

HORNSBY SHIRE 2035 COMMUNITY STRATEGIC PLAN

YOUR VISION | YOUR FUTURE 2035

ENDORSED

11 June 2025



Acknowledgement of Country

Council recognises the Traditional Owners of the lands of Hornsby Shire, the Dharug and GuriNgai peoples, and pays respect to their Ancestors and Elders past and present and to their Heritage. We acknowledge and uphold their intrinsic connections and continuing relationships to Country.

Connections to Country

The area now known as Hornsby Shire is unique in its placement within the landscape with natural features differing from those that surround and beyond.

The meandering ridge lines extending from the south, north-west and north-east, meet here at Hornsby and expose its importance within the cultural landscape as a junction for these once heavily occupied travel routes. An extremely important resource for all Mobs traversing across Country for business, ceremony or family obligations and responsibilities.

From the ocean shores of Brooklyn, abundant in edible sea life and favourably utilised for its tasty treasures, to the rainforest covered gullies with constant supplies of native edible vegetation, grazing marsupials and rock shelters contribute to the uniqueness of this region.

The Dharug and GuriNgai Peoples have protected and respected this area since time began. Sacred sites were etched into the sandstone by our Creator Ancestors about cultural knowledge, lore and law of Country, community, astronomy and weather patterns, to name only a few. These are scattered strategically throughout this landscape and are still utilised today for ceremonies, celebrations and Family gatherings and to pass cultural knowledge onto the next generations.

For the Dharug and GuriNgai Peoples, this region is still alive and thriving from a cultural perspective. Despite the ever-growing demands for development and community infrastructures, the Hornsby Shire has lush and vibrant bushland areas, fresh and salt water estuaries and breath-taking visual aspects across Country allowing us the ability to continue cultural practices, share cultural beliefs and expand on our relationship and connection with our Country.

The Dharug and GuriNgai Peoples will continue to care for and respect Country. We invite and encourage you to expand on your own connection to this unique and amazingly beautiful Country. In the early morning hours when the sun is rising and you breathe in the fresh, clean air of a new day, pay homage to Mother Earth and the Aboriginal Mobs that have protected, respected, utilised and honoured these lands for its lifetime, always being mindful of never depleting resources or damaging natural features created by Mother Earth and our Creator Ancestors.

Tracey Howie, local bloodline descendant

NEED HELP

This document contains important information. If you do not understand it, please call the Translating and Interpreting Service on 131 450. Ask them to phone 9847 6666 on your behalf to contact Hornsby Shire Council. Council's business hours are Monday to Friday, 8.30am-5pm.



Chinese Simplified

需要帮助吗？

本文件包含了重要的信息。如果您有不理解之处，请致电 131 450 联系翻译与传译服务中心。请他们代您致电 9847 6666 联系 Hornsby 郡议会。郡议会工作时间为周一至周五，早上 8:30 - 下午 5 点。



Chinese Traditional

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Nepali

यस कागजातमा महत्वपूर्ण जानकारी छ।

यदि तपाईंले यसलाई बुझ्नुभएको छैन भने, कृपया अनुवाद र दोभाषे सेवालाई 131 450 मा फोन गर्नुहोस्। तपाईंको तर्फबाट हर्नस्बी शायर काउन्सिललाई 9847 6666 नम्बरमा फोन गरिदिन आग्रह गर्नुहोस्। काउन्सिलको कामकाजी समय सोमबारदेखि शुक्रबार बिहान 8:30 बजे देखि बेलुका 5 बजेसम्म हो।



Hindi

क्या आपको सहायता की आवश्यकता है?

इस दस्तावेज़ में महत्वपूर्ण जानकारी दी गई है। यदि आप इसे समझ न पाएँ, तो कृपया 131 450 पर अनुवाद और दुभाषिया सेवा को कॉल करें। उनसे हॉर्नस्बी शायर काउंसिल से संपर्क करने के लिए आपकी ओर से 9847 6666 पर फोन करने का निवेदन करें। काउंसिल के कार्यकाल का समय सोमवार से शुक्रवार, सुबह 8.30 बजे-शाम 5 बजे तक है।



Korean

도움이 필요하십니까?

본 문서에는 중요한 정보가 포함되어 있습니다. 이해가 되지 않는 내용이 있으시면, 통역번역서비스(Translating and Interpreting Service)로 전화하셔서(131 450번) 귀하를 대신하여 혼즈비 셔 카운슬에 전화(9847 6666번)를 걸어 달라고 요청하십시오. 카운슬의 업무시간은 월요일~금요일 오전 8시 30분~오후 5시입니다.



Tagalog

Kailangan ng tulong?

Ilong dokumento ay naglalaman ng mahalagang impormasyon. Kung hindi ninyo naiintindihan, pakitawagan ang Serbisyo sa Pagsasalinwika at Pag-iinterpretar (Translating and Interpreting Service) sa 131 450. Hilingin sa kanilang tawagan ang 9847 6666 para sa inyo upang kontakin ang Hornsby Shire Council. Ang oras ng opisina ng Council ay Lunes hanggang Biyernes, 8.30n.u.-5n.h.



Farsi

نیاز به کمک دارید؟

این سند حاوی اطلاعات مهم می باشد. چنانچه آن را درک نمی کنید، لطفاً با خدمات ترجمه کتبی و شفاهی به شماره 131 450 تماس بگیرید. از آنها بخواهید از جانب شما با شماره 9847 6666 با شورای شهر هورنزبی شایر تماس بگیرند. ساعات کاری شورای شهر دوشنبه تا جمعه، از 8:30 صبح تا 5 بعداز ظهر است.

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Image: Accessible new path at McKell Park



WELCOME TO HORNSBY SHIRE'S COMMUNITY STRATEGIC PLAN

Your vision | Your future 2035

The Hornsby Shire 2035 Community Strategic Plan has been prepared by Hornsby Shire Council in partnership with local residents, other levels of government that deliver educational, health and parks services, non-government organisations, community and sporting organisations and businesses. The Plan recognises the important role these groups play in shaping Hornsby Shire now and into the future.

The Community Strategic Plan is a shared vision. At its heart, *Your vision | Your future 2035* is a roadmap to where our people want Hornsby Shire to be in ten years. Leadership at many levels will be required to realise its Vision. Hornsby Shire Council will continue to play a critical leadership and advocacy role, facilitating communication, coordinating activities and ensuring that its resources are focused on achieving the Vision. At the same time, the Plan requires other agencies and levels of government to collaborate and provide resources to achieve the Strategic directions.

The Hornsby Shire 2035 Community Strategic Plan covers the period from 2025 until 2035 and will be reviewed every four years following the local government elections.

The neighbourhood liveability values expressed by our community (2023 Australian Liveability Census, Place Score) are what makes our area unique and understanding what matters most to our community will help better plan for the future and assure our community that what matters most to them is being addressed.

Our community values:

Natural environment that is protected, cared for and maintained, including trees, wildlife, waterways

Well-maintained and **good quality public open space**, like street trees, footpaths, verges and parks

Access to **neighbourhood amenities** such as cafes, shops, health and wellness services

Sense of neighbourhood safety from crime, traffic, pollution

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

Locally owned and operated businesses that provide for daily needs

Access to and safety of **walking, jogging, cycling and public transport** with signage, paths and lighting

Landscaping and natural elements, like street trees, plantings, water features

Sense of belonging in the community

Connectivity to communal amenities, other neighbourhoods, employment centres, shops

Sustainable urban design, like water sensitive, transport-oriented, sustainable building design and density



Image: Native plant giveaway at Warada Ngurang Community Nursery

MESSAGE FROM THE MAYOR

Hornsby Shire's Community Strategic Plan, *Your vision | Your future 2035* is your plan envisaging what you want Hornsby Shire to be like in 2035.

More than just a vision for the future of Hornsby Shire, the Community Strategic Plan maps out the ways in which we together can turn that vision into practical reality.

The Community Strategic Plan is the highest-level plan that Council prepares, developed collaboratively with our community, directly and through a wide range of local organisations and other levels of government.

The Community Strategic Plan identifies our community's main priorities and aspirations for the next ten years and outlines the various strategies to achieve them.

Council's Community Engagement Strategy and Community Engagement Policy specify our commitment to ensuring that your voice influences Council decision-making.

In preparing this document, we have considered the feedback of over 25,000 residents, responding to over 40 engagement projects, as we work toward a more prosperous and sustainable future for the people of Hornsby Shire.

The major challenges you have identified for the next ten years include responding to population growth, housing affordability, traffic and transport, responding to economic and technological change, looking after our natural environment and taking action on climate change, and the social diversity and resilience within the community.

To do so, we must seek to provide the supporting infrastructure to keep up with new developments. We must aim for sufficient housing that is affordable for people on low and moderate incomes, and first-home buyers and downsizers.

You have rightly identified the need to improve our energy and water efficiency and reduce our greenhouse emissions, manage waste and recycling, and protect the health of our waterways.

Together, we must aim to make Hornsby Shire a resilient community, especially in relation to bushfires and extreme weather events, and that our community works toward environmental sustainability by reducing environmental impacts and maintaining our beautiful natural environment even as we provide for essential development.

The Hornsby Shire we are working towards should be:

- Connected and cohesive
- Inclusive and healthy
- Served with safe, integrated and accessible transport
- Resilient, with us living sustainably
- Mindful of our natural environment
- Filled with vibrant and viable places
- Informed and engaged, and
- Responsive with effective civic leadership.

There is no doubt that the many challenges before us are significant, demanding commitment, wisdom, and energy on our part. However, I am perfectly confident, given the great goodwill shown across our community, that we shall succeed.

Warren Waddell

Mayor of Hornsby Shire Council



OUR COMMUNITY VISION 2035

Our Vision acknowledges the community's expressed sentiments of what they want Hornsby Shire to look like in 2035. The Vision has been developed through feedback from the Community Strategic Plan (CSP) survey in 2021 and adapted from feedback in the Social Plan community survey in 2024 and the CSP survey in 2025 while the draft 2035 CSP was on exhibition.

The Bushland 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, rural and river communities.

WHAT IS THE PLAN?

The Community Strategic Plan represents the highest level of strategic planning undertaken by local councils. It embodies the Vision for the future of the Hornsby Shire community and sets the broad strategic direction for Council's long term planning documents. The Community Strategic Plan should answer four key questions:

- Where are we now?
- Where do we want to be?
- How do we get there?
- How do we know we've arrived?

The Hornsby Shire 2035 Community Strategic Plan, *Your vision | Your future 2035*, identifies the community's main priorities and aspirations for the next ten years. Council's planning processes will be informed by, and take account of, the community priorities when planning service delivery and resource allocation.

WHY DO WE HAVE A PLAN?

All councils are required to deliver a suite of strategic documents supporting a holistic approach to planning for the future. The Integrated Planning and Reporting (IP&R) framework provides the structure which connects all of Council's strategic and operational documents, including reporting and accountability activities.

The Community Strategic Plan is the pillar of the IP&R framework. It identifies the main priorities and aspirations of the community over a period of ten years.

