Proactive leadership, creating vibrant communities, balancing urban growth, protecting our environment and building a modern local economy.
About This Report

Under the NSW Government’s Integrated Planning and Reporting Legislation for Local Government, Council is required to produce a report on its progress in implementing the Community Strategic Plan during its term.

The aim of this report is to provide the community with a status of how Council is progressing toward achieving its Strategic Plan - Hills Future.

The Hills Shire Council adopted its Community Strategic Plan - Hills Future from 1 July 2012. Hills Future is a long term plan that identifies where The Hills Shire community want to be in the future. It outlines the community’s priorities and aspirations and how these will be achieved. This Plan assists in shaping the future of The Hills Shire Local Government Area (LGA). It provides the direction for the provision of key projects and services which enable Council to meet the needs of the community and deliver good quality services and facilities.

It integrates asset, service and financial plans so that Council’s resource capabilities are matched to the community’s needs and shows how Council is working towards achieving a better quality of life for all who live, work, visit and play in the magnificent Hills Shire.

This is a dynamic strategy that is evaluated annually and comprehensively reviewed at the end of Council’s term.

This report will focus on the period 1 July 2012 to 30 June 2017.

This report has been structured to demonstrate what Council has done towards achieving the ten strategic goals as set by the community. The effectiveness of these actions are measured by comparing the Quality of Life Indicator results as at 2012 and 2017.
“We’ve made a lot of progress during this term of Council. We’re getting more done within existing resources.”
Mayor’s Message

It’s with great pride I present to you the End of Term Report for The Hills Shire Council. Since Council was elected in September 2012, my fellow Councillors and I have worked hard to deliver nearly $1B in services and assets for the community over an extraordinary five-year period.

“Growth and transformation has been at the top of our agenda.”

We can expect more than 250,000 people to call our wonderful Shire “home” by 2036 and with the Sydney Metro Northwest under construction, major change in The Hills will present both challenges and economic opportunity.

Throughout the planning and construction phases of the new railway, Council’s goal has been to ensure residents get the right mix of housing, jobs and transport options.

We’ve made sure the areas around our new station hubs grow in a way that will allow people to live and work within walking distance of future transport options. Shops, cafes, community centres and well-designed open spaces within these new areas all form part of a connected, inclusive and vibrant community.

While our new railway is under construction, our Shire’s building approvals are booming and provide a great indicator of the positive economic activity, employment and investment opportunities available.

Over the last five years, residential building approvals in The Hills have grown from 794 in 2011 to an incredible 2,917 in 2015. This is a phenomenal rate of growth and shows how confident people are to invest in our region.

The latest Census data reveals that we are predominantly a family-friendly Shire and that won’t change anytime in the future. To continue to cater for our main demographic, Council successfully came to a landmark agreement with the NSW Department of Planning that will see more family-friendly sized apartments built as part of the revitalisation of the rail corridor precincts to ensure there are enough homes for ‘larger’ household types.

As more people move to our region, Council has been committed to making sure new communities enjoy access to open space and new local parks. Fairway Drive, Oxlade Street, Half Penny Avenue and more new release areas have local parks underway and many more are planned to be built in the coming years.

A number of brand new sports fields are being constructed in our new suburbs – including Arnold Avenue Reserve, Stringer Road Sports Fields, Balmoral Road Release Area ovals and the massive Caddies Creek Reserve sports complex with help from Sydney Water.

In the meantime, we’ve reached an overarching agreement with the Department of Education to work together to identify opportunities for shared use of school sporting grounds for the community out of school hours.

Transformation also means taking a close look at the assets we already have – and re-imagining them for the future. We are already making plans to reinvent our treasured and much-loved community spaces, including opening up a brand new all-inclusive Livvi’s Place playground and the first synthetic fields for all weather play at Bernie Mullane Reserve.

We are constructing a learn-to-ride bike track at the soon-to-be built Twickenham Avenue Reserve in Kellyville.

We are building collaborative partnerships with a range of organisations. Our Smart Ignite series are fostering relationships aimed at encouraging entrepreneurship and innovation. Another fine example is our volunteer program which helps to improve our parks, bushlands, library service, provide care to our elderly and help our events run more effectively.

The community engagement strategy that I am most proud of is our pop-up park consultation series which is aimed at both parents and their children. These discussions determine what’s important to residents and the best decisions are made in partnership with the people who will use these local facilities.

Our library membership continues to boom, and we are keeping pace with technology with the introduction of our new online borrowing system – already incredibly popular with residents.

One of the achievements I am most proud of for this term of Council is leading the Transitional Housing Policy Framework. We are the very first Council in the state who will commence investigations into the provision of transitional housing as part of new residential developments within our region.

Transitional housing provides safe and temporary accommodation for the most vulnerable members in our society, including women and children experiencing homelessness and/or escaping from unimaginable situations of domestic and family violence. I have no doubt that this policy will make history and that it will ultimately change the lives and the futures of the most vulnerable in our community.

It has been a privilege serving as Mayor and on behalf of my fellow Councillors, I thank The Hills Shire Council’s hard-working and dedicated staff, our volunteers and our wonderful residents who share our vision to deliver the best possible future for our amazing Shire.

Yvonne Keane
Mayor - The Hills Shire Council
AERIAL VIEW LOOKING ACROSS BAULKHAM HILLS TOWN CENTRE TOWARDS PARRAMATTA
As the population grows in The Hills, so too does the demand for open space, whether it be passive recreational grounds or sports fields. To address this, Council has been researching the installation of synthetic fields for some new and existing sites. The investment is substantial, but given the thirst for participation in sport and the well-regarded push for passive recreational space, I think this is an excellent reconciliation. The challenge going forward, is to identify future sites that are appropriate open space.

In The Hills we have so many volunteers who contribute their time and energy to our community. Council alone has 1,000 volunteers who are involved in bush care, aged and disability services, community events, The Hills Youth Army, the section 355 committee network and thousands more working alongside community and sporting groups. I would like to thank each of you who contributes to making The Hills a better place for all of us.

As we come towards an election, I want to say a large thank you to the Council staff, the community groups, volunteers, and every member of the Hills community that have made this term on Council an absolute pleasure. As long as I am on Council, I will try my absolute best to put the community first, and make even some small difference in your life.

