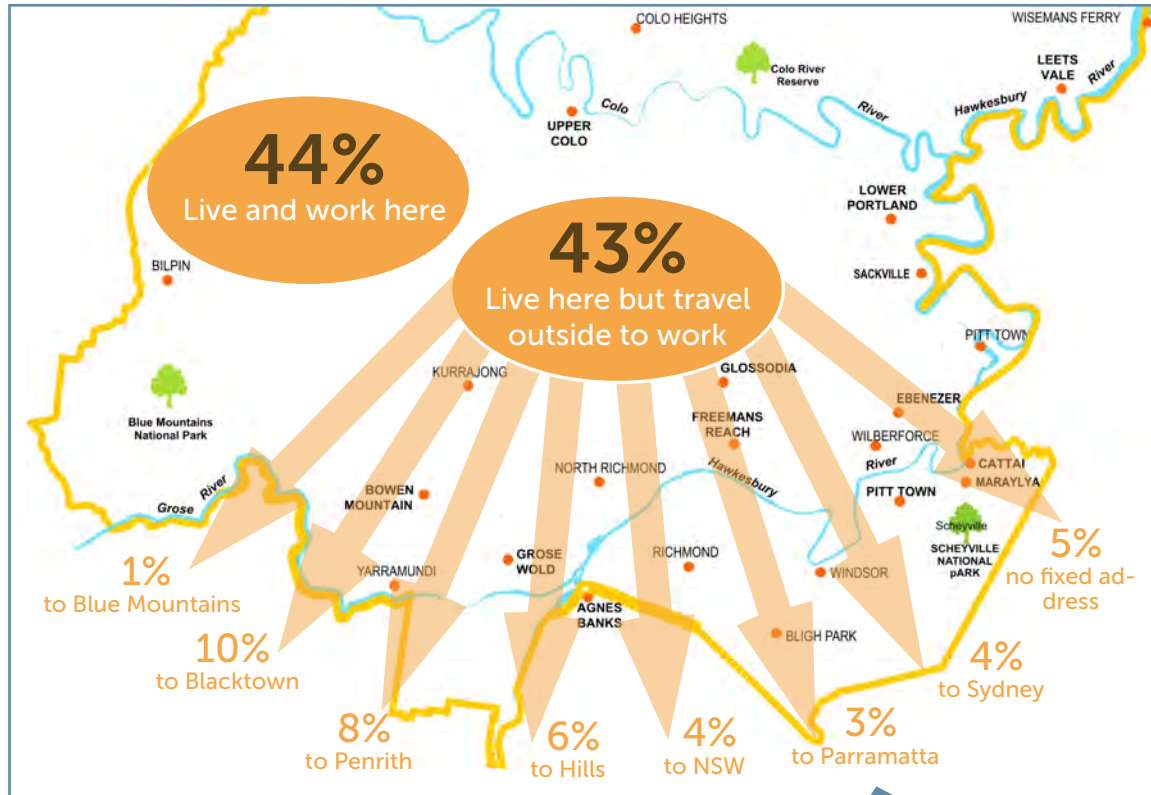
Based on data sourced from 2006 and 2011 Census.



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

## Journey to work for residents

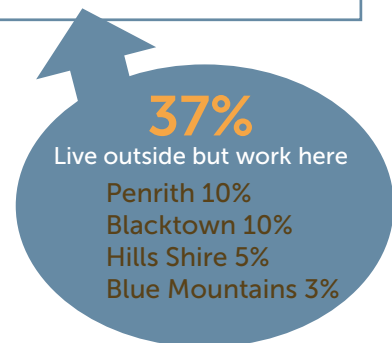
- 13,565 (44%) of Hawkesbury residents live and work IN the Local Government Area.
- 13,276 (43%) of Hawkesbury residents work OUTSIDE the Local Government Area.



## Journey to work by workforce

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

Data based on 2011 Census.



