

Attachments – Community Feedback

8 – 2021 Community Satisfaction Survey - Full Report

9 – CSP Online Survey Outcomes - Final Report Oct 2021

10 – Quality of Life & Asset Management Survey Outcomes - Final Report July 2020

11 – Hornsby Park Draft Master Plan - Community Engagement Outcomes Report - July 2021

12 – Summary of community engagement outcomes from 2018-2021

**13 – Community Engagement Issues Summary for 2022-2032
Community Strategic Plan**

24 - JOC Consulting - LSPS Engagement Outcomes Report - Feb 2020

**31 – Table 1A Public Submissions to Delivery Program 2022-2026
(including the Operational Plan 2022-23)**

32 – Hornsby Shire Council Asset Management Community Insight Report November 2020

ATTACHMENT 08



RESEARCH REPORT

COMMUNITY SATISFACTION SURVEY 2021

Hornsby Shire Council

July 2021





RESEARCH REPORT

COMMUNITY SATISFACTION SURVEY 2021

Hornsby Shire Council

July 2021

Prepared by: [REDACTED]

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EXECUTIVE SUMMARY



Hornsby Shire Council commissioned Jetty Research to conduct its 2021 Community Satisfaction Survey. The random telephone survey of 600 adult residents was conducted in April 2021. Random sampling error is +/- 4.0% at the 95% confidence level.

Key findings included:

1. Overall satisfaction with Council was 3.43 (using a 1-5 satisfaction scale). This is comfortably above the neutral score of 3.0, and in line with the average satisfaction scores across 12 Sydney metropolitan councils. In all, 52% of residents were satisfied while 11% were dissatisfied – a net satisfaction rating of 41%. (Meanwhile 37% were neither satisfied nor dissatisfied.)
2. Within the “Liveable” section, satisfaction was highest with library services (68% satisfied, mean satisfaction 4.03 out of a possible 5), aquatic centres (41% satisfied, 3.86 mean), parks and recreational areas (68% satisfied, 3.80 mean) and sporting fields and amenities (65% satisfied, 3.77 mean). However most of the services and facilities measured in this section were comfortably ahead of the neutral mean of 3.0. The exceptions were development approvals (13% satisfied, mean 2.61) and condition of public toilets (20% and 2.83).
3. HSC scored above the neutral mean of 3.0 for all services measured under the “sustainable” category. Residents were particularly pleased with the waste service (76% satisfied and mean score of 4 out of a possible 5), tracks and trails (54% satisfied, mean of 3.75) and managing natural bushland (60% satisfied, 3.74 mean). Bottom ranked services were management of trees (44% satisfied, mean 3.18) and environmental protection and regulation (36% satisfied, 3.29 mean) – while again noting that both were above a neutral rating of three.
4. Best scores for “productive” services were for cleaning and appearance of villages (68% satisfied, mean of 3.80) and condition of footpaths (43% satisfied, 3.14 mean). However managing parking and bike paths were both below the neutral score, with only 30% satisfied with managing parking (mean 2.93) and 17% satisfied with bike paths (mean 2.80).
5. Council scored well for the collaborative rankings, with 49% satisfied with information on Council services (vs. 15% dissatisfied, and a mean of 3.60) and 33% satisfied with consultation and engagement (vs. 24% dissatisfied, and a mean of 3.49.)
6. 39% of residents had contacted Council (for a reason other than paying rates) in the previous 12 month period. The largest proportion of these contacts were by phone (48%) followed by email (22%) and via Council’s website (14%). While 41% of respondents had their issue resolved in one contact, 26% took two or more – while 30% of issues remained unresolved at time of call.
7. Council scored well on “way you were treated” (69% satisfied, 18% dissatisfied) and timeliness (59% satisfied against 25% dissatisfied). But satisfaction with process was lower (55% satisfied and 28% dissatisfied), and lower again for outcome (48% satisfied and 30% dissatisfied). Importantly, those residents whose inquiries were addressed over one or two contacts were significantly more likely to be satisfied across all four measures than those whose matter took three or more contacts to resolve.
8. When asked what would add most to quality of life, popular responses included more cultural events and spaces, improvements to traffic and parking infrastructure, better pedestrian and cyclist infrastructure, and more green spaces and parks.
9. In terms of the best thing about Council, care for the environment and green spaces was the most common (unprompted) response. Council was also highly regarded for its waste management and recycling and well maintained infrastructure.
10. In terms of what Council could do better, residents focused on improved communication, better roads and traffic flow, and more balanced tree management policies (on private property) – a common theme throughout the survey.

INTRODUCTION



Jetty Research was commissioned by Hornsby Shire Council (HSC) to conduct Council's 2021 Community Satisfaction Survey. The survey tracks Council's performance in service delivery, identifies priority areas and evaluates Council's customer services, communication and community priorities. The specific objectives for the Community Satisfaction Survey 2021 process were to:

- Create baseline satisfaction data for a range of customer service measures, and overall satisfaction.
- Measure derived importance and correlations between different satisfaction factors and overall satisfaction.
- Measure satisfaction with front-line/customer service.
- Understand how residents wish to communicate with Council for different types of interactions (e.g. paying rates, reporting problems, finding out about events, during an emergency).
- See how results differ by factors such as ward, age, gender, CALD/Non-CALD.
- Benchmark results against other Sydney metro councils.

This project was carried out in compliance with ISO 20252 – Market and Social Research Management (Certification No. 93003080500M).



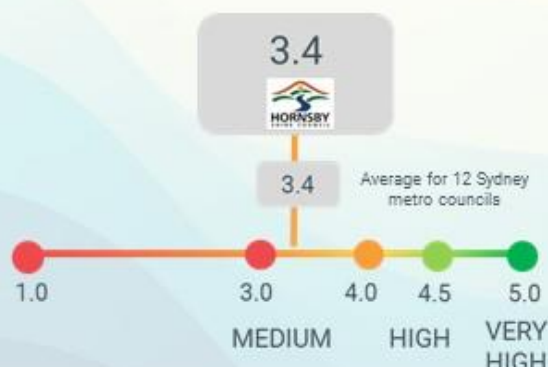
SUMMARY OF FINDINGS



OVERALL SATISFACTION



52% of residents are satisfied with Hornsby Shire Council overall (against 11% dissatisfied)



SERVICE & FACILITY PERFORMANCE

Top 5 Services & Facilities

1. Library services
2. Domestic waste and recycling collection service
3. Aquatic Centre/s
4. Cleaning and appearance of villages and town centres
5. Parks and recreation areas (including playgrounds)

Bottom 5 Services & Facilities

25. Condition of local roads
26. Managing parking
27. Condition of public toilets
28. Bike paths
29. Development approvals process

STRENGTHS & PRIORITIES*

Strengths to Maintain

- Cleaning and appearance of villages and town centres
- Sporting fields and amenities
- Community centres
- Litter control and rubbish dumping
- Environmental sustainability
- Information on Council services
- Managing and protecting creeks, lagoons and waterways

Opportunities

- Library services
- Domestic waste and recycling collection service
- Aquatic Centre/s
- Parks and recreation areas (including playgrounds)
- Trails and tracks
- Managing natural bushland
- Community events and festivals
- Wharves and boat ramps

Priorities for Council

- Management of trees
- Condition of Footpaths
- Consultation and engagement/communication with the community by Council
- Encouraging local industry, businesses and tourism
- Condition of local roads
- Managing parking
- Development approvals process

Second Order Issues

- Environmental protection & regulation
- Facilities and services for older people
- Facilities and services for youth
- Facilities and services for people with disabilities
- Arts and cultural facilities
- Condition of public toilets
- Bike paths

* For category definitions, see bottom of next page

SUMMARY OF FINDINGS



SERVICE & FACILITY PERFORMANCE – FULL RESULTS

Rank	Service/ Facility	Performance	External Benchmark*	Strategic Location
1	Library services	4.0	↔	Opportunities
2	Domestic waste and recycling collection service	4.0	↔	Opportunities
3	Aquatic Centre/s	3.9	↑	Opportunities
4	Cleaning and appearance of villages and town centres	3.8	↑	Strengths to maintain
5	Parks and recreation areas (including playgrounds)	3.8	↔	Opportunities
6	Sporting fields and amenities	3.8	↑	Strengths to maintain
7	Trails and tracks	3.8	-	Opportunities
8	Managing natural bushland	3.7	↔	Opportunities
9	Community centres	3.6	↔	Strengths to maintain
10	Litter control and rubbish dumping	3.5	↔	Strengths to maintain
11	Wharves and boat ramps	3.5	-	Opportunities
12	Environmental sustainability	3.4	↔	Strengths to maintain
13	Information on Council services	3.4	-	Strengths to maintain
14	Community events and festivals	3.4	↔	Opportunities
15	Managing and protecting creeks, lagoons and waterways	3.4	↔	Strengths to maintain
16	Environmental protection & regulation	3.3	↔	Second order issues
17	Facilities and services for older people	3.3	↔	Second order issues
18	Facilities and services for youth	3.2	↔	Second order issues
19	Management of trees	3.2	↔	Priorities for Council
20	Facilities and services for people with disabilities	3.2	↔	Second order issues
21	Condition of Footpaths	3.1	↑	Priorities for Council
22	Arts and cultural facilities	3.1	↓	Second order issues
23	Consultation and engagement	3.1	-	Priorities for Council
24	Encouraging local industry, businesses and tourism	3.1	↔	Priorities for Council
25	Condition of local roads	3.0	↔	Priorities for Council
26	Managing parking	2.9	↔	Priorities for Council
27	Condition of public toilets	2.8	↔	Second order issues
28	Bike paths	2.8	-	Second order issues
29	Development approvals process	2.6	↓	Priorities for Council

- ▶ **Strengths to Maintain:** An above-average performing service that has a strong impact on creating overall satisfaction with Council.
- ▶ **Priorities for Council:** A below-average performing service that has a strong impact on overall satisfaction. Improvement in these services will have a positive impact on overall satisfaction.
- ▶ **Opportunities:** A service that performs above average but does not currently have a strong relationship with overall satisfaction.
- ▶ **Second Order Issue:** A below-average performing service that does not have a strong relationship with overall satisfaction. Improvement in these services will not result in a strong increase in overall satisfaction with Council

* External benchmark against 12 other Sydney metro Councils (noting major differences)



