

# HORNSBY SHIRE 2035

## DRAFT COMMUNITY STRATEGIC PLAN

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*Your vision | Your future 2035*

### DISCUSSION PAPER



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### Introduction

As a Council and the level of government closest to the people, we are required to lead the community in developing a long-term vision, identifying their aspirations and priorities, and developing a plan to achieve them with an outlook of at least 10 years. This is known as the Hornsby Shire Community Strategic Plan.

*Your vision | Your future 2032*, Hornsby Shire's current Community Strategic Plan (CSP), was endorsed by Council in June 2022. As Hornsby Shire's highest-level plan, developed collaboratively with the community and other stakeholders, it sets the strategic direction for where the people of Hornsby Shire want to be in 10 years. Every project led by Council is guided by the Community Strategic Plan, however, working towards the vision is the responsibility of many partners including state agencies, community groups and private enterprise.

The term of the elected Council who endorsed this CSP ended in September 2024 and progress towards achieving our aspirations was presented back to the newly elected Council in November 2024 in the [2024 State of the Shire Report](#).

Hornsby Shire's first Community Strategic Plan was adopted in June 2010. The CSP is required to be reviewed, updated and endorsed by each new Council by 30 June after they have been elected. This updated Hornsby Shire 2035 Community Strategic Plan, *Your vision | Your future 2035*, will be Hornsby Shire's fifth Community Strategic Plan. The refreshed Plan will guide our Shire's future from now until 2035.

We have prepared this Discussion Paper to summarise the steps Council has taken in reviewing the CSP, the changes we have made and why. It is now time to check in with the community and we encourage you to read this Discussion Paper and participate in the survey to confirm that we are heading in the right direction.

In short, the survey will ask about the updated community Vision, the priorities and key challenges.

There are also some demographic questions which will help us gain more targeted insights. The survey is intended to be anonymous.

Your feedback will be used to ensure we have got it right in the draft CSP prior to endorsement by Council in June 2025.

Feel free to have your say by visiting [Your Say Hornsby](#).

### Our emerging themes – Key challenges

The CSP is the highest-level plan that a council and community will prepare, with the purpose of identifying the main aspirations and priorities of the community and identifying strategies to achieve them. These strategies need to consider the emerging trends and challenges affecting the community and set realistic goals for achieving them.

In *Your vision | Your future 2032* the Key Challenges identified are:

- The rate of population growth
- Traffic and transport
- Housing affordability and diversity
- Climate change and environmental sustainability
- Resilience
- The natural environment.

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### Improvements after review

The draft Resilient Sydney Strategy 2025-2030, awaiting finalisation, identifies the most impactful shocks and stresses facing Greater Sydney. These shocks and stresses have been enhanced since their inclusion in *Your vision | Your future 2032* and the new icons representing these have been included in the new CSP, *Your vision | Your future 2035*.

There are key challenges that have gained attention and relevance in recent years which have been added to *Your vision | Your future 2035*:

- **Sydney's waste infrastructure crisis.** With ever-increasing waste generation levels, the Sydney metropolitan area is facing a waste infrastructure crisis that is affecting local government waste services. Landfill capacity, organics processing plants and waste transfer logistics facilities are at capacity and insufficient new or replacement facilities are in the pipeline. At the same time the NSW Government has mandated the introduction of food and garden organics collection and processing services across the state.  
  
