



Hawkesbury City Council

attachments 1 to 4  
to  
item 220

Draft Hawkesbury  
Community Strategic Plan  
- Public Exhibition  
of Draft Plan

date of meeting: 13 October 2009  
location: council chambers  
time: 5:00 p.m.



# A t t a c h m e n t 1

C o m m u n i c a t i o n  
S t r a t e g y O u t c o m e s



## **Communication Strategy Outcomes**

### **Consultation Period**

The Hawkesbury Community Strategic Plan (CSP) was placed on exhibition from 23 April to 20 July 2009, a period of 12 weeks.

### **Actual printed plan**

3000 copies of the designed and formatted plan were printed in full colour for distribution via various methods including community forums, mailouts, displays, through Council facilities and community centres.

### **Media**

Media Releases were issued to all local media including the, Hawkesbury Gazette, Hawkesbury Courier Hawkesbury Way – News magazine and Hawkesbury Radio on:

24 April announcing the plan

19 June promoting the Community Forums and

6 July encouraging submissions

Mayoral columns on the process were published on 23 April and 9 July in the Hawkesbury Courier and Northern News and also in the June edition of the Hawkesbury Way.

Meetings were held with Editors of both local papers on Friday 3 July to familiarise them on the process of consultation regarding the Community Strategic Plan.

The CSP received extensive coverage in the Hawkesbury Gazette, Hawkesbury Courier and Hawkesbury Way newspapers.

### **Advertising**

The CSP has been extensively advertised in the Council Notices column in Hawkesbury Courier of 11 June and 18 June 2009 and the Northern News Council Notices advertisements of 8 and 15 June 2009.

Display advertisements were inserted in both the Hawkesbury Gazette on 9 June and 16 June 2009 and in the Hawkesbury Way June 2009 edition which is also available online at

<http://hawkesburyway.com>

### **FAQ Fact Sheet**

A Frequently Asked Questions (FAQs) Fact Sheet was compiled and available to the public including being placed on Council's website.

### **Website**

The Council's website provided access to the community strategic plan document, FAQs and submission feedback form. Electronic versions of media releases and advertising under Council Notices were also included on the website as well as promotion regarding the dates for public community forums.

### **Messages on hold**

The following short message regarding the draft community strategic plan was placed on Council's message on hold system for people calling in to Council to listen to when they are waiting to speak to a Council staff member.

*“Residents of the Hawkesbury are encouraged to have their say on the 20 year Draft Hawkesbury Community Strategic Plan which is on public exhibition until 20 July. To obtain a copy of the draft plan, go to Council's website at [www.hawkesbury.nsw.gov.au](http://www.hawkesbury.nsw.gov.au) or phone 4560 4546.”*

### **Feedback form**

A submission feedback form was developed to provide a framework for community members to communicate their thoughts and feelings regarding the plan. This was available primarily through Council's website, with displays, at the Community Forums and included with the distribution of the plan via mailouts.

### **Enquiries Phone Number**

Staffed by the Strategic Planning team, this number was used mainly for people to book into one of the community forums (a small number of people used this number to find out more information or to access a submission sheet to provide their feedback.)

### **Telephone Answering machine service**

A dedicated line with an answering service was arranged for the duration of the exhibition to collect comments. No submissions or comments were received via this method although the facility was widely advertised.

### **Dedicated email address**

To ensure relevant documentation is appropriately captured from the public, a dedicated email address was created for this specific purpose. 13 submissions were received via this method although the facility was widely advertised (some other email submissions were also received via other avenues).

### **Unmanned Physical Displays**

8 sets of Vertical banner displays were created to be moved from one location to another with ease.

The banner displays were located at the Hawkesbury Central Library in Windsor and the Richmond Library, as well as various well utilised community facilities including: North Richmond and Bligh Park Community Centres, South Windsor Family Centre, Oasis Complex, Hawkesbury Senior's Centre, the Richmond Club, North Richmond Panthers, and Windsor RSL Club.

Copies of the plan were also left with outlying Post Office branches at: North Richmond; Kurmond; Kurrajong; Bilpin; Freemans Reach; Pitt Town and Wisemans Ferry. Copies were also left at the Community Centre and general shop in Glossodia (as there is no Post Office at this location). Council's Community Services Branch also distributed into out-lying areas through their community centre contacts.

### **Staffed Roadshow**

Manned displays were featured at several large Shopping Centres – i.e. Richmond, Windsor and North Richmond Shopping Centres between 18 May and the 15 June 2009.

A large manned display was one of the major features of Council display at the Hawkesbury Show held 1- 3 May in 2009.

### **Presentations to Community Groups**

Several staff members undertook presentations to community groups and organisations who requested them including to: Hawkesbury Youth Interagency, North Richmond and Districts Community Action Association Inc. and North Richmond Rotary.

### **Radio appearances**

The Mayor encouraged Hawkesbury residents to contribute submissions when discussing Council issues on two occasions during his monthly talk on Hawkesbury Radio with Brian Edmonds on Friday mornings.

### **Community Participation Forum**

Community Strategic Planning Forums were held at:

- North Richmond Community Centre on Friday, 26 June (late morning)
- Windsor Library – Tebbutt Room on Monday, 29 June (evening)
- And a Youth Forum at North Richmond Community Centre on Thursday 25 June (after school)

The forum scheduled for Bligh Park – Tiningi Hall on Saturday, 27 June (afternoon) was cancelled due to lack of interest/registration.

A letter asking community groups to encourage their members to attend was also sent to a wide range of community organisations which were on various databases.

A total of 68 people attended the forums.

Shopping vouchers of \$25 were offered and provided as an incentive for people to attend and participate in the forums as well as a "thank you" for committing the time to attend the forums (which ran for 2 to 3 hours). 23 people chose to take shopping vouchers. Alternatively people could choose to donate their \$25 to one of four selected charities. 45 people opted to donate. A total of \$1125 was donated, with the following amounts raised for the selected charities:

\$25 to St John Ambulance (1)  
\$525 to Local Bush Fire Donation Fund (21)  
\$225 to Red Cross (9)  
\$350 Salvation Army (14)

#### **Agenda item in Business Paper Council committees**

The CSP was included in most of Council's Committee business papers. Some Committees did not conduct meetings during the consultation period.

#### **Mayoral Speeches**

The CSP was mentioned in several of the Mayor's Speeches including:

- Being Workwise Conference - Schools Industry Partnership on Wednesday 6 May
- Woolworths Opening, Windsor on Thursday 14 May
- Sorry Day Commemoration at Macquarie Park "Bush Tucker" Garden Windsor on Tuesday 26 May
- Museum 1st Anniversary - Saturday 23 May
- Turning of the Sod at Kurrajong Community Centre on Friday, 12 June
- Natalie Burton Memorial Award Presentation on Monday, 29 June
- NAIDOC Concert in the Park Richmond Park, Windsor Road on 12 July





# A t t a c h m e n t 2

D e t a i l e d S u m m a r y  
o f S u b m i s s i o n s



## Community Strategic Plan 2010-2030

No	<i>General comments</i>
3	<ul style="list-style-type: none"> <li>* Certain issues are vague</li> <li>* Council to promise only what it can deliver</li> </ul>
4	<ul style="list-style-type: none"> <li>* Directions: Are good and reflect what is required. Need to ensure effective planning and delivery.</li> <li>* Goals are vague in some cases</li> <li>* Measures are vague in some cases</li> <li>* Need a clearer definition of measures and how goals will be implemented and managed</li> <li>* Identify person in-charge to be held accountable for delivery</li> <li>* Cut down on "feel good" statements and goals and focus on achievable plan</li> </ul>
5	<ul style="list-style-type: none"> <li>*No concrete plan.</li> <li>* A lot of the word in the "goals" "measures" and "strategies" column do not fit into these categories. They read like "ideas". A 'measure' or 'strategy' to me is means by which a goal may be achieved.</li> <li>* Bikes and pedestrians are already mobile. Verbal abuse from motorists is part of Australian culture. How do you plan to change it?</li> </ul>
6	<p>Look to the future Now. "I know your team can, so do your best."</p>
7	<ul style="list-style-type: none"> <li>* 'Measures' definition in the document is incorrect and a little reworking of the use of the term. Measure is a specific program or action that brings about a policy objective or outcome. It is a mechanism by which the objective will be achieved</li> <li>* Plan short on detail, many questions unanswered and many generalisations and it cannot be called a 'plan', perhaps a 'mission statement'</li> <li>* The plan ought to give some feel for how the objectives will be achieved, and current draft does not achieve this.</li> </ul>
8	<ul style="list-style-type: none"> <li>* Sports Council should have been consulted prior to the plan release.</li> <li>* No mention in the plan of the Hawkesbury District sporting facilities.</li> <li>* Items that should be included are: <ul style="list-style-type: none"> <li>- Improvement to existing facilities.</li> <li>- Allocation of land for the development of additional sporting facilities.</li> </ul> </li> </ul>
9	<ul style="list-style-type: none"> <li>* Many "Motherhood" Statements - Lots of good ideas but either not well defined or not achievable!</li> <li>* More initiatives to improve the community assets.</li> <li>* Community on the West side of the Hawkesbury is treated as an "undesirable appendage"! Currently, Sydney Water and regional authorities service areas as far as Palm Beach to Cronulla with Blue Mountains catchment water and services -- we in the piedmont Blue Mountains and Dural areas are left to fend for ourselves.</li> </ul>
11	In relation to care for env, the waste + recycling strategies could be more specific see suggestion
13	The group wants to be involved in final HCSP formulation.
14	<p>concerns are:</p> <ul style="list-style-type: none"> <li>- the failure to recognise importance of agriculture despite the overwhelming support for a rural community;</li> </ul>
15	<ul style="list-style-type: none"> <li>* Given the pressures of urbanisation I question 250 houses per year.</li> <li>* What about high rise living?</li> <li>* Employ more staff please</li> <li>* Inform staff of current issues</li> <li>* Has Council got the funding without going into Debt?</li> <li>* Baulkham Hills calls itself "The Garden Shire". But what has your council got? Nothing - but "Where people make the difference. This has got to change to "the Environmental Shire".</li> </ul>
16	<p>I like the big picture painted here - it balances the key elements (Rural living: People: Economic: Environmental &amp; Business factors), into a realistic and achievable strategic plan. Like any Strategic Plan, the devil will be in the detail.... So ongoing consolidation, with strong, adventurous leadership will be critical. I don't dislike any aspects.</p> <p>The "Measures" and "Milestones" are very general/high level in this plan... Which is to be expected at this stage of your planning cycle?</p> <p>These will need a lot more CLARITY to ensure we turn the vision/plan into reality.</p> <p>Establish specific work groups, for each of the 5-Strategic areas, comprising subject matter experts, both local and outside our area.</p> <p>Interested parties and typical residents - to identify specific actions, that will see strategies delivered.</p> <ul style="list-style-type: none"> <li>* As a Hawkesbury resident (12 years) and an experienced Snr business leader (Banking and Finance for 37 yrs) I would be willing to assist/be involved in helping implement the plan.</li> </ul>

## Community Strategic Plan 2010-2030

No	<i>General comments</i>
17	<p>What happened to all the other Strategic Plans that were looked into over the years? Is this just another that was dreamed up and then put in the top draw, until it's time for another plan to be drafted?</p> <p>No body seems to be too interested in plans unless they belong to some develop it seems. After bringing to the attention of councillor's last X-mas of a massive virgin bush land clearing effort along Kurmond Road, Freemans Reach (including the Mayor) all I was met with was silence + blank stare, and a "he's right" from another councillor. This tells me that no one can give a damn unless it's printed on some glossy brochure.</p> <p>Where is the retention of our beautiful local environment? Does careful planning mean more massive developments in town areas? E.g. Nth Richmond, making life more miserable for residents, new comers and the natural world?</p> <p>Are we going to share out future by copying "the Kellyville Plan"?</p> <p>We have a rare opportunity now "to get it right". Retain the fast diminishing natural parts. No more subdivisions. Keep all large acreages as they are now - concentrate on existing towns, villages. Developments should occur along rail links where appropriate</p>
18	<p>We like the accent on conservation of the rural &amp; heritage amenity.</p> <p>As long term resident we encourage implementation &amp; steadfast resolution rather than the ever-changing &amp; rezoning of plans &amp; strategies of the past.</p>
20	<p>Please, no more divisions of land for dwellings to clutter the landscape. We don't want another Lego-land Kellyville suburb. It is already difficult for council to cope with what is there now.</p> <p>Could volunteers who remove privet and weeds be exempted from paying the fee to the dumping site? We give our time, energy and petrol. This concession could encourage more willing workers.</p>
23	<p>* Some of the strategies involve developing and marketing new plans - will this incur additional expense? Will old plans, which may have worked perfectly well, be ignored? E.g. Don't we already have disaster response and community safety plans? If so, why do we need to develop new ones?</p> <p>* Glossy brochures available in the library are great, but they don't get to many people within the community. I know you have contacted schools - Bede Polding had information about the plan in their newsletter. But you need to also bombard other community groups to get the message across. Too often council is just seen as a group of nameless faces who charge us a fortune to pick up the rubbish and do a little else. Somehow you need to breakdown the barriers to get the community involved sorry I don't have any answers!</p> <p>* Some of the measures are good, clear, e.g. "Number of local jobs". But some are highly subjective - how are you going to measure "community satisfaction" - and what will be done if the community is not satisfied.</p>
24	<p>No cost mentioned</p> <p>Need more detail on strategies- HOW?</p>
28	<p>* Commends the plan outlook/presentation but questions the cost and the content?</p> <p>* "vague plan to have a plan"</p> <p>* hard to identify tangible objectives within a finite timeframe</p> <p>* consultative draft is a pretext to inflate the administration.</p> <p>* A litany or rhetoric but little substance.</p> <p>* Use concise plain language indicating what the plan is and what action is intended e.g.</p> <p>- additional bridge over the Hawkesbury river with (number of lanes) providing a new route linking A to B</p> <p>* Village - term favoured by developers and real estate agents to evoke illusion when what they have in mind is Bligh Park</p>
29	<p>Concerned with Urban encroachment around RAAF Base Richmond, seeking to ensure that development assessments, the LEP and local and regional planning strategies in the vicinity of the Base adequately consider and address the presence of RAAF Base flying activities.</p>
33	<p>* They sound like the Council is really trying to support the growing community and what it needs. I like the way you've taken into consideration all aspects of the community and you're measuring its success by the community satisfaction survey.</p> <p>* It all sounds great. I just hope it all works.</p>