Average



Above average



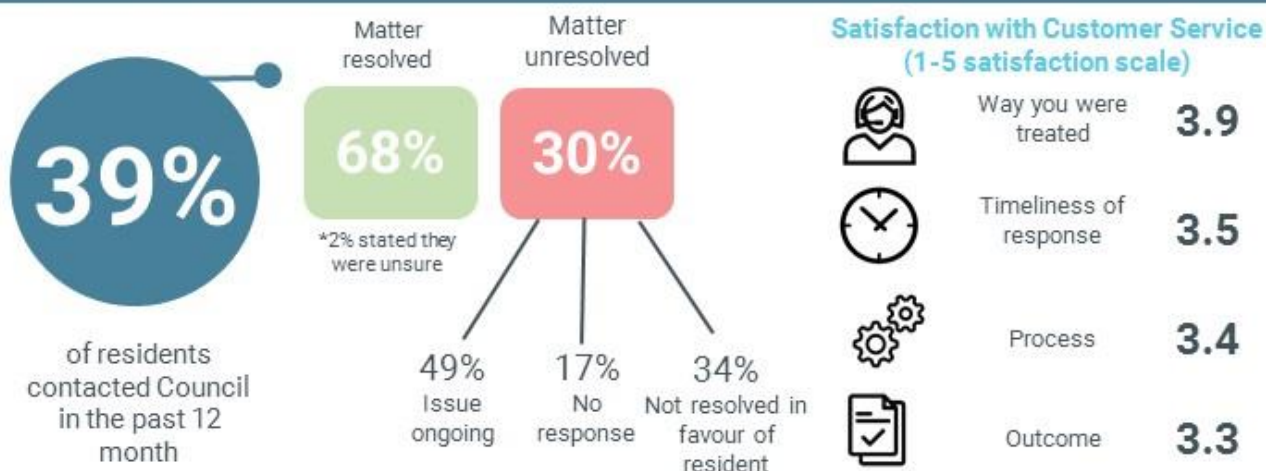
Below average

No benchmark
available

SUMMARY OF FINDINGS



CUSTOMER SERVICE



PREFERRED METHOD OF COMMUNICATIONS



PRIORITIES FOR THE FUTURE

Suggested improvements for the future



RESEARCH DESIGN



The Hornsby Shire Council (HSC) Community Satisfaction Survey 2021 collected 600 completed responses from a random sample of adult residents in the local government area. Reported results have a margin of error of $\pm 4.0\%$ at the 95% confidence level. (This means that if the survey was repeated 100 times, in 95 times the results will be within $\pm 4.0\%$ of the true population value.) This is a robust sample and reliable for Council's planning and reporting activities.

Computer-Assisted Telephone Interviews (CATI)

Telephone surveying was used to secure a response from 600 adult residents throughout the Hornsby Shire.

In total, 379 responses were collected from mobile phones (63% percent of the total telephone interviews). In order to qualify for an interview, residents had to be 18 years or older and not be an employee or Councillor of Hornsby Shire Council. The 2016 Census was used to establish quotas to ensure a statistically robust distribution of responses by age and gender.

Interviews were conducted from 19 April to 1 May 2021. Calls were made between 4.30pm and 8.30pm during weekdays, and midday to 5pm Saturdays. Eighteen interviewers conducted interviews over the course of the data collection period. The survey was implemented under Interviewer Quality Control Australia (IQCA) quality guidelines.

Table 0.1 Final Sample

TELEPHONY	%	#
Landlines	37%	221
Mobiles	63%	379
Total	100%	600

RESEARCH DESIGN



Survey Weighting

The collected data often cannot mirror the exact age/sex distribution of the region, due to the voluntary nature of this survey, availability of individuals and other issues. In order to correct for this, the collected data set is weighted to bring it back to the ideal age/sex distribution. Table 0.2 reports the weighting factors for the sample.

Table 0.2 Data Weighting Factors – Services & Facilities

POPULATION			IDEAL		ACTUAL		WEIGHTS	
Age	Male	Female	Male	Female	Male	Female	Male	Female
18 to 45	24,486	25,456	133	138	78	86	1.7	1.6
45 to 65	18,005	19,250	98	105	105	118	0.9	0.9
66+	10,433	12,652	57	69	105	102	0.5	0.7
Total	52,924	57,358	288	312	288	306		

Note: n=6 residents did not provide their age.

External Benchmarks

Where possible, results for the Community Satisfaction Survey 2021 have been benchmarked and compared with comparable Sydney metro councils in the Jetty, Taverner and IRIS Research databases. This analysis highlights areas where Hornsby Shire Council is outperforming, underperforming or performing in-line with 12 comparable councils. Average satisfaction ratings are benchmarked out of five, in-line with the scales used for the Community Satisfaction Survey 2021.

Subgroups

Comparison tests are used to test if there are statistically significant differences in survey results based on the demographic profile of respondents. Sub-group analysis is included directly below the overall results for all relevant questions.

Subgroup analysis was conducted using the following demographic questions:

- Gender
- Age
- Length of time lived in the Hornsby Shire Council area
- Ward
- CALD/non-CALD
- Children in Household

RESEARCH DESIGN



Sample Profile

To obtain a clear view of the sample's profile and to conduct comparison tests, demographic characteristics including gender, age, ward, ratepayer status and time lived in Hornsby Shire Council were collected. Table 0.3 details the weighted sample profile for this survey.

Table 0.3 Sample Profile

GENDER	%	#
Male	48%	288
Female	52%	312
AGE	%	#
18 to 45 years	45%	268
46 to 65 years	33%	201
66+ years	21%	125
CHILDREN IN HOUSEHOLD	%	#
Children in household	43%	255
No children in household	57%	344
DWELLING OWNERSHIP	%	#
Own	84%	501
Rent/other	16%	99
LENGTH OF TIME IN HSC	%	#
<10 years	21%	127
11 to 20 years	28%	168
20+ years	51%	305
CALD	%	#
CALD	26%	155
Non-CALD	74%	445

Note: n=6 residents did not provide their age. n=1 did not provide whether they had children part of their household

Table 0.4 provides a summary of the regions of suburbs of respondents. Council classified suburbs into Wards in order to conduct subgroup analysis and identify differences in the opinions of respondents based on their area of residence.

Table 0.4 Location

WARD	%	#
Ward A	34%	203
Ward B	34%	206
Ward C	32%	191

1. COMMUNITY SATISFACTION



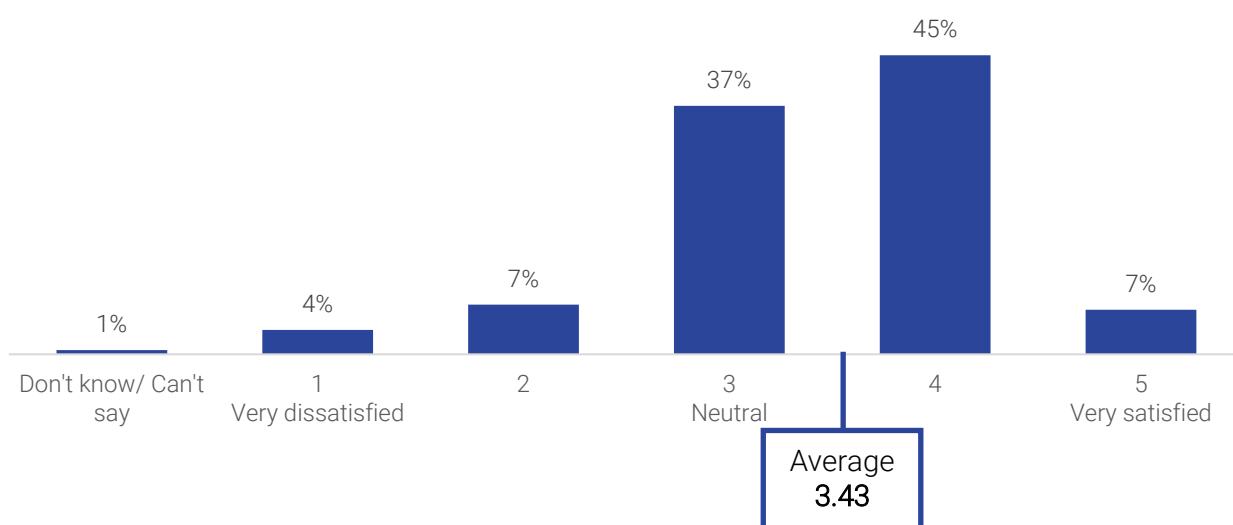
This section of the report covers Hornsby Shire residents' overall satisfaction with the services and facilities provided by Hornsby Shire Council. This measure is compared with Council's previous results.

Overall Satisfaction

Respondents were asked to indicate their overall satisfaction with Council's services and facilities, using a 5-point scale from 'very poor' to 'very good'.

These results combined for an above-average satisfaction score of 3.43 out of a possible 5.

Figure 1-1 Overall Satisfaction



Base: All respondents (n=600)

Q: Please rate your satisfaction with council's overall performance on a scale of 1-5, where 1 is very dissatisfied, 3 is neutral and 5 is very satisfied.

In all, 52% of respondents were satisfied against just 11% dissatisfied – a net satisfaction rating of 41%. There were no significant differences noted between sub-groups (including ward).

It's important to recognise that as a baseline survey, the key issue for Council is how this score moves over time. It will hence be important to revisit this measure in any future satisfaction-based surveys.

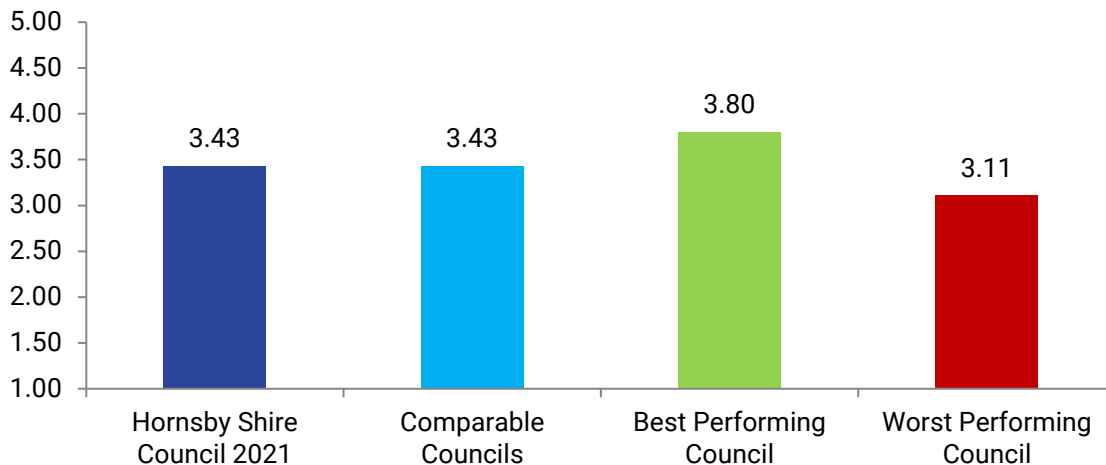
COMMUNITY SATISFACTION



External Benchmarks

Figure 1-2 shows the external benchmark results for Hornsby Shire Council.