The NSW Waste and Sustainable Materials Strategy 2041 (WaSM) sets directions for a range of priority areas to support investment in infrastructure, encourage innovation and improve behaviour, as well as develop new markets for recycled materials and reduce litter and illegal dumping. However, the Strategy sets NSW targets without a state-wide or Sydney metropolitan area waste infrastructure plan to manage and recover resources from waste to meet these targets. This remains a significant challenge for Council.
- **Cost of living.** The rising cost of living is creating immense financial hardship, making it hard for many to make ends meet and impacting wellbeing. Rising interest rates to combat and prevent further inflation has increased mortgage and rent costs. Three in 10 low-income families in Hornsby Shire are experiencing financial stress from mortgage or rent.
- **Financial sustainability.** Hornsby Shire Council is responsible for delivering a diverse range of services to the community. However, Council, like many local governments is facing severe financial pressures, caused by both revenue constraints and expenditure burdens. These financial pressures are manifested in the large and growing 'renewal gap' for local infrastructure and expenditure burdens as Council's role has expanded due to external pressures, community expectations, critical unmet need and cost-shifting by other levels of government. Growth in Council revenue has been inadequate to cope with these expanding functions and the rising costs of providing services to the community.
- **Digital solutions and AI.** Council faces the dual challenge and opportunity of adopting technology and fostering workforce agility to deliver on increased community expectations for personalised, life-enhancing services. Despite budget constraints, rising costs, reduced government grants and ageing infrastructure, innovation is crucial for creating value in Council's service delivery and meeting evolving community expectations. Digital solutions and Artificial Intelligence (AI) will have a major impact on Council's operations in the next few years.

## Involving our community

### Community Engagement Strategy

Council is committed to meaningful community engagement and we believe that every resident has a right to have a say in decisions which impact them. We wanted to make sure we heard from all of our key stakeholder groups in Hornsby Shire. Our Community Engagement Strategy guides us in delivering best-practice community and stakeholder engagement with high quality outcomes. Initially adopted in July 2021, the Strategy was recently reviewed, minor updates made, and re-adopted in December 2024.

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### 2018-2021

Significant consultation and engagement was undertaken by Council during 2018-2021 to formulate the current CSP, where we heard from 15,417 people through 27 community engagement projects over a broad range of topics and not specifically focused on the CSP.

In 2021, to inform the review, 1,812 people completed an online survey between 2 September and 15 October 2021 which sought to understand if the current Vision within the CSP still resonated with people, and to identify community values, strengths, opportunities, challenges and priorities.

We also drew on Community engagement outcomes from other large projects, including Future Hornsby and its 10 supporting strategies. The results of the 2020 Quality of Life and Asset Management survey and the National Liveability Census were also considered and integrated as part of that review. These engagements revealed what was important to you – your top priorities.

#### Top 10 Priorities

■ Natural environment – bushland trees and waterways	■ Diverse and inclusive communities
■ Population growth, housing diversity and supporting infrastructure	■ Parks, open space, recreation and sports
■ Climate change, waste and environmental sustainability	■ Resilience to shocks and stresses
■ Transport – traffic, walking and cycling, roads, parking and public transport	■ Youth, ageing, family services
■ Community facilities and cultural events	■ Economic development and vibrant town centres

### 2022-2024

The refresh of the Community Strategic Plan is not intended to comprehensively revise *Your vision | Your future 2032*.

It builds on the extensive work and consultation underpinning *Your vision | Your future 2032*.

#### Engagement objectives

Three years on, we were interested to know if the findings from the previous review are still relevant and whether our current community Vision and what's important to people within Hornsby Shire has changed.

#### Engagement approach

During 2022-2024 we engaged on further broad projects:

- **Community Satisfaction Survey 2023** - a 'pulse' survey of 300 residents designed to identify changes to the 2021 baseline data relating to community satisfaction with Council's services and facilities
- **Liveability Census 2023** – a survey of 557 people identifying "what really matters to local communities and their priorities and ideas for making their neighbourhood better for them". The data is collated into four categories - community values, place experience, strength and priorities and community ideas.
- **Social Plan 2024 survey** – Vision statement
  - **Survey** included 726 responses for the question: ***"Do you feel the existing Vision statement reflects the kind of place you would like Hornsby Shire to be?"*** Asked on a five-point scale from Strongly agree to Strongly disagree, 368 responders gave further feedback on what they thought should be changed, added or removed.
  - **Pop-ups and forums** – 251 people attended forums and pop-ups and were asked to give feedback on the Vision to make Hornsby Shire a great place to live, work, study and visit now and in the future.