## Community Strategic Plan 2010-2030

No	<i>General comments</i>
34	<p>The plan was banal, unimaginative and bureaucratically conceived nothing inspirational, no recognition of Hawkesbury as truly unique and the only area of its kind remaining in the Sydney region. Word "Agriculture" was not even mentioned. With stunning scenery Hawkesbury has the potential to become a world status tourism landmark. The plan glosses over tourism however does not recognise of the area's potential in that respect. The plan is full of pleasant sounding generalities, which if translated into action, would result in another Sydney suburb.</p> <p>To create a truly unique Hawkesbury environment suggests a number of initiatives:</p> <ol style="list-style-type: none"> <li>1. No gravel or sand mining or the Hawkesbury River flats under any circumstances</li> <li>2. Retention of 10-acre minimum zoning west of Hawkesbury River.</li> <li>3. Any development west of the River is in sympathy with that unique area</li> <li>4. Appropriate architecture controls for commercial or retail DA. Particularly this should apply in the towns of Richmond and Windsor and the villages of Kurmond and Bilpin for example.</li> <li>5. Wholehearted support of tourism, both at national and international levels.</li> <li>6. An investigation into the European model of villages surrounded by zoned agricultural and open land.</li> <li>7. An investigation in to appropriately designed and situated eco-villages.</li> <li>8. Investigate and encourage agricultural production in concert with other council's in the Hawk/Nepean valley</li> <li>9. recognise the symbolic relationship in the Hawkesbury between agricultural entrepreneurship and tourism</li> </ol>
36	<p>Language may not be accessible to many in that it is written in a way government understands - but many local people will not. Therefore, many of the responses you may get could be judged in appropriate because respondents did not understand it in the first place. May be a space for "key points" in simple Australian English in each section?</p>
37	<p>* Overall vision is appropriate and achievable provided that the strategies and goals are measurable and realistic.</p> <p>* Council is congratulated on this initiative to bring together the aspirations of the community. Once the strategy is adopted, Council needs to ensure that action plans are put on place to focus on the strategies and goals, with regular reporting and monitoring of those plans.</p>
40	<p>* Applauds Council for well constructed comprehensive consultation draft of the CSP.</p>
42	<p>Council is congratulated on this initiative to bring together the aspirations of the community. Once the strategy is adopted, Council needs to ensure that action plans are put on place to focus on the strategies and goals, with regular reporting and monitoring of those plans.</p>
44	<p>Overall well thought out plan</p>
46	<p>RFS and SES do good work - without such volunteer's community COULD NOT AFFORD a fully paid equivalent service - constant funding required!!</p>
47	<p>* Many deliberation in 1994 'Our City Our Future' are still valid today: Housing plans, recognition of agricultural lands, River health, the threat of Urban Sprawl, and maintenance of our environment, the value of tourism, appropriate employment strategies, wilderness and the rural character for towns and the importance of heritage.</p> <p>* Draft plan too broad boring document unlikely to inspire for collective future. Disappointing to see lack of "possible future".</p> <p>* Series of motherhood statements unlikely to get opposition</p> <p>* Need to develop a unifying vision for our lifestyle for the future in the Hawkesbury.</p> <p>* HCC should consider underpinning its strategic plan with LG Act's Ecologically Sustainable * * * Development (ESD) principles:</p> <ul style="list-style-type: none"> <li>- the precautionary principle .....</li> <li>- Intergenerational equity .....</li> <li>- Conservation of biological diversity .....</li> </ul> <p>* Have suggested a vision statement in the submission.</p> <p>* Too many of the Directions, Strategies, Goals and Measures are ambiguous.</p>
52	<p>* Suggesting forming a Hawkesbury Strategic Plan Taskforce to ensure the Council meets the Strategic Plan milestones. The taskforce to be chaired by independent person to Council.</p>

## Community Strategic Plan 2010-2030

No	<i>General comments</i>
53	<p>Large questions sidestepped include:</p> <ul style="list-style-type: none"> <li>* RAAF Base at Richmond - need options for future date</li> <li>* Racecourse - one of the central pillars in our town and part of the town's history. How to encourage this to become a key part in the future of racing in NSW??</li> <li>* UWS - campus is in decline, the uni adds to the status and importance of our town. How do we add in its development to make it a viable and a prestigious centre of learning and innovation? Have made few suggestions in the submission.</li> </ul>
54	<p>* Plan lacks true direction hence a weak plan. Need clear directions for development stated in clear terms rather than vague and ambiguous terms. Constructive criticism provided as to how the plan can be improved.</p> <p><b>Directions:</b> - Directions can apply to any other place/ community and do not articulate distinctive Hawkesbury.</p> <ul style="list-style-type: none"> <li>* No distinctive character to and vision of the Hawkesbury that the community might be inspired to desire, and be passionate about that makes the Hawkesbury a place to live and work in the future.</li> <li>* The plan exhibits motherhood statement for urban development agenda, especially the State's 5000 homes target and ignores the consequence to productive agriculture which is one of the defining characteristics of the City.</li> <li>* Agriculture is not mentioned - a truly strategic document would make explicit the actual direction and include the definitive industries that direction will support/pursue.</li> <li>* In its current form the plan lacks the passion a truly desirable vision of the future should articulate and reference to the Hawkesbury's pivotal role in the food life of Sydney, which we believe is at the heart of our competitive and comparative advantage.</li> <li>* If we are going to retain the true character of our role for Sydney then we need to exploit our historic potentials in food and farming, recreation and attraction.</li> <li>* What we need 'our' strategic plan to do is treat what we, the community, not just Hawkesbury Harvest have been building because it enhances recreational opportunity for residents and addresses the original problems of health and farming in the region.</li> <li>* Hawkesbury Harvest would like to invite Council to join with us in this endeavour and to imagine a strategic direction that revives our towns and establishes a legacy that might be remembered in another 200 years - the choice is ours to make</li> </ul>
55	<ul style="list-style-type: none"> <li>* the plan is too broad, it sets direction but lot of omissions</li> <li>* 2007 Micromex survey which identified "Maintaining Agriculture" as the third most important issue however the plan does not mention Agriculture, not even once. Whereas jobs mentioned eight times, infrastructure mentioned 13 times.</li> <li>* There is lack of Rural Lands Strategy; niche agriculture is the key to maintaining the Hawkesbury. Many other industries are not mentioned but "maintaining agriculture" was an important omission.</li> </ul>
56	<p>A. Looking after people and place and B. Caring for our environment and heritage should be more prominent</p> <ul style="list-style-type: none"> <li>* Lack of emphasis of the Hawkesbury's locally grown produce and tourism potential.</li> </ul>
57	<p>The 2012 Windsor Town Centre plan adopted by Council would remain the master plan for the Windsor town centre and provide the deliverables require within the 2030.</p>
58	<p>8 Vision statement for the five elements are supported, and together create a desirable and achievable vision for the City in 20 years</p> <ul style="list-style-type: none"> <li>* Action plan with dates/funded Goals that are realistic achievable needs to be illustrated to the community as actual - not nebulous desirable.</li> </ul>
59	<p>Should research other agencies strategic plans to compare and improve outcomes and milestones.</p>
61	<ul style="list-style-type: none"> <li>* Measures are quite good, however would benefit from further definition; particularly where the word "sustainable" is used</li> <li>* The layout is excellent - very easy to understand and not too glossy or full of fillers.</li> <li>* Adopts an open tone i.e. sounds like Council is interested in Community input to shape HCSP</li> <li>* The HCSP needs to be more specific/tangible/practical. The term 'sustainability/sustainable' are mentioned at least 18 times - but how will this manifest itself and be balances in practical decision making? But I encourage Council for aiming for sustainability? However undefined it still is.</li> </ul>
62	<p>It is all very pretty, but will you actually do anything? Tell us where the houses are going, where the roads are going, where the sheds are going - it's too airy fairy mean nothing.</p>

## Community Strategic Plan 2010-2030

No	<i>General comments</i>
63	<p>have no problem with listed directions in general Strategies, Goals and Measures are inadequate, only a motherhood statements with no real substance</p> <ul style="list-style-type: none"> <li>* The plan starts off well and makes a number of important mission statements, setting out what Council hopes or wants to achieve. However, when it comes to the actual strategies and actions require to being about the stated goals, the Plan rather fades out.</li> <li>* Measures listed throughout the Plan do not seem to be specific enough and outcomes are not easily measurable or quantifiable.</li> <li>* All performance measures should have a realistic milestones</li> </ul>
64	<p>The Strategies, Goals and Measures in the Plan is very broad and difficult to assess and make comment, wonder if your working documents would have higher level of details?</p>
65	<p>Protect and enhance biodiversity' has no goal or measures against it</p>
66	<ul style="list-style-type: none"> <li>* Like that the plan being formulated at last</li> <li>* Categories appropriate, but not necessarily the content within, are adequate.</li> </ul> <p>Number flaws:</p> <ul style="list-style-type: none"> <li>* fails to encapsulate the uniqueness of the Hawkesbury</li> <li>* majority of statements are broad and general in nature it could apply to any LGA</li> <li>* distinct lack of focus on providing directions which are built existing attributes and peculiarities of the Hawkesbury (history, scenic beauty derived from rivers and mountains, diversity of agricultural and tourism operators, important role as provider of food and green space for the Sydney basin, having major educational and defence establishment providing quality of semirural lifestyle and containing a vast amount valuable and significant ecological communities. Future visions needs to be based on these attributes.</li> <li>* Glossy presentation but lacking in directions and visions it seeking to portray</li> <li>* Filled with terms/phrases like 'sustainability, community satisfaction etc but lacks definition or what exactly these mean or how they are to be measured, and thus remain meaningless terms.</li> <li>* Suffered form some years for a lack of good leadership and adequate community consultation which resulted in neglect of the agricultural, tourism and environmental areas.</li> <li>* Councillors and staff need to accept directions envisaged by the community or else the will be no point in having made such a plan as this.</li> </ul>
68	<p>Lacks achievable goals</p>
73	<ul style="list-style-type: none"> <li>* Vision statement and Directions sounds very commendable and logical</li> <li>* Draft Plan is all froth and no specifics contained in this Plan</li> </ul>
89	<p>1.*layout: black/white on recycle paper. *plain English policy *motherhood statements</p> <p>2.Local gov. - work for the people state gov. projects ready - council submissions for state gov. labour grants.</p>
93	<ul style="list-style-type: none"> <li>* Vision, Directions, Strategies, Goals and Measures presentation great - links well to other areas</li> <li>* Where more information is available, this could be indicated by a reference to the more detailed source (e.g. link to any existing Pedestrian Access Plan and Bike Plan)</li> <li>* Just focus on what the Council can actually do: how can Council achieve goal "Other levels of government to deliver services and facilities for which they are responsible";</li> </ul>
95	<ul style="list-style-type: none"> <li>*past fauna and flora studies thwin the hawkesbury needs to be placed into a central database</li> <li>*is the intent of the overall document to balance ther existing environment? By changing the way you develop can enhance the environment.</li> <li>*Can you show a pathway from community survey to the CSP</li> <li>*The integration of the CSP with other council documents needs to be explained</li> </ul>



## Community Strategic Plan 2010-2030

No	<i>Looking after people and place - submissions</i>
1	<ul style="list-style-type: none"> <li>* Potential development land adjacent to UWS owned by the State Govt. have good access to infrastructure, suitable to develop a satellite city at Richmond</li> <li>* Further development West of the Hawkesbury River and North Richmond area is unsuitable due to lack of infrastructure, will put added pressure on existing infrastructure and services.</li> </ul>
2	* Concerned with the proposed Nth Richmond development and unhappy with the Mayor's remark about "winging minority". Mainly concerned with planning for road and infrastructure.
3	<ul style="list-style-type: none"> <li>* Direction statement on flood mitigation (people &amp; place) is same as for goals.</li> <li>* Flooding - biggest challenge, impacts new development and community and not addressed adequately, need information on what is planned</li> <li>* Flooding needs more emphasis</li> </ul>
5	<p>How do you come by number 5,000 homes?            What about all the young people nothing to do?            What about sport and community health?</p>
6	* Many do not have access to reticulated sewerage and water.
7	<p>Statement: "Grow our population to a level that matches the provision of infrastructure and is sympathetic to the environmental and heritage values of the Hawkesbury" - not evident that we have infrastructure that adequately matches the current population. Hence, growing means doing with less or decreasing. Suggest rephrasing the statement:            A population level that matches the provision of infrastructure and is sympathetic to the environmental and heritage values of the Hawkesbury.</p> <ul style="list-style-type: none"> <li>- Population size we want?</li> <li>- What is HCC sustainable land use strategy?</li> <li>- 'Preserve the historic character of the area' - what does it mean?</li> <li>- 'Appropriate physical and community infrastructure' what exactly does it mean?</li> </ul>
8	<p>The plan makes no reference to sports nor the function or work carried out by the Hawkesbury Sports Council in promoting and supporting the sporting activities of the community            The Strategic Plan in general is well presented but does not cover the significant aspect of community activity.</p>
9	The Council needs to strongly push for water supply and sewage services on the N-West side of the Hawkesbury.
13	Refers to page 4 of the HCSP in regards to natural disaster and community safety and asking for council's current emergency guidelines for flood and fire evacuation.
15	Convict Heritage?
18	<p>dislike any inference to any industrial or residential development west of river.            Dislike any inference to any large industrial or residential development in any of the Hawkesbury region.</p>
22	<ul style="list-style-type: none"> <li>* addressing issues re flood, bushfire</li> <li>* support for community initiatives and volunteers (eg Links)?</li> <li>* Housing shortage to be addresses. Is 5000 enough?</li> </ul>
23	<p>Visionary but recent council decision (eg Pioneer Village, Nth Richmond Subdivision seem to be in direct opposition to these.            More concise, achievable goals and measures. E.g. If there are going to be 5000 new dwellings, show a map of locations of future development. And show how our community is going to be informed so that it "embraces sustainable practices" - does this mean more council clean-ups, green-waste recyclable bins?</p>
25	Strategies with infrastructure are good; a way of promoting growth with Hawkesbury is linking Hawkesbury with the West with a super highway.