Council's supporting strategic documents are developed with input from the community and are adopted by the elected Council. They play an informing role in the Delivery Program by translating the high level outcomes described in the Community Strategic Plan into technically informed strategic action plans.

Progress towards achievement of the Strategic directions in the Hornsby Shire 2035 Community Strategic Plan, *Your vision | Your future 2035*, will be comprehensively reported to the next incoming Council at the beginning of their term late in 2028. The Plan will then be reviewed in early 2029 to ensure it continues to reflect the community's long-term priorities.

SUPPORT

Council's supporting strategic documents Including Local Strategic Planning Statement

Resourcing Strategy

Outlines the money, assets and people required by Council to resource the commitments made over the long term:

Workforce planning

Assists Council to have the right number of appropriately skilled people to deliver on Council's commitments (updated every four years)

Asset management planning

Sets the direction for Council to manage its infrastructure and assets at the service levels desired by the community in a cost-effective way (ten year rolling program)

Long term financial planning

Outlines how Council will structure its available financial resources focusing on long term financial sustainability and delivery of quality services to the community (ten year rolling program)





Image: Hornsby Art Prize winners and artists

Federal, state and regional plans

PLAN

Community Engagement Plan

Outlines how Council will engage with the community to develop the Community Strategic Plan and other Council plans and strategies



Community Strategic Plan (ten year plan)

A vision of where the community wants Hornsby Shire to be in ten years' time and sets strategic directions to achieve that vision (*Your vision | Your future 2035*)



Delivery Program (four year plan)

Outlines Council's plan of action to deliver what the community wants during its term of office

Operational Plan (one year plan)

Outlines specific actions to be achieved each financial year supported by an annual budget

REPORT

Annual Report

A report to the community on performance of Council's commitments and operations during the year

Biannual Performance Reports

A report from the General Manager to the Councillors and community on progress of the Delivery Program

Quarterly Budget Reports

To track financial health and ensure Council remains on track to meet the community's priorities

SUSTAINABLE DEVELOPMENT GOALS

The United Nations Sustainable Development Goals (SDGs) are a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity. The SDGs were agreed and adopted by the United Nations member states, including Australia, in September 2015 as part of the 2030 Agenda for Sustainable Development (NSW Department of Planning and Environment, 2020). The 17 Goals (shown beside) guide efforts to increase global well-being through addressing some of society's key challenges.

The Strategic directions and Plans of action outlined in this Community Strategic Plan will help to realise global goals through local action.



Image: Bushcare volunteers caring for blue gum high forest

GUIDING PRINCIPLES

Our guiding principles underpin this Plan and all of Council's decision-making processes. We will:

- Work cooperatively with other councils and the NSW Government to achieve desired outcomes for the local community.
- Work with others to secure appropriate services for local community needs.
- Act fairly, ethically and without bias in the interests of the local community.
- Recognise diverse local community needs and interests.
- Consider the social justice principles of:
 - **Access**
Everyone should have fair access to services, resources and opportunities to improve their quality of life. All residents should be able to access and use public facilities and services regardless of their social and economic circumstances.
 - **Equity**
All people will have an opportunity to participate in the future of our community. This will include those who pay for and benefit from proposed activities, facilities and resources. Therefore, the planning process will involve inclusive engagement and cater for people in vulnerable communities.
 - **Participation**
Everyone should have maximum opportunity to genuinely participate in decisions which affect their lives. This will involve a two-way flow of views and information.
 - **Rights**
All people will have the opportunity to participate in community life. Opportunities should be provided for positive participation to accommodate linguistic, cultural and religious diversity within Hornsby Shire. Information should be provided to and collected from all sections of the community.

- Consider the long term and cumulative effects of actions on future generations. Consider the principles of ecologically sustainable development and the quadruple bottom line:

- **Social**

Everyone should have access and equity to cultural activities, recreation and active living, community facilities, heritage, public health and safety, transport links, affordable housing and education.

- **Environmental**

We will consider total water cycle management, preserving biodiversity, waste management, protecting environmental features, climate change impacts and initiatives, alternative energy sources, air quality, environmental impact of development and environmentally sound operation of assets.

- **Economic**

We will review regional economic profiles and opportunities, economic sustainability strategies, commercial and industrial opportunities, small business strategies, tourism, supply chain issues, transport and trade links and the financial sustainability of Council.

- **Civic leadership**

We will consider policy frameworks, decision-making principles and allocation of priorities, leadership and representation, levels of service, Council's role as a responsible employer, business efficiency and probity expectation of the council, ethical practices, consultation and community participation in decision making and community ownership and implementation of the Community Strategic Plan.

- Be transparent in our decision-making and decision-makers are to be accountable for decisions and omissions.

HORNSBY SHIRE NOW

Our Place

The traditional inhabitants of Hornsby Shire are the Aboriginal peoples of the Dharug and GuriNgai language groups.

In 2021, 0.6 per cent of the Shire's population (870 people) identified as being of Aboriginal and/or Torres Strait Islander descent. The majority of Aboriginal peoples live in and around the Hornsby Central Business District (CBD) and in the north of the Shire. Council continues to work with these traditional landholder groups to support the celebration of Aboriginal history and culture in the Shire.

European settlement in the Shire dates from 1794 when the first land grants were made along the Hawkesbury River, with land used mainly for farming. The opening of the Newcastle and North Shore railway lines in the 1890s resulted in Hornsby CBD becoming a railway town and a major centre.

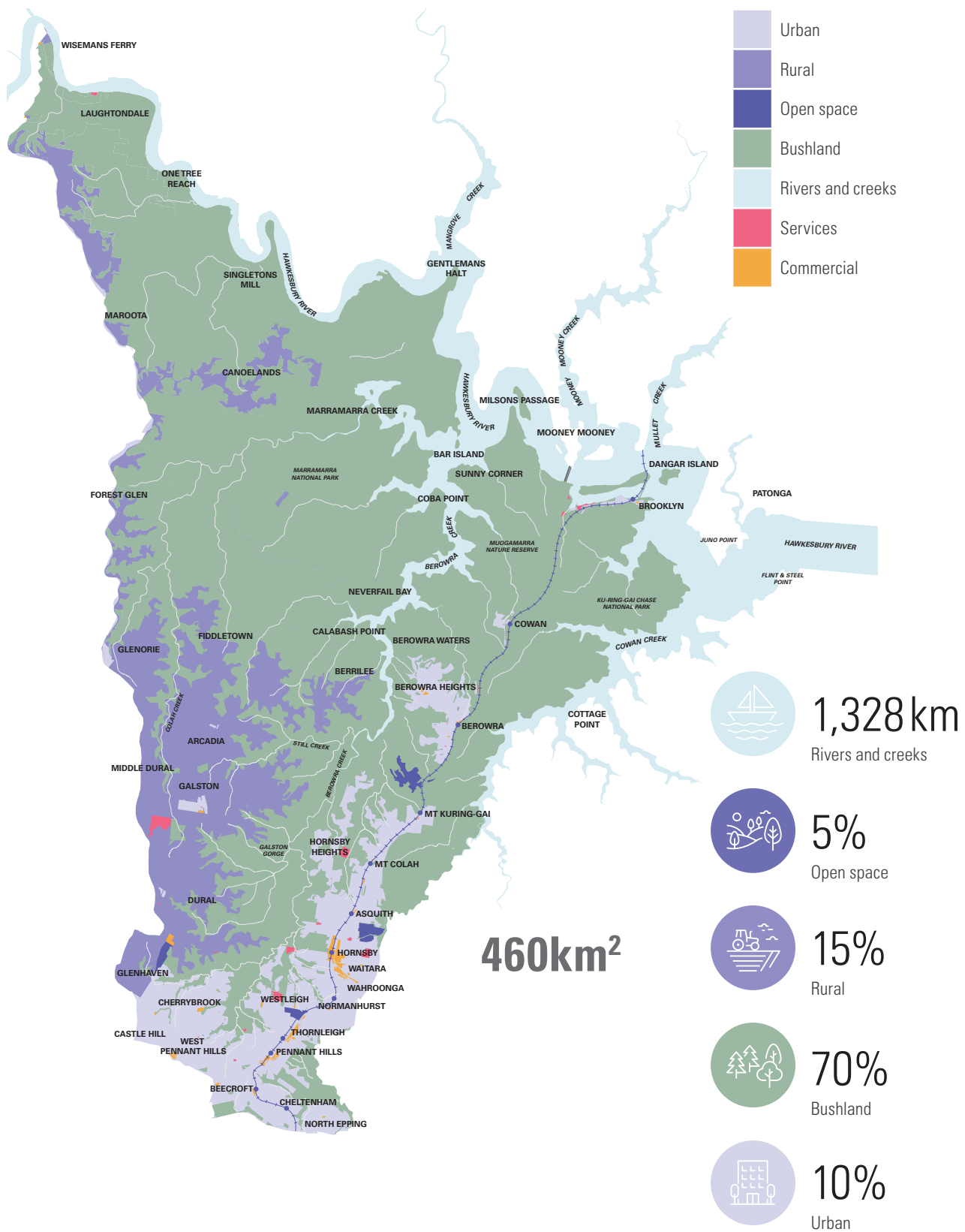
Our bushland shire enjoys the benefits and convenience of city living with enviable access to pristine bushland and waterways. It is the place where the city meets the bush. Hornsby Shire forms part of the northern suburbs, being located approximately 25 kilometres north of Sydney CBD. The Shire includes land from North Epping in the south to Wisemans Ferry in the north and Brooklyn in the east and includes 38 suburbs and rural localities. Our Shire is a mix of urban areas with freestanding homes, low-rise townhouses and high-rise buildings, large rural areas and a predominance of bushland covering almost 70 per cent of the Shire. Of the remaining land, ten per cent is zoned and used for urban purposes, 15 per cent is used for rural purposes and five per cent is for open space.

Hornsby Shire has an area of approximately 460km², largely characterised by bushland comprising national park, major waterways, natural reserves and rural landscape. Berowra Valley National Park and several large national parks account for a significant area of bushland, featuring vegetation growing on the infertile soils and deeply dissected Hawkesbury sandstone terrain. The Shire lies within the Sydney Basin bioregion and the Central Coast Botanical Subdivision and thus has ecological features characteristic of both. Major water courses within the Shire are the Hawkesbury River, Berowra Creek and Cowan Creek.

Hornsby Shire has developed its role in the Sydney housing market over the previous decades. Like many areas that are at the urban/rural interface, our Shire is especially attractive to families seeking larger detached dwellings, within an area that offers significant natural beauty and high amenity. The attractions of the Shire include excellent public transport and road links, high quality and varied school opportunities, and access to a strong job catchment in northern and central Sydney.



