



# **Attachment 2 to Item 101**

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## **Draft 2022-2042 Community Strategic Plan**

Date of meeting: 14 June 2022  
Location: Council Chambers  
Time: 6:30 p.m.



# HAWKESBURY CITY COUNCIL

## COMMUNITY STRATEGIC PLAN 2022–2042



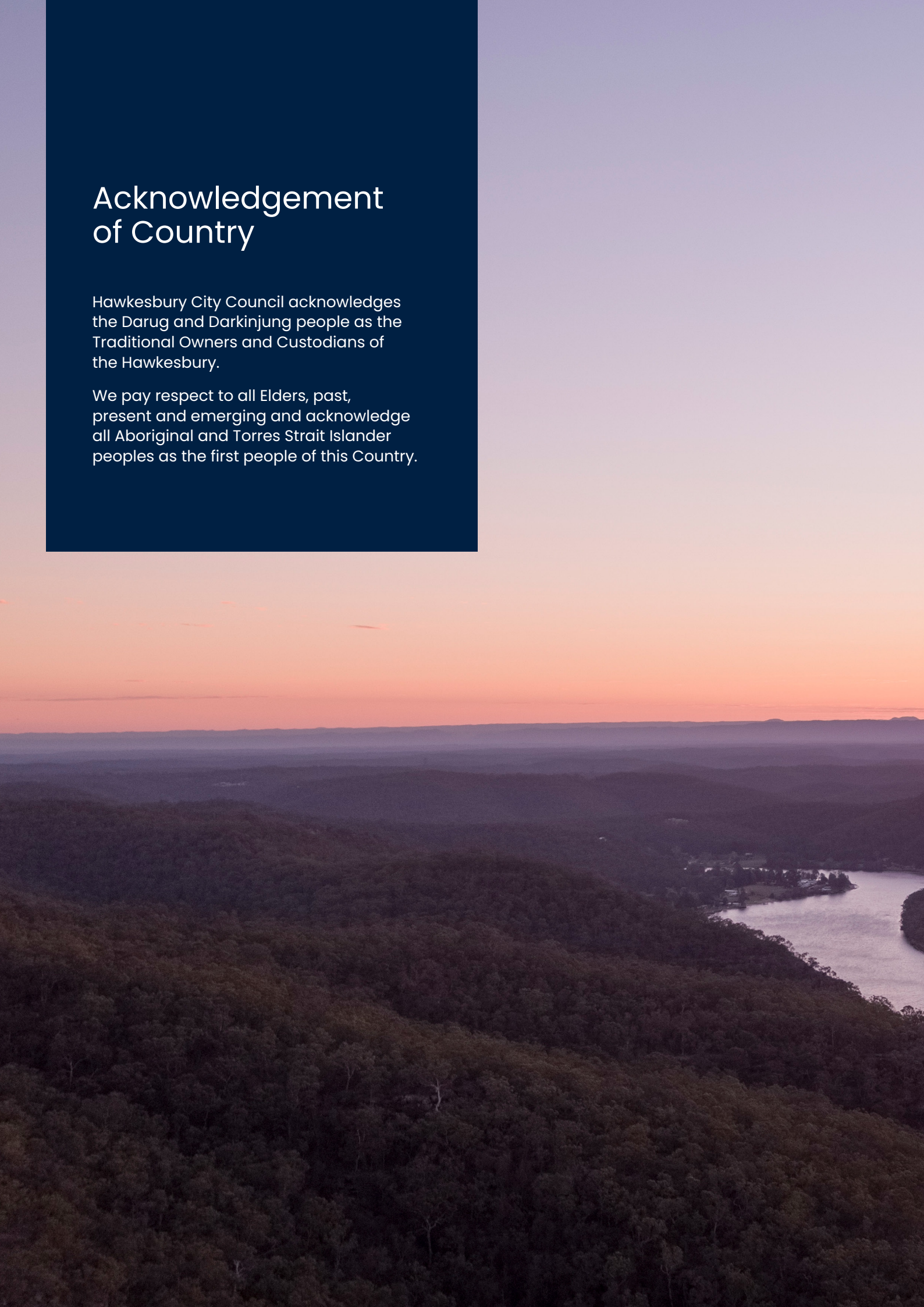
[www.hawkesbury.nsw.gov.au](http://www.hawkesbury.nsw.gov.au)



# Acknowledgement of Country

Hawkesbury City Council acknowledges the Darug and Darkinjung people as the Traditional Owners and Custodians of the Hawkesbury.

We pay respect to all Elders, past, present and emerging and acknowledge all Aboriginal and Torres Strait Islander peoples as the first people of this Country.













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# OUR COMMUNITY'S 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.





# OUR LEADERS

## A MESSAGE

Dear Hawkesbury Residents,

We are proud to introduce the 2022-2042 Hawkesbury Community Strategic Plan.

The Hawkesbury is a beautiful region and it is our job to ensure we not only keep it that way, but we create a shared vision for the Hawkesbury as a liveable and sustainable region.

We love the Hawkesbury just like you do. This is why looking towards tomorrow and planning for our future is so important. This core document sets out to do just that, with achievable and quantifiable goals.