Figure 1-2 Overall Satisfaction – External Benchmarks



Based on comparison with 12 other Sydney metropolitan councils, Hornsby is right in line with the average for metro Sydney. (In fact Hornsby's rating was better than five other councils, worse than four, and broadly in line with another three.)

Reasons for Satisfaction

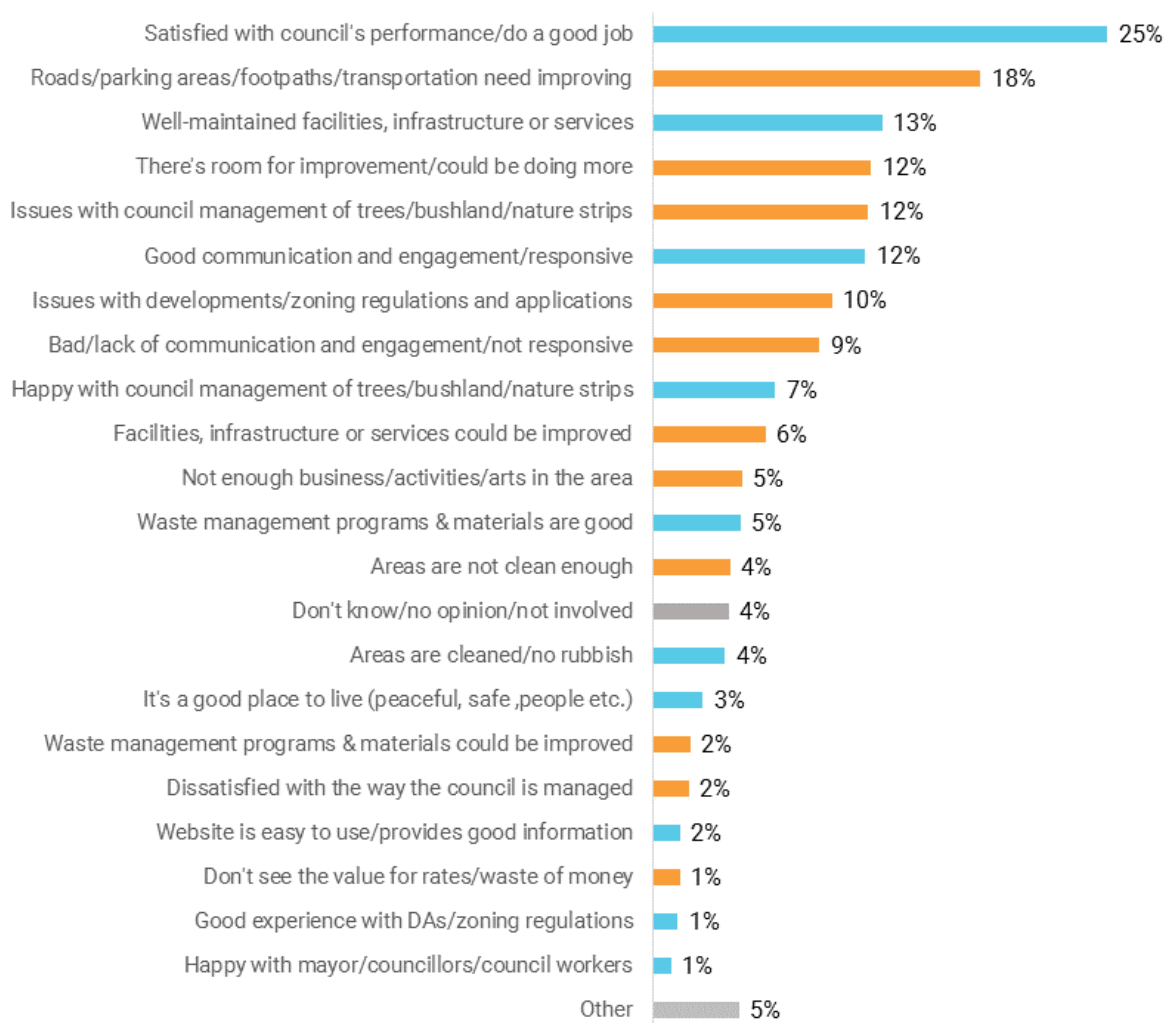
Finally in this section, residents were asked 'What is the main reason for feeling that way?' in regard to their overall satisfaction score. Their open-ended responses have been coded, with the major themes shown on the next page.

(Note positive themes are in blue, and negative in orange.)

COMMUNITY SATISFACTION



Figure 1-3 Reasons for overall satisfaction score



As is typical in surveys such as this, those who are satisfied with Council often having trouble articulating the reason for their satisfaction: this suggests that Council is running smoothly in the background allowing them to focus on other issues in their lives. Hence the top-rated reason of "Council is doing a good job" is quite usual. (And likewise with "well maintained facilities, infrastructure or services").

Other positive comments came from factors such as good communication, happy with tree management, good waste management and recycling and the shire being clean and tidy. However those who are less satisfied will often find specific reasons for their lower scores. In this case, major issues included roads, parking and footpaths, tree management, DAs and zoning, and (perceived) poor levels of communication. (Note these issues all re-appeared later in the survey, when residents were asked what one improvement they would like to see from Council.)

A full list of comments will be supplied separately to Council.

2. COUNCIL SERVICES AND FACILITIES



This section of the report covers the services and facilities provided by Hornsby Shire Council. This includes analysis of community satisfaction with these services and facilities as well as comparisons with other Sydney metro councils.

Table 2.1 lists services and facilities by service category.

Table 2.1 Council Services & Facilities

LIVEABLE	SUSTAINABLE
Aquatic Centre/s	Environmental protection & regulation
Community centres	Management of trees
Development approvals process	Managing and protecting creeks, lagoons and waterways
Parks and recreation areas (including playgrounds)	Managing natural bushland
Sporting fields and amenities	Trails and tracks
Wharves and boat ramps	Domestic waste and recycling collection service
Arts and cultural facilities	Environmental sustainability
Community events and festivals	PRODUCTIVE
Condition of public toilets	Encouraging local industry, businesses and tourism
Facilities and services for older people	Cleaning and appearance of villages and town centres
Facilities and services for people with disabilities	Condition of local roads
Facilities and services for youth	Bike paths
Library services	Condition of Footpaths
Litter control and rubbish dumping	Managing parking
	COLLABORATIVE
	Consultation and engagement/communication with the community by Council
	Information on Council services

COUNCIL SERVICES AND FACILITIES

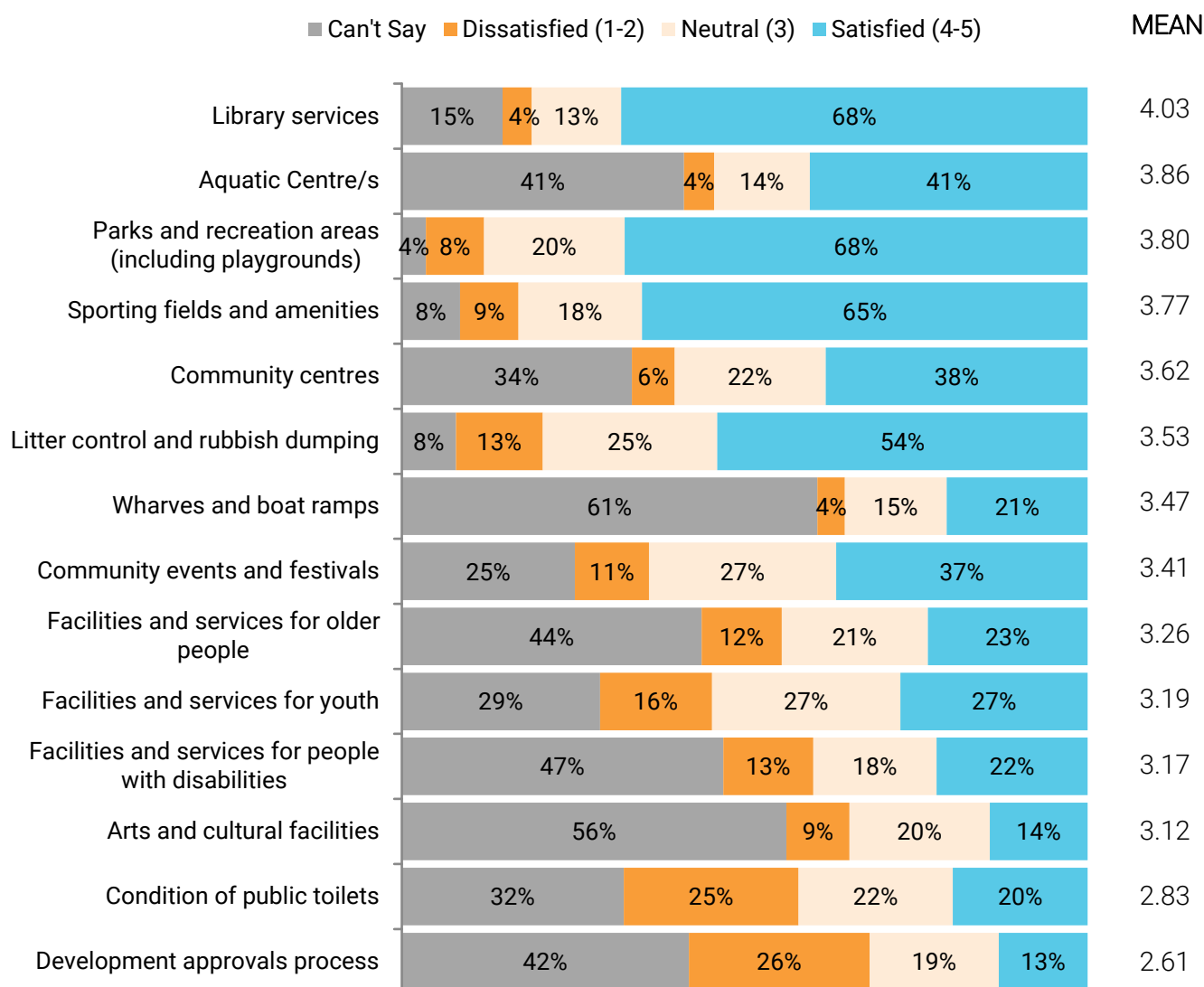


Liveable

Council Services & Facilities Rating

Respondents were asked to rate their satisfaction with services and facilities using a 5-point scale from 'very dissatisfied' to 'very satisfied'.