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- In May 2024, 16 senior students from a high school within the Shire were also asked through a **focus group** their thoughts on our existing Vision statement, their aspirations for the future of Hornsby Shire and their ideas on making Hornsby Shire a better place in the future.
- **Community Satisfaction Survey 2024** – a survey of 600 residents to understand community satisfaction with Council services and facilities and compare progress to the 2021 and 2023 community satisfaction surveys.

In addition, data was collected from another **15 local government area-wide projects** for topics/themes relating to the CSP.

In total, feedback from 10,777 people was collated and analysed for this most recent review of the CSP.

### Feedback summary - Vision

*“Our Bushland Shire is on the Traditional Lands of the Darug and GuriNgai Peoples. It is a place for people, wildlife and natural environments to thrive in harmony. Our diverse community is welcoming, inclusive and resilient and we are leaders in caring for our future generations. We have a flourishing economy with local shopping and dining precincts. Community facilities and infrastructure are modern, accessible and connected. We have many different places for recreation locally. We walk and ride and enjoy exploring parks, bushland and waterways.” (Community Vision, Your vision | Your future 2032)*

#### Social Plan Survey, Forums and Pop-Ups, January to March 2024

The results from the 726 responses for the Vision question in the Social Plan survey showed 64% of respondents Strongly agree/ Agree that the “... *existing Vision statement reflects the kind of place you would like Hornsby Shire to be?*”

However, another 17% of survey respondents indicated they Disagree or Strongly disagree, and about 19% were Unsure.

The top topics mentioned in further feedback on the Vision included:

- Indigenous heritage/Traditional Lands
- Nature/Environment
- Community
- People (Youth, Seniors, Families)
- Transport connections/Parking/Cycle
- Events and entertainment
- Housing
- Community facilities/infrastructure
- Visual amenity.

There were also suggestions of language expression and restructure, for example:

- Use active language
- Shorten, remove ‘fluff’
- Prioritise/remove certain elements.

The comments from the survey showed that while almost two-thirds of respondents agreed that the Vision reflects the desired future of Hornsby Shire, there was room for slight improvements, such as making it shorter and simpler and with minor edits.

Feedback obtained through the community forums and pop-ups for the Social Plan highlighted a number of opportunities to further refine the existing Vision, to more effectively reflect community and stakeholder perspectives. These included:

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- Ensuring the vision statement reflects the geographic diversity of Hornsby Shire – with the aim of making all people feel heard and seen
- Reconsidering the word “flourishing” economy
- Ensuring that “accessible and connected” reflects internet and mobile coverage
- Making “diverse community” more explicit and show that Hornsby Shire has a rich multicultural community
- Adding something about ensuring a good quality of life.

### School engagement, May 2024

The general feedback from a focus group with 16 local senior high school students was that the Vision could be shortened and simplified.

### **Updated Vision after review**

An internal Council working group analysed the feedback, working through all of the elements to compose the new Vision. The revised draft vision explicitly seeks to capture what it feels like to live in the Shire – the connection to each other and the environment that we know the Hornsby Shire community values so highly. It moves beyond listing the types of “things” that would make up the Shire and instead imagines what having those things would do for the experience of living here – noting that there are also different experiences living in the diverse environments across the Hornsby Shire. An Acknowledgement to Country recognising the Traditional Owners of the lands of Hornsby Shire and their ongoing Connections to Country appears at the front of every Council corporate document as an overarching statement.

This is the simplified Vision:

Hornsby Shire is a place that inspires and sustains us.  
A place where we value our connections to each other  
and our environment and celebrate living in our unique  
urban, suburban, rural and river communities.

*(Community Vision, Your vision | Your future 2035)*

### **Feedback summary - Priorities**

#### Liveability Census 2023 (January to March), Place Score

In 2023, we once again participated in the Australian Liveability Census. Launched on National Neighbour Day in March and running until June, the Census invited local communities to share what was important to them, giving a glimpse into how their local neighbourhoods are performing.