The Community Strategic Plan underpins Council's future planning and strategies.

It is a guide to direct key resources towards our goals for the community for the next 20 years and indicates the role Council will take in delivering those outcomes.

Our Community Strategic Plan is part of a shared vision. It has been created through community and stakeholder engagement including surveys, face-to-face and online workshops, online feedback, and conversations at events and over the phone.

Having faced the challenges of drought, bushfires, floods, lockdowns and the ongoing pandemic, emergency management will always be of major importance for the Hawkesbury. This document shows our plans, strategies and goals for the future to help keep our Hawkesbury community safe and build resilience. To do this, we will continue working with you as a conduit between the State and Federal Governments, government agencies and community organisations.

Everything centres on our strength as a community. That's why we are committed to being an inclusive community and to working with our Aboriginal and Torres Strait Islander peoples and respecting culture.

We are also committed to financial stability, prudent financial investment and supporting local business and innovation. Sustainability will always be a key issue for our future in so many ways and we must reduce our consumption of resources, define what needs protection, and identify our areas of growth. We need to balance the needs of our community while reducing our ecological impact to sustainable levels, and we will do this by respecting our natural environment and protecting our natural resources.

As leaders, we know that our actions and our behaviours underpin these commitments, and we will stand by the choices we make on behalf of our community. This Community Strategic Plan exists to help support and inform the decisions we make, the partnerships we nurture and the projects we deliver.

We encourage you to explore this document and to engage with Council. The next two decades are set to be an exciting time in the Hawkesbury as we achieve our goals together. We invite you to join us on this journey from 2022-2042, and take this plan vision to action.

# OUR CITY

## OUR LOCATION

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

### 64 TOWNS AND VILLAGES

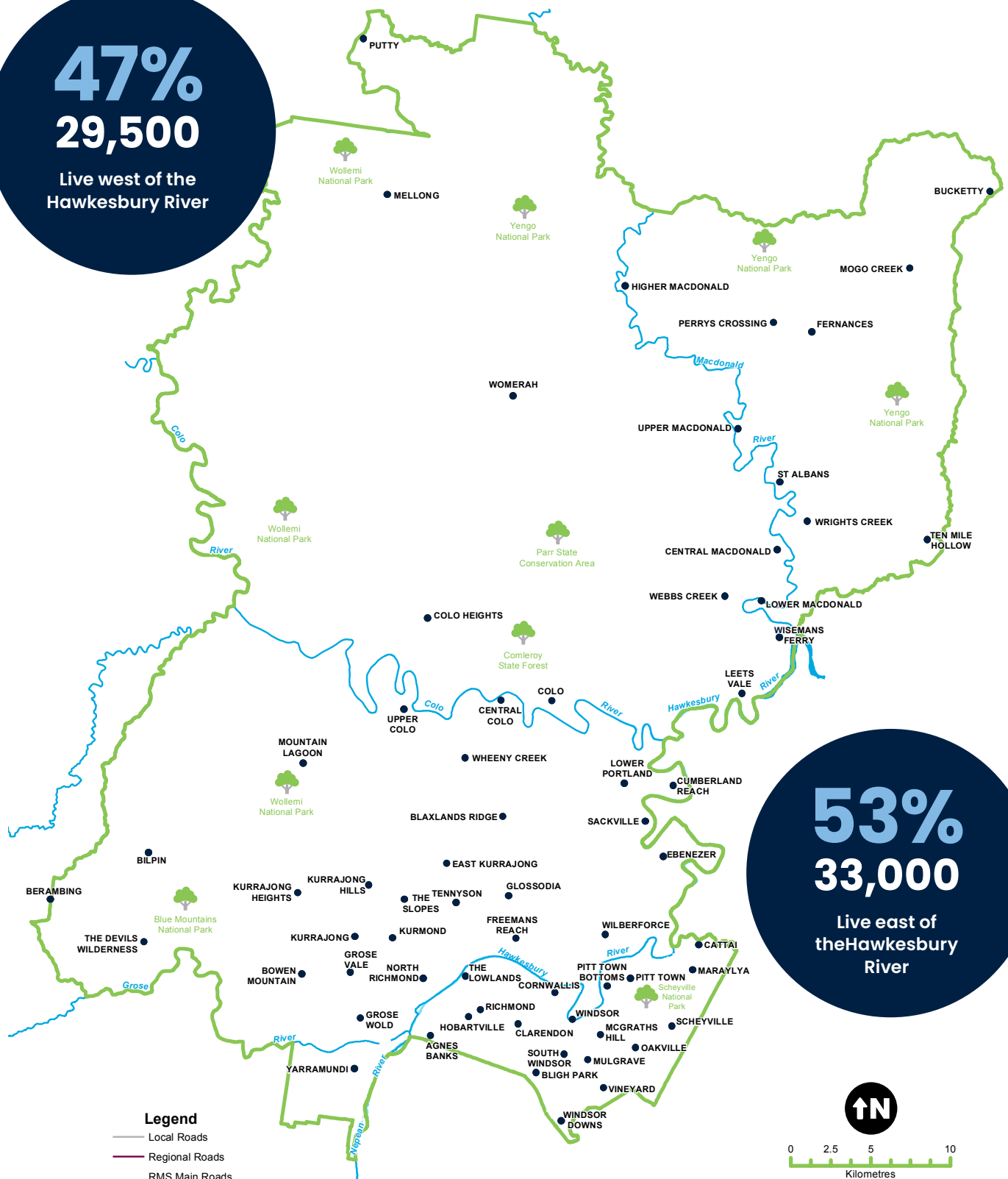
*The location and places that make up the Hawkesbury*