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

## Our assets

Council provides an extensive range of over 50 services and facilities to the community in response to assessed needs and priorities as well as in response to its responsibilities under the Local Government Act 1993 and other relevant legislation. To support the provision of these services, Council manages around \$1 billion worth of built assets and facilities. The map below provides an indication of the extent of these built assets and facilities

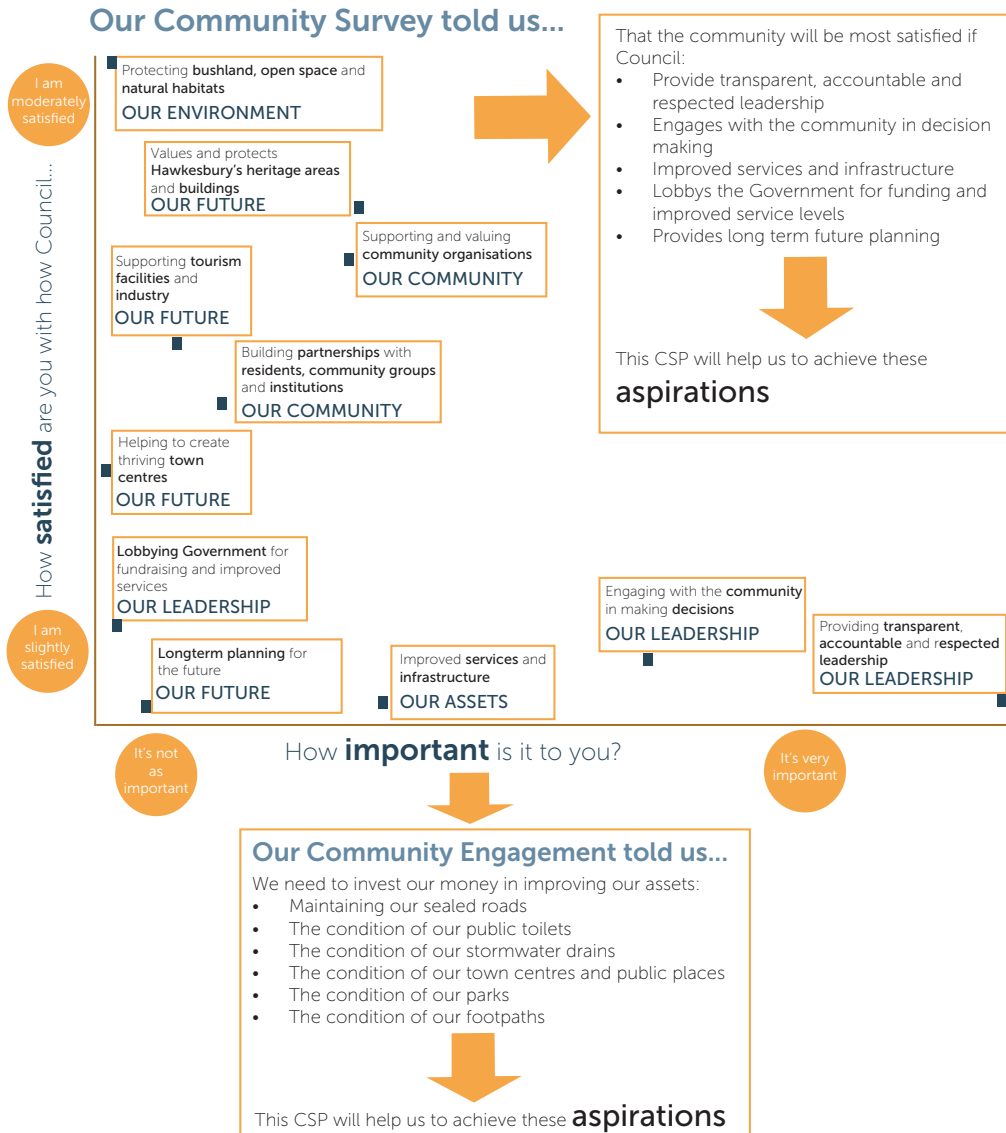




# The Hawkesbury 2036... It's Our Future

## Our City - A snapshot of the Hawkesbury

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





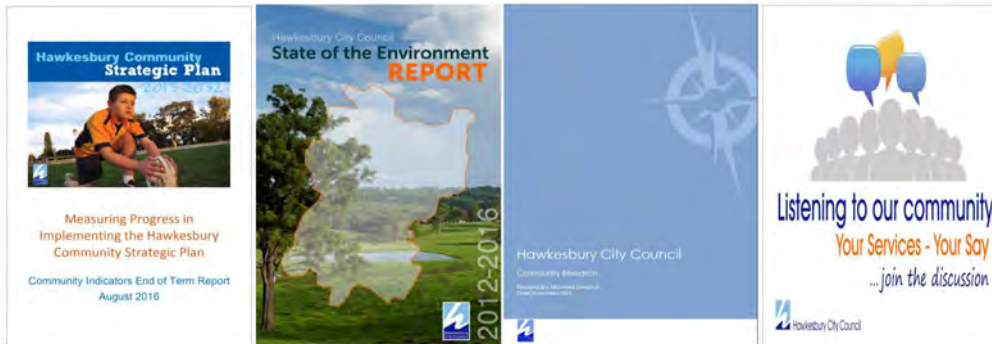
# OUR PLANNING FOR A SUSTAINABLE FUTURE

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

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

### The process

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



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

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

### Why

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

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



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

## How the Framework works and links to other plans

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

## Local Government Planning and Reporting Framework



## The Role of the Delivery Program

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

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

## Delivering the Community Strategic Plan – how this plan works

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

This Plan is divided into five Focus Areas - Our Leadership, Our Environment, Our Community, Our Assets and Our Future. The Plan also incorporates the NSW Division of Local Government's (DLG) social, economic, environmental and governance strategic principles.

The Focus Areas support the vision for Hawkesbury 2036 and includes key directions and strategies as well as an indication of how Council will monitor ongoing progress.

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

Council role	When it is likely to apply