Image: Jerusalem Bay



COMMUNITY SNAPSHOT



Who we are

49%

Males

51%

Females

0.6%

Aboriginal and
Torres Strait Islander

41

Median age

44%

University qualification

13%

Trade qualification

73%

Completed year
12 schooling

63%

Participant rate
(population in labour force)

4.4%

Unemployment rate
(December 2024)



How we live

68%

Live in a
separate house

20%

Live in high
density dwelling

12%

Live in medium
density dwelling

53%

Households
with children

44%

Households
without children

18%

Lone person households

4%

Need daily assistance
due to disability

53%

Households with two
or more motor vehicles



Where we come from

84%

Australian citizens

92%

Speak English only
or speak it well

36%

Speak language
other than English

82

Languages spoken

41%

Born overseas

5

Top birthplaces

1. China 7.6%
2. India 5.1%
3. UK 4.4%
4. South Korea 1.8%
5. Hong Kong 1.8%

112

Different birth places
represented

Source: Australian Bureau of Statistics, Census of Population and Housing 2021.
Compiled and presented by .id (informed decisions).

Our People in the Future

Forecast age structure

In 2025, the dominant age group for persons in Hornsby Shire is ages 40 to 44, which accounts for 7.8 per cent of the total population. This age group is forecast to still be the largest five year age group in 2036 with a predicted total of 13,017 persons accounting for 7.4 per cent of the total population.

The largest increase in five year age groups between 2025 and 2036 is forecast to be in ages 20-24, which is expected to increase by 1,292 persons and account for 5.7 per cent of total persons within Hornsby Shire, compared to 5.4 per cent of total persons in 2025.

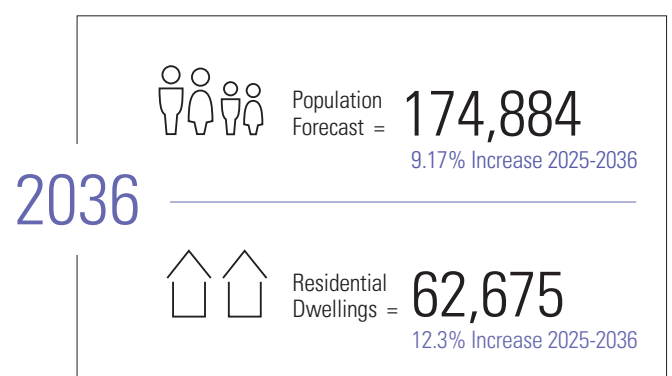
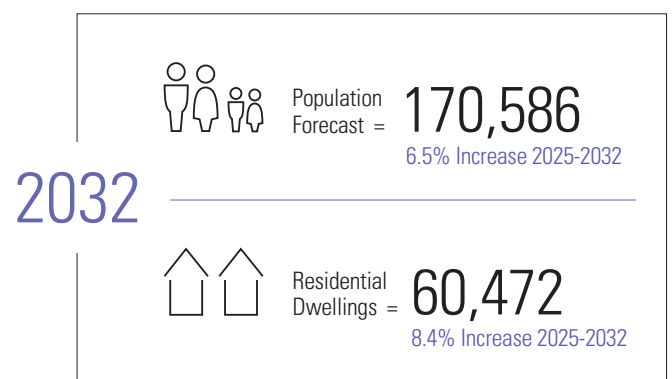
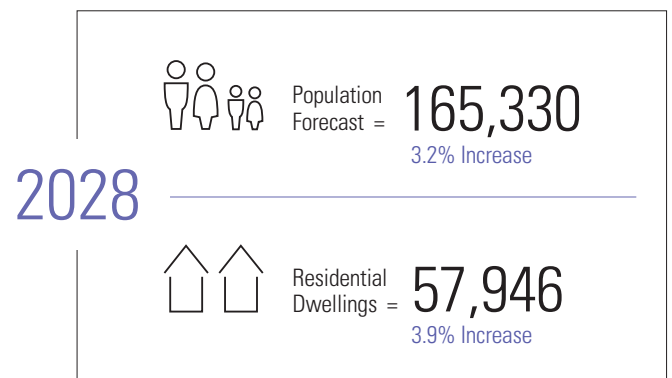
In contrast, the lowest increase in five year age groups between 2025 and 2036 is forecast to be in ages 10-14, which is only expected to increase by 140 persons and account for 6.6 per cent of total persons within Hornsby Shire, compared to 7.1 per cent of total persons in 2025.

Forecast household types

In 2025, the dominant household type in Hornsby Shire Council is Couple families with dependants, which accounts for 43.1 per cent of all households. This household type is forecast to still be the largest in 2036 comprising a predicted 40.9 per cent of all households.

The largest increase in household types between 2025 and 2036 is forecast to be Lone person households, which is expected to increase by 2,166 households and account for 19.6 per cent of all households, compared to 18.1 per cent of households in 2025.

In contrast, the lowest increase in household types between 2025 and 2036 is forecast to be Group households, which is only expected to increase by 226 households to comprise 2 per cent of all households in 2036 compared to 1.8 per cent of all households in 2025.



Source: Population and household forecasts, 2016 to 2036, prepared by .id (informed decisions), January 2023

OUR PLACE IN GREATER SYDNEY

Your vision | Your future 2035 has been prepared encompassing state and regional strategies and priorities, ensuring it aligns with these broader contexts.

Where Hornsby Shire sits

Hornsby Shire is located on the northern edge of metropolitan Sydney. The northern areas of the Shire are dominated by National Park and rural land uses, while urban development is focused at the southern end and along the Newcastle railway/freeway corridor.

The Shire has two major centres, at Hornsby and a secondary centre at Pennant Hills. There are also many suburbs, villages, islands and river communities. Most residential areas are established suburbs, except for Castle Hill, Cherrybrook and Dural, which have developed in more recent decades. In addition, some areas have increased in density, most notably around Hornsby and Waitara. The past few years have seen greater densities built around and identified for a range of other centres such as Asquith, Mount Colah, Thornleigh and Pennant Hills. Hornsby Town Centre is now the focus for residential development. (Source: profile.id).

Our Shire is bound by Wisemans Ferry and the Hawkesbury River to the north; Cowan Creek and Brooklyn to the east; the M2 Motorway and parts of Ku-ring-gai Council area, North Epping, City of Ryde and City of Parramatta Council areas to the south; and the Hills Shire to the west.

Our natural environment is one of the hallmarks of Hornsby Shire. We are known as the bushland shire, not only for our abundant bushland but for the diversity in flora and fauna, waterways and rural areas. Hornsby Shire's natural environment plays a vital role, not only for the Hornsby community but also for the region and Greater Sydney.

North District Plan

The North District Plan, which encompasses Hornsby Shire, is one of five District Plans developed (released 2018) which together map a 20-year vision for Greater Sydney. A plan to manage growth, it aims to enhance the liveability, productivity and sustainability of Sydney into the future and sets out planning priorities and actions for councils to respond to and address in their planning policies.

Planning Priorities from the North District Plan relevant to Hornsby Shire are:

Infrastructure and Collaboration

- N1 Planning for a city supported by infrastructure
- N2 Working through collaboration

Liveable

- N3 Providing services and social infrastructure to meet people's changing needs
- N4 Fostering healthy, creative, culturally rich and socially connected communities
- N5 Providing housing supply, choice and affordability with access to jobs, services and public transport
- N6 Creating and renewing great places and local centres, and respecting the District's heritage

Productive

- N8 Eastern Economic corridor is better connected and more competitive
- N9 Growing and investing in health and education precincts
- N10 Growing investment, business opportunities and jobs in strategic centre
- N11 Retaining and managing industrial and urban services land
- N12 Delivering integrated land use and transport planning and a 30-minute city
- N13 Supporting growth of targeted industry sectors
- N14 Leveraging inter-regional transport connections

Sustainable

- N15 Protecting and improving the health and enjoyment of the District's waterways
- N16 Protecting and enhancing bushland and biodiversity
- N17 Protecting and enhancing scenic and cultural landscapes
- N18 Better managing rural areas
- N19 Increasing urban tree canopy cover and delivering Green Grid connections
- N20 Delivering high quality open space
- N21 Reducing carbon emissions and managing energy, water and waste efficiently
- N22 Adapting to the impacts of urban and natural hazards and climate change.

Northern Sydney Regional Organisation of Councils (NSROC) Strategies

NSROC is comprised of eight councils in the northern part of Sydney which have voluntarily come together to address regional issues, work co-operatively for the benefit of the region, and advocate on agreed regional positions and priorities. The eight member councils are Hornsby, Hunters Hill, Ku-ring-gai, Lane Cove, Mosman, North Sydney, City of Ryde and Willoughby City.

The annual Business Plan highlights strategic objectives, actions and activities to assist member councils collaborate on key issues to deliver positive outcomes for our shared constituents and the region as a whole.

NSROC has prepared a number of strategies to provide strategic direction for the region, including:

- Infrastructure Priority Statement 2025-28
- Review of Supply and Demand for Sports Facilities in the NSROC Region 2023
- Northern Sydney Regional Waste Strategy 2022-2027
- Food and garden organics management studies to inform decision making
- Northern Sydney Transport Infrastructure Strategy 2020
- Social and Cultural Infrastructure Strategy 2020.

Resilient Sydney Strategy 2025-2030

Resilient Sydney is a strategy for all of metropolitan Sydney to build more resilient communities, which has been developed with all of Sydney's metropolitan councils and contributors from the NSW Government, business and community organisations. An update to the 2018 Resilient Sydney Strategy, this five-year strategy sets the direction we must take to strengthen our ability to survive, adapt and thrive in the face of increasing global uncertainty and local shocks and stresses and calls for business, government, academia, communities and individuals to lead and work as one city. As an active member of the Resilient Cities program and a contributor to the development of 'Resilient Sydney', Council is well positioned to develop Hornsby-specific strategies and actions.



KEY CHALLENGES

Hornsby Shire is shaped by our natural environment, population growth, housing and employment opportunities. The Shire continues to evolve and grow to cater to the changing needs of the community.

Some of the major challenges that lie ahead include climate change, traffic congestion, economic and technological changes, the rate of population growth and the ever-changing social makeup of the community. These challenges are not unique to our area and all of Greater Sydney is under pressure to address them.

The rate of population growth

Hornsby Shire is experiencing constant growth and is expected to grow by 9.17 per cent (or 0.8 per cent per annum) between 2025 and 2036. With such population growth comes potential strain on local infrastructure and transport.

Economic development that encourages business growth and local jobs will be required to complement the projected population growth of the Shire. The NSW Government, through the North District Plan, has a jobs target for Hornsby Shire of more than a 25 per cent increase on the 2016 estimate by 2036.

Planning for housing and employment opportunities and ensuring supporting infrastructure keeps up with the new developments is key to meeting the needs of future generations. It is important to understand that what happens across the Shire regarding housing developments, employment lands and infrastructure improvements is not solely determined by Council.

The NSW Government sets housing targets that require Council to approve additional dwellings. In 2016, the NSW Government set a five-year housing target under the Greater Sydney Commission's North District Plan for Hornsby Shire to provide an additional 4,350 dwellings by 2021. Council has met this target.