## Community Strategic Plan 2010-2030

No	<i>Looking after people and place - submissions</i>
26	<ul style="list-style-type: none"> <li>* How can HCC grow population that matches provision of infrastructure &amp; is sympathetic to the environmental values of the Hawkesbury when that infrastructure is lacking and environmental values will be compromised e.g. Nth Richmond Peels Dairy Dev. Pitt Town Development.</li> <li>* How does HCC propose to provide rural residential development that maintains the rural character of the Hawkesbury? Further subdivision of existing acreages just keeps on diluting the rural characters, adds to infrastructure problems, worsens community &amp; and natural disaster safety e.g. development on Burrellow Road.</li> <li>* Less dilution of the Hawkesbury's rural character by ongoing subdivision and more infill housing in Richmond/Windsor where there is public transport e.g. Why was the planning code for subdivision of land in existing Richmond changed so that land area has to be more than 700 sqm to allow extra housing to be built.</li> <li>* As a member of the RFS I would like to see a stop to development in high risk fire zones e.g. Burrellow Road (which is a similar location to Bowen Mountain)</li> <li>* More infill development within 2 kms of transport hubs</li> <li>* Redevelopment of decaying eyesore areas like land between CBA and Richmond road. As there is already plenty of commercial investment in Richmond this area could be used for high density residential with underground car parking &amp; first floor eateries/social interaction/medical centres development. There is a lot of wasted space in the Richmond commercial area due to the age of the retail main street.</li> </ul>
28	<p>Heritage - Closing of APV will be an historic loss. Peels Dairy's under threat from a developer. The international significance of this land, both environmentally and historically is not generally appreciated.</p> <p>Law and Order - Does the plan provide for increased police presence? If so where and what form? As the community grows the crime rate will rise.</p>
32	<p>Re; Pg 4 Strategies #4 - Must preserve Australian Pioneer Village</p> <p>Re Pg 6 - Provide protection for agricultural industry to maintain Hawkesbury's agri-environment</p>
33	<p>Dislike the strategies and goals especially when you mention conserving heritage as you have already gone against this by allowing modern shopping centres and museums to be built in Windsor and with the Hawkesbury heritage farm affair.</p> <p>I think you should include more things for students and young people. Nowhere in the plan does it mention schools or linking the community schools to make a stronger community.</p> <p>Way more emphasis needs to be placed on improving the community's health! Especially that of our young people and obesity. Such as more parks like Rouse Hill Regional Park.</p>
36	<p>Good, just it is underpinned by social justice principles</p>
37	<p>Identification of suitable land for new housing and commercial development should be the highest priority of the plan.</p>
38	<p>Improve public facilities, parks and playgrounds.</p>
39	<p>Looking after people and Our environment and heritage sections should be more prominent.</p> <p>* There is much discussion in the plan on developing housing, infrastructure and industry within the Hawkesbury however it is vital that these are developed in accordance with a range of studies. These studies should be completed before any development can be discussed.</p>
40	<ul style="list-style-type: none"> <li>* Concentration of housing will improve the viability of the town centres and revitalise the area.</li> <li>* Looking after people and place - discusses the rural lifestyle attraction to Hawkesbury, losing battle between agriculture and development/subdivision, high cost of farming industry and produce, questions viability of agriculture with lifestyle choices of sedition blocks. Identifies mushrooms, poultry and greenhouses as possibly viable agri industry in the long term but they do not fit the popular perception of farming in community.</li> </ul> <p>Strengthen zoning to preserve productive rural land.</p> <p>Suggested solutions; one - implement transfer land rights to preserve agri lands; another is for State to buy freehold land and to convert it to leasehold for long term agricultural use.</p> <p>* Freeze further subdivision and cater for future housing demand by following the State planning guidelines by approving high density subdivisions adjacent to existing towns. The existing HCC provision for higher density dev closer to railway and shops should go further and allow high rise apartment blocks to replace old houses that do not qualify for heritage listing.</p>
41	<p>No mention about aged care. Suggest aged care housing and facilities should be in our future plans for the Hawkesbury.</p>

## Community Strategic Plan 2010-2030

No	<i>Looking after people and place - submissions</i>
42	<p>Identification of suitable land for new housing and commercial dev should be highest priority.</p> <ul style="list-style-type: none"> <li>* include goal specific to rural villages - to provide additional housing opportunities where practical but retain village envelope.</li> <li>* Need for specific direction in relation to residential development. Suggestion - Provide new residential development in nominated appropriate areas.</li> <li>* Milestones - residential strategy cannot be prepared in isolation from flood risk management plan and study should be carried out concurrently.</li> </ul>
43	<p>Rural residential should be provided in appropriate areas. Where zonings prevent larger holdings to be reduced council should investigate adjusting these to 10 and or 4ha where appropriate. Make the zoning around the village suitable for growth e.g. having 4ha zone next the village does not allow this to happen.</p>
44	<p>Like to see the APV reopened as a tourist destination and a place to create local jobs.</p>
46	<p>What happened to "Neighbourhood watch" program? Restoration of this or similar activities would also foster community objectives and safety.</p> <p><b>Directions:</b></p> <p>A1 - How is "value" determined. Who pays the high price of this historical retention? We don't want a repair of the Pioneer Village shambles - council dropped the Bull due to high costs on this!!!</p> <p>A2 - Always difficult to provide appropriate "Balance" of types.</p> <p>A3/A4 - Need to block/resist pressures to subdivide large blocks for rural residential and retain viable agri lands.</p> <p>A5 - Residents were promised "No development West of the River" on multiple occasions by various political masters and retention of Agri lands. Promise to be kept and Rural nature/ lifestyle of the foothills now existing to be retained for both lifestyle and tourism potential into the future. Why do most large block owners feel the need to subdivide?? - Greed perhaps??</p> <p>A6 - RFS and SES does good work with volunteers. HCC has little flood mitigation potential. Flood management plan is still not complete after 10 years work.</p> <p>A7 - Much of this is volunteer activity but needs funding support to service.</p> <p>Heritage: How is heritage to be funded? This is expensive stuff - volunteers run the village- but council wrecked the Village - we need to avoid a repeat with future ventures - but still use volunteers in many activities.</p>
50	<p>People and Place:- Build on existing urban areas linking with existing transport infrastructure consistent with the principles of the Sydney Metropolitan Strategy.</p> <p>Goals: - People and Place: - Potential rural residential locations are based on sound economic analysis for servicing of these developments and consider impacts on significant agricultural landscape.</p>
51	<p>Implementation of safer neighbourhoods in the Hawkesbury area is missing and should be looked at as part of this 'future' plan for the Hawkesbury.</p>
52	<ul style="list-style-type: none"> <li>* Focus on development where key infrastructure already exist, why develop residential and commercial lots at Freemans Reach whereas the infrastructure is between McGraths Hill and Nth Richmond?</li> <li>* Council need to ensure that key plans such as the residential Strategy and Flood Mitigation Plan are put in place immediately.</li> <li>* A dev approval process that outlines clear methods and requirements is needed, as the developers wanting to invest into the region need to be able to go to our plans and zones and clearly understand what they can and cannot do</li> <li>* Identified 5 development potential precincts with lot and job yields that will include residential and employment zones with appropriate infrastructure.</li> <li>* Residential Strategy is the most important part of the Strategic Plan</li> <li>* The local community and the development industry need to know with certainty the proposed location of residential growth</li> <li>* Rural lots, resort lots, medium density and high density must form part of the overall strategy.</li> <li>* An overarching urban design strategy/ guidelines should be prepared to ensure development achieves a distinctive and attractive built form outcome.</li> <li>* Residential Strategy should be fast tracked to ensure dev does not slow in the short term.</li> <li>* Submission identified potential developable areas</li> </ul>

## Community Strategic Plan 2010-2030

No	<i>Looking after people and place - submissions</i>
53	<p>Directions:            * Flexible "rural-residential" option will exacerbate the demise of our farming lands and rural nature of our community. Expansion of existing, but better defined, village areas should assist retains the natural open space feel of the LGA.</p> <p>Goals:-            * no logic given for '5000 new dwellings'</p> <p>Heritage of out towns and villages should be at the heart of how we develop into the future.</p> <p>Directions:-            dot point 3:- the goals and measures needed to achieve this direction need to be given more emphasis as this direction can alienate farmlands by allowing subdivision and breaking the viable farming activity.            If kept as farmland more modern farming technique and unique crops to utilise the land will evolve rather than building blocks.</p>
54	<p>Strategy describes Residential Land Study why not a strategic land use study? If the only direction is to deliver State's plans then how is it 'our plan'?</p> <p>* Vision: Rural production created the character that is so valued and expressed in the consultations. Maintaining this character requires support for production, including lands already zoned for rural lifestyle - rural lifestyle is a different 'character'. Existing servicing of these zones is adequate, only large scale urbanisation will require substantial additional servicing.</p> <p>* Directions: No explicit mention of agriculture - the direction is all about rural residential development on both sides of the river.</p> <p>* Strategies: false assumption implied in the statement 'Towns and villages to be vibrant paces ....'</p> <p>Goals/Measures: no mention of agriculture and production</p>
56	<p>* Instil community pride in Hawkesbury's unique natural and cultural environment</p> <p>* More emphasis placed on environment and heritage</p> <p>* developing housing, infrastructure and industry should happen only after a range of strategic studies completed and options discussed.</p> <p>* Only sustainable land use strategies should be implemented that protect the environment, keep rural identity and preserve the historic built environment</p>
57	<p>Measures outlined in the vision strategy would be difficult to reconcile and that clearly identified performance indicators would be necessary when creating the residential strategy plan, the traffic and public transport strategies and flood evacuation updated plans and others.</p>
58	<p>Directions: - No direction specifically relating to residential development. Suggest following direction:            "Provide new residential development in appropriate areas.</p> <p>* Should include a goal which specifically relates to rural villages - to provide additional housing opportunities around existing villages to ensure continued viability.</p>
60	<p>Improve flood warning system to allow timely evacuation, and securing property and stock.            Consider fire shelter in areas of extreme bush fire danger.</p> <p>* Youth (army cadet corps) using local high schools as a source of membership</p> <p>* make Hawkesbury the food producing area again</p> <p>* consider the ageing population</p>
61	<p>* Engage community in discussion about what "sustainability" mean in relation to the 5th measure on pg 5 of the plan.</p> <p>* Accommodate new dwelling in medium -density developments in Richmond, McGraths Hill and Windsor, rather than develop productive/ food producing land for residential development in Nth Richmond /Kurrajong etc.</p>
64	<p>Interested in Arts and Performing Arts in particular.            Have received very little support in general and wonder if there are plans to increase support in the future (infrastructure, facility). Support for the performing arts would contribute greatly to making the Hawkesbury amore vibrant and desirable place to live and visit.            The Hawkesbury District has a number of Performing Arts groups some of whom perform at a very high level f excellence but struggle to survive and reach their potential audiences. They strive to provide a level of cultural and recreational experience for the community.</p>
65	<p>Adopt a precautionary principle; any new development must contribute towards maintaining existing ecosystems. Rural residential development requires increased infrastructure, water resource depletion, or loss of agriculture, must be seriously questioned.</p>

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No	<i>Looking after people and place - submissions</i>
66	<p>Strategies:-</p> <ul style="list-style-type: none"> <li>* Discussion with the community to define character and to identify areas to preserve and promote would have been more beneficial, so that such definition could be included within it.</li> <li>* Heavy emphasis on developing plans is of concern given volume of plans already carried out in recent past.</li> </ul> <p>Goals:-</p> <ul style="list-style-type: none"> <li>* No to large scale development in rural land areas where the local community opposes such development</li> </ul> <p>Measures:- useless as it fails to indicate how these measures will be ascertained</p>
67	<ul style="list-style-type: none"> <li>* Comments relates to the links between natural and built environments, healthy communities and disease causation. suggesting/demonstrating research based strong associations between the environment and some diseases.</li> <li>* Stressed that majority changes required to improve health need to occur where people live, work, learn, recreate, and shop</li> <li>* Hawkesbury LGA: <ul style="list-style-type: none"> <li>- Overweight and Obesity are significantly high above the NSW average</li> <li>- Hospitalisation rates from motor vehicles accidents significantly high above NSW average</li> <li>- Death rates for males from motor vehicle accidents are significantly above the NSW average</li> </ul> </li> </ul> <p>Suggesting to incorporate:</p> <ul style="list-style-type: none"> <li>* health relates issues into the plan</li> <li>* promote walkable neighbourhoods, towns and villages safe footpaths etc</li> <li>* Facilities for older people access - design principles</li> <li>* Incorporate evidence based design principles</li> <li>* Tobacco control in public places planning - declare smoke free zones in public places under Council control</li> <li>* Stronger focus on community well being</li> </ul>
68	<p>People and place:</p> <ul style="list-style-type: none"> <li>- The areas character is "Historic and Rural Character"</li> <li>* Vision does not define the areas character.</li> </ul> <p>Rural residential can only be achieved with infrastructure increase.</p> <ul style="list-style-type: none"> <li>* West of the Hawkesbury river has major limitations that prevent overdevelopment.</li> <li>* Heritage, environment, rural character, limited infrastructure determine future placement of development within Hawkesbury</li> <li>* Limit development over the Hawkesbury river</li> <li>* Directions does not define which comes first growth or infrastructure.</li> <li>* Establish residential land strategy to determine and clearly define growth area and prevent vandalism of the character and rural amenity.</li> <li>* Council has no control over connected communities and supported households</li> <li>* Ensure the Hawkesbury maintain its identity and not become another suburb of Sydney</li> </ul>
69	<ul style="list-style-type: none"> <li>* The rural character must be maintained to (no 'Lego' type constructions)</li> <li>* Build houses that blend in with the country side with feasible infrastructure put in before the homes.</li> <li>* Keep the area rural and let the city people enjoy their week-ends up here</li> </ul>
70	<ul style="list-style-type: none"> <li>* Low density not high density in the village areas</li> <li>* Keep building/housing development away from the edges of the National Parks</li> </ul>
71	<ul style="list-style-type: none"> <li>* Character - A country atmosphere and well planned</li> <li>* It does not clearly define the character of the area, growth or infrastructure</li> <li>* Need infrastructure before we can grow west of the Hawkesbury river that is North Richmond.</li> <li>Don't need an expansion of development which the infrastructure can't handle</li> </ul>
72	<p>Define character? - It is the historical and rural amenities.</p> <ul style="list-style-type: none"> <li>* Directions - '.. Grow our population ... (chicken or egg argument). Population first or infrastructure?</li> <li>* Have friendly neighbourhoods - Council cannot produce a neighbourhood, it's the people.</li> </ul>
73	<ul style="list-style-type: none"> <li>* No assurance that transport and infrastructure will be developed before houses and factories build</li> <li>* large subdivision is incompatible with retention of the areas historical &amp; rural heritage.</li> <li>* Need to preserve the character to attract tourists.</li> <li>* Hawkesbury's unique physical heritage is being ignored &amp; is deteriorating, incompatible buildings</li> <li>* Overdevelopment of North Richmond with or without improved roads will impact on Grose Vale and Bowen Mountain evacuation during bush fire from the west.</li> <li>* Large subdivision with small lots West of the River is not compatible with Hawkesbury's character.</li> </ul>

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No	<i>Looking after people and place - submissions</i>
	* Residents like to live in Hawkesbury as it does not resemble Castle Hill or Rouse Hill. Concerned that ill planned over development will ruin the Hawkesbury and its uniqueness will be lost forever.
74	Generally agree but needs more information to give clarity to what kind of community (i.e. a community that adopts the rural concept or just building houses in standard "suburb" concept.
78	* retain 10 acre min size lots on the west side of the river with no exception * Peels Dairy development will open flood gates to subdivide land and develop; this will quickly result in loosing rural character and become just another suburb.
89	*Engaged community - no consultation (letter arrived 18/12/08)
93	Hawkesbury Character - already defined: preserve, maintain & foster rural character
94	Milestones "Investigate adequacy of response plan" * NSW Fire Brigade has identified the need to build a new Fire Station in the McGraths Hill area in the long term and staff it will permanent fire fighters on a 24 hr roster. This will replace the ageing fire station in Fitzgerald street, Windsor.
95	*are the 5,000 dwellings going to be showcased as eco friendly to minimise the hawkesburys existing footprint *No much about the aboriginal community. First nation people the culture is older not specifically mentioned *Is the rural amenity going to be retained? What is rural amenity? Needs to be defined
96	* We understand the need for more homes. We love it here. Can you make sure there is better shops + jobs? We both have to work in the City as no suitable job here. Affordable homes needed so young families like us can buy. * Where are things going? Some friends of ours said you are going to cut up the farmlands. Surely there is space in Richmond and Windsor for more homes?