Respondents rated the performance of 50 neighbourhood place attributes based on lived experience and selected their 15 most important neighbourhood place attributes (community values) out of those 50. These Place Attributes cover a broad range of themes: open space, movement, local character, economy, environmental sustainability, community, social facilities and services, housing and development, management and safety.

From this survey, a Housing Insights Report was developed to support improving liveability, particularly in high growth areas, and for future resident groups; youth and those born overseas.

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**83%** of Hornsby Shire respondents are satisfied with liveability in their local neighbourhood  
(National average 82%)

### Hornsby Shire's Top 3 Liveability Strengths:



Elements of natural environment  
(natural features, views, vegetation,  
topography, water, wildlife etc.)



Access to neighbourhood  
amenities (cafes, shops, health  
and wellness services etc.)



Protection of the  
natural environment

### Hornsby Shire's Top 3 Liveability Priorities:



General condition of public  
open space (street trees,  
footpaths, parks etc.)



Quality of public space  
(footpaths, verges, parks etc.)



Walking/jogging/bike paths that  
connect housing to communal  
amenity (shops, parks etc.)

### Compared to national benchmark:

#### Our Underperformers

-4%

Local employment opportunities  
(within easy commute)

-4%

Unusual or unique buildings  
and/or public space design

-11%

Things to do in the evening  
(bars, dining, cinema, live music etc.)

#### Our Best Performers

+11%

Sense of neighbourhood safety  
(from crime, traffic, pollution etc.)

+9%

Sense of personal safety  
(for all ages, genders, day or night)

+8%

Elements of natural environment (natural features,  
views, vegetation, topography, water, wildlife etc.)

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### Community Satisfaction Surveys 2023 (February) and 2024 (November), Taverner Research

These surveys were commissioned by Council and undertaken by Taverner Research Group to better understand key issues, community needs and priorities regarding the services and facilities provided by Council. In 2023, a pulse telephone survey was conducted with a random sample of 300 adult Hornsby Shire residents. In 2024, 600 residents completed responses by telephone (540) and an online panel (60) from a random sample of adult Hornsby Shire residents.

Key findings from the 2024 survey are listed below:

- Overall satisfaction with Council mean was 3.29 (using a 1-5 satisfaction scale) in 2024, down marginally from 3.35 in 2023 and 3.43 in 2021. 43% of residents were satisfied while 18% were dissatisfied – a net satisfaction rating of +25% (against +33% in 2023 and +41% in 2021).
- Six services and facilities (out of the 30 measured) had mean scores below a neutral 3.0 score:
  - Development approvals process 2.69 (2.62 in 2023)
  - Consultation and engagement 2.98 (2.87 in 2023)
  - Amount and type of development 2.90 (not asked in 2023)
  - Encouraging local industry, businesses, and tourism 2.92 (3.12 in 2023)
  - Bike paths 2.93 (2.80 in 2023)
  - Managing parking 2.96 (3.01 in 2023).
- Five services and facilities had increases in mean scores of 10% or more between 2023 and 2024:
  - Condition of local roads
  - Bike paths
  - Management of trees
  - Consultation and engagement
  - Condition of public toilets.
- Five services and facilities had decreases in mean scores of 10% or more between 2023 and 2024:
  - Litter control and rubbish dumping
  - Wharves and boat ramps
  - Encouraging local industry businesses and tourism
  - Community centres
  - Managing natural bushland.
- Thirty-six percent of respondents in 2024 had contacted Council for a reason other than paying rates in the previous 12-month period. There was a significant increase in the proportion of customers whose issue was resolved in a single contact (54%, against 41% in 2023). Fewer customers surveyed in 2024 were dissatisfied with the timeliness of the Council's response (19% compared to 2023 (31%).

Further information on the Community Satisfaction Survey 2024 can be found on our [Your Say Hornsby](#) website.

### School engagement, May 2024

Feedback from the senior high school students was that their three most important **aspirations for the future of Hornsby Shire** were:

1. Public transport
2. Vibrant town centres
3. Local jobs.



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The students' ideas for making Hornsby Shire better in the future included:

- more night life
- improve parking
- safer roads
- more parks and walking paths
- less traffic congestion.