Reflecting on my 13.5 years as a councillor, I have witnessed many changes occurring within the Hills. I have learnt a lot from the conversations I have had with many residents, and gained an appreciation of the things about the Hills that the community values. I am reminded that first and foremost of my obligation as an elected representative, is to represent the community.

Council is confronted with development proposals of considerable impact and it is only through being abreast of world best practice that we are able to try and offer the community the best possible outcomes in design, configuration and social impact. Imminent changes to our LEP will see a welcome and renewed emphasis on architectural merit and interface with the public domain.

The past five years has seen significant change to our Shire. Unfortunately we have lost residents to the new City of Parramatta which took away our 100 years of historical local government. We have witnessed unprecedented development, some of which is out of step and character due to State policy over-riding Council policy. I am proud of the strength of our Council and look forward to the opportunities ahead.

I am proud of the financial strength of Council and that we are debt free. Before signing off on spending I look to ensure it is the responsibility of Council, and that the spending is meaningful and sustainable. I am honoured to represent the residents of our great Shire.

During Council I have promoted the heritage and cultural values of The Hills community. My focus has been on maintaining community spaces and amenities for future generations.
PROACTIVE LEADERSHIP

COUNCIL RELOCATED TO NEW PREMISES IN NORWEST BUSINESS PARK TO MAKE WAY FOR THE SYDNEY METRO NORTHWEST IN 2013.

COMMUNITY SAID . . .
“ENSURE SOUND GOVERNANCE BASED ON TRANSPARENCY AND ACCOUNTABILITY.”

SO COUNCIL . . .
- Publicly displayed proposed ward boundaries for 2017 elections.
- Introduced purchasing guidelines resulting in 103 tenders being called for projects over $150k.
- Implemented Contracts Management.
- Software to manage projects within tendered amounts.
- Conducted Governance Health Checks.
- Conducted regular audits to ensure compliance with legislation.

AND THE RESULTS . . .

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<th>12/13</th>
<th>16/17</th>
<th>IMPROVEMENT</th>
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<tbody>
<tr>
<td>% community satisfaction with professional conduct.</td>
<td>88%</td>
<td>91.8%</td>
<td></td>
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<tr>
<td>% community satisfaction with Council’s decision making.</td>
<td>84.4%</td>
<td>90.6%</td>
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</table>
COMMUNITY SATISFACTION WITH COUNCIL’S OVERALL PERFORMANCE IS AT 92%.

COMMUNITY SAID . . .
“VALUE US AS CUSTOMERS, ENGAGE WITH US, INFORM OUR COMMUNITY AND ADVOCATE ON OUR BEHALF.”

SO COUNCIL . . .

Launched a new and improved website that is mobile friendly and uses predictive search technology, resulting in 315,000 page views per month.

Liaised with Transport for NSW and the three main contractors undertaking design and construction work on the Sydney Metro Northwest Rail project.

Commenced liaison with the consortium selected to deliver the NorthConnex project.

Implemented red tape reduction initiatives removing unnecessary regulations for local hospitality businesses.

Advocated for NSW Government Reforms and provide support for the Fit for the Future project.
- Proposal to merge with Hawkesbury Council rejected by NSW State Government.
- Loss of properties south of M2 to City of Parramatta on 12 May 2016 as a result of NSW Local Government Reforms.

Negotiated and reached an agreement with NSW Department of Planning for more family-friendly sized apartments as part of the revitalisation of rail corridor precincts.

AND THE RESULTS . . .

People who agree there are opportunities to have a ‘real say’ on issues.

Level of communication and access to information.

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<td>91%</td>
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<td>IMPROVEMENT</td>
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QUICK FACTS

PAGE VIEWS OF COUNCIL’S WEBSITE 3.9M (16/17)
RATE NOTICES ISSUED 55,613 (16/17)

COUNCIL’S CUSTOMER SERVICE CENTRE
COMMUNITY SAID . . .  
“PRUDENTLY MANAGE PEOPLE, ASSETS AND FINANCIAL RESOURCES, TO DELIVER THE COMMUNITY OUTCOMES.”

QUICK FACTS
STAFF WORKING AT COUNCIL FOR MORE THAN 15 YEARS 22% (16/17)
AVERAGE AGE OF STAFF 45 (16/17)
RATIO OF STAFF PER 1,000 RESIDENTS 2:88 (LAST CENSUS)

SO COUNCIL . . . 
MANAGED OUR PEOPLE
Create a new induction and safety checklist for Council contractors and sub-contractors.
Implemented a drug and alcohol testing policy and procedure for Council staff and contractors.
Reached a new record of 391 days without injury in February 2015.
Moved away from a traditional workers compensation premium in 2014 to a loss prevention recovery scheme of workers compensation premium. It is estimated to achieve savings of approximately $883K over the four policy years (14/15 to 17/18). Savings driven by two main influences: isolation of claims experience in the premium calculation and Council’s exceptional claim performance.
Held annual RUOK Days to support Mental Health.
Continued to have Enterprise Bargaining Agreements.

SO COUNCIL . . . 
MANAGED OUR ASSETS
Reduced the infrastructure backlog to zero.
Inspected infrastructure assets worth $4.3B and provided funds to maintain assets in a “satisfactory” condition.
Delivered more than 1,000 projects worth $184M, including roads, parks, buildings, footpaths, bridges and stormwater.
Council moved to a new Council Chambers and Administration Centre on Monday 16 December 2013, following nearly 32 years on the corner of Showground Road and Carrington Road, Castle Hill. The move cleared the way for the construction of the Sydney Metro Northwest’s Showground Station (with the site compulsorily acquired by the NSW Government).
Purchased community land for recreational activities, walkways, cycleways, parks and playing fields worth more than $116M during this period.
NSW Treasury rating of Council’s financial position upgraded from “Sound” to “Strong”.
Delivered operating surpluses throughout the term.
Secured more than $50M in surplus from the sale of a residential subdivision of a property investment made in the 1960s.
Sold development site in Gay Street, Castle Hill yielding $140M.
Purchased numerous new investment properties costing $70M, and yielding more than $1.7M in investment income each year.
Received $78.6M from NSW State Government to fund developer contribution shortfalls (due to capping contributions at $30k) in new release areas.