## Community Strategic Plan 2010-2030

No	<i>Caring for our environment - submissions</i>
2	2. Wants to have environmental flow from Warragamba dam, does not like drinking water treated sewage discharge from STP's from upstream areas into the river. Concerned about river water quality.
5	How will you achieve "an informed community"? What about reducing waste and increasing recycling. Reduce waste by offering reduced fee to people who do not produce much waste.
7	- How are we going to stabilise river banks? - How we are going to reduce greenhouse gas emission by 20%?
9	Again, "Motherhood" statements without a clear direction. What does "sustainable" mean? Many of our assets and environmental features are now in a very poor state. Do we want to "sustain" this? I think not! Need for more positive/action oriented Vision and direction statements.
11	Point 3 & 4 in directions -"Caring for our environment " - make changes (relating to these points) that will make the Hawkesbury Stand out from other communities. Simple yet effective strategies are so easy to put in place for example: 1) Have policies in place similar to SA re plastic bag consumption - BYO bags/buy bags 2) Give incentives to businesses to use compostable bags - Target Windsor already does this. 3) Ireland charges 10c p/bag -when the policy came in they halved the bag usage overnight. * South Australia has amazing environmental care concepts learn from them. So many small + easy concepts can be implemented to make large changes. If we in the Hawkesbury make changes others will follow.
16	The plan must address - Sustainable living - (Self sufficient/environmentally friendly living in rural areas, solar energy; green building guidelines)
20	It would be a great help to people on acreage to take tree lopping, garden refuse to a community mulching machine, where they could refill their trailer with useful reusable material to enrich the soil. Preferably in the Kurrajong district.
27	Caring for our Environment: We have a great environment and beautiful bushland but very little is being done to protect it. Suggesting Council to take a lead. * New community centre at Kurrajong has no ecologically sustainable assets, will operate on septic absorption system near a pristine creek, no rainwater tank and no solar panels. * Council ignoring weed problems. * Council planting unsuitable street trees. * Private landholders removing weeds but are penalised with tip disposal fee, it should be free. Council requiring private landholders to remove weeds but it is not doing the same on its land. * Landholder on the bank of a creek or river should undergo a bank stabilisation management course and should have covenant to allow regular inspections by Council. * Council should have some control over local nurseries and disallow unsuitable varieties of plants for sale/distribution. * Turf farm should be turned into vegetable and fruit farms. * Organisations doing tree lopping should be educated in pruning skills and should also be removing weeds.
28	<b>Waste recycling strategy</b> - high tip fees encourage residents to dump rubbish in the bush or roadside. If charges are to be maintained for the tip, then it is fair that nominal charges be imposed on some of the discretionary services presently offered free to the community.
30	Want under Strategies section of the Caring for Environment to also make reference to Hawkesbury-Nepean Catchment Management Authority Concerned with statement that will measure the effectiveness of the Office of the Hawkesbury-Nepean and states that the office will have a significant role but the Office should not be used as a measure of River health. Suggest using quantifiable outcomes to use as measure e.g. water quality parameters, flow, usability of river for swimming, boating etc or other river use values.

## Community Strategic Plan 2010-2030

No	<i>Caring for our environment - submissions</i>
31	<p>Wants to strengthen the environmental area around global warming, green house gases and the carbon issue.</p> <p>Commends the planned target to 'Achieve 20% reduction in greenhouse gas emission ...' but emphasise that much, much more needs to be done.</p> <p>Suggest investigating possibility of a facility at Windsor waste disposal centre which convert high carbon waste material into charcoal through the pyrolysis method for use as a soil improver. This would also generate a good income.</p> <p>Suggested wording:</p> <p><b>Goal:</b> Investigate and implement carbon locking programs based on good science and on a commercial model</p> <p><b>Measure:</b> A carbon locking process is established and locks substantial quantities of carbon from the atmosphere.</p>
33	<p>I think environmental education for the community is the most important plan in terms of the environment and this should be done first.</p> <p>I do like the goals in terms of the environment section</p>
35	<p><b>Environment:</b> The river to be given more priority - weeds and bank erosion in particular. Boat speed limits on stretches of the river for bank protection. Turf farm run-off and overuse of water from the river for "Turf"! Completion of the Mulgrave Treatment plan as per the initial plans. Greenhouse gas i.e. carbon is not an issue the Council needs to be a part of ..... it is not a problem!!</p>
37	<p>Need more emphasis between environment and development.</p> <p>Should be a specific goal relating to environmentally sustainable housing.</p> <p>People and Place</p> <ul style="list-style-type: none"> <li>* include goal specific to rural villages - to provide additional housing opportunities around existing villages to ensure continued viability</li> <li>* No specific direction in relation to residential development. Suggest - Provide new residential development in appropriate areas.</li> <li>* Milestones - residential strategy cannot be prepared in isolation, flood risk management plan and study should be carried out concurrently.</li> <li>* Currently adopted master plan for Windsor should be recognised as a separate milestone for implementation</li> </ul>
38	<p>Encourage and promote installation of residential water storage tanks and the use of recycled water. More emphasis on sustainability.</p> <p>Ban the use of plastic bags in shops. Emphasise greening the Shire, sustainability, regeneration of degraded areas.</p>
39	<p>Looking after people and Our environment and heritage sections should be more prominent.</p> <ul style="list-style-type: none"> <li>* More importance placed on the environment and heritage in the Plan</li> </ul> <p>The Hawkesbury is fortunate to have a landscape with significant heritage items and beautiful environment. These are our assets, and they would be more valuable if we could promote them appropriately through tourism. Any local government area can have a major housing and industrial developments, i.e. Baulkham Hills, Penrith however Hawkesbury should develop its strength in tourism and recreation. We should ensure that we protect what the Hawkesbury has, for the future or it will be gone forever</p> <ul style="list-style-type: none"> <li>* Only sustainable land use strategies should be implemented, those that protect the environment, keep the rural identity and preserve the historic built environment.</li> <li>* Inform the community about the Hawkesbury's unique natural and cultural environment and instil pride for what we have.</li> </ul>
40	<ul style="list-style-type: none"> <li>* Emphasises the need for evidence based policies and cautions to policies being developed based on selective use of evidence to explain drivers of climate change.</li> </ul>
42	<p>Need a clear definition that supports a green belt policy that sustains existing rural productive land areas and emphasise on jobs and selected development.</p>
43	<p>Where environment would not be compromised some development in Hidden Valleys and hidden areas be allowed in environmentally protected areas as the protection is about visual protection and if the area cannot be seen it has no visual impact.</p>
44	<p>Would like to see the continued support for bush care group in Charles Kemp reserve</p>

## Community Strategic Plan 2010-2030

No	<i>Caring for our environment - submissions</i>
45	<p>Goal - reduce greenhouse gas emission, proposed measure of achieving "20% reduction on greenhouse gas emission from 1995 baseline " is not enough.            Fed Govt has set target of 25% reduction below the 2000 levels at the end of this year. HCSP should adopt similar target.</p>
46	<p>Directions - Environment - Definition of "sustainable" is needed so we all work with one definition and agreed actions            B2 - More recycling and collection required. South Windsor STP can set a model with planned upgrade. But we must use recycled water not just process and dump it.            B4 - Need to provide sewage to Heights areas - Bowen Mountains, Kurrajong and Kurmond</p> <p>Strategies - No approvals for ANY development requiring Pump outs Sewage and Waste Water.            Goals- More building efficiency required in larger development - need to be better than BASIX - More solar passive designs, solar hot water on all Buildings, correct building alignment on all lots.            Measures - Better waste depot recycling required especially separation use of organics and green waste to extend tip life</p>
47	<p>The plan lacks recognition of the current threats of Climate Change, dwindling oil supplies, increased pollution, wasting of resources and decreasing biodiversity.</p>
48	<p>Directions:            A1 - Would like to see the word protect inserted , i.e. "... value and protect..."            A3 - Where it does not infringe on prime rural land in accordance with Rural Land Study            A4 - Insert "character" after heritage values. Reservation concerning growth.            * Emphasis on the environment however could be made more comprehensive.</p> <p>Our Environment:            B1 - Insert "protect" to read "value and protect"...            B2 - Insert "cultural" to read "...our cultural and environmental assets" and insert after eco-systems to read" and rural &amp; cultural landscape."</p>
56	<p>* Instil community pride in Hawkesbury's unique natural and cultural environment            * More emphasis placed on environment and heritage</p> <p>* Only sustainable land use strategies should be implemented that protect the environment, keep rural identity and preserve the historic built environment</p>
58	<p>* More emphasis on the link between environment and development.            * need specific goal relating to environmentally sustainable housing.</p>
59	<p>Need to start thinking "Green". HCC is possibly the least advanced in the Sydney metro. Heard rumours that residents are happy for rate increase to achieve sustainable outcomes.            The plan should consider following:            * Protection and enhancement of natural environment through implementation of sustainable practices (e.g. recycling, managing green waste, community and business education, farming practices, native veg management etc)            * Aim to achieve carbon neutral status where feasible            * Review, change policy and procedures including changing mindset through research and education</p>
60	<p>* Dredge river and use royalty to boost income and improve water flow quantity            * Pump sewage effluent into grassed area through contoured flow and into wetland, creeks, rivers,            * Remember area prone to flooding and how it affect people movements            * Consider large scale revegetation for env and air quality            * reduce run-off from turf farms            * Keep the Hawkesbury a beautiful place and use the other councils to keep the river free of pollution.</p>
61	<p>* council to lead by example and become a leader in env management to demonstrate other businesses the opportunities that arise from best practice env management &amp; triple bottom line decision making.            * Proud of the natural beauty of the Hawkesbury.            * Council should increase financial and resource commitment to the environment, incl increased natural resource management, bush regeneration, visible and accessible community education program involving urban and rural residents.            * Utilise community strengths (i.e. educated residents) to develop a community-leadership-based environmental education program.</p>



## Community Strategic Plan 2010-2030

No	<i>Caring for our environment - submissions</i>
63	<p><b>Biodiversity:-</b>            Dot point 6 under strategies - you can't protect or enhance biodiversity unless you know what you've got.            Where are the environmental benchmarks? Reasonable measure could be "assemble information to allow the establishment of an environmental benchmark? Other measure could be 'applying for grants to undertake such work?            The goal would be ' to have a comprehensive database for items of natural heritage and measures will include updating this database annually.            Measurable outcomes such as a comprehensive census of threatened species, or completing the mapping of native vegetation communities in the LGA would certainly be worthwhile, and be very useful in forward planning for future development.            Re 'strategy' to protect and enhance biodiversity - there are numerous 'strategies already in the public arena' - prepared by the NSW DECC, various catchment management committees, and other agencies, Why reinvent the wheel?</p> <p>* Council to keep accurate and up to date information about the environmental resources of the LGA and keep the community informed about legislative requirement and provide informed and expert advice.            No mention is made in the plan of the threatened species or of the legislation to protect and manage them...            To identify, protect and manage threatened entities should be one of the strategies. Overarching 'strategy' for threatened species and biodiversity management is already set in place via the environmental legislation, the plan should recognise this and appropriate goals and measures designed to follow on from that needed.            Noxious weed control strategy is in place through Noxious Weeds Act, Council need to set policy. The goal - 'to reduce the incidence of noxious weeds in the Hawkesbury, measures would be "number of inspections undertaken and /or Noxious Weeds Order issues.</p> <p>Have similar comments on Cultural Heritage section of the Plan.</p>
65	<p>Adopt a precautionary principle; any new development must contribute towards maintaining existing ecosystems. Rural residential development requires increased infrastructure, water resource depletion, or loss of agriculture, must be seriously questioned.</p> <p>* The Plan talks about how we cherish our environment and beauty of the area but lacks as to what must this community now undertake in order to keep our environment in as pristine a state as possible?            * Subjective term such as 'community satisfaction' does not provide a benchmark for improvement. Understanding the state of environment requires access to information, level of understanding and commitment of the community towards the env principles.            * No mention of the mapping of vegetation, endangered ecological communities, noxious or environmental weed issues.            * The plan sets priority as follows:            1. residential land strategy and infrastructure for more development, transport corridors and management of the river for flood control            2. A minor place given to community education and participation            3. Even lower down the scale is sustainability of the natural environment!            If this order were reversed, it would recognise that the natural beauty of the area relies on its waterways, rivers, wetlands, riparian corridors, vegetated hills, lowlands, scenes of agriculture nestled amid villages, sweeping road vistas and viewed from high points</p>
66	<p>Strategies: -            * Sustainability principles Council should adhere to: ecologically sustainable development (ESD), precautionary principle of intergenerational equity, and to protect and preserve the environment.            * need for a supporting framework to ensure waste and recycling systems            * better recycling /collection techniques            * No mention about monitoring air quality in the area</p>
70	Wrong order - should be - infrastructure, include transport and communications
73	* no consideration that Hawkesbury is unique in History and scenic beauty and this should be protected