Recently the NSW Government set a new five-year housing target in response to the National Housing Accord for Hornsby Shire to provide 5,500 new completed homes by 2029. Council anticipates some of these dwellings will be provided during the Accord period through the revitalisation of the Hornsby Town Centre. Council will have an important advocacy role to ensure that essential supporting infrastructure will be delivered for future residents, workers and visitors, e.g. health, education, recreation and transport facilities, is a priority for the NSW Government.

Due to the advanced work completed by Council on its vision and masterplan for the Hornsby Town Centre, Hornsby was identified as an accelerated precinct through the NSW Government's Transport Oriented Development (TOD) program. The rezoning recently completed by the NSW Government amends the planning controls for the Hornsby TOD Accelerated Precinct to provide:

- capacity for over 6,000 new homes
- capacity for 2,900 new jobs across the precinct
- affordable housing contribution of between 3 per cent to 10 per cent for all new residential development in the precinct
- new and upgraded parks and open space
- more community facilities, including new library and community centre
- more open space at the heart of the town centre
- greener streets with better connectivity for walking and cycling
- provisions for a new bus interchange.

Council is pleased that most of our vision has been incorporated into the TOD rezoning. However, we will continue to collaborate and advocate for the NSW Government's assistance in delivering housing, jobs, and appropriate infrastructure.

Traffic and transport

Like many local government areas, Hornsby Shire faces challenges to the way we will move around into the future. A steady increase in population and affluence will lead to growth in private vehicle ownership. If the current trend continues, it is anticipated there will be a corresponding increase in the number of private passenger vehicles owned by Hornsby LGA residents competing for road and parking space in the Shire by 2036.

Providing additional road and parking capacity is not a sustainable solution as the increase in trips arising from a growing population and increasing vehicle ownership will continue to outpace the increased capacity. Also, substantial investment would be necessary to accommodate this growth, with significant consequences for our urban centres, impacting the Shire's liveability and amenity.

The delivery of sustainable transport options including higher uptake of public transport and active transport (such as walking and cycling) in the Shire is critical. Improving public transport infrastructure, service frequencies and reliability, together with travel behaviour change, is necessary to make public transport and active transport more viable, accessible and attractive options. These needs are consistently raised by the community through a variety of channels and forums.

Technology will also contribute to future-proofing the Shire's transport system. Emerging technologies will continue to present opportunities to innovate and embrace smart mobility (such as on-demand and ride-sharing services) and the Shire's transport system will be expected to be flexible to accommodate these opportunities as they arise. Council will need to explore partnerships with the state and federal governments and the private sector to pilot innovative approaches to service delivery.

Housing affordability and diversity

The Hornsby Shire has seen significant wealth created for Baby Boomers and Generation X through home ownership. The area is providing the emerging generations fewer opportunities for affordable homes.

Council is committed to addressing housing stress in the community and meeting the growing need for affordable housing within the Shire. Affordable housing is more than just a roof over one's head. It is a cornerstone of a vibrant and inclusive community. Ensuring access to affordable housing means that families can thrive without the constant worry of making ends meet. It allows residents to live closer to their workplaces, schools, and essential services, fostering a sense of belonging and stability.

Whilst the issue requires a coordinated response by all levels of government, local government can assist by maintaining a steady supply of homes to meet demand, promoting housing diversity, requiring affordable rental housing in perpetuity and levying contributions to be collected for affordable housing.

Council adopted its Hornsby Affordable Housing Strategy in December 2024 which identifies the current and future need for affordable housing in Hornsby Shire, with an evidence base drawing upon housing market trends, demographic and household analysis, and economic considerations.

Council's planning for the medium to long term will need a focus on housing choice and diversity. The numbers of all types of households – particularly parents with children, couples without children and lone persons – will grow, suggesting that Hornsby Shire will need to provide diverse housing options. Providing access to housing options close to work and family for people on low and moderate incomes, while retaining social connections and access to services and providing additional housing choice and affordability for first home buyers and downsizers, will be imperative.

The NSW Government finalised the Hornsby Precinct Affordable Housing Contribution Scheme in November 2024. The Scheme applies to the Hornsby TOD precinct and requires dedication of units or equivalent monetary contributions to be used for the delivery of affordable housing in Hornsby Shire.

Climate change and environmental sustainability

The world's climate is changing impacting biodiversity, natural resources, infrastructure, agriculture and human health. There is support from all levels of government to act on climate change and hold the increase in global average temperature to 2 degrees Celsius or less. The Australian Government has developed a whole-of-economy Plan to achieve net zero emissions by 2050, while the NSW Climate Change Policy Framework commits to a target of net zero emissions by 2050 and a 50 per cent cut in emissions by 2030 compared to 2005 levels. Council also has a target of net zero emissions by 2050 and a target for 53 per cent reduction in emissions by 2030 compared to 2016/17 levels.

To achieve this target and ensure environmental sustainability for our community we will need to improve our energy and water efficiency and reduce waste and transport emissions significantly within this decade. The current emissions profile for 2022/23 across the Shire identifies that we produce 1.15 million tonnes of CO₂-equivalent emissions each year. Electricity usage continues to be the largest contributor to emissions. (Resilient Sydney Platform, 2024)

Community emissions have been reducing over the last three years but the latest data shows that in 2022/23 they still remain significantly higher than Council's interim community target of a 31 per cent reduction from 2016/17 levels by 2025 (Climate Wise Hornsby Plan, 2021), which is equivalent to producing just 828,000 tonnes of CO₂-e in 2024/25.

Supporting the community to install solar panels, LED lighting and insulation, or embrace passive solar design in their homes will be integral to addressing this challenge. Given that transport is the second largest contributor to Hornsby Shire's greenhouse gas emissions, encouraging residents to reduce vehicle use by opting to walk and cycle should be a priority. This has the added benefits of improving health and wellbeing outcomes.

Waste is one of the most important issues on a local, regional and national scale. Waste and recycling are an essential service and have the potential to impact on the safety, health, amenity and wellbeing of our community. Currently 17.4 per cent of our Shire's emissions come from waste. At present 48 per cent of residential waste in the Shire is diverted from landfill. We are committed to increasing this towards the NSW Government's resource recovery target of 80 per cent by 2030. This will be achieved by targeting food and other organics for composting, processing our bulky clean-up service waste and improving diversion of soft plastics, e-waste, unwanted clothing and mattresses.

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 provided to Hornsby Shire and the greater Sydney area. 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.

This waste infrastructure crisis is significantly affecting waste facility capacity to accept material, which in turn is rapidly increasing the cost of domestic waste management charges to residents.

The NSW Government's 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, and we are currently advocating to the NSW Government regarding these matters, as well as participating in the Waste Leadership Forum between NSW EPA and local government, and working within the Northern Sydney Region of Councils (NSROC) to address waste infrastructure problems.

Protecting our natural environment

Our natural environment is one of the hallmarks of Hornsby Shire and we need to continue to work collaboratively to achieve a healthy, prosperous and resilient future for all. As with all development, the associated land clearing, coupled with densification in urban areas, continues to significantly alter bushland and natural water flows, causing loss of biodiversity, and erosion and water quality impacts on local waterways.

The urban forest, comprising of the trees within Hornsby's urban areas and on rural lands, contributes significantly to the liveability, natural environment and prosperity of the Shire. These trees provide a myriad of environmental, health and social benefits from shading, carbon storage, air pollution reduction, stormwater interception, habitat and food for wildlife, to encouraging people to be active, reducing UV exposure and skin cancer risk, and improving mental wellbeing. Trees also contribute to the landscape character that the community value so highly. The urban forest is facing many challenges through urban densification and clearing of rural lands including a changing climate, urban heat and canopy loss.

Building resilience

Building more resilient communities will be important to reduce vulnerability to shocks and stresses. Current climate change impacts on metropolitan Sydney, particularly through increased temperatures, include increased heat stress and bushfire impacts. Climate projections for metropolitan Sydney indicate an increase in average temperatures between 1-1.8 degrees Celsius by 2050, and hot days and severe fire weather days will become more frequent. Hot days per year are projected to increase by 6.2-9.7 days in 2050. The number of severe fire weather days are projected to increase in 2050 by 0.7-1.2 days. Currently, 48 per cent of the properties in the Shire are located in bushfire prone areas, so building bushfire awareness is very important. (Department of Climate Change, Energy, the Environment and Water, Metropolitan Sydney Climate Change Snapshot, August 2024.)

Heatwaves kill more Australians each year than any other natural disaster. They place considerable stress on the natural environment, particularly plants and animals. Urban Heat Island effect (which describes the tendency of cities to be much hotter than surrounding rural areas) is expected to increase in Sydney as urban development continues and temperatures increase with climate change. Future development planned for Hornsby to accommodate our growing population, jobs and housing will need to have sustainable urban design features, such as the provision of green and blue spaces, tree canopy and shade, to minimise potential increases in urban temperatures and to be located in areas of low bushfire and flood risk.

The COVID-19 pandemic was an unexpected stress we had to cope with over the last few years. Building resilient communities will strengthen our ability to survive, adapt and thrive in the face of chronic and acute stresses.

The Resilient Sydney Strategy 2025-2030 identifies the most impactful shocks and stresses facing Greater Sydney. Disruption may be due to a sudden shock event or a slow burning stress that makes life more difficult day to day. Stresses can increase the likelihood of shock events or amplify the impacts.

SHOCKS FOR GREATER SYDNEY

International crisis



ECONOMIC CRISIS



WAR & CONFLICT



CYBERATTACK



DISEASE OUTBREAK

Natural hazards



HEATWAVES



BUSHFIRES



FLOODING



STORMS



COASTAL HAZARDS

Critical infrastructure failure



ENERGY



TRANSPORT



DIGITAL NETWORKS



WATER



WASTE



SHELTER

STRESSES FOR GREATER SYDNEY

Inequity

Stresses that increase vulnerability for individuals and communities relating to geography and demographics.



HEALTH SERVICES



HOUSING



TRANSPORT



EDUCATION



COST OF LIVING

Wellbeing



MENTAL HEALTH



CHRONIC HEALTH CONDITIONS



RACISM & VILIFICATION



FAMILY VIOLENCE



SOCIAL ISOLATION & LACK OF COMMUNITY CONNECTIONS

Stresses that undermine the ability of the city to function effectively and manage increasing risks.

Governance



FRAGMENTED GOVERNANCE



REDUCING SOCIAL COHESION



LOW TRUST



ENVIRONMENTAL DEGRADATION



DISRUPTED SUPPLY CHAIN

Cost of living

Cost of living pressures continue to impact wellbeing. With the cost of living high and real incomes shrinking, the experience of financial stress continues.

Since emerging from the COVID-19 pandemic, inflation has driven the cost of living higher across the economy (Australian Bureau of Statistics, Selected Living Cost Indexes, Australia, 2024). Rising interest rates to combat and prevent further inflation has increased mortgage and rent costs and squeezed household budgets tighter. Three in 10 low income families in Hornsby are experiencing financial stress from mortgage or rent. While it may have been expected that slowing growth in inflation and interest rate rises in 2024 would bring financial relief, these changes have been accompanied by a slowing economy and declining real incomes and living standards throughout the year (Australian Bureau of Statistics, Selected Living Cost Indexes, Australia, 2024). As a result, the experience of financial stress and hardship has remained.