**47%**  
**29,500**

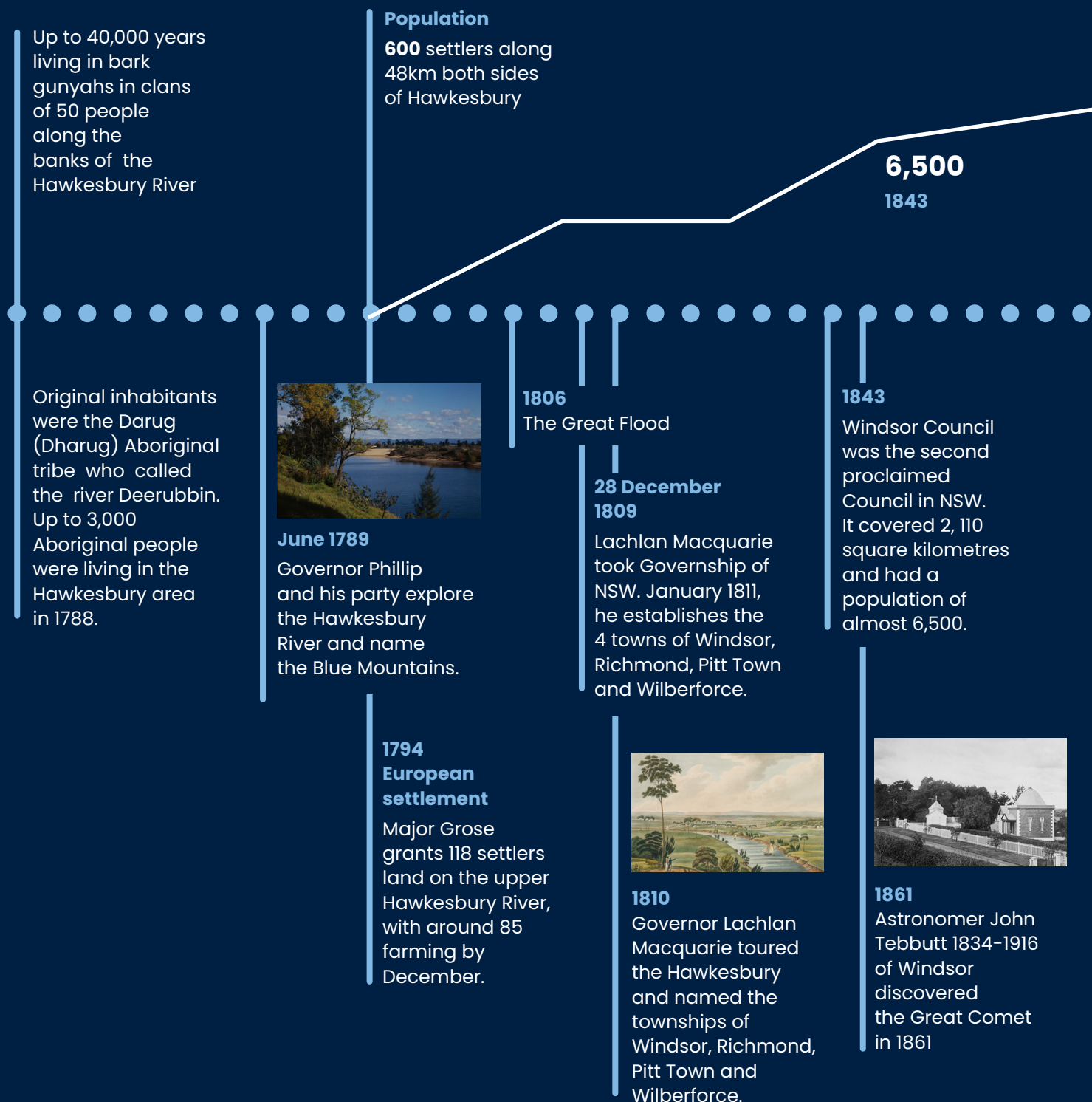
Live west of the  
Hawkesbury River



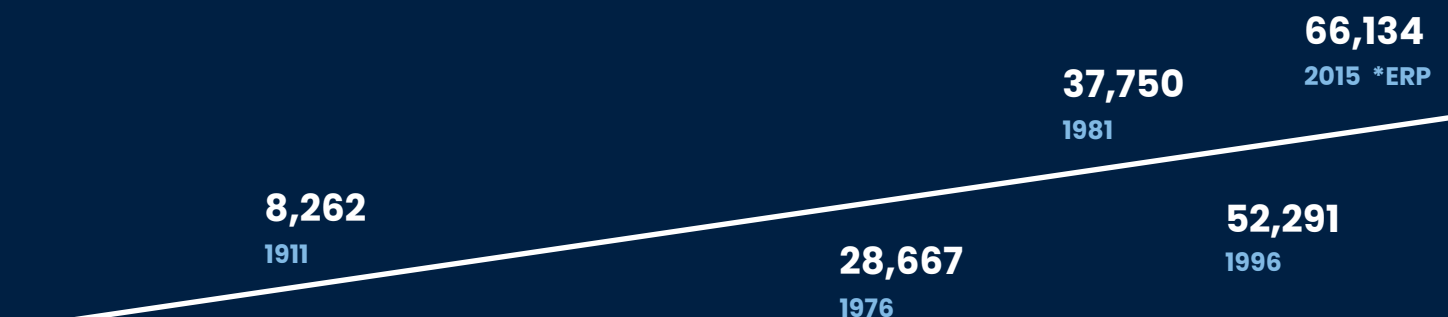
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Hawkesbury City Council 2021  
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# OUR HISTORY

The Hawkesbury has a rich history...







**1906**

Colo Shire Council established in 1906 and amalgamated with Windsor to form Hawkesbury in 1981.

**1 January 1949**

Windsor and Richmond joined to become Windsor Municipal Council.



**1967**

Howe House in Thompson Square acquired by [Windsor Municipal] in 1967 and now operates as part of Hawkesbury Regional Museum.



**2005**

The Deerubbin Centre housing the Library and Gallery opened in 2005.

**1989**

Hawkesbury becomes a City.

**1 January 1981**

Hawkesbury Shire was established when Windsor and Colo amalgamated and attained City status in 1989.



**1874**

A devastating fire destroyed much of the business centre of Windsor in 1874.



**1961**

The highest Hawkesbury flood on record was in 1867. The highest in the 20th century was in 1961.







# OUR DEMOGRAPHIC PROFILE

## OUR PEOPLE



**POPULATION**  
66,135  
(Average yearly  
growth 0.9%)

**AREA**  
2,776km<sup>2</sup>

**POPULATION DENSITY**  
24 persons per km<sup>2</sup>

### If the Hawkesbury was a village of 100 people

**25** have Vocational  
(Trade) qualifications

**6** Are unemployed

**20** Have Degrees  
or Diplomas

**15** In the Greater  
Sydney Area

**5** In the Greater  
Sydney Area

**33** In the Greater  
Sydney Area

## HOUSEHOLDS



**NO. OF  
HOUSEHOLDS**  
21,743

**AREA**  
2,776km<sup>2</sup>

**POPULATION DENSITY**  
24 persons per km<sup>2</sup>

### If the Hawkesbury was a village of 100 households

**70** Are outright owned  
or on a mortgage

**37** Are a couple  
with children  
households

**29** re-payments of  
\$2600 or more  
per month

**62** In the Greater  
Sydney Area

**35** In the Greater  
Sydney Area

**41** In the Greater  
Sydney Area