## Community Strategic Plan 2010-2030

No	<i>Caring for our environment - submissions</i>
77	<p>Suggestions are:</p> <ul style="list-style-type: none"> <li>* retention of 10 acre zoning west of the river to preserve and protect nature, creeks, and waterways</li> <li>* Encourage and support Agri-tourism based businesses</li> <li>* Program to encourage community taking initiatives and pride in street beatification.</li> <li>* Due to its character west of the river should be treated totally different to Richmond etc.</li> </ul>
78	<ul style="list-style-type: none"> <li>* Council to provide advice and support program to assist large landholders to get start and become agri producers, system could become self sustaining with the formation of co-op, community gardens and the like.</li> <li>* Need weeds control program to beautify the area and improve tourist impressions. Community groups could be formed to control or eradicate weeds.</li> </ul>
79	<ul style="list-style-type: none"> <li>* Large scale development impacts the environment</li> <li>* Rural landscape need agriculture to be authentic</li> <li>* Council show no appreciation of the cultural or environmental character of Hawkesbury's towns.</li> <li>* Council's target should be retention and development of agricultural land</li> <li>* Under 1st environmental goal consider tourism, agriculture, cultural pursuits under the umbrella of a balanced entrepreneurship.</li> </ul>
80	<ul style="list-style-type: none"> <li>* I liked the way that Matt Owen came and explained what the Council is doing to achieve with the Strategic Plan</li> <li>* The plan has some wonderful statements that need to be flashed out.</li> <li>* The plan lack of focus on agriculture and tourism and how we can encourage sustainable construction was missing from the plan</li> <li>* a 20 year vision is interesting but how it will be reviewed/ monitored adjusted will be the challenge.</li> <li>* * The govt rules for over 55's living do not seem right for our Hawkesbury when we look at sustainable living.</li> <li>* Urge Council to urge to look at new model, say on Eco-Village, where people live in truly sustainable homes that do not cost much to run. Changing family structure also impact on the function of a home. An 'eco-village' with smallish homes surrounded by land, with own power and water with a community garden would be a fantastic think for the Hawkesbury.</li> <li>* Keep talking to the community</li> <li>* A 20 year plan needs constant revisiting to ensure it reflects that community's needs.</li> <li>* The Council need to be the 'broker' in encouraging relationships between the various communities.</li> <li>* We need to advertise what we are doing to achieve the 20% reduction on greenhouse.. An education program with schools and community groups with regular articles in the Gazette to show progress.</li> <li>* A volunteer 'recycling' program of waste to be established.</li> </ul>
81	<ul style="list-style-type: none"> <li>* Encourage the agricultural use of small land holdings e.g. 5+ acres - increases diversity and viability.</li> <li>* Enlarge the concept of "adopt a road" to include Council support of residents in clearing of roadside weeds</li> <li>* Establish green waste collection</li> <li>* Encourage the development of the 'B&amp;B' concept in conjunction with "Hawkesbury Tourism' and "Farm Gate Trail" to highlight the various agri sections of out local economy.</li> </ul>
82	<ul style="list-style-type: none"> <li>* "Minimising carbon footprint' - is not going to be fulfilled when the Peels Dairy is developed into a housing estate.</li> <li>* Land could be used for growing fruit and vegetable - "food" needed to feed wider community.</li> <li>* Maintain Rural feel of North Richmond, losing large acreages like Peels Dairy will destroy the nature of the area</li> </ul>
83	<p>Environment:</p> <ul style="list-style-type: none"> <li>* need to define target for "sustainability"</li> <li>* Council cannot continue to measure community satisfaction with Health and environment in dollar terms as is now seems to do.</li> <li>* * Need far better integration of tourism with local activities and features of environmental interest.</li> <li>* The plan is full of warm and fuzzy feel good statements, targeting and achieving results needs detail and work.</li> </ul>
93	<p>how can Council determine or manage the "effectiveness of the Office of the Hawkesbury Nepean River"</p>
95	<ul style="list-style-type: none"> <li>*CMA not mentioned, working with people on the ground</li> <li>*other stakeholders should be other agencies</li> </ul>

## Community Strategic Plan 2010-2030

No	<i>Caring for our environment - submissions</i>
	<ul style="list-style-type: none"><li>*no mention of caring for a healthy environment eg how many people can the hawkesbury cater for</li><li>*how does the CSP ensure the quarantine of cumberland bushland eg divided by a thousand cuts</li><li>*expansion of vegetation needs to be an indicator measure or goal natural bushland</li><li>*the messy and untidy natural environment needs to be sustained eg tidy is not always good for the environment.</li><li>*Green House Gas emissions should be based on 2000 example what does 1995 mean? is it based on per capita?</li></ul>

## Community Strategic Plan 2010-2030

No	<i>Supporting and local jobs - submissions</i>
3	* Direction 'Supporting - businesses, Thriving town centre - contradict council action e.g. council approved out-of-town supermarket at McGraths Hill
4	e.g. "Increase in level of visitation" - need timeframe and targets to measure for review or else very little value * Jobs and business also important and council should consult local business to drive growth/development
7	Some questions on - what industries encouraged;
16	The plan must address - Compatible business - aged care; tourism; telecom; (Aim to be an area excelling in these fields)
18	Dislike any inference to any large industrial or residential development in any of the Hawkesbury region.
25	Like promoting local jobs, is a good vision as many people my age have to leave Hawkesbury to work, meaning not staying here, by promoting more jobs, it keeps people in Hawkesbury, promoting growth and more money coming in the district.
26	How are towns/villages going to be made more vibrant?
28	Richmond Air Base - Rumours are that it will become second Sydney airport. Already there is increase in air traffic. If this materialises, then all these plans will be for nought.
33	Definitely develop a tourism strategy; it is crucial for our community especially since we are such a heritage rich town. Do this by stopping ugly, modernised shopping centres being built in the Windsor district and advertise our community for what it is.
35	* Supporting - Before attracting businesses to the Hawkesbury, Council should be both proactive supporters of existing business, and "seen to be" supporting existing business. * Council needs to take an active role in tourism, something that now seems to be dominated by the Hills! Regional approach to tourism should be supported, but not dominate! Council should be aware what proportion of any transaction stays in the Hawkesbury and give preference to those that actually do the bulk of transaction, not to those that send it interstate or overseas. Councillors and the major parties all speaks to support local but do not!
37	* Need stronger emphasis on jobs and housing growth and viable local economy * Only cursory reference to visitors, no specific vision or goals relating to tourism as an important industry for the Hawkesbury. Need tourism recognition in the plan to facilitate and drive initiatives such as suitable land zoning for tourism. * Business and Local Jobs * New housing will generate new jobs, local business will benefit from new dwelling construction. * There should be a strategy and goal to identify suitable industry clusters and develop those clusters through targeted programs. This is preferable to approach suggested in strategies 2 and 4.
38	Promote local business and boost local economy,
39	* Agricultural industry and importance of local produce should be high priority in section D Supporting business..." but have been left out altogether, particularly in relation to the ongoing work by Hawkesbury Harvest.
40	* Encourage dev of commercial enterprises to provide local employment based on Metro plan and in consultation with WSROC.
42	* Business and Local Jobs - New housing will generate new jobs, local business will benefit from new dwellings construction. * There should be a strategy and goal to identify suitable industry clusters and develop those clusters through targeted programs. This is preferable to approach suggested in strategies 2 and 4 * Need vision or goals relating to tourism. No mention about desired industry sought, recognition in the vision would facilitate new initiatives such as identification of suitable land for tourist/ commercial zoning
43	* Emphasises importance of local job creation. Advocates population expansion, increased housing, increased village population and resulting more viable small business in the villages and local employment. * Better-sited industry clusters in suitable transport corridors.
48	<u>Strategies:</u> - Develop a marketing strategy to define rural, urban and agricultural opportunities and attract appropriate industries to the Hawkesbury. Develop economic strategy that promotes local industry and local produce in a regional context. <u>Goals-Business:-</u> Increased patronage of local businesses and produce and attract new residents and visitors. Insert

## Community Strategic Plan 2010-2030

No	<i>Supporting and local jobs - submissions</i>
	<p>new goals after "Jobs...", but in same section - "Retain agricultural lands" and "Promotion and Tourism"</p> <p>D1 - Insert "rural and urban" before industries and "agricultural activities" after industries.</p> <p>D3 - Reword to "Rejuvenate town centres, each with its own character that attract residents, visitors and appropriate businesses."</p>
50	<p><u>Strategies:-</u> Provide/ maintain resource lands for primary industries. The Hawkesbury has the greatest agriculture gross production value of all Sydney local government areas providing important economic and employment opportunities.</p>
53	<p>* More emphasis should be given to tourism in the plan * tourism is an important part of the local economy in terms of local jobs and an economic driver. This was recognised in the past but current plan lacks this vision. Include more positive goals and measures for this sector? For example: * Support and promote agri-tourism - "Hawkesbury Harvest", create unique farmers market? * Examine ways to expand farm tourism - including working farms. wineries, farmers markets and farm stays * Encouragement of new accommodation and resorts * Open up some of the greatest assets (our National Parks) for the benefit of locals and visitors</p>
54	<p>* people and place direction talk about a place for living, dormitory city servicing city workers, then this direction about job is somewhat mute. * This direction is where a more explicit linking of the food chain with jobs and economic activity could be made. This is an opportunity to re-build the Macquarie towns as a food and culture destinations within easy reach of the Sydney.</p>
56	<p>* Agricultural industry and importance of local produce should be high priority. * Our assets are landscape with significant heritage items and beautiful natural environment, and they would be more valuable if we could promote them appropriately through tourism and recreation.</p>
58	<p><u>Business and Local Jobs:-</u> * New housing will generate new jobs, local business will benefit from new dwellings construction. * There should be a strategy and goal to identify suitable industry clusters and develop those clusters through targeted programs. This is preferable to approach suggested in strategies 2 and 4.</p>
60	<p>* Push RAAF Base as second Sydney airport - will generate jobs, infrastructure</p>
61	<p>* Provide incentives (e.g. reduced rates) for small scale food-producing agriculture and encourage growing food instead of turf. Utilise Council owned land to cultivate food and develop micro-enterprises for community benefit. Support farmers to continue farming. * Support Hawkesbury Harvest &amp; develop food * Practical idea: Provide incentives to existing &amp; future landholders to improve the environment on their property and/or grow food for Sydney basic to increase tourism to the Hawkesbury.</p>
66	<p>* Tourism needs support * Need to give certainty by definitive planning showing exactly where any future dev is proposed and which agri land is to remain in the future</p>
68	<p>* Establish improved tourism throughout the area based on the importance of rural history, colonial past, and beauty of the hills and valleys of the foothills. * Instil a pride to live in the Hawkesbury. * Highlight and promote the importance of agriculture industries.</p>
70	<p>* Encourage Hawkesbury to be again "food bowl of Sydney" as part of a 'green belt' around the high density of Sydney - a "breath zone"</p>
73	<p>* Jobs are best developed from tourism and agriculture and appreciation of pristine areas.</p>
79	<p>* Commercial and retail development should be aesthetically, architecturally and environmentally acceptable.</p>

## Community Strategic Plan 2010-2030

No	<i>Supporting and local jobs - submissions</i>
84	<ul style="list-style-type: none"><li>* Plan does not define Strategic Growth of any designated areas for business, agriculture or residential development</li><li>* Does not outline any planning in retaining our historical significance</li><li>* No reference to tourism infrastructure or identify tourist locations</li><li>* Infrastructure to match growth and suit individual town centre needs</li><li>* Does not state how the growth areas will be identified</li><li>* Greater community consultation</li><li>* Referendum on major decisions</li><li>* Consultation with individual townships on proposed strategies</li><li>* Council to be less politically based</li><li>* Ward system to be introduced so that people can be better represented</li><li>* Greater control of building architecture to take into account historical values of the area</li></ul>
96	<ul style="list-style-type: none"><li>* We understand the need for more homes. We love it here. Can you make sure there is better shops + jobs? We both have to work in the City as no suitable job here. Affordable homes needed so young families like us can buy.</li><li>* I hope you can make jobs for us and our kids around here.</li></ul>