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.

On the expenditure side, the role of Council has expanded considerably over the last 30 years. Council continues to maintain its primary function of providing 'services to property', however, in addition Council now undertakes a range of other functions.

This expansion of functions is due to a number of external pressures, community expectations, critical unmet need and cost-shifting by other levels of government.

Growth in Council revenues has been inadequate to cope with this expanding role. Grants from higher levels of government have not been maintained in real per capita terms. As a consequence, Council has needed to become increasingly reliant on own-source revenues, which are very difficult to increase adequately.

The cost to Council of providing services to the community has also grown considerably. This is a consequence of rising input costs. This increase has a significant impact on Council finances.

Financial sustainability underscores the importance of strong leadership, disciplined commercial thinking and the imperative to harness innovation to optimise resources.

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.

Council is exploring digital innovations and AI to enhance efficiency, but ensuring a clear return on investment will be a challenge. Despite technological advancement, preserving the 'human touch' in service delivery remains important.

WHO AND WHAT HAS INFORMED THE PLAN

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.

Extensive review 2018-2021

Hornsby Shire Community Strategic Plan 2022-2032, *Your vision | Your future 2032*

2018-2021 Engagement

27 community engagement projects completed, many using multi-method approaches, e.g. community workshops, online surveys and stakeholder meetings

The Future Hornsby project, to develop the Hornsby Local Strategic Planning Statement, involved a Future Living Summit with Dr Karl Kruszelnicki, Youth Future Forum, Community River Cruise, many pop-up stalls, a focus group, an online survey and written submissions

Five representative phone surveys on waste, environmental sustainability, cycling, quality of life and asset management, and community satisfaction with Council

An online survey for the Community Strategic Plan Review gathered ideas and responses from 1,812 people

Stakeholder meetings for the Community Strategic Plan Review were held with government agencies, including NSW Health, NSW National Parks and Wildlife Service and TAFE NSW, and community committees, including Hornsby Environmental Sustainability Advisory Committee and Hornsby Aboriginal and Torres Strait Islander Committee

15,417 people participated

All consultation findings have been instrumental in shaping the priorities and components of *Your vision | Your future 2035*.

The End of Term Report 2021 and the 2024 State of the Shire Report – reports on the progress of the previous two Community Strategic Plans,

Community involvement

Council engaged and consulted with the community through many different projects over 2018 to 2021 which were instrumental in shaping the priorities and components of *Your vision | Your future 2032*.

These engagements revealed what is most important to you – what your priorities are for the future.

We then engaged on further projects during 2022-2025 and for this review of the Community Strategic Plan we sought to understand if the Vision still resonated with people and to identify community values, strengths, opportunities, challenges and priorities.

Thematic analysis across these further consultations for this minor review indicates that the Top 10 priorities remain unchanged.

Minor review 2022-2025

Hornsby Shire 2035 Community Strategic Plan, *Your vision | Your future 2035*

2022-2025 Engagement

Community Satisfaction with Council services and facilities 2023 and 2024 – random telephone surveys of 900 Hornsby Shire residents relating to community satisfaction with Council's services and facilities

Liveability Census 2023 (Place Score) - survey of 557 people identifying what really matters to local communities and their priorities and ideas for making their neighbourhood better for them

Social Plan 2024 - Vision statement

Survey – included 726 responses for the question on whether the existing Vision statement within *Your vision | Your future 2032* reflects the kind of place you would like Hornsby Shire to be. 368 responders gave further feedback on what they thought should be changed, added or removed

Forums and pop-ups – 251 people attended forums and pop-ups and were asked to give feedback on the Vision

Focus group with 16 local senior high school students on the existing Vision statement, their aspirations for the future of Hornsby Shire and their ideas on making Hornsby Shire a better place in the future

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

An online survey during public exhibition of the draft Hornsby Shire 2035 Community Strategic Plan in March-April 2025 gathered ideas and responses from 97 people

10,874 people participated

Your vision | Your future 2028 and *Your vision | Your future 2032* – were important contributors. The Reports are available on Council's website hornsby.nsw.gov.au and provide a snapshot of progress towards realising the community's vision for Hornsby Shire.

WHAT WE HEARD FROM THE COMMUNITY

Our Community Vision 2035

Feedback obtained through the online survey, community forums and pop-ups for the Social Plan in 2024 highlighted a number of opportunities to further refine the existing Vision to more effectively reflect community and stakeholder perspectives.

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.

The feedback from the Social Plan 2024 consultations strongly mentioned ensuring the Vision statement reflects the geographic diversity of Hornsby Shire with the aim of making all people feel heard and seen, and connections to nature and community. It is important that the community feels a sense of ownership over the Vision as it will inform the work of Council, community partners and state and federal governments.

Feedback received during public exhibition of the draft Hornsby Shire 2035 Community Strategic Plan in March-April 2025 confirmed that the Key Challenges and Top 10 priorities are relevant and are aligned with the community's evolving needs. The Vision statement – Our Community Vision 2035 – has been slightly amended based on feedback and appears in its updated form in this final document.

This feedback has resulted in a much streamlined Community Vision for *Your vision | Your future 2035*.

The Bushland 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, rural and river communities.

What our community loves about living in Hornsby Shire

People love living in Hornsby Shire because of the natural environment, particularly the bushland, national parks, trees and green spaces. Consultation shows the community is passionate about protecting the region and looking after each other; they express an appreciation of the peaceful lifestyle, proximity to the city and welcoming community. People also value opportunities to collaborate with Council.



A Statement from the Next Generation

WE BELIEVE IN: A culturally diverse and inclusive Shire; with a global approach to sustainability, and a local sense of community. Where the values of the people are reflected in the actions of our leaders.

Participants at the Youth Future Forum

Top 10 priorities

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

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 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.

For more detail on what you told us visit hornsby.nsw.gov.au.

Service levels for Council's facilities and services

Assets and resources should meet the needs of current and future generations and contribute to Council's long term sustainability. Council must balance the need for new infrastructure against improving existing assets, particularly given current and projected population increases.

A Quality of Life and Asset Management Survey conducted in March 2020 invited residents to suggest specific local Council assets of which they were proud. Specific sporting facilities were the most admired assets, led by (in rough order of priority) the Hornsby Aquatic and Leisure Centre, the Thornleigh Brickpit Stadium, and Greenway Park. Specific parks, gardens and playgrounds were also popular choices, with Fagan Park the most often mentioned among a wide range of other facilities. Among other more general assets, a range of specific bushland reserves and green spaces were also admired, including Crosslands Reserve and Pennant Hills Park. Hornsby and Pennant Hills Libraries were also frequently mentioned.

In November 2020, Council involved its community in further research to inform management of Council's asset portfolio. Three deliberative workshops were held, with approximately 20 participants per workshop, seeking to understand the community's satisfaction with the condition of current assets, service levels and future asset funding priorities.

To deliver the community's Vision for our Shire, including securing a positive future for our coming generations, in October 2022 Council consulted with the community regarding an application for a Special Rate Variation (SRV) to ensure Council meets its legislated obligation to manage the budget responsibly. As part of the SRV application, Council determined to maintain current levels of service.

In June 2023, the Independent Pricing and Regulatory Tribunal (IPART) approved Council's application with rates rising by a cumulative increase of 31.05 per cent, including the annual rate peg set by IPART, over four years commencing 2023/24.

Following the success of Council's application, \$67.26m will be available over 10 years to implement previously unfunded initiatives identified in a number of strategic and technical documents endorsed by Council and desired by the community as well as providing additional funding for the planned maintenance and renewal of Council's asset base outlined in the Asset Management Strategy. This SRV money will allow Council to deliver an extensive program of priority projects to the community, including:

- Upgrading community infrastructure
- Protecting bushland and improving open space
- Sustainable and resilient community
- Connected walking and cycling paths
- Planning for our future
- Improving our technology.

Community Satisfaction surveys conducted in April 2021, February 2023 and November 2024 have measured the community's satisfaction with Council's services and facilities.

Results from these surveys, combined with the outcomes of the Special Rate Variation consultation and Asset Management workshops, provide a greater depth of understanding, and ensure Council's decisions relating to priorities, resource allocation and service levels can be reflected in the Delivery Program and Resourcing Strategy. To read the outcomes of the Asset Management, Special Rate Variation and Community Satisfaction engagements please visit hornsby.nsw.gov.au.

Although Hornsby Shire Council delivers a wide range of services and facilities, many more services are provided by state and federal agencies, such as public transport, hospitals and education. There are limits to what Hornsby Shire Council alone can control and where direct decision-making and action is possible. Rising costs and increasing demand for key services means we must always be cognisant of the cost to deliver services, however Council is determined to meet its responsibilities and support residents effectively, adapting along the way to changing needs.

WHO ARE OUR PARTNERS?

Your vision | Your future 2035 includes many and far-reaching goals and actions. However, Council is neither the sole provider of services, infrastructure, funding and resources, nor does it have control over all activities in Hornsby Shire. Therefore, the Community Strategic Plan will only be achieved through a combination of Council, community and government-generated strategies, actions and projects.

Our community often expresses concern about the increasing population and trend to medium and high density development and the lack of additional infrastructure to cater for new residents. Residents want Council to focus effort on minimising the impact of development, including ensuring services such as health care, education, aged care and transport facilities are aligned to the increasing population needs. Council is

committed to advocating and facilitating change on behalf of the community in these priority areas, however, delivering on these priorities is largely the responsibility of the NSW Government.

One of the key roles of Council is understanding our community's desired levels of service and demand for key facilities and programs and balancing the level of service the community expects with what they are prepared to pay. Council will seek opportunities to gain external assistance and funding sources where possible. We will also leverage our strong and productive relationships with others to maximise our combined impact. These are some of the agencies we will work with to achieve our community's priorities. This list is not comprehensive and new partners are encouraged.



Council's role

While Hornsby Shire Council takes a lead role in the implementation of this Plan, responsibility for achieving the long-term goals rests with all levels of government, businesses, industry groups, community organisations and the community itself. Collaboration and cooperation are vital and we all need to work together.

In the delivery of this Plan, Hornsby Shire Council acts as:

Leader – We will be a leader in our field. We will plan and provide direction through policy and practices.

Provider – As a local government entity, we provide services and facilities that meet our community's needs.

Collaborator – We will foster partnerships to achieve positive outcomes for the community.

Capacity builder – We will develop and strengthen the skills, abilities, knowledge and processes that our community needs to survive, adapt, and thrive in this fast-changing world.

Advocate – We will advocate on behalf of our community to ensure their voices are heard.

HOW TO READ THIS PLAN

The Community Strategic Plan identifies the community's main priorities and aspirations for the future and sets the broad strategic direction for Council's operations. Guiding the Plan is the community vision that has been developed through community engagement and describes the kind of place the community wishes Hornsby Shire to be in 2035.