AND THE RESULTS . . .

% COMMUNITY SATISFACTION
with long term planning for The Hills Shire.

<table>
<thead>
<tr>
<th>AS AT 30 JUNE 2012</th>
<th>AS AT 30 JUNE 2017</th>
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<tr>
<td>90.4%</td>
<td>95.2%</td>
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CASH RESERVES
Cash reserves increased.

<table>
<thead>
<tr>
<th>AS AT 30 JUNE 2012</th>
<th>AS AT 30 JUNE 2017</th>
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<tr>
<td>$57M</td>
<td>$252M</td>
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INFRASTRUCTURE BACKLOG
cleared this term.

<table>
<thead>
<tr>
<th>AS AT 30 JUNE 2012</th>
<th>AS AT 30 JUNE 2017</th>
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<tr>
<td>$52M</td>
<td>$0</td>
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RATES INCOME

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<tr>
<th>AS AT 30 JUNE 2012</th>
<th>AS AT 30 JUNE 2017</th>
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<tr>
<td>$81.5M</td>
<td>$87.3M</td>
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EXPENDITURE

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<tr>
<th>AS AT 30 JUNE 2012</th>
<th>AS AT 30 JUNE 2017</th>
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<tr>
<td>$155.3M</td>
<td>$290M</td>
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THE FUTURE
Council is predicted to operate at a surplus for the next 10 years.
Long Term Financial Sustainability.
COMMUNITY SAID . . .

“PROVIDE ATTRACTIVE, SAFE AND WELL MAINTAINED PUBLIC SPACES PROVIDING A VARIETY OF RECREATIONAL AND LEISURE ACTIVITIES THAT SUPPORT AN ACTIVE LIFESTYLE.”

SO COUNCIL . . .

Adopted Council’s footpath construction program to provide better local infrastructure for residents. Construction of a major path along Gilbert Road, Castle Hill was completed.

Adopted the Cultural Action Plan which provides opportunities to enhance Council’s existing range of venues for cultural events.

Hosted more than 1,000,000 visitors to our libraries per year and issued more than 1,000,000 loans.

Implemented a new, state of the art library management system providing an interactive customer focused interface, increasing browsing capabilities and bringing all resources, hard copy and digital together in one place.

Implemented self-service kiosks and automated return chutes across all libraries to allow residents to access the libraries after hours.

Implemented The Mayor’s Christmas Library Amnesty where overdue fines were waived provided library users brought in their overdue resource and a can of non-perishable food which was donated to community members in need through Anglicare.

Endorsed the Summer Reading Club program which encourages children to continue developing their reading skills. 1,046 children participated.

continued page 12
BERNIE MULLANE SPORTS COMPLEX

Two major projects are being undertaken with the conversion of fields one and two into a double synthetic playing field, to be utilised for both football (soccer) and cricket, as well as providing opportunities for other sports. These are the first synthetic fields constructed in the Shire. Running concurrently is the expansion of the playground with the incorporation of a Livvi’s Place facility. Working in partnership with the Touched by Olivia Foundation, the playground will provide opportunities for people of all abilities to enjoy and experience the sense of play. The playground will feature swings, slides, climbing units, sensory areas, seating areas, as well as a small water play component. A future stage is planned to extend the water play.

CADDIES CREEK RESERVE

Stage One, currently in progress, consists of the construction of four fields catering for football (soccer), rugby union, baseball and cricket. Associated infrastructure includes the provision of an amenities building, local playground, car parking and cycleway links. The fields will be equipped with floodlighting enabling night training and competition play, with overall usage of up to 30 hours per week. A future stage two is planned for the site which will deliver another four to five fields.

ARNOLD AVENUE RESERVE

Currently under construction is a double field facility to cater for football (soccer) and cricket. Also being developed is an amenities building, local playground, two multi-purpose hard courts and car parking. The site will also feature pathway facilities. The fields will be floodlit allowing for extended use into the evenings for both training and match play.
VIBRANT COMMUNITIES

CONTINUED

Upgraded BMX amenities at Fred Caterson Reserve, including world-class lighting.

Upgraded Turkeys Nest Reserve, Beaumont Hills which included improvements to pathways, furniture, landscaping, signage and art works explaining the historical significance of the site.

Allocated $1M for concept plans to plan for Castle Hill Showground as a recreational space for the community to improve, preserve and transform it into a dynamic open space for all the community to enjoy.

Constructed a stage and increased the capacity of the performance area at Bella Vista Farm Park in order to host various major events.

Installed new outdoor gym equipment at Crestwood Reserve, Baulkham Hills and Harold West Reserve, Carlingford. These new gyms allow residents to lead a more fit and healthy lifestyle which is both cost effective and convenient.

Entered a Joint Venture Partnership with Department of Education (DoE) to identify appropriate opportunities to use future and existing schools to assist with the sporting grounds shortage in the Sydney Hills, while state-of-the-art facilities like Caddies Creek Reserve are being built.

Reached agreements with Crestwood High School and William Clarke College for use of school sporting fields by community groups to give greater capacity to meet the demands on sporting grounds.

Allocated $500k for the concept and design of the upgrade of Waves Swimming Pool, Baulkham Hills.

Designed major upgrades to Kellyville Memorial Park to cater for the growing number of residents in the Balmoral Road Land Release area. The upgrades will include two new multi-purpose fields, an expansion of existing fields, significant reconfiguration, parking spaces for 250 cars and a new amenities building. The upgrade work will be staged and commence in the 2017/2018 financial year. $3.25M of developer contributions have helped to fund this project.

Re-turfed the athletics field at Gooden Drive Reserve and carried out extensive drainage work ahead of the summer athletics season. The reserve is used by athletic clubs and schools throughout the year. The works will allow it to be used by more athletes for longer periods of time.

Upgraded various parks such as Roy Dudley Park Reserve, Beaumont Hills; Hammond Court Reserve, Baulkham Hills and Sherwin Avenue Reserve, Castle Hill. The upgrades included new play equipment, new slides, soft-fall ground and concrete edging to make our playgrounds safe and fun places for the younger residents in the Shire.