## Community Strategic Plan 2010-2030

No	<i>Linking the Hawkesbury - submissions</i>
1	<ul style="list-style-type: none"> <li>* Increasing traffic problem between Richmond and Nth Richmond, no roads built since decades between Windsor and Wilberforce and Freemans Reach northwards.</li> <li>* Traffic congestion during morning and afternoon peak is a concern.</li> </ul>
4	Transport is of high importance as many commute to work in Sydney and adequate resources be given to achieve the goals
5	How do you intend to facilitate the integration of a transport network?
6	People leaving North Richmond due to Traffic congestion. It will get worse with new development at North Richmond Bridge.
10	Request for a shared pedestrian/bicycle pathway on the western side of Bathurst Street and Punt Road between the river and the shopping centre.
14	Concerned about inadequacy of infrastructure to meet current and future needs, particularly roads, transport, drainage, public services and flood free access;
15	Two track railway
16	The plan must address Transport - (Nth Richmond Bridge: Traffic volumes between Richmond and Nth Richmond in peak hours.
20	A tax for fire and flood protection to maintain the road edges in the rural sector and care for the river banks.
22	<ul style="list-style-type: none"> <li>* Transport network linking to Penrith facilities (sadly lacking at present)</li> <li>* Bridge for flooding providing access west of Nth Richmond.</li> </ul>
25	Like to see more done with cycle ways linking towns together.
26	<ul style="list-style-type: none"> <li>* Less dilution of the Hawkesbury's rural character by ongoing subdivision and more infill housing in Richmond/Windsor where there is public transport e.g. Why was the planning code for subdivision of land in existing Richmond changed so that land area has to be more than 700 sqm to allow extra housing to be built.</li> <li>* Both bridges over the Hawkesbury river (Nth Richmond, Windsor) have to either be replaced or forget about pushing more people West of the river.</li> <li>* How is infrastructure going to be improved to cope with present population levels let alone 5000 extra dwellings by 2030?</li> </ul>
27	<ul style="list-style-type: none"> <li>* Friendly neighbourhood's cultural + environmental character, minimal environmental footprint comprehensive transport system, local jobs, good leadership and good infrastructure. Sounds good but ... travelling over the river at peak times is not pleasant and you're thinking of exacerbating it.</li> <li>* Development can't continue on western side of river because there is no infrastructure. Easy public transport cannot happen because there is no infrastructure. Where are the express trains! To make a smaller footprint, think trains and bike tracks.</li> </ul>
28	<p><b>Traffic Congestion</b> - Bells Line of road cannot cope with existing peak hour traffic, which becomes jammed from Kurmond to North Richmond and vice versa. The proposal to install traffic light at Kurrajong will exacerbate the problem. Did anybody consult heavy truck drivers? Truck doing hill start will create more noise and exhaust problem, plus added risks of accidents as some try to jump the lights.</p> <ul style="list-style-type: none"> <li>* What actions proposed (not studies, consultations, strategies etc) to alleviate existing congestion on the Bells Line of Road, and to handle increased traffic flow as the west of the river is developed.</li> <li>* Rail link to Blacktown - 45 min all stops to Blacktown is not acceptable. What pressure can Council impose on City Rail to upgrade by more than just a token?</li> </ul>
32	Re Pg 8 - Improving local roads must be a major focus - they are a disgrace. Don't forget agri and primary industry. Don't want to live in a metropolis.
35	Transport needs more attention; two main bridges need to be widened. Cycle ways should be banned from roads when cycle ways are provided (Windsor road).
36	There is an URGENT need for transport linkage to Penrith. Many disadvantaged people are unable to access services only 25 kms away if they have no transport - unless they use a 1.5 - 2 hr train journey - and if they are travelling with children - impossible! This is not seen by planners sitting in the CBD and looking at the map!!!)
37	Goal to provide "a road network that ..... community needs" is non-specific. The goal and measures need to be more specific in terms of achieving improvements to the current road system.
40	Improve mass transport service particularly improved services across western Sydney in lieu of greater focus on connection to Sydney CBD.
41	Agree with having another crossing of Hawkesbury river. Suggest around Navua reserve at Grose Wold to reach Kurrajong and beyond which may relieve peak traffic congestion at Nth Richmond.

## Community Strategic Plan 2010-2030

No	<i>Linking the Hawkesbury - submissions</i>
42	<ul style="list-style-type: none"> <li>* Goal to provide "a road network that ..... community needs" need to be more specific. The goal and measures need to be more specific in terms of achieving improvements to the current road system, dual rail line and greater train frequency, State road improvement.</li> <li>* Location of high level bridge over Hawkesbury river needs definition. New bridge location should not affect commercial, environmental /National Park land and move existing traffic congestion to new area.</li> <li>* Need more emphasis between environment and development linkage, identify land suitable for dev and land retained for biodiversity.</li> <li>* Should be a specific goals relating to environmentally sustainable housing and provision of infrastructure and services where expansion is planned.</li> </ul>
43	Improve the road system to eliminate bottlenecks and where possible bypass village and residential areas.
44	<ul style="list-style-type: none"> <li>* Some areas are more important than others, e.g. road maintenance is more important than cycle ways</li> <li>* Transport - very poor public transport service in Ebenezer. Only school bus service, no service to Penrith</li> <li>* Poor transport discourages students trying out selective and other out of the area High Schools e.g. Penrith High, St Marys Senior High as the Bus/train journey is difficult and takes 2 hrs</li> </ul>
46	<p>Direction - Linking</p> <ul style="list-style-type: none"> <li>* Where is the upper river bridge proposed? And at what height??</li> </ul> <p>Measures - Public transport problematic with integrated service and large area a problem in provision of affordable public transport!</p> <p>The RTA short cut Yarramundi bridge to save \$\$\$. Public consultation required here!!</p>
48	<p>Goals:-</p> <ul style="list-style-type: none"> <li>Add after infrastructure "...heritage and natural environment"</li> <li>C2 - Promote alternate transport methods such as car pooling.</li> </ul>
52	To lobby for infrastructure is unrealistic in the current economic climate, and infrastructure levy must be considered to pay for new/ upgraded infrastructure from new development in addition to s94 contributions.
53	Develop walking trails in the LGA
58	<p>Linking the Hawkesbury: -</p> <ul style="list-style-type: none"> <li>* goal to provide "a road network that ..... community needs" need to be more specific. The goal and measures need to be more specific in terms of achieving improvements to the current road system.</li> </ul>
60	<p>Transport:</p> <ul style="list-style-type: none"> <li>* Train or mono rail line Richmond to Penrith or old St Marys munitions factory station.</li> <li>* Four lane through Macquarie St George St South Windsor, Blacktown/Richmond Rd, bridge over Grose River between Nth Richmond /Springwood Rd.</li> </ul>
61	<ul style="list-style-type: none"> <li>* Lobby State govt for public transport increase.</li> <li>/env tourism to become a 'sustainable' food hub</li> </ul>
62	Provide the road infrastructure first if you are going to put more homes. Afternoon peak traffic between my home and North (Richmond?) is bad; it will get even worse with more homes.
66	<ul style="list-style-type: none"> <li>* Directions: - provision of cycle ways must be a priority</li> <li>* Strategies/Goals/Measures: - vague statement does not allow for any real hope</li> </ul>
68	Investigate options to improve traffic with by-passes of the village/town centres to enable growth within the town
70	<ul style="list-style-type: none"> <li>* What sort of community - vague, wrong order! Roads, infrastructure before "Community".</li> <li>* Transport and infrastructure before development</li> </ul>
71	<ul style="list-style-type: none"> <li>* Need infrastructure before we can grow west of the Hawkesbury river that is North Richmond.</li> <li>* Don't need an expansion of development which the infrastructure can't handle</li> </ul>
73	<ul style="list-style-type: none"> <li>* New bypass road taking traffic around Windsor, Richmond &amp; Nth Richmond.</li> <li>* Maintaining roads infrastructure &amp; various facilities is a good direction; however this is not being done at the moment. Is the council/state gov. capable of doing it in future with less money?</li> </ul>
74	<ul style="list-style-type: none"> <li>* Local road is paramount to development and regional roads are of particular concern and state roads are already operating to maximum at peak times and weekends.</li> <li>* Linking Vision Statements and Direction are too broad and need more detail for any comprehensive reply</li> <li>* Give priority to proper road and parking facilities when development plans are placed to the Council</li> </ul>



## Community Strategic Plan 2010-2030

No	<i>Linking the Hawkesbury - submissions</i>
75	<p>* To keep the rural atmosphere of the Hawkesbury" develop tourism and agriculture"</p> <p>Not to have high density housing in the Hawkesbury area</p> <p>* To develop roads, rail infrastructure before any development</p> <p>* Network of road system to bypass townships</p>
76	<p>*Linking - mission statement:</p> <p>Add: appropriate to those individual community's need now and in the future</p> <p>* Linking - directions</p> <p>Add:</p> <p>* Future residential and commercial development within the Hawkesbury should be designed and planned geographically to minimise impacts on local transport systems allowing easy access to main metropolitan gateways.</p> <p>* A system of by-pass roads to allow individual communities easy access to the main metropolitan gateways without negatively impacting other community areas, for example, a by-pass road linking Bells Line of Road to Richmond Road around the outskirts south of the Richmond area.</p> <p>* No further dev before appropriate transport infrastructure in physically in place.</p> <p>* Comprehensive ongoing community involvement with the transport and infrastructure plans for the Hawkesbury as they develop.</p> <p>* Ensure any future transport infrastructure dev maintain the regional and rural character of the Hawkesbury in consultation with all other appropriate areas of the CSP.</p> <p>* Build cycle ways around RAAF base linking to main thoroughfares east and west surrounding towns to ensure pedestrian and cyclists safety</p> <p>* Build infrastructure with capacity to meet future development requirements.</p> <p>* Enrich the tourist experience from Windsor to Bilpin providing quality infrastructure and services sensitive to retaining the rural amenity of the region.</p>
96	Also fix roads, Richmond Road and George Street are terrible.

## Community Strategic Plan 2010-2030

No	<i>Shaping our future together - submissions</i>
1	Forget politics and get on with the job. Political aspirations have got some councillor's out of touch Party blocks are holding the Hawkesbury back
2	3. Unhappy with the current councillors and aims to elect a new council.
3	* Council to be cautious of what it promises
5	How do you plan to create 3000 jobs? What field? What 3000?
14	* The lack of trust in the Council to protect current heritage and environmental assets and maintain and improve current infrastructure assets. - the lack of financial resources to support the "Strategic Plan"
19	Council needs to be more open and also appreciate the work of volunteers
20	Every household should pay a levy for the privilege of living in this area.
28	* Reduce reliance on Rate Income - good idea provided it is not substituted by another name. Does this mean Council is to speculate with ratepayer's funds? More information please. * Community consultation - sounds democratic, but results in the interests of a vocal and influential minority being given preference over that apathetic majority. Other view is that community consultation indemnifies the council if project results in unforeseen problems.
32	Pg 12 Direction #2 - Respected leadership - To gain respect Council leadership, including staff, must show respect for the community - All the time. Also - we do not want commercial air traffic here!!
33	* Definitely try to seek a fairer share of tax revenue to implant these strategies and achieve these goals. * We need to educate and involve the community in more decisions by continued surveys and conferences so that the community does not lose focus on the plan.
35	Shaping - The Hawkesbury cannot maintain an adequate identity while it allows regional tourism to dominate our tourism industry.
37	<u>Shaping future</u> Community engagement is critical. The results of community engagement may be skewed by a vocal minority which is not representative of the broader community. Implement ongoing community engagement program based on true representation such as resident feedback register or similar. Engage community on a range of issues.
40	* HCC to develop and maintain active liaison with UWS, Hawkesbury Campus. Suggesting to protect and use the large land parcel for innovative and greenhouse gas research technologies, training centre
42	* Community engagement is critical. The results of community engagement may be skewed by a vocal minority which is not representative of the broader community. * Implement ongoing community engagement program based on true representation such as resident feedback register or similar. Engage community on a range of issues. * Action plan with dates/funded Goals that are realistic achievable needs to be illustrated to the community as actual - not nebulous desirable.
43	Council should use a feedback system of residents so that vocal minority do not skew the councils perceptions of the communities desires.
48	* Directions Leadership:- - Like to see/insert "...respected independent leadership..." E4: Like to see "...infrastructure, heritage and natural environment..." * <u>Strategies:-</u> suggested change: Engage the community to help determine appropriate levels of service. * Have ongoing engagement and communication within our communities and with government and industries
54	* Governance word is not used? * No reference to leadership in holding the line on how the community wants the Hawkesbury to be. The text is very much about trade off.
58	Community engagement is critical. The results of community engagement may be skewed by a vocal minority which is not representative of the broader community. Implement ongoing community engagement program based on true representation such as resident feedback register or similar. Engage community on a range of issues.

## Community Strategic Plan 2010-2030

No	<i>Shaping our future together - submissions</i>
59	<ul style="list-style-type: none"> <li>* Strengthen inter-agency interactions and relationships</li> <li>* Greater communication with communities in needs and wants in all aspects (not just environment)</li> <li>* Assess areas that need improvement or could run more efficiently.</li> </ul>
62	<p>Make a stand and spell out:</p> <ul style="list-style-type: none"> <li>- Where houses are going</li> <li>- Where roads are going</li> <li>- Schools/Bus/Sheds</li> </ul> <p>Then we have some idea rather that "effectively anticipates to propose the preparation of suggested lobbying of issues" - cut the politics.</p> <ul style="list-style-type: none"> <li>* You are going to offend somebody no matter what, so just commit to the best option and make it happen rather than nothing happen and you wasted rates money on a pretty book!</li> </ul>
66	<ul style="list-style-type: none"> <li>* Like that the community and other stakeholders are being encouraged to comment and provide their visions for the future directions of the Hawkesbury.</li> <li>* The plan has been well advertised and made readily accessible.</li> <li>* Directions - reflect ideals which are not always evident in practice.</li> </ul>
68	<ul style="list-style-type: none"> <li>* Implement the wishes of the Hawkesbury community and not rely on political interference or agendas of high profile individuals</li> <li>* Community consultation is a must for residential and commercial development throughout the Hawkesbury and not just in the paper</li> </ul>
70	<ul style="list-style-type: none"> <li>* Community input all stages</li> </ul>
85	<ul style="list-style-type: none"> <li>*Directions and strategies repetitious</li> <li>*wording confusing-possible multiple meanings</li> <li>*broad claims, no examples - easily forgotten</li> <li>*can't be fixed by LG - is state or Federal matters</li> <li>*lacks detail &amp; vague: benefits? be more relevant</li> <li>*Need more than rates</li> <li>*Independent identity: not possible</li> <li>*Partnerships: no evidence or example</li> </ul>
86	<ul style="list-style-type: none"> <li>* Unobtainable, ambiguous. Statement</li> <li>* Council is not transparent</li> <li>*Engage the community - very broad based statement</li> <li>* amount of rate income will not sustain us financially</li> <li>* A plain English document please - and a brochure that doesn't insult my intelligence</li> <li>*Council needs to deliver services &amp; the need with a mature nature</li> <li>*easier to read and less glossy (don't spend \$'s - only a submission</li> <li>*Support volunteers</li> <li>*utilise our community (?) more: community halls</li> </ul>
87	<ul style="list-style-type: none"> <li>*a "respected leadership" should listen far more to local communities</li> <li>* sustainable financially will need to investigate other avenues</li> <li>* attitude of Council will have to change to attain an "engaged community"</li> <li>*is without substance</li> <li>*does not appear to be any consultation (?) with the community (not just a random survey)</li> <li>*not spending money on a "draft" statement</li> </ul>
88	<ul style="list-style-type: none"> <li>* Vision - explain in a short precise statement</li> <li>* Plan is flowery language without any meaning use plain English</li> <li>*community needs to be informed &amp; respected &amp; listened to &amp; allowed to be involved</li> <li>*needs to be financially independent</li> </ul> <p>The statement is not specific, no examples, just words with no meaning</p> <ul style="list-style-type: none"> <li>* *present it so people like the look (without any meaning)</li> <li>*explain each statement in layman's language with examples</li> <li>*get all levels of government working together</li> <li>* Community will involve themselves if they are well informed</li> </ul> <p>Lobby for funding to improve services of community</p>
89	<ul style="list-style-type: none"> <li>Vision - Explain sustainable and financially responsible manner</li> <li>*Bart Bassett response - arrogant</li> <li>*Financially sustainable - rates up; borrow \$</li> <li>* lobby funding, improve services - feedback</li> <li>* more details on Community Satisfaction Survey</li> </ul>