<b>Management Leader</b> Council manages, leads, delivers and communicates commitment, progress and outcomes	Where Council has direct responsibility and capability to deliver the outcomes required. This will involve dedicated resources, agreed timeframes and clear responsibilities. External funding or other resources may be required to make the project happen. In taking on this role, Council also must be aware of the high level of community interest in outcomes, and needs to communicate its commitment to making it happen, the timeframe, progress and outcomes.
<b>Critical Partner</b> Council is an informed critical partner in the delivery of a project with mutual benefits for the partners	Where Council has a direct responsibility to deliver the outcomes, and either partnerships are required in order to proceed, or the delivery of outcomes is enhanced by partnerships. Council needs to define its preferred position on outcomes, and enter the partnerships with the aim of value-adding and providing benefits for all parties.
<b>Advocate</b> Council develops an informed position and influences others who have the responsibility to make the decision and act	Where Council does not have the resource or the direct responsibility to enact or make the decision. Council develops a position on the strategy/issue with a defined path forward and advocates to the responsible partners for the changes to occur. In this way, Council is part of developing the solutions rather than just presenting the issues.
<b>Supporter</b> Where a project is initiated externally to Council, Council provides low level assistance to enable the project to be realised	Where others are responsible for the decisions, actions taken and outcomes, that align with the overall Community Strategic Plan, then Council might provide support by way of in-kind support or additional resourcing etc. The responsibilities and actions are those of the initiating party.
<b>Facilitator</b> Council makes it easier, and builds the capacity of others to deliver	Where Council develops the capacity of others (community groups, business groups, government agencies etc), to find their own acceptable solutions. For example, several community groups may wish to run a community project: Council could facilitate by being a neutral third party to call meetings initially, perhaps assist sourcing funds from government, develop meeting or event processes etc. The responsibility for action and ownership of outcomes lies with the community groups, business groups or agencies.