Renewed/constructed 31 playgrounds and 86 amenity buildings.

Upgraded technology which included keyless entry into Council venues and SMS-activated lighting in parks and reserves which provides a more streamlined customer experience and also allows users of parks and reserves to switch on and off lights using their mobile phones. This will result in energy savings.

AND THE RESULTS . . .

<table>
<thead>
<tr>
<th>Community satisfaction with quality of parks and gardens.</th>
<th>12/13</th>
<th>16/17</th>
<th>IMPROVEMENT</th>
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<td>84%</td>
<td>86%</td>
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| Community satisfaction with playgrounds and play equipment. | 75.4% | 82% |

| Community satisfaction with ovals and sporting facilities. | 81.4% | 84.6% |

BARKER STREET RESERVE
THE RESULTS CONTINUED . . .

Community satisfaction with community centres and halls.

- 58% to 61.6%

% of people who agree or strongly agree they have easy access to sporting facilities.

- 70% to 77%

% people who feel safe in public places during the day.

- 97% to 100%

Community satisfaction - lighting of public areas.

- 85.6% to 89.2%

Buildings rated in satisfactory condition.

- 62% to 98%

Customer satisfaction with library collections.

- 81.3% to 85.9%

Turnover rate for library collections is in top 20% of NSW public libraries.

- 2/102 to 2/102

Number of participants in library events and programs.

- 32,726 to 32,564*

* Small reduction due to loss of Carlingford Library in November 2016.

No. of identified neighbourhood safer places.

- 15 to 16

Community satisfaction with emergency services.

- 88.6% to 92.4%

QUICK FACTS

NUMBER OF FIRE SAFETY STATEMENTS ISSUED 838 (16/17)

NUMBER OF FIRE SAFETY NOTICE & ORDERS ISSUED 46 (16/17)

LIBRARY VISITS 1.07 MILLION (14/15 - latest figures available from the NSW State Library)
SO COUNCIL . . .

Supported the Mind Body Soul month which attracted more than 100 attendees across the series of events. Residents were provided information about wholefood nutrition, detoxing and strategies to reduce the risk of developing dementia.

Provided telephone and counter services to approximately 150,000 customers.

Extended The Hills Men’s Shed at Eric Mobbs Reserve to provide many seniors the opportunity to channel their energy and experience into producing something for the community.

Implemented the Cardiopulmonary Resuscitation Program which saw four courses conducted in association with NSW Royal Life Saving Society. 120 residents attended.

Hosted the Seniors Week events with a great success attracting more than 500 residents to various events and activities across the region.

Welcomed a number of new Australian citizens to the Sydney Hills through citizenship ceremonies.

Council provides long day care services for 316 children and improved occupancy rates at various Council Child Care Centres.

Conducted fire safety inspections of commercial premises within the Shire. This included a comprehensive fire safety Audit of Event Cinemas at Castle Towers and Reading Cinemas at Rouse Hill.

Successfully transitioned Hills Community Care to the Australian Government’s Commonwealth Home Support Program for Aged Care Services and the National Disability Insurance Scheme for Disability Services.

Key outcomes under this transition include all quality standards being met under independent quality reviews undertaken by the Aged Care Quality Agency in 2015 and the third party verifications completed for disability services in 2015 and 2017.

Celebrated 25 years of Hills Community Care with over 50 guests. Delivered 27,000 meals per year and provided services to 2,300 aged care and disability clients.

Provided training opportunities for volunteers in all areas where volunteers contribute to the provision of services to the community.
Community satisfaction with children and youth services and facilities.

- 2012/13: 50.6%
- 2016/17: 62.8%
- Improvement: 12.2%

Community satisfaction with services and facilities for older people.

- 2012/13: 64.6%
- 2016/17: 75.6%
- Improvement: 11%

Community satisfaction with support for volunteer organisations.

- 2012/13: 77.4%
- 2016/17: 80.6%
- Improvement: 3.2%

Community satisfaction for provision of community events.

- 2012/13: 71%
- 2016/17: 76.6%
- Improvement: 5.6%

Per capita voluntary participation.

- 2012/13: 19.6%
- 2016/17: 17.0%
- Improvement: -2.6%

% People who agree or strongly agree that they have easy access to entertainment/cultural facilities.

- 2012/13: 45%
- 2016/17: 49%
- Improvement: 4%

Community satisfaction - heritage buildings - protection of heritage values and buildings.

- 2012/13: 80.4%
- 2016/17: 85.8%
- Improvement: 5.4%

Number of health standard violations in food outlets.

- 2012/13: 216
- 2016/17: 119
- Improvement: -97

Proportion of registered premises (food shops etc) inspected annually.

- 2012/13: 100%
- 2016/17: 100%
- Improvement: 0%

Customer requests for animal control within 5 days.

- 2012/13: 98.2%
- 2016/17: 97.9%
- Improvement: -0.3%

**And the results...**

**Quick Facts**

- Number of registered pools in the Shire: 19,426
- Number of microchipped pets in the Shire: 58,182
- All figures over 5 years
**BALANCED URBAN GROWTH**

**COMMUNITY SAID . . .**

“PROVIDE AND MAINTAIN SAFE, CONVENIENT AND ACCESSIBLE TRANSPORT OPTIONS THAT ENABLE MOVEMENT THROUGH AND WITHIN OUR SHIRE.”

**SO COUNCIL . . .**

Acquired 72kms of new local roads mainly in Kellyville/Rouse Hill, North Kellyville, Balmoral Road and Box Hill release areas.

Constructed and acquired 182kms of new footpaths and cycleways Shire wide.

Replaced Council’s last three remaining timber road bridges on Pitt Town Road and Mud Island Road resulting in wider, safer and more accessible crossings.

Renewed line marking Shire wide.

Refurbished a second-hand vessel to replace the Lower Portland Ferry.

Constructed 83 bus stop pads to comply with the Disability Discrimination Act.

Commenced a $20.7M major upgrade of Samantha Riley Drive. The section of Samantha Riley Drive east of Windsor Road will be widened to a four-lane carriageway, have three major intersection upgrades at Redden Drive, Hezlett Road and Foxall Road and a pedestrian bridge installed.