Figure 2-1 Liveable - Satisfaction for Services & Facilities



Base: All respondents (n=600)

Q: I'd now like you to please rate your satisfaction with the following council facilities or services. We'll use a scale of 1-5, where 1 means you are very dissatisfied, 3 is neutral and 5 means you are very satisfied. If you don't know or use the service, just say so and I'll move to the next one. Firstly how satisfied are you with?

Within the "Liveable" section, satisfaction was highest with library services (68% satisfied, mean satisfaction 4.03 out of a possible 5), aquatic centres (41% satisfied, 3.86 mean), parks and recreational areas (68% satisfied, 3.80 mean) and sporting fields and amenities (65% satisfied, 3.77 mean).

However most of the services and facilities measured in this section were comfortably ahead of the "neutral" mean of 3.0. The exceptions were development approvals (13% satisfied, mean 2.61) and condition of public toilets (20% and 2.83).

Those facilities and service with a relatively high proportion of "can't say's" (i.e. suggesting low level of knowledge/engagement) included wharves and boat ramps (61%), arts and cultural facilities (56%), facilities for people with disabilities (47%) and facilities and services for older people (44%).

COUNCIL SERVICES AND FACILITIES



Table 2.2 displays the significant differences in each subgroup.

Table 2.2 Liveable - Subgroup Analysis

SUBGROUP	SIGNIFICANT DIFFERENCES
Gender	Females were significantly more satisfied with the condition of public toilets and library services compared to males.
Age	Residents aged 65+ were significantly more satisfied with: <ul style="list-style-type: none"> • Parks and recreation areas compared to those under 65. • Condition of public toilets compared to those aged 18-45. Residents aged 45+ were significantly more satisfied with library services compared to those aged 18-45.
Ward	Residents who live in Ward B were significantly more satisfied with: <ul style="list-style-type: none"> • The Aquatic Centre/s and wharves and boat ramps compared to those who live in Ward A. • Condition of public toilets compared to those aged 18-45. Residents who live in Ward B were significantly more satisfied with facilities and services for people with disabilities compared to those who live in Ward A and C. Residents who live in Ward C were significantly more satisfied with litter control and rubbish dumping, condition of public toilets and development approvals process compared to those who live in Ward A. Residents who live in Ward C were significantly more satisfied with community centres compared to those who live in Ward A and B.
Length of Time in HSC	Residents who have lived in HSC for 20 years or less were significantly more satisfied with facilities and services for youth compared to those who lived in the area for 20+ years.
CALD/non-CALD	CALD residents were significantly more satisfied with arts and cultural facilities, condition of public toilets, facilities and services for older people, facilities and services for people with disabilities, facilities and services for youth, litter control and rubbish dumping and development approvals process compared to those who are non-CALD residents.
Children in Household	Nil differences

COUNCIL SERVICES AND FACILITIES

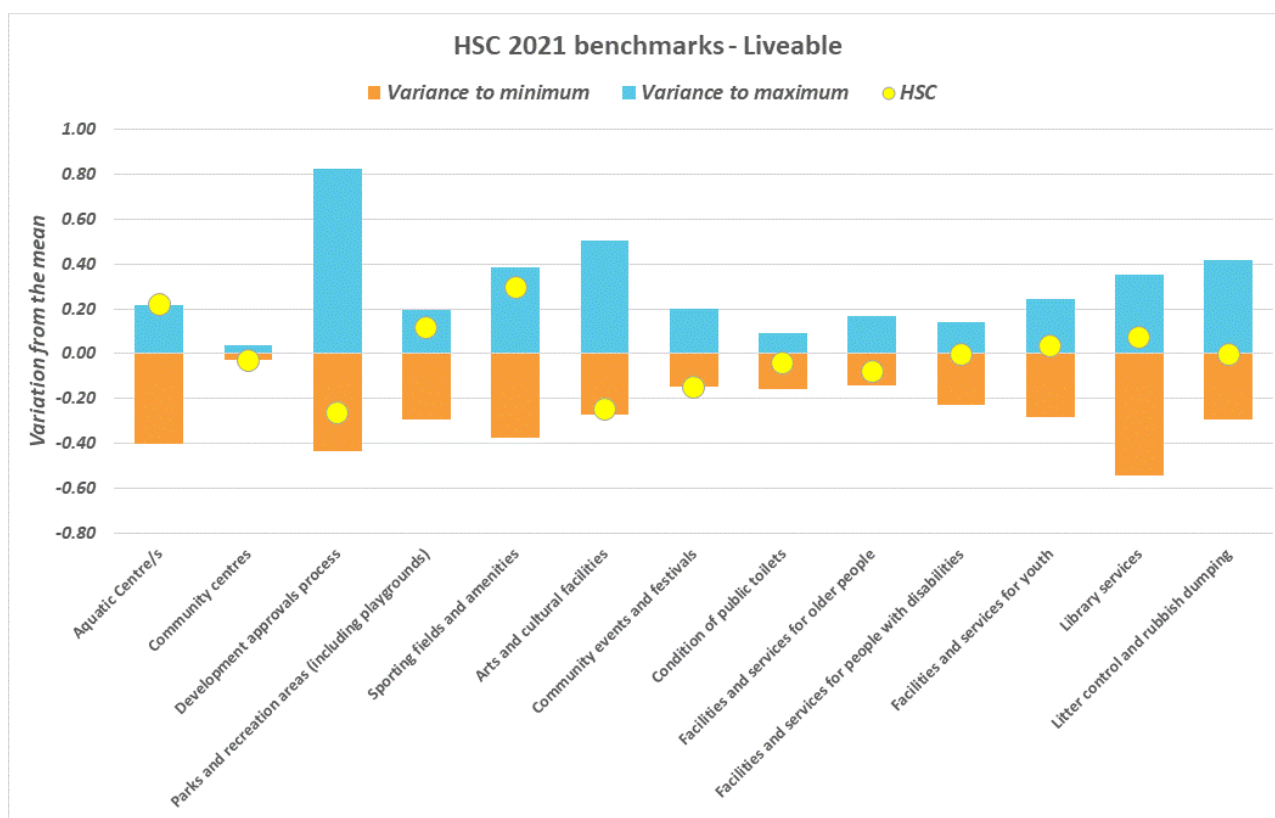


External Benchmarks

Satisfaction results for services and facilities have been benchmarked to allow for comparisons with other councils. Figure 2.2 compares Council with the best and worst performing councils as well as an average of comparable councils in New South Wales. (Not all services could be benchmarked as some are only applicable to Hornsby Shire Council.)

The length of each bar denotes the degree of variance from council to council – so for example, there was a much wider diversity of views between different councils in relation to development approvals than there was for library services. The yellow dot represents Hornsby Shire Council's mean score *relative to those other councils*. So for example with facilities and services for people with disabilities, the HSC mean was in line with the overall average score for all councils rated.

Figure 2-2 Liveable – External Benchmarks



In relation to the “Liveable” criteria, Hornsby was a leading Council for aquatic centres, and above average for sporting fields and amenities, parks and recreation areas, and library services. However it was below other councils for arts and cultural facilities, community events and festivals, facilities and services for older people, and DA process.

COUNCIL SERVICES AND FACILITIES

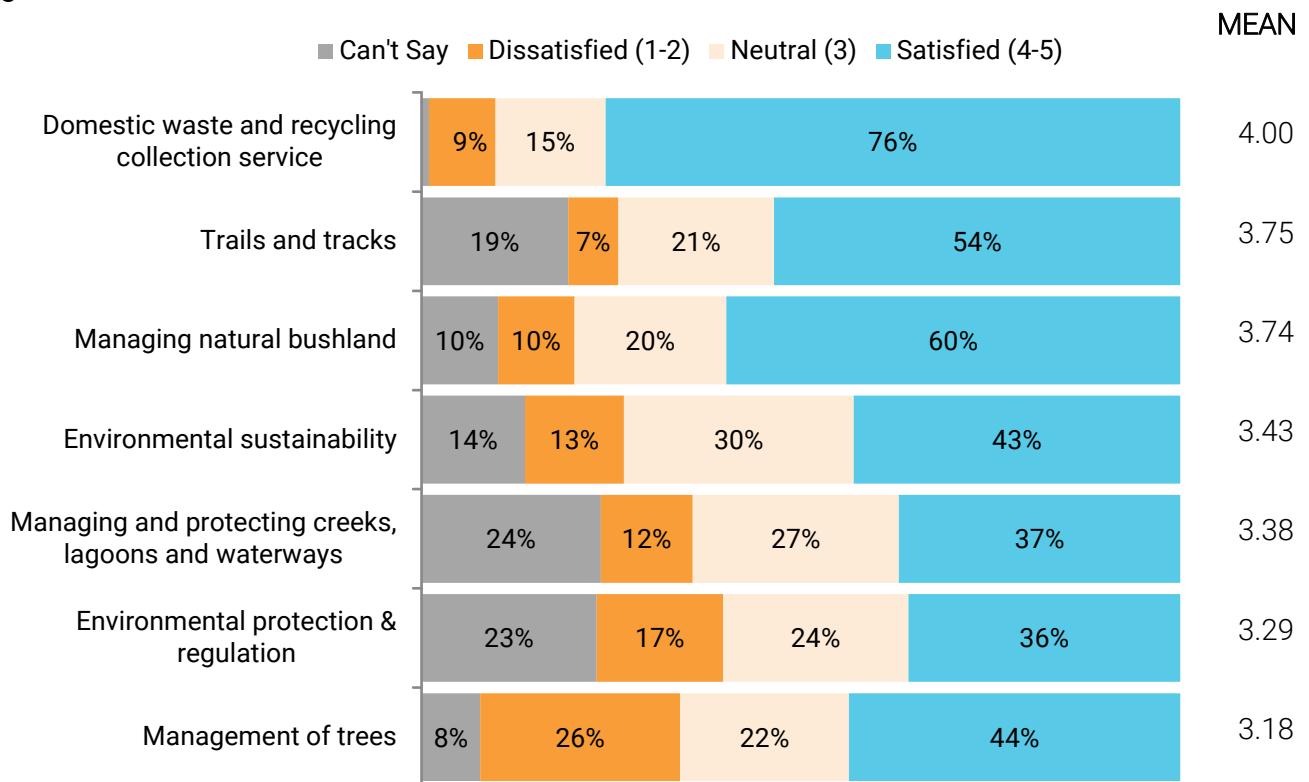


Sustainable

Council Services & Facilities Rating

Respondents were asked to rate their satisfaction with services and facilities using a 5-point scale from 'very dissatisfied' to 'very satisfied'.