### Priorities after review

While we have not specifically re-asked the wider community about their priorities during the review period, analysis done of feedback from the Liveability Census, the school students, the Community Satisfaction Surveys and other feedback relating to the CSP revealed that the things that are important to our community and their aspirations have stayed the same over the two year period of the review. The survey available over the exhibition period asks for confirmation of the top 10 priorities.

#### What we understand about these community priorities

**Natural environment** – Specific issues relating to bushland and tree management were frequently raised, including opportunities to collaborate with the NSW National Parks and Wildlife Service to improve sustainable and recreational access to national parks; concern with vegetation clearing; and, some community members expressed a desire for better protection of trees on private land, while others argued that current regulation was too tight and was counterproductive to increasing total canopy cover.

**Population growth** – There is mixed support for greater housing diversity, however most people would prefer development to occur in existing urban areas.

**Climate change** – Environmental sustainability was a strong theme, with passionate calls for action on climate change at all levels of government as well as motivating and enabling change on a grassroots level.

**Transport** – The community reported a desire for reducing car related travel by providing better options for walking, cycling and improving access to public transport.

**Community facilities** – The community expressed a strong desire for walkable access to local shops, cafes, restaurants, community facilities and public open space. Also, modernised and accessible facilities were very much appreciated.

**Diverse communities** – The community acknowledged the need to strive towards an inclusive community and celebrate diversity in many forms, in particular cultural diversity.

**Parks** – Community members highly value the feel of open spaces, bushland areas, views and the greenery across the rural area.

**Resilience** – Concern about the effects of climate change and calls for measures to improve resilience – particularly in response to risks of bushfires.

**Youth and ageing** – Collaborating with the community, especially with local young people was strongly supported to enable a greater contribution in decision making, local knowledge / different perspectives.

**Economic development** – Many community members recognised the importance of local businesses to creating vibrant neighbourhoods and wanted to see Council continue to work closely with commercial operators to revitalise town centres and establish a night-time economy.

The neighbourhood place attributes emerging from the Liveability Census 2023, as well as our strengths to be nurtured and opportunities for better community outcomes, all support the priorities we have been working towards in *Your vision | Your future 2032*. The 15 neighbourhood place attributes the community most values have been incorporated at p4 of the updated CSP, *Your vision | Your future 2035*.

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### Feedback summary – What do you love about Hornsby Shire

In the CSP survey in September/October 2021 we asked the question: ***“What do you love about living here?”***

Results showed that participants love living in the Hornsby Shire because of the natural environment particularly the bushland, national parks, trees and green spaces. The community is passionate about protecting the region, looking after each other, and collaborating with Council. In their responses, 1,252 participants expressed an appreciation for what the Hornsby Shire has to offer by way of the beautiful natural environment, peaceful lifestyle, proximity to the city and welcoming community.

Participants value the community spirit, friendly neighbourhoods, amenities and recreational opportunities that exist amongst our great open spaces.

In the Community Satisfaction Survey, February 2023 we asked the question: ***“If you had to describe what you love about Hornsby Shire in one or two words, what would it be?”***

Dominant themes of what residents surveyed loved about the Shire were the natural environment, community and amenity.

The most common sentiments from both these surveys are expressed in the word cloud below and on p23 of the draft 2035 CSP.



## Our structure

*Your vision | Your future 2035* is guided by four key Themes which are supported by eight Strategic Directions, 25 Long-term goals and 51 Plans of action.

The structure of *Your vision | Your future 2035* is different in a few places to the structure of *Your vision | Your future 2032*. This Discussion Paper provides an outline of the changes.