Created 178 commuter parking spaces in partnership with the State Government at the new Torrs Street car park at Baulkham Hills.

Advocated for the Parramatta to Macquarie Park via Carlingford option to be the first Western Sydney Light Rail route to be constructed.

**QUICK FACTS**

- **Population who walk, cycle or use public transport to get to work**: 14% (Census Data)
- **Road traffic major injuries**: 186 per 100,000 population down from 219 in 12/13

**SMALLS CREEK BRIDGE**
Installed roundabouts at:
- Solent Circuit and Fairway Drive
- Withers Road and Mungerie Road
- Seven Hills Road and Cropley Drive
- Merindah Road and Lukes Lane
- Crane Road and Cecil Avenue
- Arnold Avenue and Gainsford Drive
- Arnold Avenue and Colonial Street and Half Penny Avenue
- Balmoral Road and Severn Vale Drive
- Cook Street and Orchard Street
- Aiken Road and Oratava Avenue

Installed traffic signals at:
- Millcroft Way and Windsor Road Beaumont Hills
- Baulkham Hills Road and Seven Hills Road

Commenced work for traffic signals at:
- Glenhaven Road and Old Northern Road
- Victoria Avenue and Carrington Road
- Victoria Avenue and Salisbury Road
- Arthur Street and Seven Hills Road
- Norwest Boulevarde and Lexington Drive

AND THE RESULTS . . .

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<tr>
<td>Community satisfaction - people satisfied with condition of residential road surfaces.</td>
<td>93.6%</td>
<td>93.4%</td>
<td>+0.2%</td>
</tr>
<tr>
<td>% people who agree or strongly agree they have easy access to work.</td>
<td>60%</td>
<td>60%</td>
<td>+0%</td>
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<tr>
<td>Average time taken to repair potholes.</td>
<td>1.85 DAYS</td>
<td>1.54 DAYS</td>
<td>-0.27 DAYS</td>
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<tr>
<td>Road assets rated in satisfactory condition.</td>
<td>87.5%</td>
<td>97.3%</td>
<td>+9.8%</td>
</tr>
<tr>
<td>Footpaths rated in satisfactory condition.</td>
<td>92%</td>
<td>99%</td>
<td>+7%</td>
</tr>
<tr>
<td>Community satisfaction with footpaths/cycleways.</td>
<td>89%</td>
<td>89.6%</td>
<td>+0.6%</td>
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NEW ROUNDABOUT - GREY GUM ESTATE
COMMUNITY SAID . . .

“PLAN RESPONSIBLY TO FACILITATE A DESIRABLE LIVING ENVIRONMENT AND MEET GROWTH TARGETS.”

SO COUNCIL . . .

Implemented a new Shire wide Local Environmental Plan and supporting Development Control Plan that forms the basis for all future land use planning throughout the Hills Shire. Opportunities under the LEP that have been taken up include secondary dwellings and cluster development in the rural areas.

Provided planning related information online to customers through an interactive mapping system.

Adopted the Edwards Road Precinct Master Plan to establish a clear vision and development concept for the Edwards Road Precinct.

Released Box Hill Precinct to allow for approximately 9,600 dwellings, 133 hectares of employment land, one town centre and three village centres and community and sporting facilities. Rezoned approximately 380 hectares of rural land at Box Hill North to allow for approximately 4,000 dwellings, a local centre, a primary school, community and sporting facilities.

Adopted two new Contribution Plans for the Box Hill Precinct and Box Hill North Precinct, to ensure the funding and delivery of $631M of local parks, playing fields, road upgrades to support population growth around future rail stations.

Adopted Castle Hill North Precinct Plan in November 2015, to recognise the capacity within the precinct for higher density residential development opportunities and identify future density, character and streetscape outcomes to guide future development.

Finalised 10 Voluntary Planning Agreements with an estimated value of $361M to ensure the delivery of local parks, playing fields, road upgrades, water management works and community facilities.

Reviewed suburb boundaries in Baulkham Hills, Bella Vista and Kellyville to identify two new suburbs of Norwest and North Kellyville and to extend Bella Vista (subject to final Geographical Names Board approval).
AND THE RESULTS . . .

% People who agree or strongly agree they have easy access to local shops.

12/13: 89%  
16/17: 93%  
Improvement: 4%

% People who agree or strongly agree they have easy access to major shopping centres.

12/13: 84%  
16/17: 89%  
Improvement: 5%

% People who agree or strongly agree their neighbourhood has a friendly atmosphere.

12/13: 82%  
16/17: 91%  
Improvement: 9%

Community satisfaction - range of shopping facilities.

12/13: 86.6%  
16/17: 85%  
Improvement: -1.6%

% People who agree or strongly agree they have easy access to health and medical services.

12/13: 82%  
16/17: 87%  
Improvement: 5%

% People who agree or strongly agree they have easy access to schools.

12/13: 86%  
16/17: 90%  
Improvement: 4%

Community satisfaction - streetscape appearance.

12/13: 84%  
16/17: 82.6%  
Improvement: -1.4%

Community satisfaction - low density housing development.

12/13: 80%  
16/17: 83%  
Improvement: 3%

Community satisfaction - medium density housing development.

12/13: 61.6%  
16/17: 64.2%  
Improvement: 2.6%

Community satisfaction - built environment - overall zoning and presentation of The Shire.

12/13: 79.8%  
16/17: 84.4%  
Improvement: 4.6%
SYDNEY METRO NORTHWEST

Worked with the NSW Government to make the impact of the rail line construction as minimal as possible. The $8.3B venture is Australia’s largest public transport infrastructure project currently under construction and a priority rail project for the NSW Government. It will be the first fully-automated rapid transit rail system in Australia.

16 major Sydney Metro Northwest construction sites were set up across the Hills region. The project will deliver eight new railway stations and 4,000 commuter car parking spaces.

RMS ROADS

NORWEST BOULEVARDE is a State Route, and there are plans to upgrade several intersections along this road from roundabouts to traffic signals over the next few years. The first of these intersections is currently under construction at Norwest Market Town, and an additional set of signals will commence shortly at the eastern end of Solent Circuit. Council has advocated extensively for the replacement of the roundabout at Lexington Drive with traffic signals, however this project requires additional design work and extensive property acquisition.