## Community Strategic Plan 2010-2030

No	<i>Shaping our future together - submissions</i>
95	<p>* We understand the need for more homes. We love it here. Can you make sure there is better shops + jobs? We both have to work in the City as no suitable job here. Affordable homes needed so young families like us can buy.</p> <p>* I hope you can make jobs for us and our kids around here.</p>

## Community Strategic Plan 2010-2030

No	<i>Milestones - submissions</i>
13	Particularly concerned about Hawkesbury Residential Lands Strategy preparation, definition of Hawkesbury character, bi-annual community survey and the development of Community participation and partnership programmes as outlined in pages 14 and 15 of the draft HCSP.
29	Interested in providing input to the Residential Land Strategy, the Employment Lands Strategy and the Master Plans for Towns and Villages.
35	* I fully endorse environmental education in the community particularly if it stands outside of the climate change debate. I fully endorse river protection, recycling, waste management and the completion of the Mulgrave project. I do not however, believe Council needs to play any part in Climate Change. Council would do better to support solar and other forms of clean energy, because they are better for us, not because of the Carbon issue!
50	Business:- Prepare residential strategy - the strategy should not pre-empt release of greenfield for urban development options for increasing in-fill in existing urban/ villages should be examined.
54	People and Place:-
58	People and Place:- * Need to prepare Residential Lands Strategy together with flood risk management plan and study * Current master plan for Windsor should be recognised as a separate milestone for implementation
61	Seems little too easy - council is only committing to "delivering strategies" or "integrating principles" - how will council then achieve its measures if it is only developing strategies in the first 3 years of the HCSP?
66	Milestones:-fairly superfluous section as it is very broad and general. The very wide categories in the milestones section reflect the lack of specificity and real direction within the Plan.
90	* Having a Council who listens to the people who elected them; * financial sustainability
91	* Vision- Is just a group of irrelevant blurb - it could apply to anything; flowery - not related to problems/aims * Provide community with a plan that is not confusing (use modern words); is intimidating - suggests that we should know what (it) is talking about.
92	Welcomes: 1a. Residential Land Strategy 2009/09 b. Master plans for Towns & Villages (for St. Albans) c. Review and update Heritage List; Prepare flood risk management plan & study 2a. Review, develop and implement waste & recycling strategy 3. Develop a road hierarchy plan and Asset Management System 4. Tourist Strategy 2010-2012 * Look forward to receiving proposal on listed Milestones.



# A t t a c h m e n t 3

A m e n d e d H a w k e s b u r y C o m m u n i t y  
S t r a t e g i c P l a n T e x t



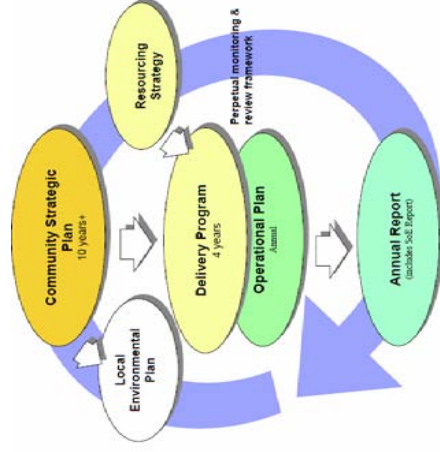


# about this plan .....

The 'Hawkesbury Community Strategic Plan' (HCSP) signifies a new approach to the way Hawkesbury Council prepares plans, program activities, budgets and reports. This plan has been developed in consultation with the community, Councillors and Council staff. It outlines the key community's aspirations, and sets the essential direction for the future Council activities and decision making.

This plan supports the NSW State Planning priorities; guides Council's strategic planning processes and incorporates the NSW Department of Local Government's (DLG) foreshadowed Local Government Amendment (Planning and Reporting) Bill 2009 and Local Government (General) Amendment (Planning and Reporting) Regulation 2009.

Diagram below illustrates the new DLG planning and reporting framework:



It is planned to introduce the new framework over a three year period 2009-2012, and this will replace the former Management Plan and Social Plan with:

- a **Community Strategic Plan** together with a community engagement strategy;
- a **Resourcing Strategy** that includes a long-term financial plan, workforce management strategy and asset management policy, strategy and plans;
- a **Delivery Program** which identifies detailed strategies and actions to achieve objectives of the HCSP that Council can implement;
- an **Operation Plan** that will spell out the detailed actions in the Delivery Program to be implemented each year include a statement of revenue policy and a detailed annual budget;
- **Annual Report:**
  - outlining achievement against the Delivery program
  - a State of the Environment Report
  - audited financial statements, and
  - an end-of-term report by outgoing council

The HCSP places Hawkesbury City Council in a strong position to respond to the new framework and phase in proposed changes in line with the Department of Local Government's guideline.

This plan is divided into five vision statements and incorporates the Department of Local Government's social, economic, environmental and governance strategic principles.

Each of the five visions are supported with directions, strategies, goals, and measures to assist Council and the community achieve its objectives. These are:

## Looking after People and Place

### Caring for Our Environment

### Linking the Hawkesbury

### Supporting Business & Local Jobs

### Shaping our Future Together

- The Directions provides a further expansion of the intent of the Vision Statement.
- Strategies identify how Council aims to deliver what has the community has been requested.
- The Goals identify targets that must be achieved in order to reach the vision.
- Measures outline key performance guidelines that will identify if Council we are is on the right track

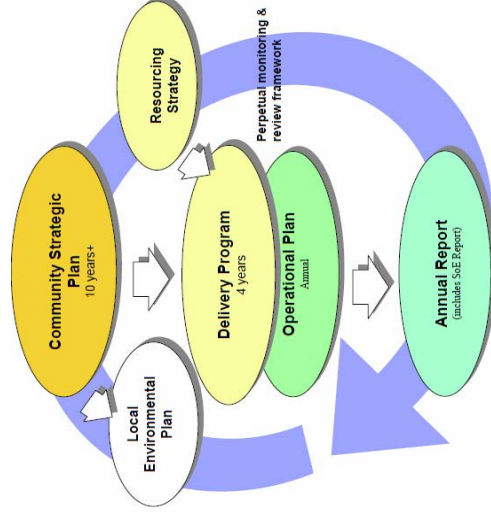
To implement the HCSP, the plan provides milestones which describe what Council will do in the next three years.

The 3 year period was chosen as it is a manageable timeframe, it will fit in with the current local government election cycle or end of the current council term, and is consistent with the recommendations of the NSW Department of Local Government.

# The way forward.....

This plan supports the NSW State Planning priorities, guides Council's strategic planning processes and incorporates the NSW Department of Local Government's (DLG) foreshadowed Local Government Amendment (Planning and Reporting) Bill 2009 and Local Government (General) Amendment (Planning and Reporting) Regulation 2009.

The diagram below illustrates the new DLG planning and reporting framework:



It is planned to introduce the new framework by 2012, and this will replace the former Management Plan and Social Plan with:

- a **Community Strategic Plan** together with a community engagement strategy.
- a **Resourcing Strategy** that includes long term financial planning, workforce planning and asset management planning
- a **Delivery Program** which identifies detailed strategies and actions to achieve objectives of the HCSP that Council can implement.
- an **Operational Plan** that will spell out the detailed actions in the Delivery Program to be implemented each year include a statement of revenue policy and a detailed annual budget.
- **Annual Report:**
  - outlining achievements in implementing the Delivery program
  - a State of the Environment Report
  - audited financial statements, and
  - in the year of the Ordinary Election, an end of term report.

The HCSP places Hawkesbury City Council in a strong position to respond to the new framework and phase in proposed changes in line with the Department of Local Governments guidelines.

# A message from the Mayor

Shaping our Future - Hawkesbury Community Strategic Plan captures the vision of where our community, as a whole, would like to be 20 years from now. This document highlights the achievements of a broad community engagement process. Extensive consultations were held to develop key directions, determine appropriate strategies and set measurable goals. The adopted Plan points the way forward for our community and highlights the things we can build on.

The Hawkesbury area is cherished by its community. While we are faced with many challenges, we see the opportunity to work together to respond to these issues, capitalise on this beautiful region and ultimately to improve our quality of life.

The numerous submissions received from the public on the draft plan went into some depth to describe and further elaborate on these issues. We appreciate this feedback which was considered in producing the final Plan. As you can imagine, there are a multitude of opinions and viewpoints as to the Hawkesbury's future and Council's difficult position is continually trying to find the balance between these varying personal and subjective views to strike a communal vision that will benefit the Hawkesbury in its entirety. While some comments may not have been expanded on in this document, due to its nature as a high level plan the community can be assured that these issues will be further developed in the documents which will be produced in conjunction with this Plan. The section entitled "The way forward" explains this further.

As you can imagine, the work that will go into achieving the strategies and goals, set out in the plan, will be extensive.

The implementation will require the cooperation and commitment of many sectors including government, business and the general community. In many cases, Council will be working directly with the community to achieve the goals of the Plan. This implementation process will continue to be flexible to accommodate the changing requirements over the 20 year period of the Plan.

I welcome you to keep this document and bear in mind that it represents the collective vision of the entire Hawkesbury community.

This Plan belongs to the people of the Hawkesbury. We encourage you to help us to achieve your vision.

Bart Bassett

Mayor of Hawkesbury

# Community Strategic Plan 2010-2030

## Looking after people and place

villages

In 2030 we want Hawkesbury to be a place where we have:

**A community in which the area's character is preserved and lifestyle choices are provided with sustainable planned, well serviced development, within strongly connected, safe and friendly neighbourhoods.**

- Develop and implement a plan to conserve and promote heritage villages
- Identify community needs, establish benchmarks, plan to deliver and advocate for required services and facilities
- Develop disaster response and community safety plans.

### Directions

- Be a place where we value and protect and enhance the historical, social, cultural and environmental character of Hawkesbury's towns, villages and rural landscapes.
- Offer residents a choice of housing options that meets their needs whilst being sympathetic to the qualities of the Hawkesbury.
- ~~Provide rural residential development that maintains the rural character of the Hawkesbury.~~
- Population growth is matched with Grow our population to a level that matches the provision of infrastructure and is sympathetic to the rural environmental, ~~and~~ heritage values and character of the Hawkesbury
- Have development on both sides of the river supported by appropriate physical and community infrastructure.
- Have an effective system of flood mitigation, fire and natural disaster management and community safety which protects life, property and infrastructure.
- Have friendly neighbourhoods, connected communities, and supported households and families.
- Have future residential and commercial development designed and planned to minimise impacts on local transport systems allowing easy access to main metropolitan gateways.

### Strategies

- Work with the community to define the Hawkesbury character to identify what is important to preserve and promote
- Prepare residential land strategy
- Develop plans to enhance the character and identity of our towns and

### Goals

### Measures

<ul style="list-style-type: none"> <li>▪ Maintain and foster the rural character of villages within the Hawkesbury</li> <li>▪ Retain and manage Hawkesbury's key heritage assets</li> </ul>	<ul style="list-style-type: none"> <li>▪ Community satisfaction with the built and natural environment in which we live</li> <li>▪ Identification, maintenance and improvement of the condition of key heritage assets</li> </ul>
<ul style="list-style-type: none"> <li>▪ Accommodate at least 5,000 new dwellings to provide a range of housing options (including rural residential) for diverse population groups whilst minimising environmental footprint</li> </ul>	<ul style="list-style-type: none"> <li>▪ 5,000 new dwellings by 2030</li> <li>▪ New and infill dwelling types to match demographic needs</li> <li>▪ Meet local and state sustainability principles</li> </ul>
<ul style="list-style-type: none"> <li>▪ Towns and villages to be vibrant places that people choose to live in and visit</li> </ul>	<ul style="list-style-type: none"> <li>▪ Number of people living in town centres and villages</li> <li>▪ Increase in level of visitation</li> </ul>
<ul style="list-style-type: none"> <li>▪ Plan, provide and advocate for a range of community, cultural, recreational, health and education services and facilities to meet the needs of residents and visitors</li> </ul>	<ul style="list-style-type: none"> <li>▪ Achieve benchmarks for the provision of desired and affordable services and facilities as set in community plans</li> </ul>
<ul style="list-style-type: none"> <li>▪ Have effective systems that protect life, property and infrastructure from the effects of flood, bushfire and other natural disasters</li> </ul>	<ul style="list-style-type: none"> <li>▪ Impact and cost of disasters minimised</li> </ul>

# Community Strategic Plan 2010-2030

## Caring for our environment

In 2030 we want Hawkesbury to be a place where we have:

A community dedicated to minimising its **environmental-ecological** footprint, enjoying a clean river and an environment that is nurtured, healthy, protected and provides opportunities for its sustainable use

### Directions

- Be a place where we ~~continue to value, and protect,~~ and **protect, and enhance** the cultural and environmental character of Hawkesbury's towns, villages and rural landscapes.
- To look after our **cultural and** environmental assets for future generations so that they too can enjoy and benefit from a clean river and natural eco-systems, **rural and cultural landscape.**
- Take active steps to encourage lifestyle choices that minimise our **ecological environmental** footprint.
- Work with our communities and businesses to use our resources in a sustainable way and employ best practices and technologies that are in harmony with our natural environment.