## Connecting to other plans

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



# OUR PLAN

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

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

## OUR PLAN

### Our Leadership

#### Intent

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

#### Considerations for our future

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

### Key Directions and Strategies

1.1 Local leadership and effective governance		
	Provide representative, responsive and accountable community and corporate governance	Council role
1.1.1	Our community's leaders will actively connect and collaborate with the community.	Manager / Leader
1.1.2	Hawkesbury Council's leadership and decision making will reflect the diversity of our community.	Manager / Leader
1.1.3	There will be increased community awareness of Council's elected leaders, with a range of new ways for the community to talk to them.	Manager / Leader'
1.1.4	Council will seek to attract, develop and retain highly skilled staff.	Manager / Leader
1.2 Communication and engagement		
	Encourage an informed community and enable meaningful engagement	Council role
1.2.1	Provide open and clear lines of communication with the community that utilise the most current forms of digital technology.	Manager / Leader
1.2.2	Provide a diverse range of opportunities for the community to be involved and engaged, seeking to achieve this through delivering the International Association Public Participation principles.	Manager / Leader
1.2.3	Official meetings of Council are open, transparent and where possible endeavour to utilise the most current forms of digital technology allowing for meetings to be experienced in real time.	Manager / Leader



1.2.4	Council's communication will be enhanced to ensure community awareness and understanding of the role Council plays in everyday life in our City.	Manager / Leader
1.2.5	Provide quality customer service to the community.	Manager / Leader
<b>1.3 Financial Sustainability</b>		
	<b>Build strong financial sustainability for now and future generations</b>	<b>Council role</b>
1.3.1	In all of Council's strategies, plans and decision making there will be a strong focus on financial, economic, social and environmental sustainability.	Manager / Leader
1.3.2	The management of Council's assets will be long term and focused on meeting the needs of the community now, and into the future.	Manager / Leader
1.3.3	Council's workforce, systems and processes will support high performance and optimal service delivery for our community.	Manager / Leader
1.3.4	Decisions relating to determining priorities will be made in the long term interests of the community.	Manager / Leader
<b>1.4 Reinforcing and establishing effective strategic partnerships</b>		
	<b>Build strong relationships and shared responsibilities</b>	<b>Council role</b>
1.4.1	Foster positive relationships with all tiers of government and peak bodies to ensure a thorough understanding of the challenges and local requirements of the Hawkesbury Local Government Area.	Advocate
1.4.2	The Mayor and Councillors are representatives of the community and provide strong, cohesive and visionary leadership working with local organisations and community groups.	Facilitator
1.4.3	Foster constructive and productive partnerships with residents, community groups and institutions.	Facilitator
<b>1.5 Regulation and Compliance</b>		
	<b>Encourage a shared responsibility for effective local compliance</b>	<b>Council role</b>
1.5.1	Undertake Council initiatives within a clear and fair framework of strategic planning, policies, procedures and service standards as required under all regulatory frameworks.	Manager / Leader
1.5.2	Best practice, sustainability principles, accountability and good governance are incorporated in all activities undertaken by Council.	Manager / Leader
1.5.3	Council will perform its functions as required by law and form effective partnerships with State and Federal governments and their agencies to advance the welfare of the Hawkesbury.	Manager / Leader

## How will we know if we are on track?

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

## How might we measure this?

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



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

## OUR PLAN

### Our Community

#### Intent

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

#### Considerations for our future

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

#### Key Directions and Strategies

2.1 Community safety is improved		
	Enable a shared responsibility for community safety and disaster management	Council role
2.1.1	Have effective flood, fire and natural disaster management plans that promote the protection of life, property and infrastructure.	Advocate/Critical Partner
2.1.2	Make the Hawkesbury a friendly environment where people feel safe.	
2.1.3	Partnerships continue to strengthen and achieve a safe and inclusive community.	Supporter Supporter
2.1.4	Crime Prevention programs are implemented to reduce levels of crime across the Hawkesbury.	Supporter
2.2 Participation in recreational and lifestyle activities is increased		
	Encourage and enable our community to participate in a healthy lifestyle	Council role
2.2.1	Develop opportunities for active involvement of residents in the management of parks and public spaces in the Hawkesbury.	Critical Partner
2.2.2	A variety of quality public spaces and opportunities for sport, leisure, recreation, learning and cultural activities are available.	Critical Partner
2.2.3	Healthy, active ageing programs are promoted in partnership with government agencies and community organisations.	Critical Partner
2.2.4	Encourage active participation in a range of sporting and recreational pursuits.	Critical Partner