MEMORIAL AVENUE is also a State Route under the care and control of the State Government. The RMS has completed design work for the upgrade of the road to a four lane carriageway, however construction has not yet been programmed by the State. Council has collected several million dollars for intersection upgrades along the route through the Developer Contribution Plan, and these funds will be transferred to the RMS when we are advised of the construction timetable.

CASTLE TOWERS

Work commenced in 2016 for the redevelopment of Castle Tower by Developers QIC (The Queensland Investment Corporation). This includes undertaking more detailed planning and design to its plans which were given DA approval by Council in February 2011. The extension will see Castle Towers expanded to a total floor space of 173,686 sqm, making it the biggest centre in NSW and third largest in Australia. It will see sections including the piazza and skybridge demolished and replaced, with other sections refurbished and the possibility of linking the centre to the new Castle Hill Railway Station.
RMS commenced work on the upgrade of Showground Road from a two lane to a four lane divided road to reduce congestion and increase traffic capacity to meet predicted growth from development in the area. This project also includes modifying the intersection with Pennant Street to accommodate additional turning lanes, as well as the installation of new traffic lights at the intersection with Rowallan Avenue and Kentwell Avenue.

When completed in conjunction with Stage 3 of the Castle Towers expansion, this project will incorporate all the intersection upgrades that have been listed in the tripartite agreement between QIC, the RMS, and Council, including Showground Road, Pennant Street, McMullen Avenue and Old Castle Hill Road.

NorthConnex will deliver significant benefits to the local Hills community by easing congestion and removing around 5,000 trucks daily from Pennant Hills Road. This will help improve safety, local air quality and reduce traffic noise.
COMMUNITY SAID . . .
“ENSURE OUR UNIQUE NATURAL ENVIRONMENT IS VALUED, MAINTAINED AND ENHANCED.”

SO COUNCIL . . .

Installed a 99KW solar system on the administration building which produces 7% of the buildings energy needs reducing reliance on the electricity network.

Continued to utilise the Community Environment Centre which remains an invaluable community resource. The centre provides advice, environmental workshops, a water wise garden, a community vegetable garden and volunteer opportunities for residents.

Completed Stormwater Network Asset upgrades at Carmen Drive Carlingford Catchment and bank stability projects at River Road Wisemans Ferry and Lashburn Crescent Carlingford.

Supported programs such as National Tree Day that saw volunteers plant over 10,000 native trees and shrubs at Mackillop Drive Reserve and Fred Caterson Reserve.

Received a grant of $2.3M over six years to carry out restoration works along the headwaters of Cattai Creek. Bush regeneration and revegetation has been completed in Council’s reserves and in industrial properties.
COUNCIL OFFERS RESIDENTS A VARIETY OF FREE WORKSHOPS THAT ARE DESIGNED TO HELP IMPROVE OUR ENVIRONMENT.

AND THE RESULTS . . .

<table>
<thead>
<tr>
<th>Category</th>
<th>12/13</th>
<th>16/17</th>
<th>IMPROVEMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>% of days air pollution is poor - hazardous.</td>
<td>6%</td>
<td>4.7%</td>
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<tr>
<td>No. of noise complaints</td>
<td>671</td>
<td>693</td>
<td></td>
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<tr>
<td>No. threatened entities known in The Shire.</td>
<td>77</td>
<td>81</td>
<td></td>
</tr>
<tr>
<td>No. water pollution complaints received and actioned by Council.</td>
<td>70</td>
<td>88</td>
<td></td>
</tr>
<tr>
<td>% of constructed stormwater system rated satisfactory.</td>
<td>84% (13/14)</td>
<td>91.5% (13/14)</td>
<td></td>
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<tr>
<td>% of natural waterways rated satisfactory.</td>
<td>76% (13/14)</td>
<td>76% (13/14)</td>
<td></td>
</tr>
<tr>
<td>Total energy consumption by Council (kwh/GJ).</td>
<td>30,651</td>
<td>27,999</td>
<td></td>
</tr>
<tr>
<td>Emissions from Council (CO2, e-tonnes).</td>
<td>14,033</td>
<td>15,634</td>
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COMMUNITY SAID . . .
“USE OUR NATURAL RESOURCES WISELY.”

SO COUNCIL . . .
Supported the Fridge Buyback Scheme which saw over 3,990 fridges and freezers collected from residents in The Hills, saving over $1M worth of electricity, and recycling over 350 tonnes of metal.

Held annual Household Chemical CleanOut events in which collectively, more than 7,500 residents attended and safely disposed of over 328 tonnes of household chemicals.

Provided a number of free, innovative community programs including free workshops, tours and walks to impart vital skills and principles necessary to avoid and reduce waste and live sustainably.

Supported the annual Garage Sale Trail event for the community to come together, host a garage sale and celebrate the importance of reuse.

Hosted school events as part of World Environment Day including Speaking 4 the Planet (public speaking and drama competition for high school students) and the Waste Free Lunch Day (students and staff pack a lunch which contains zero waste). Schools across The Hills were visited by the Keep NSW Beautiful EnviroMentors and Cleanaway kNOw Waste education team.

WASTE CONTRACT
Negotiated and entered into new contracts to provide waste collection, processing and disposal services worth over $150M.

BIO BANKING
Entered into Bio Banking agreements at Withers, Porters and Cadwells Roads and Sophia Doyle and William Joyce Reserves. To date almost $5M has been invested.

Bio Banking agreements are designed to address loss of biodiversity values and habitat degradation.
AND THE RESULTS . . .

Customer satisfaction with domestic garbage collection.

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<th>12/13</th>
<th>16/17</th>
<th>IMPROVEMENT</th>
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<tbody>
<tr>
<td></td>
<td>90.3</td>
<td>93.1%</td>
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<tr>
<td>(13/14)</td>
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Average amount of residual waste (red lidded bin) generated per household per week (kg).

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<tr>
<th></th>
<th>12/13</th>
<th>16/17</th>
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<tbody>
<tr>
<td></td>
<td>11.3kg</td>
<td>11.4kg</td>
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Average amount of recyclables generated per household per week (kg).