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<i><b>Your vision   Your future 2032</b></i>	<i><b>Your vision   Your future 2035</b></i>
4 key Themes	4 key Themes
8 Strategic directions	8 Strategic directions
25 Long-term goals	25 Long-term goals
56 Plans of action	51 Plans of action
31 Community indicators	35 Community indicators

### Structure of ***Your vision | Your future 2032***

#### **HORNSBY SHIRE COMMUNITY STRATEGIC PLAN 2022-2032** ***Your vision | Your future 2032***

<b>Themes</b>	<b>Liveable</b>	<b>Sustainable</b>	<b>Productive</b>	<b>Collaborative</b>
Strategic directions	x 2	x 2	x 2	x 2
Long-term goals	x 6	x 7	x 5	x 7
Plans of action	x 16	x 14	x 14	x 12
Community Indicators	x 7	x 11	x 9	x 4

The Themes, Strategic directions, Long-term goals and Plans of action encompassed within ***Your vision | Your future 2032*** were developed with a ten-year outlook. Long-term planning is essential because it provides direction and purpose for all of our partners and allows anticipation of challenges and identification of opportunities to ensure informed decisions can be made aligning with the community Vision.

### **Community indicators – ***Your vision | Your future 2032*****

Hornsby Shire Council’s Audit, Risk and Improvement Committee (ARIC) requested audits of both the Liveable and Productive Themes to review and assess the adequacy and effectiveness of the performance data, key performance indicators and other measures which are relied upon to report on Council’s success in delivering the community Vision. These audits were conducted in 2023 and 2024 by external consultants.

The audits found that many of the measures in Council’s suite of Integrated Planning and Reporting documents are measuring output rather than outcome, reducing the effectiveness of the measures as they are not reporting on what effect the delivered activities have had on the community. With this in mind, a full review of the Community indicators within the CSP was undertaken.

### **Improvements to structure after review**

Taking into account ***Your vision | Your future 2032*** was developed with a ten-year outlook, and the fact that it is understood the community priorities remain the same, a minor review of the elements within the structure was undertaken to ensure those elements closely reflect the direction towards the community Vision, are easily understandable and not duplicated, and also address the extra Key challenges identified earlier. The Plan also reflects significant changes in trends since the previous plan, graphics, figures and projections have been updated and we have better defined how Strategic directions will be measured.

The minor amendments made to the elements in the structure in ***Your vision | Your future 2035*** are set out below.

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### Structure of *Your vision | Your future 2035*

#### HORNSBY SHIRE 2035 COMMUNITY STRATEGIC PLAN

##### *Your vision | Your future 2035*

Themes	Liveable	Sustainable	Productive	Collaborative
Strategic directions	x 3	x 2	x 1	x 2
Long-term goals	x 8	x 7	x 3	x 7
Plans of action	x 18	x 13	x 8	x 12
Community Indicators	x 17	x 10	x 4	x 4

### Changes to structure summarised

At the high level:

- One Theme has been renamed - the Theme of 'Productive' has become 'Prosperous'
- Two Strategic directions have been renamed and one has moved to a different Theme
  - the Strategic direction 'Integrated and accessible transport' has been moved from the Productive theme to the Liveable Theme as it was considered to be a better fit and renamed 'Safe, integrated and accessible transport'
  - the Strategic Direction 'Smart and innovative' in the Collaborative Theme has been renamed to 'Responsive and effective civic leadership' and the descriptive text relating to the Strategic Direction has been updated
- Seven Plans of Action have been deleted – considered to be covered by other Plans of Action – and two Plans of Action have been added. The number of Plans of Action has been reduced from 56 to 51.
- Minor wording updates have been made to Long-term goals and Plans of action for clarity.

Changes are marked-up below:

#### HORNSBY SHIRE COMMUNITY STRATEGIC PLAN 2022-2032 showing proposed changes for HORNSBY SHIRE 2035 COMMUNITY STRATEGIC PLAN (CSP)