## OUR ECONOMY



### TOP 10 JOBS

#### Manufacturing

**440** in Aircraft  
Manufacturing

**1,262** in School  
Education

#### Public Administration and Safety

**1,799** in Defence  
**486** in Public  
Administration

**1,444** in Trades  
and Contractor  
Services

#### Retail Trade

Accommodation  
and Food Services  
**1,578**

**1,355** in Food  
& Beverage  
Services

#### Health Care and Social Assistance

Agriculture,  
Forestry and  
Fishing

**979** in Livestock,  
Grain and Other  
Agriculture

# OUR ASSETS

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

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



**285km**  
Unsealed Roads



**330km**  
Kerb & Guttering



**365km**  
Drainage Pipes  
and Culverts



**768km**  
Sealed Roads



**64**  
Bridges



**21km**  
Cycle paths



**112.7km**  
Footpaths



**31**  
Roundabouts



**1** Ferry



**1** Visitor  
Information  
centre



**65** Towns and villages



**3,400**  
Car parking  
spaces



**24**  
Emergency Services  
buildings





**58** Playing fields



**8** Boat ramps



**214** Parks & reserves



**1,622Ha** Bushland



**2** Skate parks



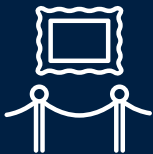
**81** Toilets



**13** Cemeteries



**4km** Walking tracks



**1** Museum



**1** Gallery



**2** Libraries



**2** Pools



**13** Childcare centres



**2** Sewerage Treatment Plants



**1** Waste Management Facility



**2** Pump stations



**148.6km** Reticulation mains

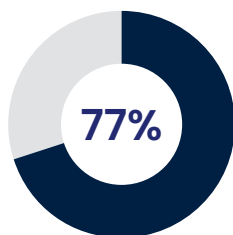


**34.4km** Rising mains

# OUR COMMUNITY ENGAGEMENT

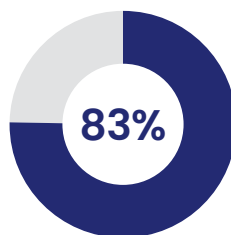
Council undertakes a Community Survey every two years, with the most recent undertaken in 2021 which surveyed 400 people by phone. The purpose of the survey was to canvass resident attitudes and opinions about the services and facilities provided by Council. The information in the survey provided vital feedback about how Council is meeting the expectations of the local community and to monitor overall progress.