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<thead>
<tr>
<th></th>
<th>12/13</th>
<th>16/17</th>
<th>IMPROVEMENT</th>
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<tr>
<td></td>
<td>5.8kg</td>
<td>4.5kg</td>
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Average amount of garden organics generated per household per week (kg).

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<th></th>
<th>12/13</th>
<th>16/17</th>
<th>IMPROVEMENT</th>
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<tbody>
<tr>
<td></td>
<td>8.1kg</td>
<td>8.0kg</td>
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</table>

QUICK FACTS

E-WASTE RECYCLED 541.4 TONNES
FRIDGE BUYBACK 3,990 FRIDGES AND FREEZERS COLLECTED
CLEAN UP AUSTRALIA DAY SITES 204 TONNES OF CHEMICALS COLLECTED 328

ALL FIGURES OVER 5 YEARS
MODERN LOCAL ECONOMY

COMMUNITY SAID . . .
“MAKE OUR SHIRE THE VIBRANT KEY BUSINESS CENTRE IN THE REGION.”

SO COUNCIL . . . IN BUSINESS

Launched ‘Are you North West Rail Ready?’ campaign.
Delivered an expanded range of business workshops for local companies such as New Business Start Ups, Social Media, Marketing and Cash Flow Management.
Briefed the business community on the future growth strategies for the Sydney Hills and focused on providing better return from our partners and developing key priorities for the next five years.
Organised the Sydney Hills Small Business Exchange for small and micro businesses to connect with big government agencies and have legal and compliance questions answered, for free. 500 companies attended.
Hosted 100 Leaders event – presenting international and Australian business leaders and their tips for working in business.
Hosted local community service groups for a speed networking event.
Conducted the Get Smart Series business workshops which includes five separate workshop series tailored to the needs of different businesses in the Sydney Hills. The workshops focus on the five areas which included introduction to start-ups, support for home business, education for advantages of using the web and social media, establishment of a marketing strategy and improvement of their water and energy.
Business customers satisfied with business education.

12/13: 100% (13/14)
16/17: 92.2%

Number of visitors to The Hills.

12/13: 1,368,653
16/17: 2,390,211*

Customer satisfaction - major events.

12/13: 92.75%
16/17: 99.5%

Tourism output (value to the economy).

12/13: $329M
16/17: $381M
COUNCIL . . .
IN ATTRACTING VISITORS TO
OUR SHIRE

Won silver for the Sydney Country Music Festival held in 2014 in the Festivals and Events category at the 2015 NSW Tourism Awards. The 2014 festival had an economic impact of $1.4M on the local economy. More than 6,500 people from across Australia attended with a 93% satisfaction level. Of these visitors, 77% were from outside of the Sydney Hills. Approximately 1,150 visitors stayed in paid accommodation. The event was extended in 2015 with a line-up of 26 Australian and International artists.

Conducted Australia Day celebrations on 26 January every year which attracted an increasing number of attendees from 20,000 to 31,000. A range of activities including OZ Speak, flag raising ceremonies and citizenship ceremony were held to celebrate Australia Day.

Entered into a joint initiative between The Hills Shire Council and The Hills Youth Ambassadors which saw 45 members (children aged 8 – 14 years) joining the inaugural Sydney Hills Youth Choir. The choir performed at the Mayoral Christmas Party, Christmas Light and Sound Show, Australia Day and other Council events.

Conducted Sydney Hills Lunar Festival at North Rocks Park, resulting in a great success with over 7,000 people attending throughout the event.

Commemorated The Hills Centenary of ANZAC to commemorate the Gallipoli landing and acknowledge the sacrifices made by Australians in all conflicts.

Sponsored the World Qualifying Red Bull Cliff Diving round held at Riverside Oaks.

Conducted the ‘The Hills Building & Design Awards’ which resulted in a record number of entries. The awards attracted 82 entries from 39 companies. New categories for 2016 included a Bathroom Category and a People’s Choice Award.

Attracted thousands of residents annually at the Orange Blossom Festival, one of the most popular festivals in The Hills.

The annual event featured fun family activities including OBF Art Awards, a classic car and bike display, rides, face painting, circus works, wildlife display and reptile show, markets, a pop up library, a petting zoo and a community stage featuring performances from local schools, performance groups and more. With its great success each year, the majority of attendees would recommend the Orange Blossom Festival to someone else.

Successfully launched Summer Series with the addition of six new events resulting in over 200,000 attendees for the year. The best attended events this series were Park Feast, Australia Day at The Farm, Lil Mis Collins and the Christmas Sky show. Feedback from attendees was exceptionally positive.

Launched The Sydney Hills Christmas Sky Show at Main Street Castle Hill. The show exceeded 2014 visitation numbers obtaining over 32,000 people attending in 2015 and 2016 including the special New Year’s Eve event.

Welcomed over 10,000 people at the Sydney Hills Water Wonderland.

Launched The Sydney Hills Outdoor Cinema with approximately 300 guests attending. Overall the event was deemed successful over the 31 nights.

Won the National Trust Heritage Award for Community Engagement for the Summer 2016 production of Convict Footprints at Bella Vista Farm Park.

Hosted Shakespeare In The Park annually at Bella Vista Farm Park. The Second Age Project continued and expanded to include young people up to 25 in the Third Age Project.
The local government sector continued to face complex and varied challenges, with particular pressures driven largely by urban expansion and rapid population growth.

**FUNDING DEVELOPMENT – SECTION 94 CAP AND THE LOCAL INFRASTRUCTURE GROWTH SCHEME**

During the term, the NSW Government continued its interim funding arrangements for “capped contributions” under Section 94 of the Environmental Planning and Assessment Act. The Priority Infrastructure Fund (PIF) from 2010 was changed to the Housing Acceleration Fund (HAF) and then the Local Infrastructure Growth Scheme (LIGS).

These funds “top up” contributions paid by developers that are capped at $30,000 per lot. To be eligible for funding, councils must have their Section 94 contributions plans assessed by the Independent Pricing and Regulatory Tribunal (IPART).

During this term, the Box Hill Contribution Plan has been assessed by IPART and is awaiting approval by the Minister.

