



Hawkesbury City Council

Attachment 3 to item 56

Draft Community Plan

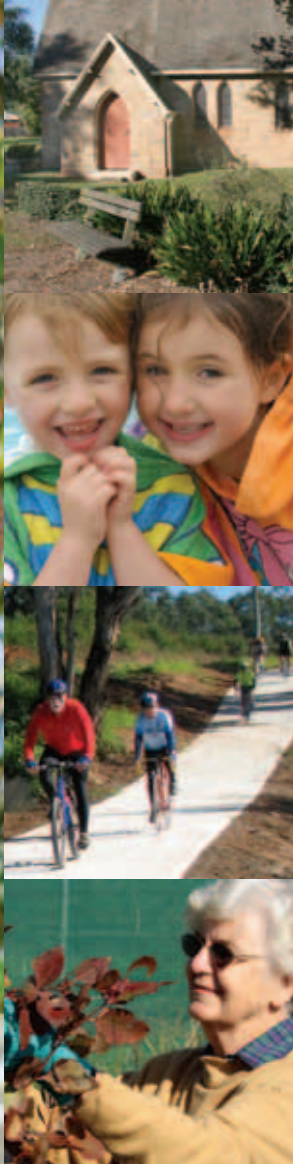
date of meeting: 31 March 2009
location: council chambers
time: 5:00 p.m.



shaping our future

HAWKESBURY COMMUNITY STRATEGIC PLAN | INITIAL DRAFT

2010-2030



people.....caring.....linking.....supporting.....shaping

2010-2030 about this plan...

The 'Hawkesbury Community Strategic Plan' (HCSP) is an important document which highlights what the community has told Council it would like to see the Hawkesbury look like by 2030.

The draft plan was developed in consultation with the community, Councillors and council staff and will provide essential direction for future Council activities and decision making.

The plan supports the NSW State Planning priorities, guides Council's strategic planning processes and incorporates the Department of Local Government's social, economic, environmental and governance strategic principles.



This plan is divided into five elements. For each element a Vision Statement describes a concise community aspiration. This is highlighted on the left hand side of each double page spread.

Directions, goals, measures and strategies are provided for each element to assist Council and the community in achieving its vision.

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

Next, the HCSP includes milestones which describe what Council will do in the short term (4 years) to deliver the strategies identified.

Council's annual Management Plan will be the channel through which the Plan's directions and strategies will be implemented. Budgets and services provided by Council will be allocated in more detail through this annual process. Progress towards achieving the goals and measures will be routinely monitored and reported to the community.

A message from the mayor

Shaping the Future – Hawkesbury Draft Community Strategic Plan is the pencil sketch of the final picture that will capture the vision of where our community would like to be 20 years from now. This draft document, which will be on exhibition for a period of eight weeks, represents collaboration between the community, Councillors and Council staff. Extensive consultations have been held over the past year to develop key directions, set measurable goals and determine appropriate strategies. Now it is time for the wider community to have their input.

What is clear from our consultations so far is that the Hawkesbury area is cherished by its community. We admit we are faced with many challenges, but see the opportunity to work together to respond to these issues, capitalise on the beautiful area in which we are so lucky to live and ultimately to improve our quality of life.

The Community Strategic Plan seeks to determine a shared vision for the Hawkesbury, decide the paths we want to follow, set our direction, our goals and the tangible ways that we can achieve those goals. It is in essence a very high level plan and the work that will go into achieving the objectives will be extensive. In many cases Council will be working directly with the community to achieve the goals of the Plan.

Following this extensive consultation process and the adoption of a formal Plan towards the middle of 2009, the Community Strategic Plan will provide Council's direction for the next twenty years. This plan will be reviewed in three years time, following the next council election and thereafter every four years inline with the cycle of local government elections.

I welcome you to read this document and consider that it must represent the collective vision of the entire Hawkesbury community. Your input and comments would be appreciated and the ways in which you can submit these can be found on the back cover.

The implementation of the final plan will require the cooperation and commitment of many sectors including government, business and the general community. This plan belongs to the people of the Hawkesbury. Make it yours.

Bart Bassett
MAYOR OF HAWKESBURY





Looking after people and place

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.

- directions**
- Be a place where we value 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.
 - Grow our population to a level that matches the provision of infrastructure and is sympathetic to the environmental and heritage values 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.

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



*Towns and villages to be
vibrant places that people
choose to live in and visit...*



2010-2030

goals	measures
<ul style="list-style-type: none">• Maintain and foster the rural character of villages within the Hawkesbury• Retain and manage key heritage assets	<ul style="list-style-type: none">• Community satisfaction with the built and natural environment in which we live• Identification, maintenance and improvement of the condition of key heritage assets
<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• 5,000 new dwellings by 2030• New and infill dwelling types to match demographic needs• Meet local and state sustainability principles
<ul style="list-style-type: none">• Towns and villages to be vibrant places that people choose to live in and visit	<ul style="list-style-type: none">• Number of people living in town centres and villages• Increase in level of visitation
<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• Achieve benchmarks for the provision of desired and affordable services and facilities as set in community plans
<ul style="list-style-type: none">• Have effective systems that protect life, property and infrastructure from the effects of flood, bushfire and other natural disasters	<ul style="list-style-type: none">• Impact and cost of disasters minimised