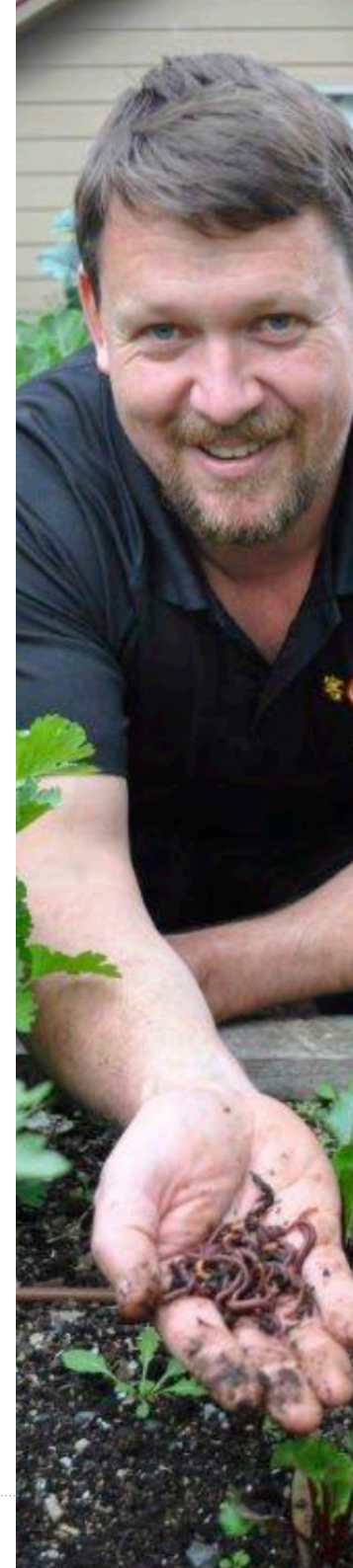
2.3 Community partnerships continue to evolve		
	Increase the range of local partnerships and plan for the future	Council role
2.3.1	Encourage and facilitate community partnerships.	Facilitator/Supporter
2.3.2	Develop creative opportunities for key partnerships and volunteering to support the community.	Facilitator
2.3.3	Work in partnership to build on opportunities to strengthen vulnerable communities.	Supporter
2.4 Community wellbeing and local services		
	Build on a sense of community and wellbeing	Council role
2.4.1	Work closely with government and community organisations to improve services and facilities for children, youth, elderly, Aboriginal people, disadvantaged and vulnerable groups, and to build stronger and more cohesive communities.	Supporter
2.4.2	Advocate for the provision of affordable and accessible health care and housing, aged care, mental health, youth and family services and other community services.	Advocate
2.4.3	Flexible services are provided that can adapt to changing community needs and service demands.	Critical Partner
2.5 Cultural development and heritage		
	Enable broad and rich celebration of our local culture and significant heritage	Council role
2.5.1	Encourage and support residents from socially and culturally diverse backgrounds to participate in all aspects of community life.	Facilitator
2.5.2	Provide a range of cultural and community programs, services, and events that strengthen the capacity, wellbeing and cultural identity of our community.	Facilitator
2.5.3	Provide community and cultural infrastructure through a range of affordable and accessible facilities.	Facilitator
2.5.4	Recognise and promote the areas history and heritage, for current and future generations.	Facilitator