## Overall results:



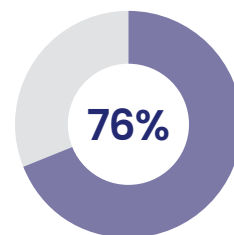
### Overall Satisfaction

of Hawkesbury residents are at least somewhat satisfied with the performance of Council over the last 12 months



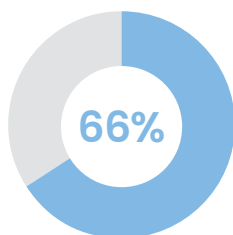
### Services

of Hawkesbury residents are at least somewhat satisfied with the services that Council provides



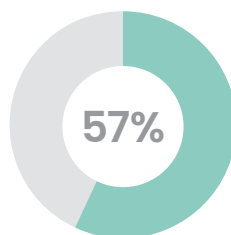
### Infrastructure

of Hawkesbury residents are at least somewhat satisfied with the services that Council provides



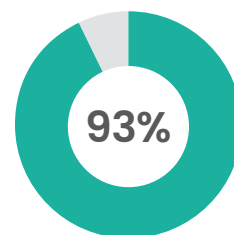
### Level of Communication

of Hawkesbury residents are at least somewhat satisfied with the level of communication Council has with the community



### Community Consultation

of Hawkesbury residents are at least somewhat satisfied with the way Council consults the community

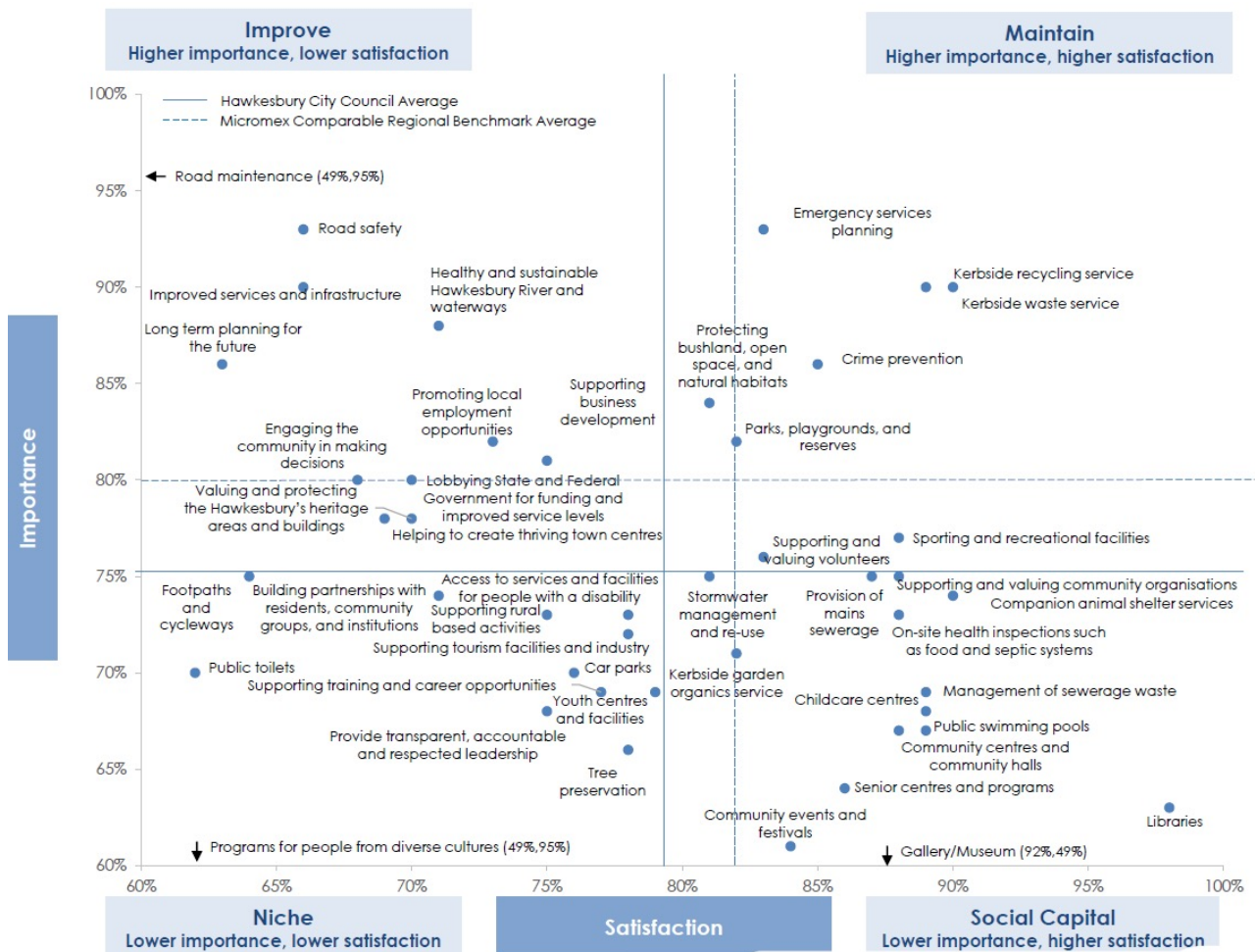


### Rural Character

of Hawkesbury residents are at least somewhat satisfied with the rural character of the Hakesbury



## Importance vs. Satisfaction



## IN SUMMARY:

### Satisfaction Measures

77% of Hawkesbury residents are at least somewhat satisfied with Council's overall performance, a positive result with a significant increase in the mean rating since 2017.