Figure 2-3 Sustainable - Satisfaction for Services & Facilities



Base: All respondents (n=600)

Q: I'd now like you to please rate your satisfaction with the following council facilities or services. We'll use a scale of 1-5, where 1 means you are very dissatisfied, 3 is neutral and 5 means you are very satisfied. If you don't know or use the service, just say so and I'll move to the next one. Firstly how satisfied are you with?

HSC scored above the neutral mean of three for all services measured under the "sustainable" category. Residents were particularly pleased with the waste service (76% satisfied and mean score of 4 out of a possible 5), tracks and trails (54% satisfied, mean of 3.75) and managing natural bushland (60% satisfied, 3.74 mean).

Bottom ranked services were management of trees (44% satisfied, mean 3.18) and environmental protection and regulation (36% satisfied, 3.29 mean) – while again noting that both were above a neutral rating of three.

COUNCIL SERVICES AND FACILITIES

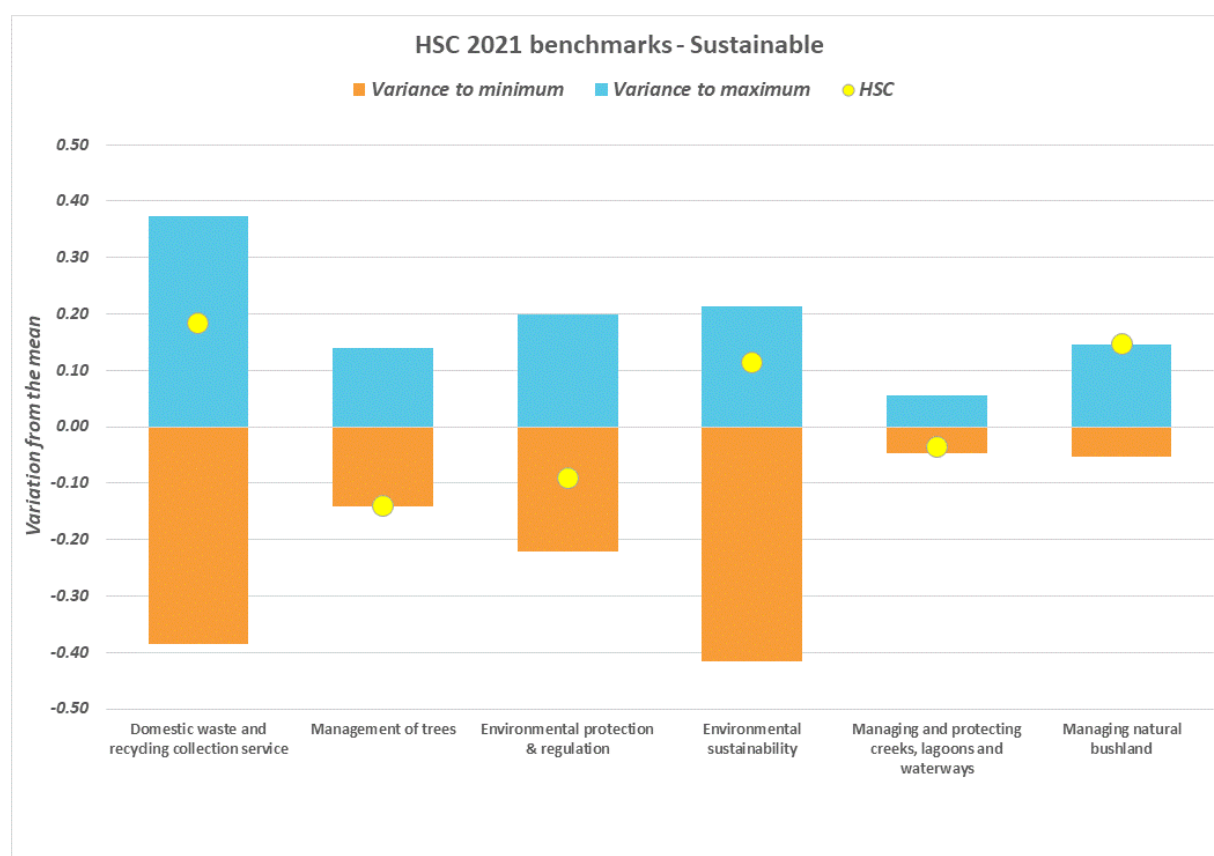


Table 2.3 Sustainable - Subgroup Analysis

SUBGROUP	SIGNIFICANT DIFFERENCES
Gender	Nil differences
Age	Older residents were more satisfied with waste collection and recycling services
Ward	Ward B residents were significantly more satisfied with environmental protection and regulation and managing bushland , while Ward A residents were less satisfied with managing bushland
Length of Time in HSC	Nil differences
CALD/non-CALD	CALD residents were significantly more satisfied with ALL sustainable services than non-CALD residents, with the exception of trails and tracks (where scores were the same)
Children in Household	Those without children were significantly more satisfied with waste collection and recycling services than those with children.

External Benchmarks

Figure 2-4 Sustainable – External Benchmarks



HSC's rating was above-average for waste and recycling, environmental sustainability and managing natural bushland. However it rated poorly for management of trees and was slightly below average for environmental protection and regulation.

COUNCIL SERVICES AND FACILITIES

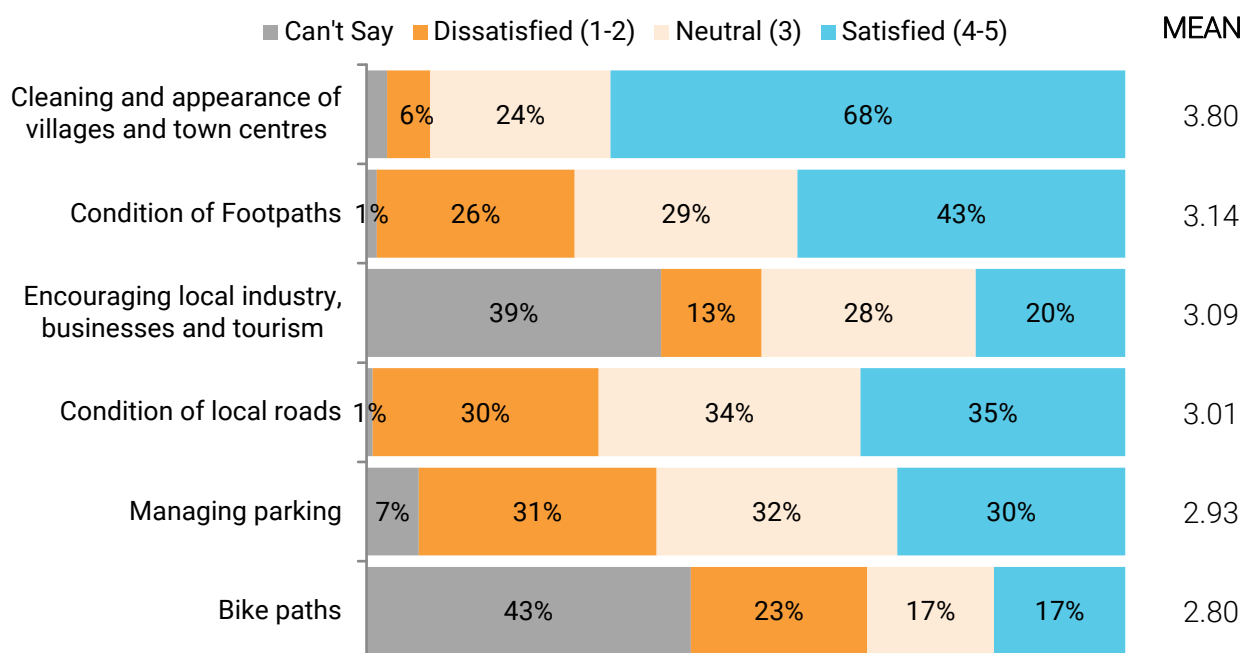


Productive

Council Services & Facilities Rating

Respondents were asked to rate their satisfaction with services and facilities using a 5-point scale from 'very dissatisfied' to 'very satisfied'.

Figure 2-5 Productive - Satisfaction for Services & Facilities



Base: All respondents (n=600)

Q: I'd now like you to please rate your satisfaction with the following council facilities or services. We'll use a scale of 1-5, where 1 means you are very dissatisfied, 3 is neutral and 5 means you are very satisfied. If you don't know or use the service, just say so and I'll move to the next one. Firstly how satisfied are you with?

Best scores for "productive" services were for cleaning and appearance of villages (68% satisfied, mean of 3.80) and condition of footpaths (43% satisfied, 3.14 mean). However managing parking and bike paths were both below neutral, with only 30% satisfied with managing parking (mean 2.93) and 17% satisfied with bike paths (mean 2.80).