## How will we know if we are on track?

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

## How might we measure this?

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



# The Hawkesbury 2026.... It's Our Future

## OUR PLAN

### Our Environment

#### Intent

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

#### Considerations for our future

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

#### Key Directions and Strategies

3.1 The natural environment and water systems are protected and enhanced		
	Value, protect and enhance our unique natural environment	Council role
3.1.1	Effective management of our rivers, waterways, riparian land, surface and groundwaters, and natural eco-systems through local action and regional partnerships.	Advocate/Critical Partner
3.1.2	Develop programs that encourage the community to care for the natural environment and water systems.	Facilitator
3.1.3	Provide leadership and stewardship to protect the natural environment, working with key agency partners and strive to deliver a cleaner, greener Hawkesbury.	Critical Partner
3.1.4	Create opportunities to work with local volunteers through providing education on environmental issues, threats and opportunities.	Manager/Leader
3.1.5	Ensure that all possible compliance measures are utilised in protecting the natural environment and the water systems.	Critical Partner
3.2 We live sustainably and reduce our ecological foot print and contribution to climate change		
	Identify and make best use of our local resources and awareness of contribution to the environment	Council role
3.2.1	Our community is informed and acts to reduce our ecological foot print.	Facilitator
3.2.2	Alternative forms of energy such as solar are embraced.	Advocate



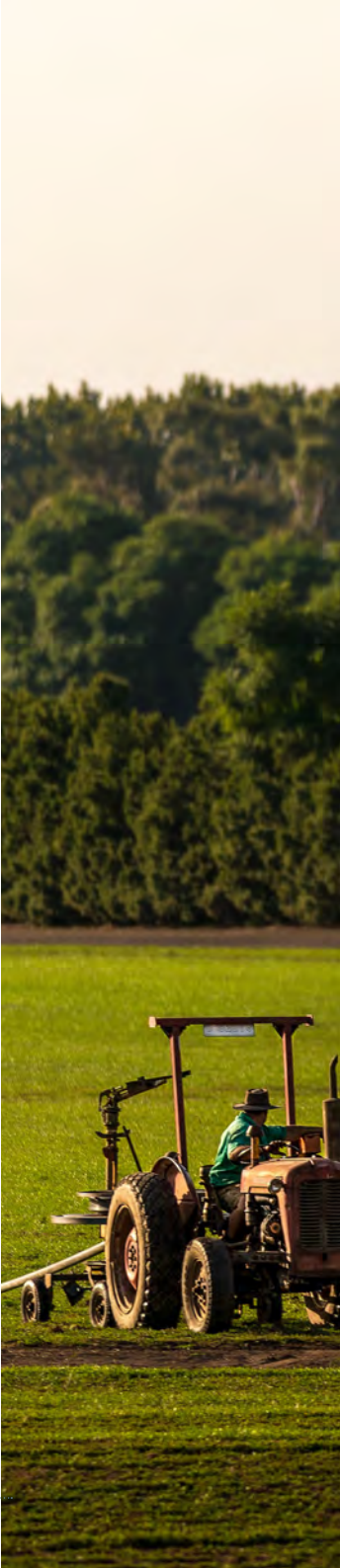
3.2.3	Move towards being a zero emissions Local Government Area, and integrate this into our own Council practices, local tourism and energy provision.	Advocate
3.2.4	Undertake community education on best practice environmental sustainability and management of climate change issues.	Critical Partner
<b>3.3</b>	<b>We reduce, reuse and recycle</b>	
	<b>Identify ways for our community to reduce, reuse and recycle waste</b>	<b>Council role</b>
3.3.1	Active partnerships that will result in the innovative management of our community's waste, with an emphasis on resource recovery and waste minimisation.	Manager/Leader
3.3.2	Operate effective and sustainable waste management for the Hawkesbury ensuring the community has access to convenient recycling facilities and services.	Manager/Leader
3.3.3	Develop and implement strategies to reduce illegal dumping within the Hawkesbury.	Critical Partner
<b>3.4</b>	<b>The sustainability of our urban environment is improved</b>	
	<b>Encourage and enable our community to make sustainable choices</b>	<b>Council role</b>
3.4.1	Our community minimises impacts on habitat and biodiversity and areas of conservation value are protected.	Critical Partner
3.4.2	Work with businesses and tourism operators to develop a rating system to promote good practice and sustainability principles.	Critical Partner
3.4.3	Development is functional, attractive and sympathetic with the environment, and avoids unnecessary use of energy, water or other resources.	Critical Partner