### Services and Facilities

Seven of the 45 services/facilities measured have significantly decreased in importance since 2017, while satisfaction has significantly increased for five of the 45 services/facilities over the same period. Resident satisfaction has increased for: provision of mains sewerage, childcare centres, supporting and valuing community organisations, lobbying State and Federal Governments for funding and improved service levels and long term planning for the future.

Road maintenance, road safety and emergency services planning are rated the most important areas for Council to focus on, with road maintenance and emergency services planning being important drivers of overall community satisfaction. Providing transparent, accountable and respected leadership is also an important driver of satisfaction. Other potential areas of optimisation include engaging the community in making decisions, long term planning for the future, and building partnerships with residents, community groups and institutions.

### Contact with Council

43% of residents have contacted Council over the past 12 months, which is slightly down from previous years. Residents are more likely to have made contact via phone, email or online via Your Hawkesbury – Your Say. Satisfaction of contacts with Council has softened slightly since 2017 across all measures – knowledge of staff, speed of service, degree of helpfulness and overall outcome. Residents who are generally more satisfied made with contacts made by phone or email, and less satisfied with contacts in person.

### Engagement and Communication

Residents have the highest awareness of Council engaging with the community through its website, local newspapers, mail-outs and signage. Awareness has significantly increased for Facebook posts and online surveys via Your Hawkesbury – Your Say.

When asked which methods would be most effective in communicating with them, residents are most likely to indicate letters, community newsletters and rates' notices as being effective. Signage, social media, stalls at events and Council offices or other facilities are also effective for communicating with the community.

### Liveability

There are also indications of improved liveability within the Hawkesbury area. Satisfaction with residents' ability to commute via public or private transport has increased since 2017 for those travelling to work both inside and outside the LGA. Residents are also more likely to report feeling safe in their local neighbourhood and public spaces. Housing suitability and affordability remains on par with 2017 levels, while housing choices to suit the needs of everyone in the community has seen some improvement.

### Council's Emergency and Natural Disaster Response

75% of residents say that Council responded well to the 2019/2020 bushfires and 2021 floods. 61% feel Council helped them stay informed during these events. However, only 36% believe Council kept them informed during the COVID-19 pandemic. Communication is highlighted as the most important role for Council in any future emergencies, with residents relying on Council to be a trusted provider of up-to-date information and alerts. Residents also expect Council to help coordinate the emergency response, working with emergency services, maintaining road access/evacuation routes and providing support services for the community.







# OUR INTEGRATED PLANNING AND REPORTING FRAMEWORK

## THE PROCESS

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.

## WHY

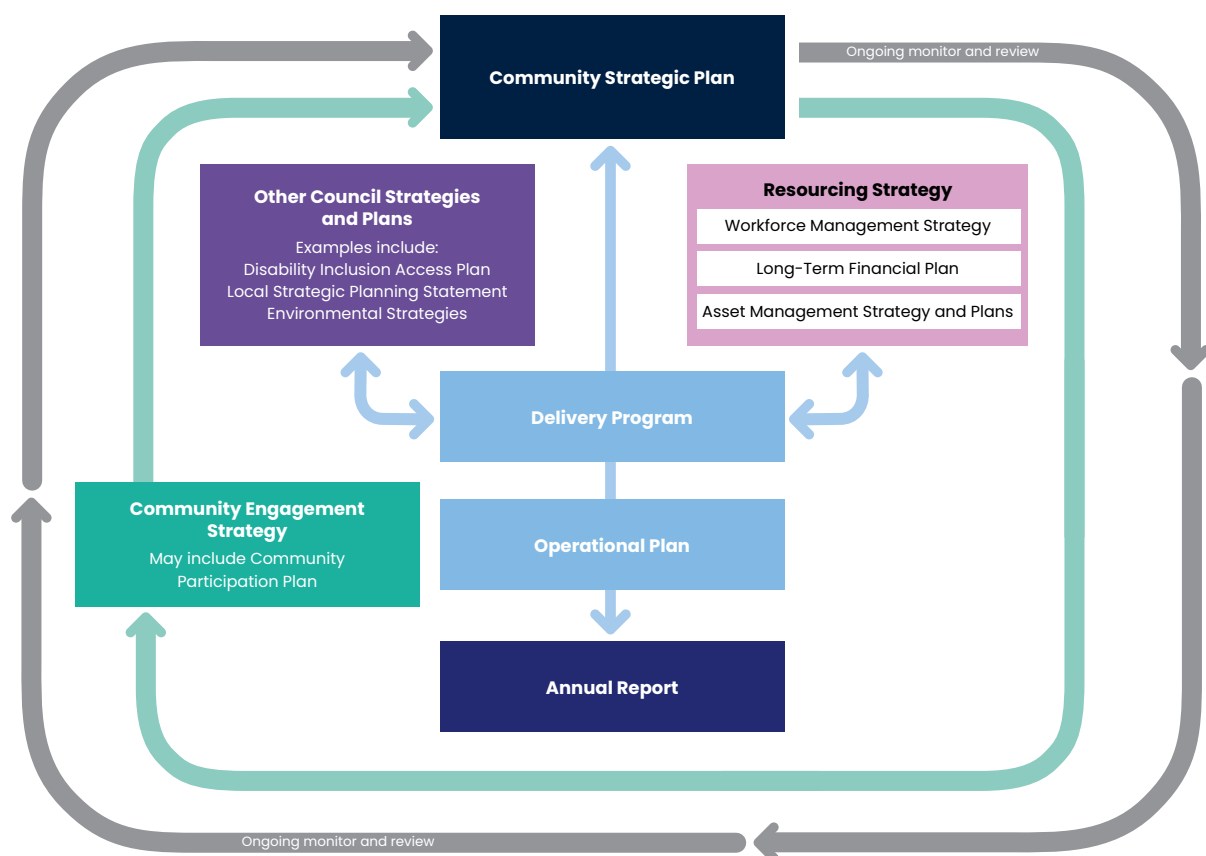
The Hawkesbury Community Strategic Plan sits above all other Council Plans and Policies. Its purpose is to identify the Hawkesbury community's priorities and aspirations for the future. The strategies in it consider the issues and pressure that affect the community, and the level of resources realistically 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 fully reflects the Hawkesbury community's aspirations is 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 (in this case 30 June 2022). The review of the Community Strategic Plan also needs to be supported by a Community Engagement Strategy.