COUNCIL SERVICES AND FACILITIES



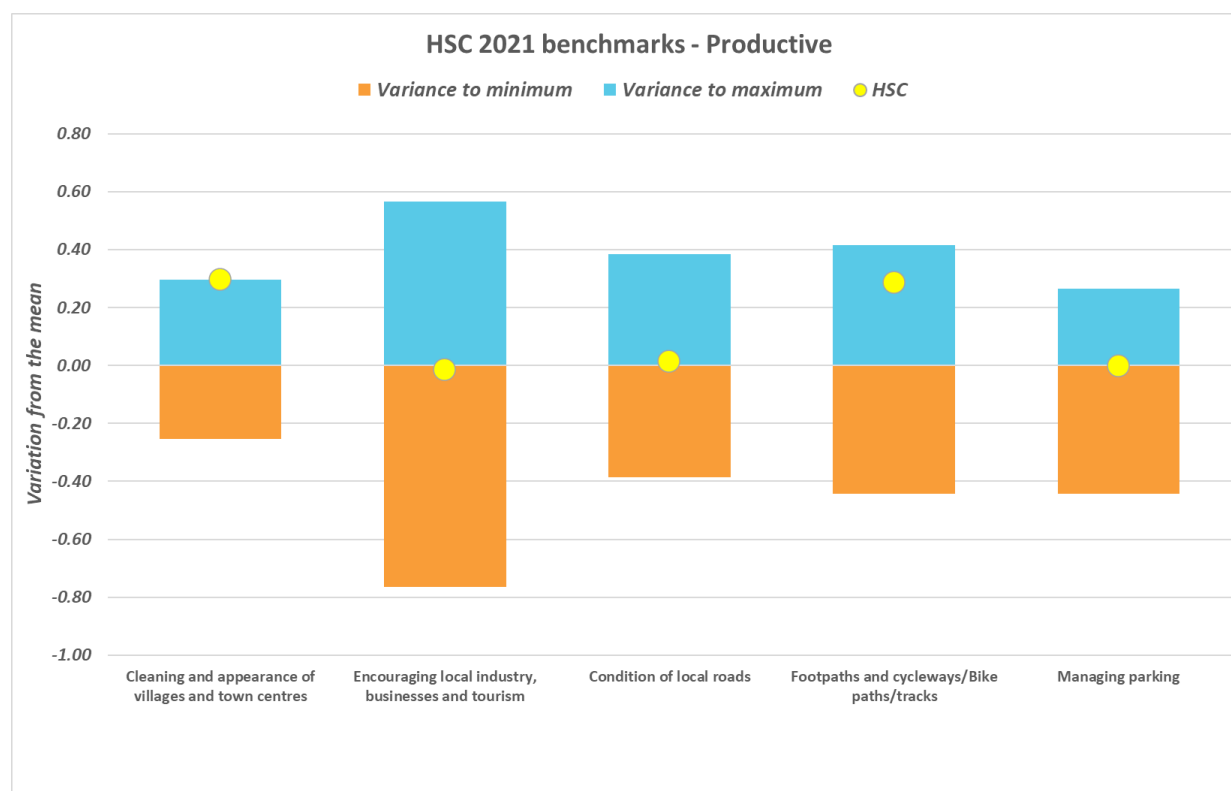
Table 2.4 displays the significant differences in each subgroup.

Table 2.4 Productive - Subgroup Analysis

SUBGROUP	SIGNIFICANT DIFFERENCES
Gender	Nil differences
Age	Nil differences
Ward	Nil differences
Length of Time in HSC	Those living in the shire for less than two years were significantly more satisfied with managing parking than longer-term residents.
CALD/non-CALD	CALD residents were significantly happier than non-CALD residents with appearance of town centres, condition of footpaths and managing parking.
Children in Household	Nil differences

External Benchmarks

Figure 2-6 Productive – External Benchmarks



In relation to other Sydney metro councils, Hornsby residents were happier with cleaning and appearance of village and town centres and footpaths, cycleways and tracks. Hornsby was in line with the average score of others in relation to condition of local roads, encouraging local industry, and managing parking.

COUNCIL SERVICES AND FACILITIES

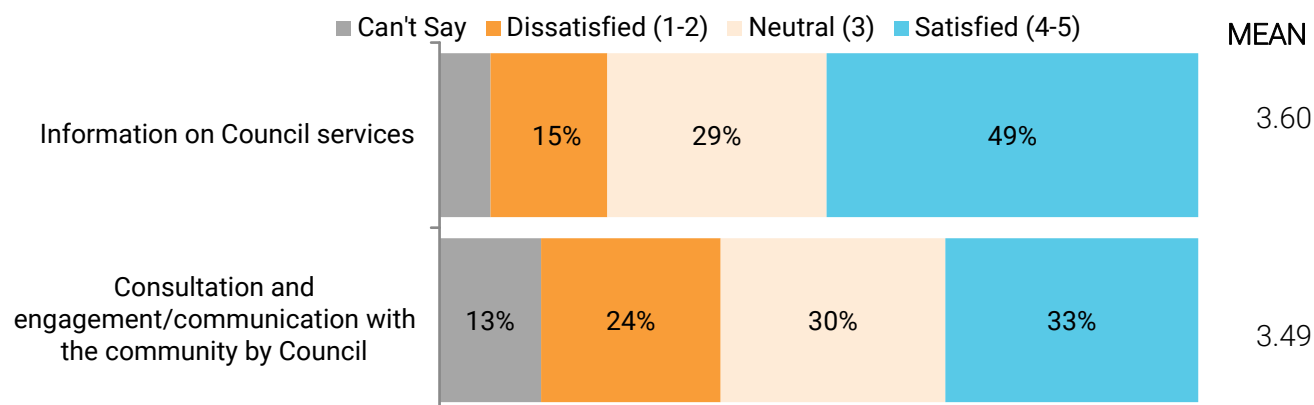


Collaborative

Council Services & Facilities Rating

Respondents were asked to rate their satisfaction with services and facilities using a 5-point scale from 'very dissatisfied' to 'very satisfied'.

Figure 2-7 Collaborative - Satisfaction for Services & Facilities



Base: All respondents (n=600)

Q: I'd now like you to please rate your satisfaction with the following council facilities or services. We'll use a scale of 1-5, where 1 means you are very dissatisfied, 3 is neutral and 5 means you are very satisfied. If you don't know or use the service, just say so and I'll move to the next one. Firstly how satisfied are you with?

Council scored well for the collaborative rankings, with 49% satisfied with information on Council services (vs. 15% dissatisfied, and a mean of 3.60) and 33% satisfied with consultation and engagement (vs. 24% dissatisfied, and a mean of 3.49.)

Table 2.5 displays the significant differences in each subgroup.

Table 2.5 Collaborative - Subgroup Analysis

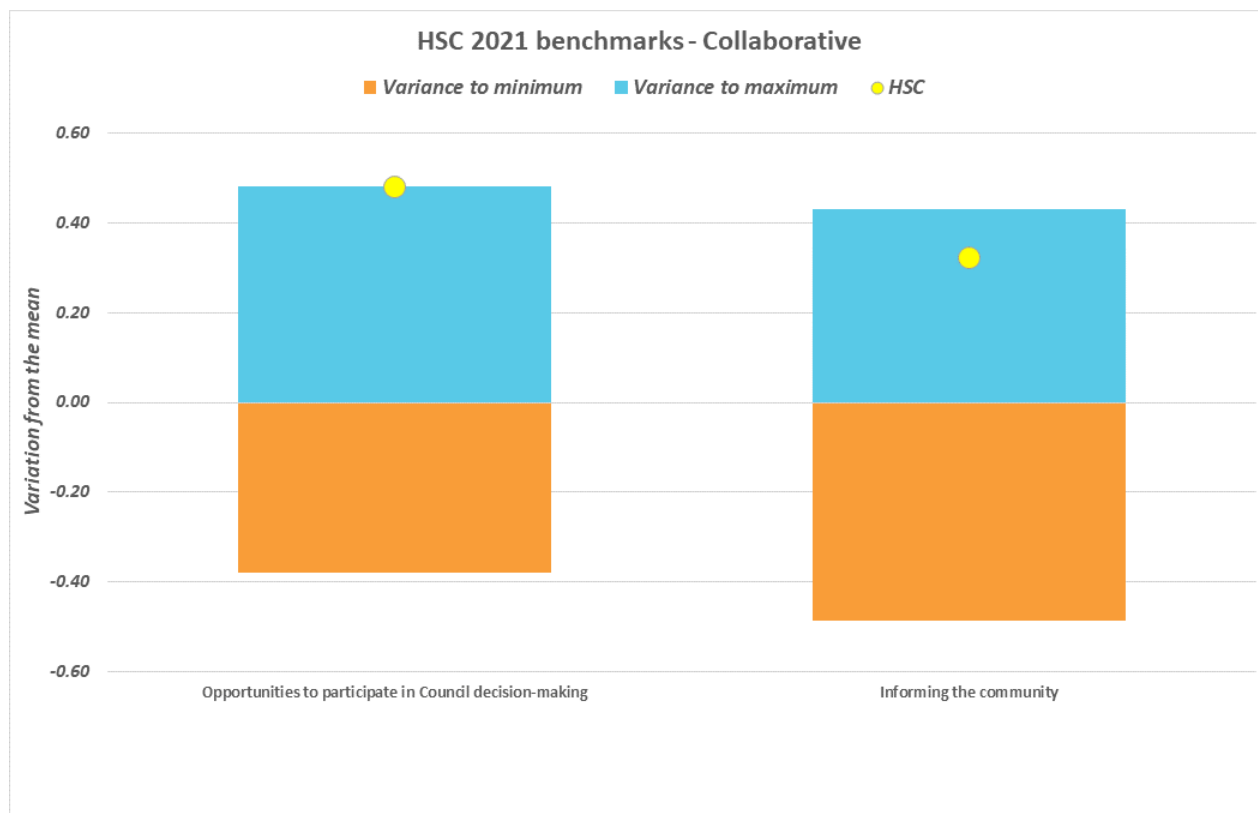
SUBGROUP	SIGNIFICANT DIFFERENCES
Gender	Women were significantly more satisfied with consultation and engagement than men
Age	Residents 65+ were most satisfied with consultation and engagement
Ward	Nil differences
Length of Time in HSC	Nil differences
CALD/non-CALD	Nil differences
Children in Household	Nil differences