Caring for our environment

2010-2030

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

A community dedicated to
minimising its environmental
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 the cultural and environmental character of Hawkesbury's towns, villages and rural landscapes.
- To look after our environmental assets for future generations so that they too can enjoy and benefit from a clean river and natural eco-systems.
- Take active steps to encourage lifestyle choices that minimise our 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 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
- Develop a strategy to protect and enhance biodiversity
- Encourage and educate the community to care for their environment

*Healthy and sustainable
Hawkesbury River and
waterways...*

goals

- Balance the needs of our ecology, recreational and commercial activities
- Healthy and sustainable Hawkesbury River and waterways
- Maximise resource reuse, repair and recycling
- Sustainable use of potable and recycled water
- Reduce greenhouse gas emissions
- People are living more sustainably

measures

- Community satisfaction with the health and use of the natural and built environment
- Achieve environmental benchmarks including air quality and biodiversity
- Effectiveness of The Office of the Hawkesbury Nepean River
- Improved water quality and environmental flows
- Navigability, safety and usability of waterways
- Stabilisation of river banks
- Achieve and exceed the State Government standards for recycling and the reduction of solid waste and wastewater
- Comply with State Government Water Sharing Plan
- Achieve a 20% reduction on greenhouse gas emissions from 1995 baseline
- An informed community that embraces sustainable practices





Linking the Hawkesbury



2010-2030



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

An efficient transport network that links the Hawkesbury internally and to regional growth centres



Supporting business & local jobs

2010-2030

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

Increased patronage of local businesses and attract new residents and visitors





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 and that incorporate 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

Towns and villages to be vibrant places that people choose to live in and visit...



2010-2030

goals

- Work together with the community to achieve a balanced set of decisions that integrate jobs, housing, infrastructure and environment
- Improved service levels to meet diverse needs of community
- Other levels of government to deliver the services and infrastructure for which they are responsible
- Secure resources to fund identified service levels and to meet total life cycle costs for infrastructure maintenance and renewal
- Council demonstrate leadership by implementing sustainability principles
- Support community initiatives and volunteers

measures

- Community satisfaction with the results and processes of our community planning
- Community satisfaction with the delivery of service and infrastructure
- Levels of service provided to our community
- Reduced reliance on rate income
- Achieve an increased share of taxes to fund the assets we maintain for the broader community
- Adequacy of long term funding for infrastructure maintenance
- Sustainable practices are integrated into Council plans and policies
- Level of support to community organisations
- Level of volunteering activity

milestones

2010-2030

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, measureable 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 achieved 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

- Prepare Residential Land Strategy
- Consult community to define Hawkesbury character
- Prepare flood risk management plan and study
- Community plans reviewed and updated
- Review and update heritage list in Hawkesbury Local Environmental Plan
- Investigate adequacy of existing disaster response plans
- Develop Master Plans for towns and villages

Financial Year

- 2009-2010
- 2009-2010
- 2009-2011
- 2009-2011
- 2009-2012
- 2010-2012
- 2011-2012

Caring for Our Environment

- Work with The Office of the Hawkesbury Nepean River and other stakeholders to manage the river
- Implement plans to save energy and water
- Environmental Education for the community
- Review, develop and implement waste and recycling strategy
- Work with regional groups to develop Climate Change strategies

Financial Year

- 2009-2011
- 2009-2012
- 2009-2012
- 2010-2012
- 2010-2012

Linking the Hawkesbury

- Work with neighbouring councils to lobby for integrated transport services
- Develop roads hierarchy plan and prepare and implement Asset Management System
- Implement Mobility Plan including Pedestrian Access and Bike Plan
- Lobby and facilitate provision of effective telecommunication network in the Hawkesbury

Financial Year

- 2009-2012
- 2009-2012
- 2009-2012
- 2009-2012

Supporting Business & Local Jobs

- Develop and implement a tourism strategy
- Implement Employment Lands Strategy
- Encourage and support Hawkesbury business and employment groups

Financial Year

- 2009-2011
- 2009-2012
- 2010-2012

Shaping Our Future Together

- Conduct bi-annual community survey program
- Review and update Council's long term financial plan
- Integrate Council's Sustainability Principles into all aspects of operation
- Develop and implement community participation and partnership programs
- Seek from State and Federal government a fairer share of tax revenue and provision of infrastructure and services

Financial Year

- 2009 & 2011
- 2010-2012
- 2009-2012
- 2009-2012



How you can comment on this plan

- 1. **Complete a “Shaping Our Future Submission Form”**
available on Council’s website www.hawkesbury.nsw.gov.au,
from Council offices and the Richmond and Windsor libraries
or by telephoning 4560 ####. All forms to be returned to
PO BOX 146, Windsor NSW 2756 or by fax to 02 4560 4400.
- 2. **Emailing your comments** to Council’s feedback
facility shapingfuture@hawkesbury.nsw.gov.au with
“Shaping Our Future feedback” in the subject line.
- 3. **Attending a Community Participation Forum.**
Please telephone 4560 #### or email
shapingfuture@hawkesbury.nsw.gov.au with
“Shaping the Future - Community Participation Forum”
in the subject and your full contact details to register.
- 4. **Attend the Hawkesbury Show** between 1-3 May 2009 and
visit Council’s display featuring the Community Strategic Plan.

*This plan will be out on community consultation between
(date)* and ***(date).*

*For further enquiries regarding the development of the
Community Strategic Plan please contact the Strategic
Planners on 4560 ####.*

General Enquiries

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