### How will we know if we are on track?

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

### How might we measure this?

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





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

## OUR PLAN

### Our Assets

#### Intent

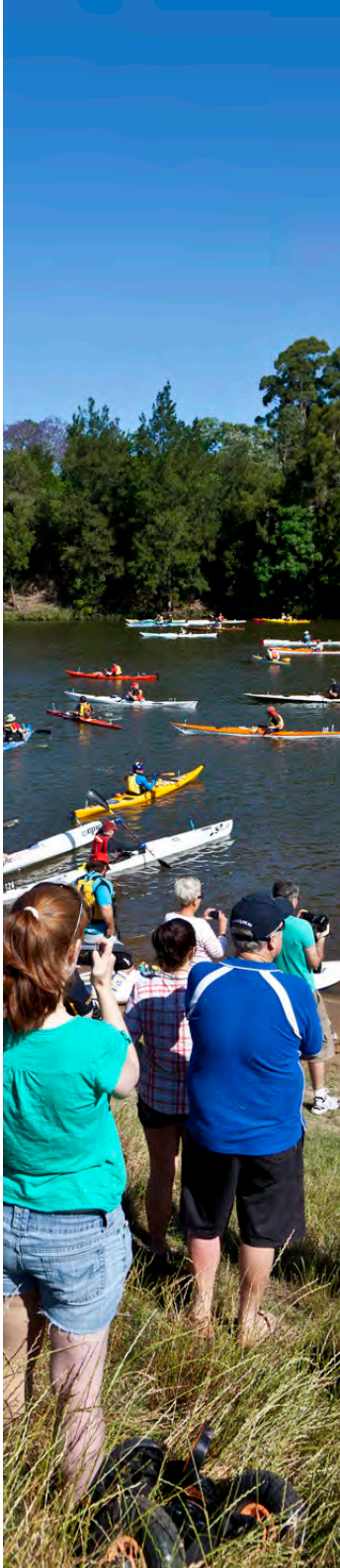
Provide, upgrade and maintain assets to support our community.

#### Considerations for our future

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

#### Key Directions and Strategies

4.1 Road infrastructure & transport connections		
	Creating an integrated and well maintained transport system is an important local priority	Council role
4.1.1	Our roads and associated infrastructure will be designed and built to ensure connected and efficient movement of people both now and into the future.	Advocate/Critical Partner
4.1.2	Establish and maintain regional relationships with transport providers and other levels of government to improve and extend public transport services.	Facilitator
4.1.3	Have a comprehensive system of well maintained local and regional roads that are financially and environmentally sustainable and respond to community safety, priorities and expectations.	Critical Partner
4.1.4	Provide footpaths and cycleways across the City to link our activity centres and facilities.	Manager/Leader
4.1.5	Explore long term solutions to traffic congestion on our major roads.	Critical Partner
4.1.6	Advocate for funding of major projects, including a third crossing over the Hawkesbury River.	Advocate
4.2 Utilities		
	Well managed infrastructure will ensure ongoing effective delivery of critical local services	Council role
4.2.1	Our community's current and future utility infrastructure needs (water, sewer, gas, electricity and telecommunications) are identified and delivered.	Critical Partner
4.2.2	New development and infrastructure provision is aligned and meets community needs.	Critical Partner
4.2.3	Waste requirements are regularly evaluated to ensure that efficient and effective practices are being used in Council's operations.	Manager / Leader
4.2.4	Our stormwater systems are designed, constructed, and maintained to best practices.	Critical Partner