Councils are required to track and report on progress in implementing this Plan using a series of community indicators. Our Community indicators are listed in the next section of this Plan.

Your vision | Your future 2035 is aligned to the vision through the four key Themes of:

- **Liveable**
- **Sustainable**
- **Prosperous**
- **Collaborative.**

Each Theme is then made up of:

Strategic directions (8) – that highlight specific directions under each Theme

United Nations Sustainable Development Goals (17) – through local action we will work toward achieving global goals (see p10)

Resilient Sydney Shocks and Stresses (30) – addressing the most impactful shocks and stresses facing Greater Sydney (see p21)

Long-term goal — Where do we want to be? (25) – the kind of place the community wants Hornsby Shire to aspire to

Plan of action — How are we going to get there? (51) – a plan to achieve the Long-term goals

Council's role – in the delivery of the Plan of action: Leader, Provider, Collaborator, Capacity builder, Advocate (see p27)

Our partners – other agencies that have input in delivering tangible goals for the community (see p27)

Council's Strategies and Plans (47) – existing documents that will help guide the plan of action

Community indicators (35) – to measure progress towards achieving the community's Vision and priorities.

The detail under each Theme sets the roadmap for the four-year Delivery Program, a separate document which outlines what Council will deliver to support the Plans of action and allocates the budget to carry it out.

The Delivery Program can be found on Council's website, hornsby.nsw.gov.au.

HOW WE WILL MEASURE PROGRESS

The Community indicators under each Strategic direction will be monitored and reported in four years in the 2028 State of the Shire Report which will provide a snapshot of progress towards the Vision for Hornsby Shire.

Sphere of Council influence

As the level of government closest to its people, Council has a major responsibility to deliver a wide range of services and programs that contribute to the quality of life in the community. For those areas for which Council is not directly responsible, we have a leadership role in developing partnerships, influencing, advocating and lobbying for the activities of other agencies to be directed toward achieving community wellbeing. There are also indicators for which the appropriate response is simply to monitor any changes, as part of the general goal of maintaining awareness and understanding of conditions in the local community.

This Plan utilises the following hierarchy to demonstrate whether Council has 'control' or 'influence', or the indicator is reported as a matter of 'interest' to the community:

Control	<ul style="list-style-type: none">■ Measures that are under the direct control of Council.■ Core business, statutory responsibilities, service provision, Council facilities and services, building and other assets.■ Direct decision making and action is possible (and necessary).
Influence	<ul style="list-style-type: none">■ Measures that the Council does not control but can influence.■ Areas of partial or shared responsibility or influence.■ Most aspects of local government area activity in cities and urban areas. Advocacy, lobbying, education and communication are possible.■ Action may be possible in conjunction with other organisations/levels of government.
Interest	<ul style="list-style-type: none">■ Measures the Council neither controls nor is likely to influence, but that are of interest to the community.■ Awareness/understanding important. Incorporation into vision possible (e.g. health and education).■ Possible education, advocacy and lobbying roles.

LIVEABLE

Theme

1. CONNECTED AND COHESIVE COMMUNITY

Strategic direction

More detail on the Strategic direction

A caring community where the built environment and people combine to create a sense of belonging and support.



Community indicators						
WHAT WE WILL MEASURE	HOW WE WILL MEASURE IT		SPHERE OF COUNCIL INFLUENCE	BASELINE	TARGET	WHEN WE WILL NEXT MEASURE IT
1.a Social cohesion	Volunteer participation rates (%)	How we will measure progress in 2028	Influence	17.5% (2021)	Maintain	2026
1.b Community sense of connectedness	Sense of connection to/feeling support from neighbours or community (Score)	Australian Liveability Census	Influence	7.0 / 10 (2023)	Maintain	

Long-term goals	Plans of action	Council's role	Our partners
WHERE DO WE WANT TO BE?	HOW ARE WE GOING TO GET THERE?	WHAT ROLE WILL WE PLAY	WHO WILL WE WORK WITH?
1.1 A resilient and thriving community that looks after each other by connecting and participating in community life	1.1.1 Support and celebrate our cultures, heritage and diversity	Leader Provider Collaborator Capacity builder	Community Community Multi R C M Land Traditi
The community's Long-term goals	The Plan of action – what Council and other partners will do to achieve the community's Long-term goals	The role Council will take in delivering the Plan of action	Other agencies that have input in delivering tangible goals





Image: Taste of the World multicultural festival 2024

LIVEABLE

1. CONNECTED AND COHESIVE COMMUNITY

A caring community where the built environment and people combine to create a sense of belonging and support.

WORKING TOWARDS THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS:

3 GOOD HEALTH AND WELL-BEING

5 GENDER EQUALITY

10 REDUCED INEQUALITIES

11 SUSTAINABLE CITIES AND COMMUNITIES

17 PARTNERSHIPS FOR THE GOALS

ADDRESSING SYDNEY'S SHOCKS AND STRESSES:

WELLBEING:

SOCIAL ISOLATION & LACK OF COMMUNITY CONNECTIONS

RACISM & VILIFICATION

GOVERNANCE:

FAMILY VIOLENCE

REDUCING SOCIAL COHESION

Community indicators						
WHAT WE WILL MEASURE	HOW WE WILL MEASURE IT	DATA SOURCE	SPHERE OF COUNCIL INFLUENCE	BASELINE	TARGET	WHEN WE WILL NEXT MEASURE IT
1.a Social cohesion	Volunteer participation rates (%)	Australian Bureau of Statistics (Census)	Influence	17.5% (2021)	Maintain	2026
1.b Community sense of connectedness	Sense of connection to/feeling support from neighbours or community (Score)	Australian Liveability Census	Influence	7.0 / 10 (2023)	Maintain	2025
1.c Community sense of belonging	Sense of belonging in the community (Score)	Australian Liveability Census	Influence	7.5 / 10 (2023)	Maintain	2025

Long-term goals	Plans of action	Council's role	Our partners
WHERE DO WE WANT TO BE?	HOW ARE WE GOING TO GET THERE?	WHAT ROLE WILL WE PLAY	WHO WILL WE WORK WITH?
1.1 A resilient and welcoming community that cares for and looks after each other by connecting and participating in community life	1.1.1 Support and celebrate our cultures, heritage and diversity	Leader Provider Collaborator Capacity builder	Community Community groups Multicultural NSW Resilient Sydney
	1.1.2 Acknowledge and respect the Traditional Owners and ongoing custodians of the lands and waterways of Hornsby Shire	Collaborator Advocate	Community Metropolitan Local Aboriginal Land Council Traditional Owners
	1.1.3 Support people experiencing hardship	Collaborator Advocate	Community Community groups NGOs NSW Government
1.2 A built environment that is sustainable, accessible and responsive to the community	1.2.1 Centrally locate community and cultural facilities and libraries to provide a network of welcoming places	Provider Collaborator Advocate	Community groups NSW Government
	1.2.2 Provide equitable access to people of all ages and abilities to the full range of services and activities in the community	Provider Collaborator Advocate	Community service providers NGOs NSW Government NSW Health
1.3 Safe, inviting, comfortable and inclusive public places are enjoyed by people both day and night	1.3.1 Create and manage inviting public spaces that are of high quality design	Leader Provider Collaborator Advocate	Developers NSW Government

Council's supporting Strategies and Plans

Aboriginal Heritage Study and Implementation Action Plan 2023	Healthy Ageing Hornsby 2022-2026
Active Living Hornsby Strategy 2016	Off Leash Dog Park Strategy 2021
Arts and Cultural Plan 2024-2029	Play Plan 2021
Community and Cultural Facilities Strategic Plan 2021	Social Plan 2024-2034
Disability Inclusion Action Plan 2021-2025	

2. INCLUSIVE AND HEALTHY LIVING

Well designed neighbourhoods with distinct local characters featuring great public spaces that support people’s health, wellbeing and growth.

WORKING TOWARDS THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS:

1 NO POVERTY

2 ZERO HUNGER

4 QUALITY EDUCATION

6 CLEAN WATER AND SANITATION

11 SUSTAINABLE CITIES AND COMMUNITIES

13 CLIMATE ACTION

17 PARTNERSHIPS FOR THE GOALS

ADDRESSING SYDNEY’S SHOCKS AND STRESSES:

INEQUITY:

WELLBEING:



Image: Cycling

Community indicators

WHAT WE WILL MEASURE	HOW WE WILL MEASURE IT	DATA SOURCE	SPHERE OF COUNCIL INFLUENCE	BASELINE	TARGET	WHEN WE WILL NEXT MEASURE IT
2.a Diversity of housing	Housing types (%)	Australian Bureau of Statistics (Census)	Influence	1. Separate house = 67.8% 2. Medium density = 12.1% 3. High density = 19.8% (2021)	N/A. Indicator for information only	2026
2.b Diversity of housing	Bedrooms per housing type (%)	Australian Bureau of Statistics (Census)	Influence	1. Separate house 0-2 = 4.1% 3 = 19.5% 4+ = 44.2% 2. Medium density 0-1 = 1.6% 2 = 3.1% 3+ = 6.5% 3. High density 0-1 = 3.5% 2 = 12.6% 3+ = 2.1% (2021)	N/A. Indicator for information only	2026
2.c Housing affordability/stress	Households where mortgage/rental costs >30% of income (%)	Australian Bureau of Statistics (Census)	Influence	1. Mortgage = 17.1% 2. Rental = 33.5% (2021)	N/A. Indicator for information only	2026
2.d Access to neighbourhood amenities	Access to cafes, shops, health and wellness services etc. (Score)	Australian Liveability Census	Influence	7.4 / 10 (2023)	Maintain	2025
2.e Access to health social infrastructure	Average distance to closest GP clinic (metres)	Australian Urban Observatory	Influence	979.6 metres (2021)	N/A. Indicator for information only	When available
2.f Self-reported health	Hornsby Shire population with one or fewer health conditions (%)	SGS Cities and Regions Wellbeing Index	Interest	37.2% (2021)	N/A. Indicator for information only	2026
2.g Quality of buildings	Design and construction of homes, shops, schools etc. (Score)	Australian Liveability Census	Influence	6.7 / 10 (2023)	Increase	2025
2.h Character	The area's heritage, identity and how unique it is (Score)	Australian Liveability Census	Influence	6.3 / 10 (2023)	Increase	2025
2.i Connection to communal amenities	Walking/jogging/bike paths that connect housing to communal amenity (shops, parks etc.) (Score)	Australian Liveability Census	Influence	6.5 / 10 (2023)	Increase	2025