COUNCIL SERVICES AND FACILITIES



External Benchmarks

Figure 2-8 Collaborative – External Benchmarks

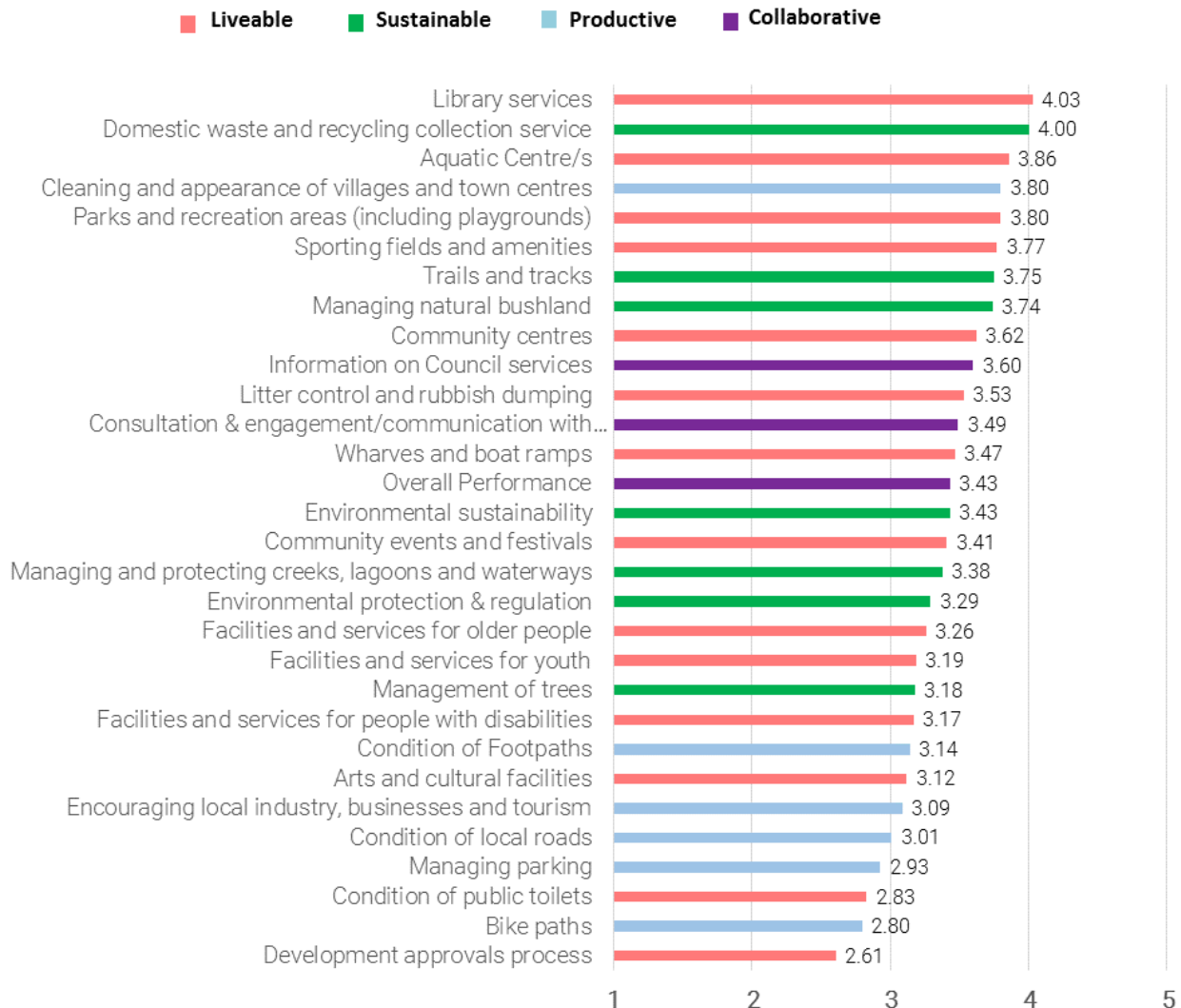


Hornsby was “best in class” among other Sydney metro councils for opportunities to participate in Council decision-making, and well above-average in informing the community.

COUNCIL SERVICES AND FACILITIES



Figure 2-2 Mean satisfaction scores for all services by category



Finally, Figure 2-2 shows all services and facilities ranked from highest to lowest mean, and by category. It indicates that liveable and sustainable services generally ranked most highly, with productive services generally the poorest ranked attributes (though with the notable exception of “cleaning and appearance of villages and town centres”, which ranked highly.).

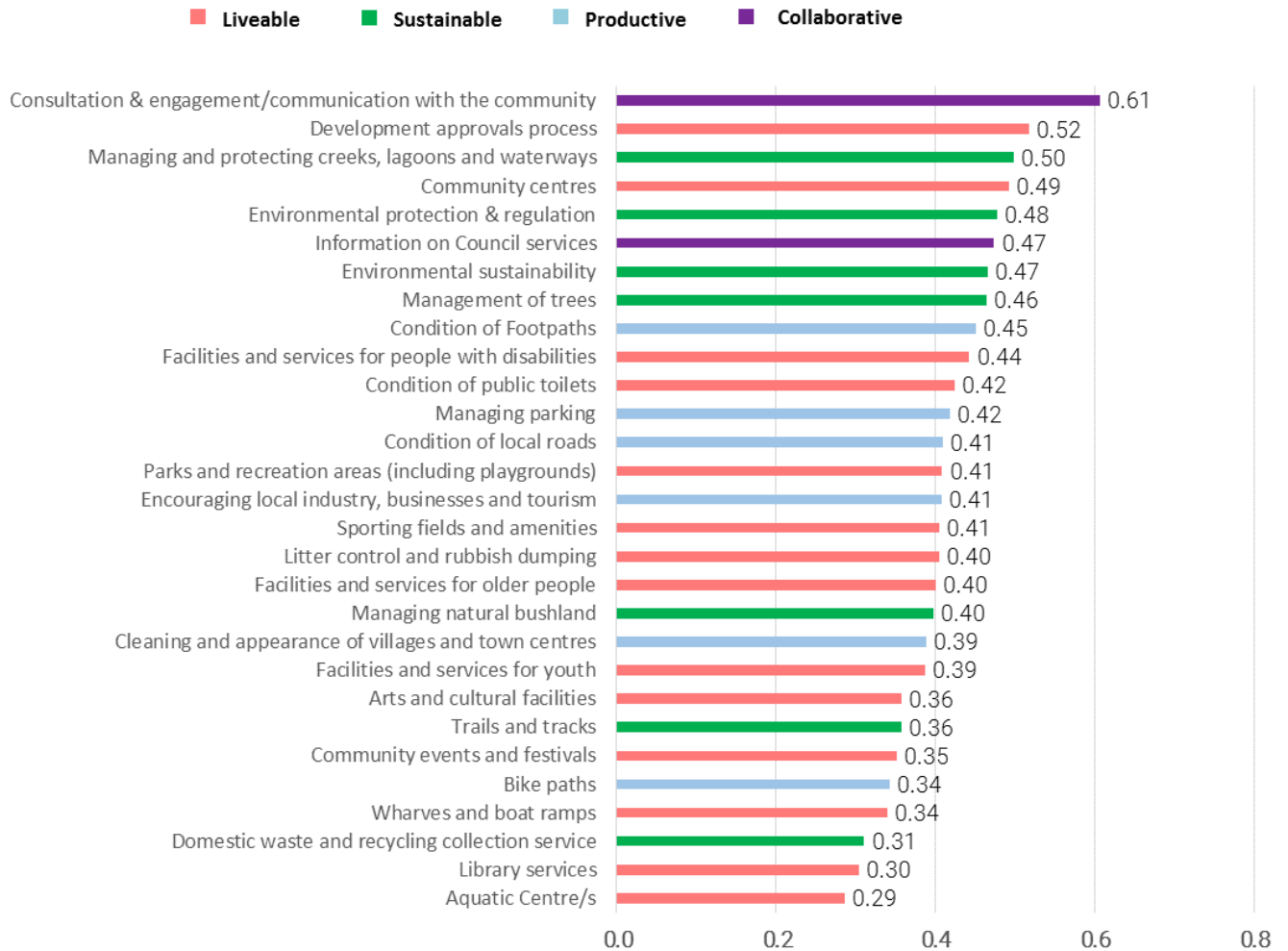
The following chart (Figure 2-3) shows the relationship between: (a) overall satisfaction with Council; and (b) all the individual facilities and services being rated for satisfaction. This allows us to calculate the *derived importance* of specific service elements, some of which will have a greater impact on perceptions of overall satisfaction than others.

The derived importance “correlation efficient” outlines the ranking of specific service tasks according to how influential they are on impacting overall satisfaction. The closer the correlation coefficient is to 1.0, the stronger it is as a driver of overall satisfaction.

COUNCIL SERVICES AND FACILITIES



Figure 2-3 Derived importance for all services, by category



Likewise, Figure 2-3 shows the derived importance for all services and facilities ranked from top to bottom by category. It highlights the importance of consultation and engagement as a critical factor in influencing satisfaction. Other major factors include the DA process, managing and protecting natural assets, community centres, and environmental protection and regulation.

3. PRIORITISING SERVICES & FACILITIES



This section of the report aims to identify the key drivers of community satisfaction via a deeper analysis of the relationship between overall satisfaction with Hornsby Shire Council's services and facilities and satisfaction with individual services and facilities as reported in the previous section.

Quadrant Analysis

Quadrant analysis simultaneously analyses the importance of a service in terms of driving overall satisfaction and the performance of services in terms of resident satisfaction. To do this, mean satisfaction scores are plotted against derived importance scores for each Council service. Importance scores are derived from regression analysis. The derived importance score is determined by using regression analysis. (This a statistical technique that measures the strength of each individual service and facility's relationship with overall satisfaction.)

To form quadrants, the average derived importance score and average satisfaction score across all services and facilities were calculated. Services and facilities with a mean satisfaction score less than the overall average were classified as 'lower' performing while those with a mean score above the average were classified as 'higher' performing. Similarly, services and facilities have 'higher' or 'lower' derived importance depending on their position above or below the average derived importance score.

These scores do not suggest the service or facility is not important in the personal lives of residents. It strictly relates to its importance (relative to other facilities and services) in creating overall satisfaction with Council. Areas of personal importance are analysed in Section 6.4 'Reasons for satisfaction'.

Figure 3-1 (over-page) is Council's performance/importance quadrant.

- The upper right quadrant (high importance and high satisfaction) represents current service strengths or **'Strengths to Maintain'**.
- The upper left quadrant (high importance but low satisfaction) denotes services where satisfaction should be improved or **'Priorities for Council'**.
- The lower left quadrant (relatively lower importance and relatively lower satisfaction) represents lower priority service dimensions or **'Second Order Issues'**.
- The lower right quadrant (relatively lower importance and high satisfaction) represent Council's **'Opportunities'**. These are services with higher satisfaction but which are not currently driving overall satisfaction. By highlighting achievements in these areas, Council may be able to increase the link between the two.

PRIORITISING SERVICES & FACILITIES



Figure 3-1 Quadrant Analysis



(See following page for explanation of numbers.)

PRIORITISING SERVICES & FACILITIES



Table 3.1 Strategic locations of Services & Facilities

PRIORITIES FOR COUNCIL	STRENGTHS TO MAINTAIN
23 - Management of trees 24 - Condition of Footpaths 25 - Consultation and engagement/communication with the community by Council 26 - Encouraging local industry, businesses and tourism 27 - Condition of local roads 28 - Managing parking 29 - Development approvals process	1 - Cleaning and appearance of villages and town centres 2 - Sporting fields and amenities 3 - Community centres 4 - Litter control and rubbish dumping 5 - Environmental sustainability 6 - Information on Council services 7 - Managing and protecting creeks, lagoons and waterways
SECOND ORDER ISSUES	OPPORTUNITIES
16 - Environmental protection & regulation 17 - Facilities and services for older people 18 - Facilities and services for youth 19 - Facilities and services for people with disabilities 20 - Arts and cultural facilities 21 - Condition of public toilets 22 - Bike paths	8 - Library services 9 - Domestic waste and recycling collection service 10 - Aquatic Centre/s 11 - Parks and recreation areas (including playgrounds) 12 - Trails and tracks 13 - Managing natural bushland 14 - Community events and festivals 15 - Wharves and boat ramps

Services and facilities in the upper right quadrant are **Strengths to Maintain** – these have an important impact on creating overall satisfaction with Hornsby Shire Council and their performance is above average.