### Strategies

- Create a sustainable land use strategy that protects environmentally sensitive lands
- **Work in partnership with relevant stakeholders to protect designated waters**
- ~~Work with The Office of the Hawkesbury Nepean River and other stakeholders to manage the river and implement strategies including the Hawkesbury Nepean River Health strategy~~
- Participate with regional groups to develop a climate change strategy that identifies targets which balance benefits and costs
- Develop and implement waste and recycling strategies

- Implement actions in the Water and Energy Action Plans
- Facilitate **ecologically sustainable development through the retention and long term management of natural assets** ~~Develop a strategy to protect and enhance biodiversity~~
- Encourage and educate the community to care for their environment

Goals	Measures
<ul style="list-style-type: none"> <li>▪ Balance the needs of our ecology, recreational and commercial activities</li> </ul>	<ul style="list-style-type: none"> <li>▪ Community satisfaction with the health and use of the natural and built environment</li> <li>▪ Achieve environmental benchmarks including air quality and biodiversity</li> </ul>
<ul style="list-style-type: none"> <li>▪ Healthy and sustainable Hawkesbury River and waterways</li> </ul>	<ul style="list-style-type: none"> <li>▪ <del>Effectiveness of The Office of the Hawkesbury Nepean River</del></li> <li>▪ Improved water quality and environmental flows</li> <li>▪ Reduced nutrients entering waterways to reduce favourable conditions for aquatic weed growth</li> <li>▪ <del>Work with Stakeholders</del> consultation undertaken for improved <del>to achieve</del> navigable, safe and usable waterways</li> <li>▪ Improved <del>the</del> stabilisation of degraded land and riparian vegetation along river banks <del>Stabilisation of river banks</del></li> <li>▪ Designated waterways <del>are</del> protected in accordance with Australian and New Zealand Water Guidelines</li> </ul>
<ul style="list-style-type: none"> <li>▪ Maximise resource reuse, repair and recycling</li> </ul>	<ul style="list-style-type: none"> <li>▪ Achieve and exceed the State Government standards for recycling and the reduction of solid waste and wastewater</li> </ul>
<ul style="list-style-type: none"> <li>▪ Sustainable use of potable and recycled water</li> </ul>	<ul style="list-style-type: none"> <li>▪ Comply with State Government Water Sharing Plan</li> </ul>

- 
- Reduce greenhouse gas emissions
    - Achieve a 25% ~~20%~~-reduction on greenhouse gas emissions from 2000-499\$ baseline
  - People are living more sustainably
    - An informed community that embraces sustainable practices
    - Improved ~~the~~-environmental sustainability of buildings
- 
-



# Community Strategic Plan 2010-2030

## Linking the Hawkesbury

In 2030 we want Hawkesbury to be a place where we have:

**A community which is provided with facilities and services efficiently linked by well maintained roads and accessible and integrated transport and communication systems which also connect surrounding regions**

### Directions

- Have a comprehensive system of transport connections which link people and products across the Hawkesbury and with surrounding regions.
- Be linked by accessible, viable public transport, cycleways and pathways to the major growth and commercial centres within and beyond the Hawkesbury.
- Have a comprehensive system of well maintained local and regional roads to serve the needs of the community.
- Plan for, maintain and renew our physical infrastructure and community services, facilities and communication connections for the benefit of residents, visitors and businesses.

### Strategies

- Facilitate the integration of a transport network
- Develop **and implement a sustainable a hierarchy of roads long term roads asset management system**
- Lobby State government to improve transport networks
- Establish partnership with neighbouring Councils and transport providers to service the Hawkesbury
- Implement bike and pedestrian mobility plan
- Lobby for and work with providers to ensure Hawkesbury residents and businesses continue to enjoy competitive telecommunications services

Goals	Measures
<ul style="list-style-type: none"><li>▪ An efficient transport network that links the Hawkesbury internally and to regional growth centres</li></ul>	<ul style="list-style-type: none"><li>▪ Ease of getting around the Hawkesbury and to regional centres</li><li>▪ Availability of viable and affordable public transport to service the community</li><li>▪ Increased access to and usage of <b>pathways</b> and cycleways</li></ul>
<ul style="list-style-type: none"><li>▪ A road network that balances road condition with available resources and community needs</li></ul>	<ul style="list-style-type: none"><li>▪ Condition of road surface</li><li>▪ Funding consistent with economic capacity of community</li></ul>
<ul style="list-style-type: none"><li>▪ Wider communication network that services the needs of our residents and businesses</li></ul>	<ul style="list-style-type: none"><li>▪ Increased accessibility and take-up of technology to support lifestyles and economic activities</li></ul>
<ul style="list-style-type: none"><li>▪ A bridge across the upper Hawkesbury providing access during a majority of floods</li></ul>	<ul style="list-style-type: none"><li>▪ Progress towards the provision of a bridge</li></ul>

## Community Strategic Plan 2010-2030

### *Supporting business and local jobs*

In 2030 we want Hawkesbury to be a place where we have:

**New and existing industries which provide opportunities for a range of local employment and training options, complemented by thriving town centres.**

#### **Directions**

- Plan for a range of industries that build on the strengths of the Hawkesbury to stimulate investment and employment in the region.
- Offer an increased choice and number of local jobs and training opportunities to meet the needs of Hawkesbury residents and to reduce their travel times.
- Help create thriving town centres, each with its own character that attract residents, visitors and businesses.

#### **Strategies**

- Implement Employment Lands Strategy
- Develop marketing strategy to define industry opportunities and attract new industries to the Hawkesbury
- Encourage stronger relationships between the business and community sectors, education and training providers to increase local career options
- Develop economic strategy that promotes local industry in a regional context
- Participate in the development of a regional Tourism strategy
- Work with industry and education providers to promote sustainable business practices

Goals	Measures
<ul style="list-style-type: none"> <li>▪ At least 3,000 additional jobs are created to retain the percentage of local employment</li> </ul>	<ul style="list-style-type: none"> <li>▪ Number of local jobs</li> <li>▪ Reduced travel time to work</li> </ul>
<ul style="list-style-type: none"> <li>▪ Jobs across a greater range of industry sectors</li> </ul>	<ul style="list-style-type: none"> <li>▪ Variety of employment opportunities broadened</li> <li>▪ Growth and sustainability of new and existing industries</li> </ul>
<ul style="list-style-type: none"> <li>▪ Integration of education, training and industry development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increased level of training and career opportunities</li> </ul>
<ul style="list-style-type: none"> <li>▪ Increased patronage of local businesses and attract new residents and visitors</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increased economic activity and health of local businesses</li> <li>▪ Increased number of new residents and visitors</li> </ul>



## Community Strategic Plan 2010-2030

### *Shaping our future together*

In 2030 we want Hawkesbury to be a place where we have:

***An independent, strong and engaged community, with a respected leadership which provides for the future needs of its people in a sustainable and financially responsible manner.***

#### **Directions**

- Be financially sustainable to meet the current and future needs of the community based on a diversified income base, affordable and viable services
- Have transparent, accountable and respected leadership and an engaged community
- Maintain its independent identity and voice through strong local government and community institutions
- A balanced set of decisions that integrate jobs, housing, ~~infrastructure~~ **and environment**, infrastructure, heritage, and environment ~~and that~~ incorporates sustainability principles
- Have constructive and productive partnerships with residents, community groups and institutions

#### **Strategies**

- Implement and monitor Council's sustainability principles
- Engage the community to help determine affordable levels of service
- Work with other levels of government to ensure an equitable share of taxes
- Work with public and private sectors to ensure funding and delivery of improved services and infrastructure
- Have ongoing engagement and communication with our community, governments and industries

- Maintain and review a sustainable long term financial framework
- Develop and implement a community participation and partnership program

Goals	Measures
<ul style="list-style-type: none"> <li>▪ Work together with the community to achieve a balanced set of decisions that integrate jobs, housing, <u>infrastructure, heritage</u> and environment</li> </ul>	<ul style="list-style-type: none"> <li>▪ Community satisfaction with the results and processes of our community planning</li> </ul>
<ul style="list-style-type: none"> <li>▪ Improved service levels to meet diverse needs of community</li> </ul>	<ul style="list-style-type: none"> <li>▪ Community satisfaction with the delivery of services and infrastructure</li> </ul>
<ul style="list-style-type: none"> <li>▪ Other levels of government to deliver the services and infrastructure for which they are responsible</li> </ul>	<ul style="list-style-type: none"> <li>▪ Levels of service provided to our community</li> </ul>
<ul style="list-style-type: none"> <li>▪ Secure resources to fund identified service levels and to meet total life cycle costs for infrastructure maintenance and renewal</li> </ul>	<ul style="list-style-type: none"> <li>▪ Reduced reliance on rate income</li> <li>▪ Achieve an increased share of taxes to fund the assets we maintain for the broader community</li> <li>▪ Adequacy of long term funding for infrastructure maintenance</li> </ul>
<ul style="list-style-type: none"> <li>▪ Council demonstrate leadership by implementing sustainability principles</li> </ul>	<ul style="list-style-type: none"> <li>▪ Sustainable practices are integrated into Council plans and policies</li> </ul>
<ul style="list-style-type: none"> <li>▪ Support community</li> </ul>	<ul style="list-style-type: none"> <li>▪ Level of support to community</li> </ul>

---

initiatives and volunteers

organisations

- Level of volunteering activity
-

## Community Strategic Plan 2010-2030

### Milestones

Milestones your Council and community will be aiming to achieve

While the Hawkesbury Community Strategic Plan is a 20 Year vision for the City's future, it is important to have tangible, measurable milestones for the short-term. Attaining these objectives, will confirm that Council has moved forward in the delivery of the plan.

As local government moves in four year cycles between elections, the following milestones are those that can be viewed up to 2012. The Plan will then be revisited for the community to verify that Council is still on track and to create further milestones for the next four years based on the key directions and goals identified in the Community Strategic Plan.

Looking after People and Place	<del>Financial</del> Year	Timeframe
• Prepare Residential Land Strategy	2009-2010	
• Consult community to define Hawkesbury character	2009-2010	
• Prepare flood risk management plan and study	2009-2011	
• Community plans reviewed and updated	2009-2011	
• Review and update heritage list in Hawkesbury Local Environmental Plan	2009-2012	
• Investigate adequacy of existing disaster response plans	2010-2012	
• Develop Master Plans for towns and villages	2011-2012	

Caring for Our Environment	<del>Timeframe</del> Year	Financial
• <del>Develop partnerships with relevant stakeholders to manage the Hawkesbury Nepean river system. Work with The Office of the Hawkesbury Nepean River and other Stakeholders to manage the river</del>	2009-2011	
• Implement plans to save energy and water	2009-2012	
• Environmental Education for the community	2009-2012	
• Review, develop and implement waste and recycling strategy	2009-2012	
• Work with regional groups to develop Climate Change strategies	2009-2012	
• <del>Develop environmentally sustainable building guidelines</del>	<del>2009-2011</del>	
• <del>Prepare a Natural Asset Policy</del>	<del>2009-2012</del>	

Linking the Hawkesbury	<del>Timeframe</del> Year	Financial
• Work with neighbouring councils to lobby for integrated transport services	2009-2012	
• Develop roads <del>strategy</del> , hierarchy plan and prepare and implement Asset Management	2009-2012	

System	
<ul style="list-style-type: none"> <li>Implement Mobility Plan including Pedestrian Access and Bike Plan</li> </ul>	2009-2012
<ul style="list-style-type: none"> <li>Lobby and facilitate provision of effective telecommunication network in the Hawkesbury</li> </ul>	2009-2012

	<b>Timeframe</b>	<b>Financial</b>
<b>Supporting Business &amp; Local Jobs</b>	<b>Year</b>	
<ul style="list-style-type: none"> <li>Develop and implement a tourism strategy</li> </ul>	2009-2011	
<ul style="list-style-type: none"> <li>Implement Employment Lands Strategy</li> </ul>	2009-2012	
<ul style="list-style-type: none"> <li>Encourage and support Hawkesbury business and employment groups</li> </ul>	2009-2012	

	<b>Timeframe</b>	<b>Financial</b>
<b>Shaping Out Future Together</b>	<b>Year</b>	
<ul style="list-style-type: none"> <li>Conduct bi-annual community survey program</li> </ul>	2009 & 2011	
<ul style="list-style-type: none"> <li>Review and update Council's long term financial plan</li> </ul>	<del>2009</del> 19-2012	
<ul style="list-style-type: none"> <li>Integrate Council's Sustainability Principles into all aspects of operation</li> </ul>	2009-2012	
<ul style="list-style-type: none"> <li>Develop and implement community participation and partnership programs</li> </ul>	2009-2012	
<ul style="list-style-type: none"> <li>Seek from State and Federal government a fairer share of tax revenue and provision of infrastructure and services</li> </ul>	2009-2012	

# Attachment 4

Explanation of Terms



## Explanation of Terms

*Rural Residential Development* - is land in a rural setting which is primarily used for residential purposes and is not primarily used for agricultural purposes. Lot sizes are typically larger than residential lots and are usually too small for agricultural use.

*Infrastructure* - is built structures such as roads, railways, airports, water supply, sewers, power grids, telecommunications, buildings, facilities.

*Benchmarks* - a point of reference against which an organisation's performance is measured.

*Sustainability*- means living within the limits posed by the physical world; understanding the interconnections among economy, society and environment; and equitable distribution of resources and opportunities.

*Sustainable Development*- is development that meets the needs of the present, without compromising the ability of future generations to meet their own needs.

*Sustainability Principles* - are a set of statements on how a sustainable city would function, and provide a strategic framework for action.

*Ecological Footprint* - is a measure of the human demand on the combined physical and biological components of an environment.

*Climate Change Strategy* - provides a well defined direction for responding to climate risks and challenges and develop resilience to future impacts.

*Biodiversity* - is the variety of life, i.e. the different plants, animals and micro-organisms, the genes they contain and the ecosystem of which they form a part.

*Potable water* - water of high quality that is suitable for drinking without risk of long term harm.

*Greenhouse gas emissions* - are gases in an atmosphere that absorb and emit radiation within the thermal infrared range. The main greenhouse gases are water vapour, carbon dioxide, methane, nitrous oxide, and ozone.

*Transport Network* - a system of roads, railways, bus routes, airport, navigable waterways, pedestrian and bicycle paths that permits movement of people and goods.

*Asset Management System* – multi-disciplinary process applied by an organisation to manage physical infrastructure to control the performance, risks and costs of asset over their lifecycle.

*Industries* - is all types of industry sectors as defined by the Australian Bureau of Statistics and includes, but is not limited to, the following industries: accommodation, cafes and restaurants; agriculture; construction; culture and recreation services; government administration and defence; education; finance and insurance; property and business services; health and communities services; manufacturing; wholesale and retail trade

*Employment Land Strategy* - is an examination of employment and employment lands within a specific area for the purposes of supporting and enhancing the economic competitiveness of the area.

*Diversified income base* - income from a variety of sources and investments

*Transparent* – open, frank, or candid.

*Accountable* - liable to be called to account; responsible.

*Community participation and partnership program* - ways in which the community and council work together

*Life cycle costs* - the sum of all costs associated with an asset including planning, design, installation, operation, maintenance, refurbishment and disposal costs.

Level of Service – a defined service quality for a particular activity or service area against which service performance may be measured.