We continue to work proactively with the NSW Government towards a long term resolution of this issue which will ensure the sustainability of those new communities and the quality of their facilities.

**INFRASTRUCTURE RENEWAL AND MAINTENANCE**

With the challenges of planning for and servicing new communities, and with a budget constrained through rate pegging, The Hills Shire also faced the ongoing issue of the cost of maintaining The Shire’s existing infrastructure.

**RATE PEGGING AND COST SHIFTING**

NSW Local Government has six main sources of revenue. These are rates, charges, fees, grants, contributions and investments.

For more than 30 years, NSW councils have been subjected to rate pegging with the annual rate peg percentage set each year by IPART. In principle, this percentage reflects the projected annual increase in costs that a typical council delivering services at levels comparable to the previous year.

Council acknowledges that the formula applied is a theoretical base for all councils, the reality for most councils is that rate revenue capacity for a given year is determined by the maximum rate increase permitted on top of the previous year’s rates. While an opportunity exists for councils to seek an increase above the statutory ceiling, this decision is beyond the control of each Council. Rate pegging affects all councils and has an adverse effect on revenue raising capacity.

While councils feel the ongoing effect of rate pegging on their budgets, they also continue to experience the impact of cost shifting as services are transferred from other tiers of government to local government.

Local government is the only tier of government without formal constitutional status, leaving councils at the mercy of State Government legislation.

Legislative changes have included the 1998 introduction of the Companion Animals Act which required councils to increase data collection and reporting standards in relation to Companion Animals.

Amendments to the Food Act resulted in councils needing to comply with higher standards for the frequency and extent of food premises inspections.

Without an appropriate procedure in place to manage proposals for the shifting of functions between levels of government, councils like The Hills Shire will continue to carry the significant financial burden resulting from cost shifting.

**GROWING POPULATION**

The Metropolitan Plan for Sydney 2036 (the Metropolitan Plan) projects Sydney’s population will increase to 5.98 million people by 2036 – an increase of 1.7 million people or 40% since 2006.

The number of Sydney homes will increase to 2.45 million by 2036 – an increase of 770,000 or 46% in 30 years.

The Hills Shire LGA is expected to grow to over 250,000 people by 2036 and approximately 37,900 households. The bulk of the growth will take place in the North West Growth Centre and Urban Renewal Precincts that are located around key transport nodes and major centres.
Planning for future growth has been a considerable focus during the term while also maintaining a high standard of services and facilities for current residents and ratepayers.

Council has created the Hills Corridor Strategy - a plan that creates a vision for the Sydney Hills of the future.

The strategy looks specifically at ways to meet future housing and employment growth expected for the areas around Cherrybrook, Castle Hill, Showground, Norwest, Bella Vista, Kellyville and Rouse Hill stations, while ensuring densities are delivered in a carefully planned and livable way.

The strategy moves away from using building heights and uses a framework of dwellings per hectare to encourage diversity and innovation in the way dwellings are delivered.

It allows for more housing than the State Government’s Corridor Strategy, but encourages quality design and good built form as well as considering the critical roads, parks and services that additional residents need.

**URBAN DEVELOPMENT**

The term saw significant decisions and policy development that will forge the future shape of The Hills Local Government Area.

Council continued to work with The NSW Department of Planning and Environment in the planning of the North West Priority Growth Area.

We have worked closely with the Department to help ensure the strategic plans of both levels of government are aligned and integrated as much as possible to deliver the best outcomes for the community.

There remains a wide range of local, state and federal government strategies that overlap, set different objectives and implementation measures.

When combined, they make it difficult for councils to apply a consistent and sound policy framework at the local level which is underpinned by a clear path for the future.

The Hills has argued for this to be addressed, with particular emphasis on integrating the NSW State Plan with the Metropolitan Strategy and on developing a robust implementation program tied to the budget.
Where to next?

Budget Highlights 2017/18

• $530,000 refurbishment for Baulkham Hills Swimming Pool.
• $1M for Castle Hill Showground redevelopment concept design.
• $338,690 for a new park at Half Penny Reserve, Kellyville.
• $153,401 facilities upgrade at Wisemans Ferry Park Reserve.
• $550,000 Sackville Cemetery upgrade.
• $464,740 for Samantha Riley Drive playing fields, North Kellyville.
• $1,556,179 for Memorial Avenue pedestrian bridge.

$55.8M TO ACQUIRE LAND & PROVIDE MORE SPORTING FIELDS & OPEN SPACES
This funding will ensure that our public spaces are attractive, safe and well-maintained, providing a variety of recreational and leisure activities to support active and healthy lifestyles.

$53.7M TO UPGRADE ROADS, FOOTPATHS, IMPROVE STREET LIGHTING & BUILD MORE BRIDGES
Will ultimately provide traffic congestion relief for commuters and pedestrians.

$30.3M FOR OUR NATURAL ENVIRONMENT
This will ensure it is valued, maintained and enhanced through effective storm water and environmental sustainability projects, as well as garbage, recycling and kerbside clean-up services.

$5.9M FOR OUR LIBRARY SERVICE
This investment will fund active and engaging learning activities for residents.

$3.8M FOR SES & RFS
We are committed to the State Emergency Services (SES) and Rural Fire Services (RFS). This funding boost will support their life-saving work in our community.
FURTHER READING

ANNUAL REPORTS

HILLS SHIRE PLAN

Copies of these reports can be found on Council’s website under: Council Key Documents Directory

visit www.thehills.nsw.gov.au

CONTACT US

Your comments and suggestions are valuable to Council, particularly in highlighting opportunities for improving Council services, plans and reports.

You can contact Council at:
The Hills Shire Council
Administration Building
3 Columbia Court
Baulkham Hills NSW 2153
Monday - Friday 8am - 4.30pm (excl Public Holidays)

Visit a Hills Shire Library located at Baulkham Hills, Castle Hill, Dural or Rouse Hill (see website for details)

Online
www.thehills.nsw.gov.au

Post
The Hills Shire Council
PO Box 7064, Baulkham Hills BC 2153

Phone
The Hills Shire Council Contact Centre on +61 2 9843 0555
During telephone hours (8am - 4.30pm 5 days a week)