Red <b><i>italic bold</i></b> text = added Red <del>strikeout</del> text = deleted				
Theme	Strategic direction	Long-term goal	Plan of action	Proposed change for 2035 CSP
Liveable	<b>1. Connected and cohesive community</b> A caring community where the built environment and people combine to create a sense of belonging and support	1.1 A resilient and welcoming community that cares for and looks after each other by connecting and participating in community life	Acknowledge and respect <del>the Darug and GuriNgai Peoples as</del> the Traditional Owners and ongoing custodians of the lands and waterways of Hornsby Shire	<ul style="list-style-type: none"> <li>Plan of action wording amended</li> </ul>
		1.3 Safe, inviting, comfortable and inclusive <b>public</b> places are enjoyed by people both day and night	<del>Collaborate to minimise crime through community safety programs</del> Create <b>and manage</b> inviting public spaces that are <b>of high quality</b> <del>designed to improve safety and health</del>	<ul style="list-style-type: none"> <li>Long-term goal wording amended</li> <li>Plan of action deleted</li> <li>Plan of action wording amended</li> </ul>

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### HORNSBY SHIRE COMMUNITY STRATEGIC PLAN 2022-2032 showing proposed changes for HORNSBY SHIRE 2035 COMMUNITY STRATEGIC PLAN (CSP)

Red ***italic bold*** text = added  
Red ~~strikeout~~ text = deleted

Theme	Strategic direction	Long-term goal	Plan of action	Proposed change for 2035 CSP
Liveable	<b>2. Inclusive and healthy living</b> Well designed neighbourhoods with distinct local characters featuring great public spaces that support people's health, wellbeing and growth.	2.2 A greater diversity of housing for current and future community needs	Provide diversity and affordability of housing to cater for <del>key workers</del> <b><i>people on low and moderate incomes</i></b> , the ageing population and other vulnerable groups	<ul style="list-style-type: none"> <li>Plan of action wording amended</li> </ul>
		2.3 An active and healthy community that fosters social, mental and physical wellbeing for all ages	<del>Improve access to formal and informal education and lifelong learning opportunities, facilities and services</del>	<ul style="list-style-type: none"> <li>Plan of action deleted</li> </ul>
			<del>Improve access to fresh foods to support healthy eating and community wellbeing</del>	<ul style="list-style-type: none"> <li>Plan of action deleted</li> </ul>
<b>Productive Liveable</b>	<b>5-3. Safe, integrated and accessible transport</b> Our transport infrastructure and services will be connected and easy to use. We will increase walking and cycling, and the use of public transport.	G5.2 3.2 Transport options are well-connected, accessible and integrated to support healthy and active lifestyles and minimise dependency on private cars	<del>Deliver and</del> Maintain public and active transport support assets and amenity, <del>and co-locate at</del> key destinations <del>at and</del> transport hubs	<ul style="list-style-type: none"> <li>Long-term goals and Plans of action relating to transport moved from the Productive Theme to the Liveable Theme</li> <li>Strategic direction wording amended</li> <li>Plan of action wording amended</li> </ul>
			<del>Encourage and plan for new technology solutions and mobility innovation</del>	<ul style="list-style-type: none"> <li>Plan of action deleted</li> </ul>
<b>Sustainable</b>	<b>4. Resilient and sustainable</b> We will survive, adapt and thrive in the face of shocks and stresses. We will minimise our footprint and transition to net zero.	3.4 A sustainable community that ensures the needs of future generations are met	<del>Promote sustainable and local living, e.g. basic services are met at the local level</del>	<ul style="list-style-type: none"> <li>Plan of action deleted</li> </ul>

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### HORNSBY SHIRE COMMUNITY STRATEGIC PLAN 2022-2032 showing proposed changes for HORNSBY SHIRE 2035 COMMUNITY STRATEGIC PLAN (CSP)