Long-term goals	Plans of action	Council's role	Our partners
WHERE DO WE WANT TO BE?	HOW ARE WE GOING TO GET THERE?	WHAT ROLE WILL WE PLAY	WHO WILL WE WORK WITH?
2.1 Quality, liveable and sustainable urban design and development	2.1.1 Protect the character of our low density neighbourhoods and rural lands	Leader Provider Collaborator Advocate	Businesses Community Developers NSW Government
	2.1.2 Plan and deliver urban design and development that balances growth with liveable, sustainable and aesthetic outcomes	Leader Provider Collaborator	Design Excellence Panel Developers Local Planning Panel
	2.1.3 Protect our heritage items, heritage conservation areas and cultural heritage	Leader Collaborator	Community NSW Government
2.2 A greater diversity of housing for current and future community needs	2.2.1 Plan for the needs of the community and the growing population while protecting the natural environment	Leader Collaborator	Community Community groups Community housing providers Developers NSW Government
	2.2.2 Provide diversity and affordability of housing to cater for people on low and moderate incomes, the ageing population and other vulnerable groups	Leader Collaborator	Community housing providers Developers NSW Government NSW Health
2.3 An active and healthy community that fosters social, mental and physical wellbeing for all ages	2.3.1 Provide diverse recreation and sporting opportunities in urban, rural and natural areas	Leader Provider Collaborator	Community groups NSW Government NSW Health Sporting groups
	2.3.2 Provide diverse and engaging public places and green spaces for people of all ages and abilities	Leader Provider Collaborator	Businesses Chambers of Commerce Developers NSW Government NSW Health

Council's supporting Strategies and Plans

Active Living Hornsby Strategy 2016	Local Strategic Planning Statement 2020
Biodiversity Conservation Strategy 2021	Off Leash Dog Park Strategy 2021
Comprehensive Heritage Study Heritage Action Plan 2019	Play Plan 2021
Comprehensive Heritage Study Hornsby Thematic History 2021	Rural Lands Strategy 2022
Disability Inclusion Action Plan 2021-2025	Sportsground Strategy 2018
Healthy Ageing Hornsby 2022-2026	Sustainable Water Based Recreation Facilities Plan 2012
Heritage Interpretation Strategy and Action Plan 2023	Unstructured Recreation Strategy 2008
Hornsby Affordable Housing Strategy 2024	Urban Forest Strategy 2021
Hornsby Park Master Plan 2021	Water Sensitive Hornsby Strategy 2021
Hornsby Town Centre Masterplan 2023	Westleigh Park Master Plan 2023
Local Housing Strategy 2020	



Image: Hornsby Town Centre Masterplan – artist impression

3. SAFE, INTEGRATED AND ACCESSIBLE TRANSPORT

Our transport infrastructure and services will be connected and easy to use.

We will increase walking and cycling, and the use of public transport.

WORKING TOWARDS THE UNITED NATIONS
SUSTAINABLE DEVELOPMENT GOALS:



ADDRESSING SYDNEY'S SHOCKS AND STRESSES:

INEQUITY:



TRANSPORT

Community indicators

WHAT WE WILL MEASURE	HOW WE WILL MEASURE IT	DATA SOURCE	SPHERE OF COUNCIL INFLUENCE	BASELINE	TARGET	WHEN WE WILL NEXT MEASURE IT
3.a Access to public transport	Dwellings within 400 metres of public transport with regular 30 minute weekday service (7am-7pm) (%)	Australian Urban Observatory	Influence	72.5% (2021)	Increase	When available
3.b Reliance on private motor cars	Trips to work using public transport for residents of the Shire (%)	Australian Bureau of Statistics (Census)	Influence	5.2% (2021)	Increase	2026
3.c The use of sustainable transport	Trips to work using active transport (walking or cycling) (%)	Australian Bureau of Statistics (Census)	Influence	2.3% (2021))	Increase	2026
3.d Movement	Movement of people and goods (Score)	Australian Liveability Census	Influence	6.9 / 10 (2023)	Increase	2025
3.e Walkability	Average number of street intersections within 1,600 metres	Australian Urban Observatory	Influence	131 (2021)	Maintain	When available

Long-term goals	Plans of action	Council's role	Our partners
WHERE DO WE WANT TO BE?	HOW ARE WE GOING TO GET THERE?	WHAT ROLE WILL WE PLAY	WHO WILL WE WORK WITH?
3.1 Roads and footpaths are safe, reliable and connected to key destinations for people to move around the Shire	3.1.1 Deliver safe road and path networks through planning, maintenance, education and regulation	Leader Provider Collaborator Advocate	NSW Government
	3.1.2 Deliver, maintain and promote new footpaths, cycleways and shared paths for increased walkability and active transport	Leader Provider Collaborator	NSW Government
3.2 Transport options are well-connected, accessible and integrated to support healthy and active lifestyles and minimise dependency on private cars	3.2.1 Advocate for, plan and deliver infrastructure improvements for public transport and connections	Provider Advocate	NSW Government
	3.2.2 Maintain public and active transport support assets and amenity at key destinations and transport hubs	Provider Collaborator	NSW Government
	3.2.3 Support implementation of regional transport planning	Collaborator	Neighbouring councils NSROC

Council's supporting Strategies and Plans

Bike Plan 2019	Integrated Land Use and Transport Strategy 2004
Car Parking Management Study 2020	Walking and Cycling Strategy 2021



Image: Visitors enjoying exploring Blue Gum High Forest

SUSTAINABLE

4. RESILIENT COMMUNITY, LIVING SUSTAINABLY

We will survive, adapt and thrive in the face of shocks and stresses.

We will minimise our footprint and transition to net zero.

WORKING TOWARDS THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS:



ADDRESSING SYDNEY'S SHOCKS AND STRESSES:

INTERNATIONAL CRISIS:



DISEASE OUTBREAK

GOVERNANCE:



DISRUPTED SUPPLY CHAINS

NATURAL HAZARDS:



HEATWAVES



BUSHFIRES



FLOODING



STORMS

CRITICAL INFRASTRUCTURE FAILURE:



ENERGY



TRANSPORT



DIGITAL NETWORKS



WATER



WASTE



SHELTER

Community indicators

WHAT WE WILL MEASURE	HOW WE WILL MEASURE IT	DATA SOURCE	SPHERE OF COUNCIL INFLUENCE	BASELINE	TARGET	WHEN WE WILL NEXT MEASURE IT
4.a Historical exposure to natural hazards, including bushfire, flooding, earthquake and storm	Environmental hazards index (Score)	SGS Cities and Regions Wellbeing Index	Influence	1 / 10 (2024)	Increase	When available
4.b The community will be reducing its environmental impact and working towards Net Zero emissions by 2050	Community greenhouse gas emissions (tonnes CO ₂ -e)	Resilient Sydney, SEED Portal	Influence	1,300,000 tonnes CO ₂ -equivalent (2016/17)	Decrease 53% below 2016/17 levels by 2030	Annual
4.c Transition to a water sensitive city	Community consumption of potable water (kL)	Sydney Water	Influence	12,372,982kL Per capita, per day 220L (2023/24)	Decrease	Annual
4.d The community will be implementing sustainable resource usage	Resource Recovery Rate (%)	Hornsby Shire Council	Influence	48% (2023/24)	Increase 80% by 2030	Annual

Long-term goals	Plans of action	Council's role	Our partners
WHERE DO WE WANT TO BE?	HOW ARE WE GOING TO GET THERE?	WHAT ROLE WILL WE PLAY	WHO WILL WE WORK WITH?
4.1 A resilient Shire that can adapt to a changing climate and withstand shocks and stresses (e.g. natural hazards or pandemics)	4.1.1 Embed climate change risks in our decision making and actions	Leader Provider Collaborator Capacity builder	Combat agencies Community NGOs NSW Government NSW Reconstruction Authority Resilient Sydney
	4.1.2 Build community resilience and respond to natural hazards and emergency events	Leader Provider Collaborator Capacity builder	Combat agencies Community NGOs NSW Reconstruction Authority Resilient Sydney
4.2 A net zero community	4.2.1 Support and resource the community to reduce greenhouse gas emissions	Leader Provider Collaborator Capacity builder Advocate	Businesses Community Community groups NSW Government Resilient Sydney
	4.2.2 Drive behaviour change and empower the implementation of energy efficiency and renewable energy technologies at various scales	Leader Provider Collaborator Capacity builder	Businesses Community Community groups NSW Government Resilient Sydney
4.3 Using resources wisely and supporting the circular economy	4.3.1 Provide engagement and education to promote sustainable resource usage patterns and behaviours	Leader Provider Collaborator Capacity builder	Businesses Community Community groups NGOs NSW Government Sydney Water
	4.3.2 Provide waste services that increase the recovery and recycling of valuable resources	Leader Provider	Businesses Community NSW Government
4.4 A sustainable community that ensures the needs of future generations are met	4.4.1 Ensure new development embraces sustainable design principles	Leader Capacity builder	Design Excellence Panel Developers NSW Government

Council's supporting Strategies and Plans

Biodiversity Conservation Strategy 2021	Sustainable Hornsby 2040 (2021)
Climate Wise Hornsby Plan 2021	Urban Forest Strategy 2021
Emergency Management Framework 2024	Waste Matters Strategy 2020
Hornsby Ku-ring-gai Bush Fire Risk Management Plan 2023	Water Sensitive Hornsby Strategy 2021

5. HEALTHY NATURAL ENVIRONMENT

Our unique environment is celebrated, protected and enhanced.

WORKING TOWARDS THE UNITED NATIONS
SUSTAINABLE DEVELOPMENT GOALS:



ADDRESSING SYDNEY'S SHOCKS AND STRESSES:

NATURAL HAZARDS:



COASTAL HAZARDS

GOVERNANCE:



ENVIRONMENTAL
DEGRADATION

Community indicators

WHAT WE WILL MEASURE	HOW WE WILL MEASURE IT	DATA SOURCE	SPHERE OF COUNCIL INFLUENCE	BASELINE	TARGET	WHEN WE WILL NEXT MEASURE IT
5.a Tree canopy cover is protected	Canopy cover (%)	NSW Department of Planning	Influence	42.5% (2022)	Maintain	2025
5.b Natural environment	Land that is national park, reserve, or protected (%)	SGS Cities and Regions Wellbeing Index	Influence	49.7% (2024)	N/A. Indicator for information only	Annual
5.c Natural environment	Protection of the natural environment (Score)	Australian Liveability Census	Influence	7.2 / 10 (2023))	Maintain	2025
5.d Elements of natural environment	Natural features, views, vegetation, topography, water, wildlife etc. (Score)	Australian Liveability Census	Influence	8.3 / 10 (2023)	Maintain	2025
5.e Landscaping and natural elements	Street trees, planting, water features etc. (Score)	Australian Liveability Census	Influence	7.5 / 10 (2023)	Maintain	2025
5.f Water quality – health condition of freshwater creeks and estuarine sites	Sites that have a health grade 'B' (good health) or above (%)	Hornsby Shire Council	Influence	Freshwater creeks = 68% (2024) Lower Hawkesbury River estuary = 85% (2024)	Increase Increase	Annual