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

### How will we know if we are on track?

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

### How might we measure this?

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



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

## OUR PLAN

### Our Future

#### Intent

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

#### Considerations for our future

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

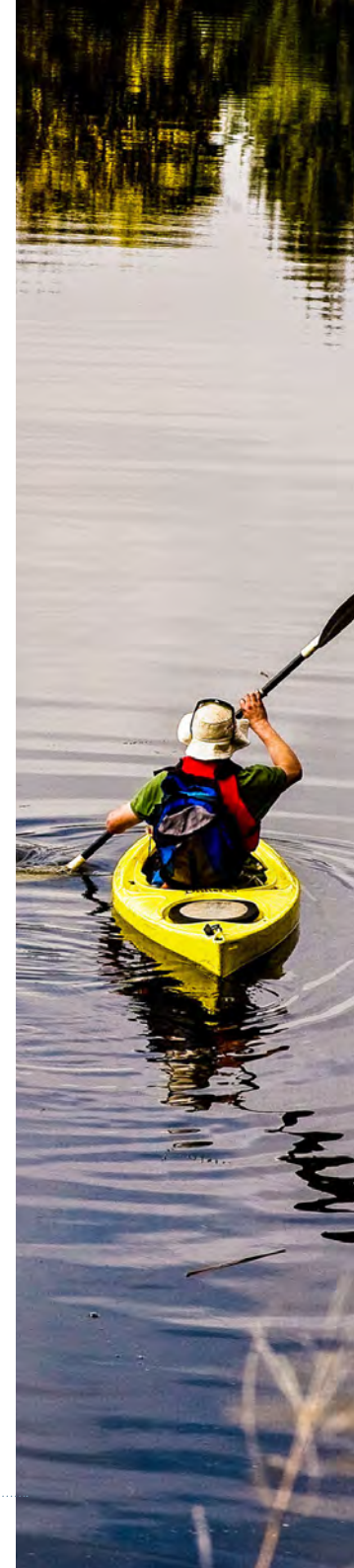
### Key Directions and Strategies

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





5.2.4	As a community, we will identify ways to become better connected with our Aboriginal people, their history and culture.	Facilitator
5.2.5	Manage rural and natural lands to support a balance of agriculture, environment and housing that delivers viable rural production and maintains rural character.	Manager / Leader
<b>5.3</b>	<b>Shaping the Future</b>	
	<b>Respond proactively to planning and the development of the right local infrastructure</b>	<b>Council role</b>
5.3.1	Growth and change in the City will be identified, planned for and valued by the community.	Manager / Leader
5.3.2	The diverse housing needs of our community will be met through research, active partnerships and planned development.	Manager / Leader
5.3.3	Together with our agency partners we will create a disaster management framework that promotes our community's safety through planning, preparedness and response actions.	Critical Partner
5.3.4	Develop an Infrastructure Plan based on establishing current community needs, and future needs based on growth strategies.	Critical Partner
<b>5.4</b>	<b>Celebrating our River</b>	
	<b>Protect, enhance and celebrate the Hawkesbury River</b>	<b>Council role</b>
5.4.1	Celebrate and utilise the Hawkesbury River for a range of recreation, leisure, tourism and event activities.	Critical Partner
5.4.2	Develop active partnerships and implement programs designed to improve the health of our rivers and river banks.	Critical Partner
5.4.3	A range of potential uses for the City's floodplains will be realised, including re-establishment to pre-european vegetation, agricultural production, tourism, and recreation and leisure.	Critical Partner
<b>5.5</b>	<b>Reinforcing our dynamic places</b>	
	<b>Support the revitalisation of our town centres and growth of our business community</b>	<b>Council role</b>
5.5.1	Revitalise and enhance our two significant town centres of Windsor and Richmond, to create thriving centres each with its own character that attracts residents, visitors and businesses.	Critical Partner
5.5.2	Create active partnerships to develop a network of vibrant centres, creating opportunities for business growth and new services for our community.	Critical Partner
5.5.3	Help our smaller town and village centres to become significant local hubs for their surrounding communities.	Critical Partner
<b>5.6</b>	<b>Instigating Place Making Programs</b>	
	<b>Celebrate our creativity and cultural expression</b>	<b>Council role</b>
5.6.1	Foster and promote an annual program of events, festivals, sporting and cultural activities that allows our communities to connect and celebrate with one another.	Critical Partner
5.6.2	Masterplanning processes will be prepared in consultation with the community, key stakeholders and partners to establish the specific strategies for town and village centres.	Critical Partner



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

How will we know if we are on track?

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

How might we measure this?

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





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