Red ***italic bold*** text = added  
Red ~~strikeout text~~ = deleted

Theme	Strategic direction	Long-term goal	Plan of action	Proposed change for 2035 CSP
<b>Productive Prosperous</b>	<b>6. Vibrant and viable places</b> We have attractive and multi-use places that support economic development, innovation and local living.	6.2 A '30-minute City' with supporting infrastructure	Implement a collaborative place-based approach when planning for <del>precincts</del> <b><i>public spaces</i></b> to build thriving communities	<ul style="list-style-type: none"> <li>Productive Theme renamed to Prosperous Theme</li> <li>Plan of action wording amended</li> </ul>
		6.3 Rural areas thrive and are a local source of fruits, flowers and other agricultural produce	Support local rural <b><i>and river</i></b> economies by encouraging innovation and visitation	<ul style="list-style-type: none"> <li>Plan of action wording amended</li> </ul>
<b>Collaborative</b>	<b>7. Open and engaged</b> We aspire to create an organisation that is trusted and respected by the community. We are proactive in engaging with the community and our decision-making is inclusive, easy and timely.	7.1 An organisation that is transparent and trusted to make decisions that reflect the community vision	Demonstrate a high standard of transparency and accountability through rigorous and timely <b><i>planning and</i></b> reporting practices	<ul style="list-style-type: none"> <li>Plan of action wording amended</li> </ul>
		7.3 A community that actively participates in <b><i>and understands Council's</i></b> decision making	Deliver community engagement that is open, inclusive, <del>and</del> meaningful <b><i>and builds relationships</i></b>  <del>Build active relationships so that our diverse community is engaged in local matters and understands how and why decisions are made</del>	<ul style="list-style-type: none"> <li>Long-term goal wording amended</li> <li>Plan of action wording amended</li> <li>Plan of action deleted</li> </ul>

# DISCUSSION PAPER

## DRAFT 2035 COMMUNITY STRATEGIC PLAN

### HORNSBY SHIRE COMMUNITY STRATEGIC PLAN 2022-2032 showing proposed changes for HORNSBY SHIRE 2035 COMMUNITY STRATEGIC PLAN (CSP)

Red ***italic bold*** text = added  
Red ~~strikeout~~ text = deleted

Theme	Strategic direction	Long-term goal	Plan of action	Proposed change for 2035 CSP
Collaborative	<b>8. Smart and innovative</b> <del>From global to local connectedness, we will be forward-thinking and find creative solutions to enhance daily living.</del> <b>8. Responsive and effective civic leadership</b> <b>We lead by example and with integrity.</b> <b>We have strong leadership engaging in effective partnerships which reflect the aspirations of the community as a whole.</b> <b>We will leave a positive legacy for future generations through responsible stewardship.</b> <b>Our services are customer focused.</b>	8.2 An organisation of excellence	<b>Strengthen Council's systems security to minimise the impact of cyber attack</b>	<ul style="list-style-type: none"> <li>Strategic direction renamed and descriptive text updated</li> <li>Plan of action added</li> </ul>
		8.3 A Shire that fosters <del>creativity and</del> innovation		<ul style="list-style-type: none"> <li>Long-term goal wording amended</li> </ul>
		8.4 Smart Cities <b>Places</b> approaches improve our day to day living	<del>Develop partnerships to roll-out a network of 'Internet of Things'</del> <b>Use technology and data to make informed and better decisions</b>	<ul style="list-style-type: none"> <li>Long-term goal wording amended</li> <li>Plan of action deleted</li> <li>Plan of action added</li> </ul>

### Community Indicators after review – Your vision | Your future 2035

We revised the monitoring and reporting framework for the CSP developing a new set of Community indicators to track progress.

External data sources were researched to ensure that longevity and consistency of reporting could be maintained. A mix of indicators were investigated to ensure both subjective and objective Indicators were included.

Ten neighbourhood place attributes from the Liveability Census 2023 considered relevant to our CSP Strategic directions have been included. These attributes relate to the liveability themes of community, economy, housing and development, character, movement and environmental sustainability and show a performance score out of 10 as a 2023 Baseline. They will be measured again in 2025.

We set out the sphere of influence for the indicators to demonstrate whether Council has 'control' or 'influence' over the indicator, or the indicator is to be reported as a matter of 'interest' to the community.

The full review of the Community Indicators has resulted in 22 new indicators being included and 13 existing indicators remaining. The total of Community Indicators across the four Themes has increased from 31 in the CSP 2032 to 35 in the draft 2035 CSP. These indicators should allow us to get a better picture of our progress towards the community Vision when they are reported to the incoming council late in 2028 after the next local government election.