Long-term goals	Plans of action	Council's role	Our partners
WHERE DO WE WANT TO BE?	HOW ARE WE GOING TO GET THERE?	WHAT ROLE WILL WE PLAY	WHO WILL WE WORK WITH?
5.1 A natural environment that is healthy, diverse, connected and valued	5.1.1 Protect and conserve ecological values, connect areas of urban habitat, restore degraded ecosystems and create new ecosystems	Leader Provider Collaborator Capacity builder	Australian Government Community Community groups NSW Government
	5.1.2 Connect people with nature and sustainably manage access to natural areas	Leader Provider Collaborator Capacity builder	Community Community groups NSW Government
	5.1.3 Protect and enhance tree canopy cover and increase species diversity on private and public land	Leader Provider Capacity builder	Community Community groups NSW Government
5.2 Waterways are healthy and biodiverse, and the Shire's urban areas are water sensitive	5.2.1 Transition to a water sensitive city	Leader Provider Collaborator Capacity builder	Community Developers Neighbouring councils NSW Government Sydney Water
	5.2.2 Protect waterways and their catchments from pollution and erosion	Leader Provider Collaborator Capacity builder	Businesses Community Developers NSW Government
5.3 The environmental value of rural lands is protected and enhanced	5.3.1 Implement land use controls to protect rural character and landscape	Leader Collaborator	Businesses Community Developers

Council's supporting Strategies and Plans

Biodiversity Conservation Strategy 2021	Urban Forest Strategy 2021
Rural Lands Strategy 2022	Water Sensitive Hornsby Strategy 2021
Sustainable Hornsby 2040 (2021)	



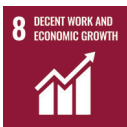
Image: Hornsby Spring Fest 2024

PROSPEROUS

6. VIBRANT AND VIABLE PLACES

We have attractive and multi-use places that support economic development, innovation and local living.

WORKING TOWARDS THE UNITED NATIONS
SUSTAINABLE DEVELOPMENT GOALS:



Community indicators

WHAT WE WILL MEASURE	HOW WE WILL MEASURE IT	DATA SOURCE	SPHERE OF COUNCIL INFLUENCE	BASELINE	TARGET	WHEN WE WILL NEXT MEASURE IT
6.a Prosperity of the Shire	Gross Regional Product (\$ billion)	National Institute of Economic and Industry Research	Influence	\$8.68b (2023)	Increase	Annual
6.b Business productivity	Value added by industry (\$ million)	National Institute of Economic and Industry Research	Influence	1. Professional, Scientific and Technical Services = \$622.2m 2. Healthcare and Social Assistance = \$992.8m 3. Education and Training = \$613.2m 4. Financial and Insurance Services = \$311.3m 5. Arts and Recreation Services = \$44.3m (2022/23)	N/A. Indicator for information only	Annual
6.c Tourism/visitation	Visitor nights (overnight) and day trips	Tourism Research Australia	Influence	1. International visitor nights = 1,013,614 (2023/24) 2. Domestic visitor nights = 534,514 3. Domestic day trips = 788,152 (2022/23)	Increase	Annual
6.d Economy	Revenue generation through different sectors and economic activities, and job creation (Score)	Australian Liveability Census	Influence	6.3 / 10 (2023)	Increase	2025

Long-term goals	Plans of action	Council's role	Our partners
WHERE DO WE WANT TO BE?	HOW ARE WE GOING TO GET THERE?	WHAT ROLE WILL WE PLAY	WHO WILL WE WORK WITH?
6.1 A vibrant and connected business, employment and tourism hub that is innovative and sustainable	6.1.1 Support economic development through sound planning, information sharing and collaborative partnerships	Leader Collaborator	Businesses Chambers of Commerce NSW Government
	6.1.2 Revitalise the Hornsby Town Centre and establish flourishing local mixed use centres and rural villages	Leader Collaborator	Businesses Developers
	6.1.3 Cultivate and promote Hornsby Shire's appeal to live, learn, visit and do business	Collaborator	Businesses Chambers of Commerce Community Education providers
	6.1.4 Encourage the development of an early and late evening economy	Collaborator Capacity builder	Businesses Chambers of Commerce
6.2 A '30-minute City' with supporting infrastructure	6.2.1 Work with businesses, planners and governments at all levels to facilitate key infrastructure to support population growth	Collaborator Advocate	Businesses Community NSW Government
	6.2.2 Implement a collaborative place-based approach when planning for public spaces to build thriving communities	Leader Provider	Businesses Chambers of Commerce Community Community groups NSW Government
6.3 Rural areas thrive and are a local source of fruits, flowers and other agricultural produce	6.3.1 Support local rural and river economies by encouraging innovation and visitation	Collaborator	Businesses Chambers of Commerce Community
	6.3.2 Protect agricultural growing areas and the economic productivity of the rural lands in the Shire	Leader Advocate	NSW Government NSW Health

Council's supporting Strategies and Plans

Brooklyn Discussion Paper (2021)	Local Strategic Planning Statement 2020
Economic Development and Tourism Strategy 2021-2026	Public Domain Guidelines 2021
Employment Land Study 2021	Rural Lands Strategy 2022
Hornsby Town Centre Masterplan 2023	Section 7.11 Development Contributions Plan 2020
Local Housing Strategy 2020	Section 7.12 Development Contributions Plan 2019-2029



Image: Social Plan drop-in event March 2024

COLLABORATIVE

7. INFORMED AND ENGAGED COMMUNITY

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.

WORKING TOWARDS THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS:

4 QUALITY EDUCATION

5 GENDER EQUALITY

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

17 PARTNERSHIPS FOR THE GOALS

ADDRESSING SYDNEY'S SHOCKS AND STRESSES:

GOVERNANCE:

LOW TRUST

Community indicators						
WHAT WE WILL MEASURE	HOW WE WILL MEASURE IT	DATA SOURCE	SPHERE OF COUNCIL INFLUENCE	BASELINE	TARGET	WHEN WE WILL NEXT MEASURE IT
7.a Quality of service provided to Council's customers	Customers satisfied with customer experience with Council (%)	Hornsby Shire Council Community Satisfaction Survey	Control	55% (2024)	Increase	2026
7.b Opportunities to participate in Council decision-making	Residents participating in Council's community engagement activities (%)	Hornsby Shire Council Your Say Hornsby engagement platform	Control	8.6% (2022-2024)	Increase 10% across 2025-2028	Annual

Long-term goals	Plans of action	Council's role	Our partners
WHERE DO WE WANT TO BE?	HOW ARE WE GOING TO GET THERE?	WHAT ROLE WILL WE PLAY	WHO WILL WE WORK WITH?
7.1 An organisation that is transparent and trusted to make decisions that reflect the community vision	7.1.1 Deliver strong, accountable and transparent leadership	Leader Provider	
	7.1.2 Demonstrate a high standard of transparency and accountability through rigorous and timely planning and reporting practices	Leader Provider	
7.2 An organisation that the community can easily connect and communicate with	7.2.1 Council improves the customer experience through digital transformation	Leader Provider	
	7.2.2 Implement solutions to deliver quality information and customer experiences	Leader Provider	
7.3 A community that actively participates in and understands Council's decision making	7.3.1 Deliver community engagement that is open, inclusive, meaningful and builds relationships	Leader Provider	

Council's supporting Strategies and Plans

Communications and Engagement Strategies 2019	Technology and Transformation Strategy 2020-2023
Community Engagement Strategy 2024	

8. RESPONSIVE AND EFFECTIVE CIVIC LEADERSHIP

We lead by example and with integrity.

We have strong leadership engaging in effective partnerships which reflect the aspirations of the community as a whole.

We will leave a positive legacy for future generations through responsible stewardship.

Our services are customer focused.

WORKING TOWARDS THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS:

8 DECENT WORK AND ECONOMIC GROWTH

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

11 SUSTAINABLE CITIES AND COMMUNITIES

17 PARTNERSHIPS FOR THE GOALS

ADDRESSING SYDNEY’S SHOCKS AND STRESSES:

INTERNATIONAL CRISIS:

ECONOMIC CRISIS

WAR & CONFLICT

CYBERATTACK

GOVERNANCE:

FRAGMENTED GOVERNANCE

Community indicators						
WHAT WE WILL MEASURE	HOW WE WILL MEASURE IT	DATA SOURCE	SPHERE OF COUNCIL INFLUENCE	BASELINE	TARGET	WHEN WE WILL NEXT MEASURE IT
8.a Community satisfaction with Council	Overall satisfaction with Council (%)	Hornsby Shire Council Community Satisfaction Survey	Control	45% (2024)	Increase	2026
8.b Council’s effectiveness	Community satisfaction that Council’s decisions are having a positive impact on Hornsby Shire (%)	Hornsby Shire Council Community Satisfaction Survey	Control	35% (2024)	Increase	2026

Long-term goals	Plans of action	Council's role	Our partners
WHERE DO WE WANT TO BE?	HOW ARE WE GOING TO GET THERE?	WHAT ROLE WILL WE PLAY	WHO WILL WE WORK WITH?
8.1 Integrated and sustainable long term planning for the community's future	8.1.1 Ensure the culture, capability and capacity of Council enables delivery of adopted strategies	Leader Provider	
	8.1.2 Ensure the financial sustainability of Council through strategic management of assets and short, medium and long term financial planning	Leader Provider	
8.2 An organisation of excellence	8.2.1 Continuously improve service delivery in response to identified community needs, based on equity, social justice and sustainability principles	Leader Provider	
	8.2.2 Build and maintain active partnerships and advocate effectively on behalf of the community	Leader Provider Collaborator	Businesses Community groups NSW Government
	8.2.3 Strengthen Council's systems security to minimise the impact of cyber attack	Leader Provider Collaborator	NSW Government
8.3 A Shire that fosters innovation	8.3.1 Encourage and advocate for innovation in business and education	Provider Collaborator Advocate	Businesses NSW Government
8.4 Smart Places approaches improve our day to day living	8.4.1 Use technology and data to make informed and better decisions	Leader Provider Collaborator	Businesses NSW Government

Council's supporting Strategies and Plans

Economic Development and Tourism Strategy 2021	Resourcing Strategy – Long Term Financial Plan – Asset Management Strategy – Workforce Management Plan
Property Strategy 2023	Technology and Transformation Strategy 2020-2023

THANK YOU

Many individuals and groups were involved in the making of the Hornsby Shire 2035 Community Strategic Plan, *Your vision | Your future 2035*. We thank the community members, community organisations, Councillors and Council staff who participated in the engagement processes.

Giving your time and providing your valuable input has enabled Council to move forward with planning for the Hornsby Shire over the next ten years and further into the future.

Thank you.

Hornsby Shire Council

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Visit us

Hornsby Shire Council Administration Centre at Hornsby Library

28-44 George St, Hornsby NSW 2077

Office hours

Please check the website for the latest opening hours for the Customer Service Centre and how to book an appointment with a planner.

Disclaimer

Every effort has been made to provide accurate and complete information. However, the authors assume no responsibility for any direct, indirect, incidental, or consequential damages arising from the use of information in this document.

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Image: Children's Forest, Fagan Park