## HOW THE FRAMEWORK WORKS AND LINKS TO OTHER PLANS

Through the Integrated Planning and Reporting Framework, the Office of Local Government requires all local authorities in New South Wales 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 shows the structure and interrelated nature and linkages of plans in the Integrated 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.

# OUR COMMUNITY STRATEGIC PLAN

## HOW IT 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 four Community Outcomes

- Great place to live
- A valued and protected environment and history
- Strong economy,
- Reliable Council

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. While 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.





Council's role	When it applies
<p><b>MANAGER/LEADER</b></p> <p>Council manages, leads, delivers and communicates commitment, progress and outcomes</p>	<p>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</p>
<p><b>CRITICAL PARTNER</b></p> <p>Council is an informed critical partner in the delivery of a project with mutual benefits for the partners</p>	<p>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</p>
<p><b>ADVOCATE</b></p> <p>Council develops an informed position and influences others who have the responsibility to make the decision and act</p>	<p>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</p>
<p><b>SUPPORTER</b></p> <p>Where a project is initiated externally to Council, Council provides low level assistance to enable the project to be realised</p>	<p>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</p>
<p><b>FACILITATOR</b></p> <p>Council makes it easier, and builds the capacity of others to deliver</p>	<p>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</p>

## CONNECTING TO OTHER PLANS

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

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





# OUR COMMUNITY ENGAGEMENT

Over the 2018–2022 period, extensive consultation processes with the community have been undertaken in relation to towns and village revitalisation, community engagement, overall satisfaction and land use planning, amongst many other topics. The key results from all of these engagement activities have been built into the review of this edition of the Community Strategic Plan. The Community Survey and Levels of Service consultation are summarised below:

## COMMUNITY ENGAGEMENT SNAPSHOT

- Feedback through more than 100 feedback processes via the Your Hawkesbury –Your Say platform, receiving more than 7,200 individual feedback responses from members of our community on a range of topics.
- Listening posts, town meetings and event stalls over the 2018–2021 period, including specific engagement with bushfire and flood-affected communities.
- Results of the 2021 Community Satisfaction Survey.
- Feedback through the internal Employee Engagement Survey, where feedback on Council's operations were also specifically sought from employees who are also residents of the Hawkesbury.
- An average of XX people per day viewed the Draft Hawkesbury Community Strategic Plan via the Your Hawkesbury Your Say (YHYS) page, which included an Online Survey.
- Invitations to view the Draft Hawkesbury Community Strategic Plan were sent to residents via email and newsletters, Facebook and media releases, reaching an estimated XX community members.







# OUR COMMUNITY STRATEGIC PLAN

# COMMUNITY OUTCOME 1

## GREAT PLACE TO LIVE

### INTENT

Council will continue to partner with the community and key service providers to deliver outcomes which support a connected, healthy and inclusive Hawkesbury.

### CONSIDERATIONS FOR OUR FUTURE INCLUDE

- Population growth slowing
- Ageing population increasing
- A falling birth rate. As our local demographic changes, Council needs to innovate services and facilities to provide education, leisure and business support
- Nurturing our community to be socially responsive, inclusive and culturally sensitive
- Continually assess social services and programs to ensure that Council, together with key partners are meeting the needs of the community
- Providing ongoing opportunities for the community to connect and improve social interactions
- Provide equitable access to health and support services
- Ensure community safety and disaster management in preparation for natural disasters
- Working with the community and transport providers to improve transport services across the Hawkesbury
- Addressing intergenerational equity of opportunity



## LONG TERM OBJECTIVES

1.1	Enable a shared responsibility for community resilience, community safety and disaster management
1.2	Encourage and enable our community to participate in a healthy lifestyle
1.3	Increase the range of local partnerships and plan for the future
1.4	Facilitate the delivery of infrastructure through relevant agencies for Council's own works
1.5	Provide the right places and spaces to serve our community
1.6	Build on a sense of community and wellbeing
1.7	Encourage broad and rich celebration of our local culture and significant heritage
1.8	Respond proactively to planning and the development of the right local infrastructure

## SUCCESS INDICATORS

- More of us will use public transport, walk or cycle for journeys, rather than our personal cars
- Our recreational, leisure and cultural facilities will be well-used and well-regarded
- Our infrastructure will service our community in the most effective and sustainable ways
- 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 as they meet our needs
- We will like how our city looks and feels and we will be proud to live here.

# COMMUNITY OUTCOME 2

## A VALUED AND PROTECTED ENVIRONMENT AND HISTORY

### INTENT

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



## LONG TERM OBJECTIVES

2.1	Value, protect and enhance our built environment as well as our relationship to Aboriginal and non-Aboriginal history
2.2	Value, protect and enhance our unique natural environment
2.3	Identify and make best use of our local resources and awareness of contribution to the environment
2.4	Identify ways for our community to reduce, reuse and recycle
2.5	Encourage and enable our community to make sustainable choices
2.6	Protect, enhance and celebrate our rivers
2.7	Achieve net zero targets

## SUCCESS INDICATORS

- 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.

# COMMUNITY OUTCOME 3

## STRONG ECONOMY

### INTENT

Be a place that is vibrant, attractive and welcoming to residents and visitors, and which 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 diversity in local jobs to reduce residents' need to commute
- Provide affordable housing to encourage housing diversity, including affordable housing, in the local demographic
- Ensure economic development focus is instigated to take the Hawkesbury forward
- Avoid the gradual but continual dispersal of commercial uses away from town centres
- Create strong and successful town centres in Windsor and Richmond and support all centres and villages
- Manage innovative options to generate significant capital investment in heritage
- Recognise the value of agriculture to the Hawkesbury
- Manage conflict associated with agricultural uses and rural living
- Consideration of retaining, provision of new or combination of new and existing uses at the RAAF Base Richmond into the future
- Support tourism and promotion of the Hawkesbury
- Improve transportation networks for pedestrians, cars and bikes.



## LONG TERM OBJECTIVES

3.1	Creating an integrated and well-maintained transport system is an important local priority
3.2	Increase the range of local industry opportunities and provide effective support to continued growth
3.3	Promote our community as the place to visit, work and invest
3.4	Support the revitalisation of our town centres and growth of our business community
3.5	Celebrate our creativity and cultural expression

## SUCCESS INDICATORS

- 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, Richmond and North Richmond have more residents and more diverse retail, cultural and service opportunities.

# COMMUNITY OUTCOME 4

## RELIABLE COUNCIL

### INTENT

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

### CONSIDERATIONS FOR OUR FUTURE

- The need for authentic community engagement in order to build community respect, resilience and connectedness
- Develop strong partnerships and engage 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
- Advocate for increased funding from State and Federal Governments to improve services and facilities for the community, and securing alternative income streams
- Ensure there is clear and consistent link between strategies of the Community Strategic Plan throughout all corporate documents
- Financial sustainability balances the allocation of resources for future generations
- Manage competing demands of more than 50 Council services and facilities
- Managing ageing assets
- Building enduring partnerships to service delivery based on delegation of responsibility and developing shared ownership.



## LONG TERM OBJECTIVES

4.1	Provide representative, responsive and accountable governance
4.2	Encourage an informed community
4.3	Build strong financial sustainability for now and future generations
4.4	Build strong relationships and shared responsibilities
4.5	Encourage a shared responsibility for effective compliance
4.6	Support the operation of the organisation through effective staff engagement
4.7	Encourage informed planning, balanced growth and community engagement
4.8	Facilitate the delivery of infrastructure through relevant agencies and Council's own works

## SUCCESS INDICATORS

- 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 Council's performance
- The delivery of services to the community is of the highest quality
- Our assets will be managed effectively to ensure ongoing sustainability
- We will be satisfied with transport infrastructure and transport options across the city.













<b>Address</b>	366 George Street, Windsor NSW 2756
<b>Mailing Address</b>	PO Box 146, Windsor NSW 2756
<b>Phone</b>	(02) 4560 4444
<b>Email</b>	<a href="mailto:council@hawkesbury.nsw.gov.au">council@hawkesbury.nsw.gov.au</a>
<b>Website</b>	<a href="http://www.hawkesbury.nsw.gov.au">www.hawkesbury.nsw.gov.au</a>
<b>Office Hours</b>	Monday to Friday 8:30am – 5pm