Council's seven **Strengths to Maintain** are:

1. Cleaning and appearance of villages and town centres
2. Sporting fields and amenities
3. Community centres
4. Litter control and rubbish dumping
5. Environmental sustainability
6. Information on Council services
7. Managing and protecting creeks, lagoons and waterways

PRIORITISING SERVICES & FACILITIES



Services and facilities in the upper left quadrant are **Priorities for Council** – services that have an important impact on creating overall satisfaction but are performing below average. These services are regarded as Council's **foremost** priorities.

- 23. Management of trees
- 24. Condition of Footpaths
- 25. Consultation and engagement/communication with the community by Council
- 26. Encouraging local industry, businesses and tourism
- 27. Condition of local roads
- 28. Managing parking
- 29. Development approvals process

All other services are classified as **Opportunities** or **Second Order Issues** based on whether they are performing above or below average, respectively. While these are important to Council's business, additional effort to improve these services will not have a large, significant impact on overall satisfaction with Council.

Table 3.2 (next page) reports quadrant analysis by service category. Council's **Strengths to Maintain** were shared across all four of the service categories, highlighting that Council's services strengths are not isolated in one department or area.

Similarly, the **Priorities for Council** were shared across all four of the service categories.

PRIORITISING SERVICES & FACILITIES



Table 3.2 Quadrant analysis by service category

LIVEABLE	
Aquatic Centre/s	OPPORTUNITIES
Community centres	STRENGTHS TO MAINTAIN
Development approvals process	PRIORITIES FOR COUNCIL
Parks and recreation areas (including playgrounds)	OPPORTUNITIES
Sporting fields and amenities	STRENGTHS TO MAINTAIN
Wharves and boat ramps	OPPORTUNITIES
Arts and cultural facilities	SECOND ORDER ISSUES
Community events and festivals	OPPORTUNITIES
Condition of public toilets	SECOND ORDER ISSUES
Facilities and services for older people	SECOND ORDER ISSUES
Facilities and services for people with disabilities	SECOND ORDER ISSUES
Facilities and services for youth	SECOND ORDER ISSUES
Library services	OPPORTUNITIES
Litter control and rubbish dumping	STRENGTHS TO MAINTAIN
SUSTAINABLE	
Domestic waste and recycling collection service	OPPORTUNITIES
Environmental sustainability	STRENGTHS TO MAINTAIN
Environmental protection & regulation	SECOND ORDER ISSUES
Management of trees	PRIORITIES FOR COUNCIL
Managing and protecting creeks, lagoons and waterways	STRENGTHS TO MAINTAIN
Managing natural bushland	OPPORTUNITIES
Trails and tracks	OPPORTUNITIES
PRODUCTIVE	
Bike paths	SECOND ORDER ISSUES
Cleaning and appearance of villages and town centres	STRATEGIC ADVANTAGES
Condition of local roads	PRIORITIES FOR COUNCIL
Encouraging local industry, businesses and tourism	PRIORITIES FOR COUNCIL
Condition of Footpaths	PRIORITIES FOR COUNCIL
Managing parking	PRIORITIES FOR COUNCIL
COLLABORATIVE	
Consultation and engagement/ communication with the community by Council	PRIORITIES FOR COUNCIL
Information on Council services	STRATEGIC ADVANTAGES

PRIORITISING SERVICES & FACILITIES



Satisfaction with Council Services by Overall Satisfaction Rating

Table 3.3 (over page) compares average satisfaction with Council services and facilities across groups of residents that provided low, neutral and high overall satisfaction ratings. The five highest and lowest performing services for each level have been highlighted to demonstrate which services are high and low performing among *all* residents, and which are high and low performing among particular overall satisfaction rating groups.

There are three performing services and facilities which are consistently in the top 5 across all residents regardless of their overall satisfaction rating, and are:

1. Library services
2. Domestic waste and recycling collection service
3. Cleaning and appearance of villages and town centres

The two services ranked in the bottom 5 among all groups were:

1. Condition of public toilets
2. Development approvals process

Improvement in the performance of these services will help convert dissatisfied residents into neutral and satisfied residents and thus improve overall satisfaction with Council over time.

PRIORITISING SERVICES & FACILITIES



Table 3.3 Satisfaction with Council services by overall satisfaction rating

COUNCIL SERVICES & FACILITIES	OVERALL SATISFACTION RATING		
	Dissatisfied (1-2)	Neutral (3)	Satisfied (4-5)
Library services	3.67	3.72	4.32
Domestic waste and recycling collection service	3.40	3.79	4.28
Parks and recreation areas (including playgrounds)	3.06	3.54	4.14
Managing natural bushland	2.97	3.43	4.11
Cleaning and appearance of villages and town centres	3.10	3.62	4.10
Sporting fields and amenities	3.16	3.54	4.07
Aquatic Centre/s	3.20	3.77	4.05
Trails and tracks	3.17	3.50	4.04
Community centres	2.66	3.41	3.96
Information on Council services	2.61	3.06	3.86
Litter control and rubbish dumping	2.68	3.36	3.85
Environmental sustainability	2.48	3.15	3.83
Wharves and boat ramps	2.81	3.27	3.73
Environmental protection & regulation	2.14	3.04	3.73
Managing and protecting creeks, lagoons and waterways	2.28	3.22	3.73
Consultation and engagement/ communication with the community by Council	1.77	2.70	3.68
Community events and festivals	2.70	3.24	3.67
Management of trees	1.88	2.91	3.65
Condition of Footpaths	2.00	2.90	3.56
Facilities and services for people with disabilities	2.26	2.98	3.55
Facilities and services for older people	2.57	3.14	3.53
Facilities and services for youth	2.56	2.93	3.49
Condition of local roads	2.30	2.70	3.40
Encouraging local industry, businesses and tourism	2.42	2.87	3.38
Managing parking	2.04	2.60	3.37
Arts and cultural facilities	2.59	2.95	3.37
Condition of public toilets	1.99	2.55	3.22
Bike paths	2.01	2.58	3.17
Development approvals process	1.78	2.29	3.14

Top five (green) and lowest five (red) performing services.

4. COUNCIL CUSTOMER SERVICES

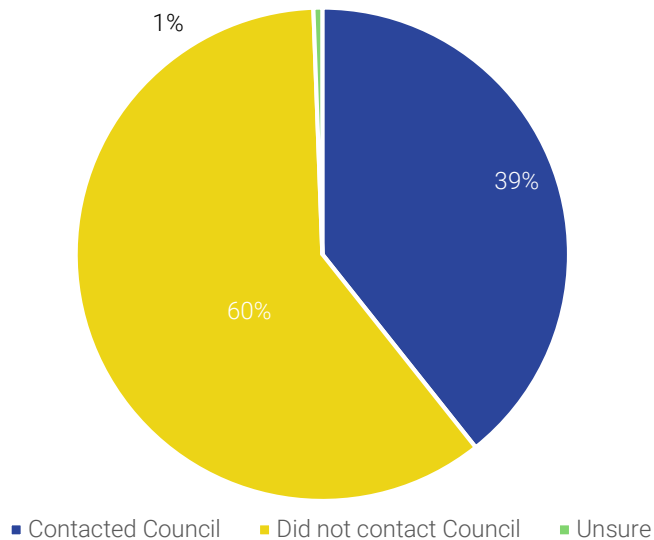


This section of the report covers Council's customer services. This includes method of contact, reason for contact and overall satisfaction with the customer service experience.

Recent Contact with Council

Residents were asked if they contacted Hornsby Shire Council within the past 12 months, for any reason other than paying rates.

Figure 4-1 Contact with Council within past 12 months



Base: All respondents (n=600)

Q: Q4 Have you interacted with council within the past 12 months, other than to make a payment?

Two out of five respondents had contacted Council over the previous 12 months for reasons other than paying rates. While results were consistent by age, gender and ward, those with children at home (47%) and non-CALD residents (43%) were more likely to have contacted Council during this time.

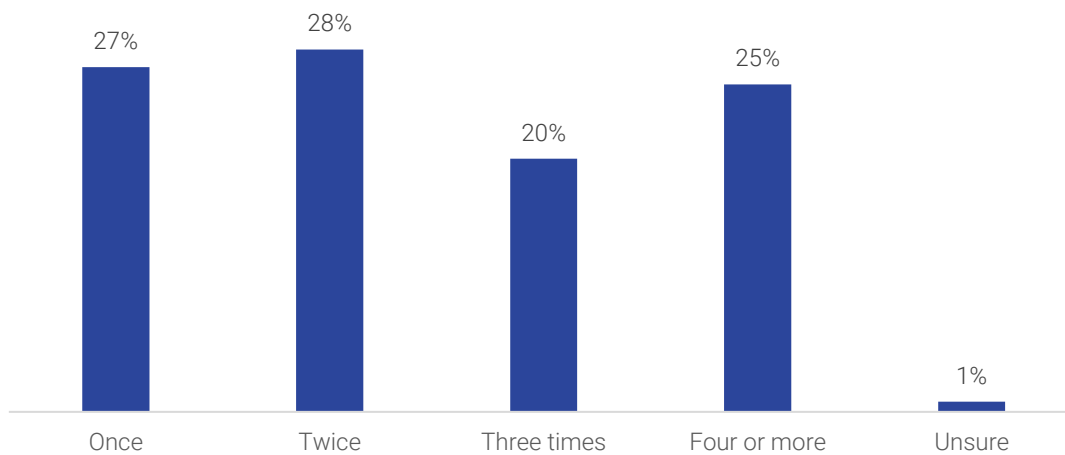
COUNCIL CUSTOMER SERVICES



Number of Times Interacted with Council in Past 12 Months

Residents who had contacted Council within the last 12 months, were asked how many times they had contacted Council in that period.

Figure 4-2 Number of times interacted with Council



Base: Respondents who contacted Council in past 6 months (n=242)

Q: Could you tell me approximately how many times you have interacted with council during this time?

As Figure 4-2 shows, residents who contact Council can be divided into “infrequent” (once or twice) and “frequent” (three or more) contactors – with a roughly equal proportion of each.

There were no particular cohorts (i.e. by age, gender ward etc.) that were more likely to be frequent contactors.

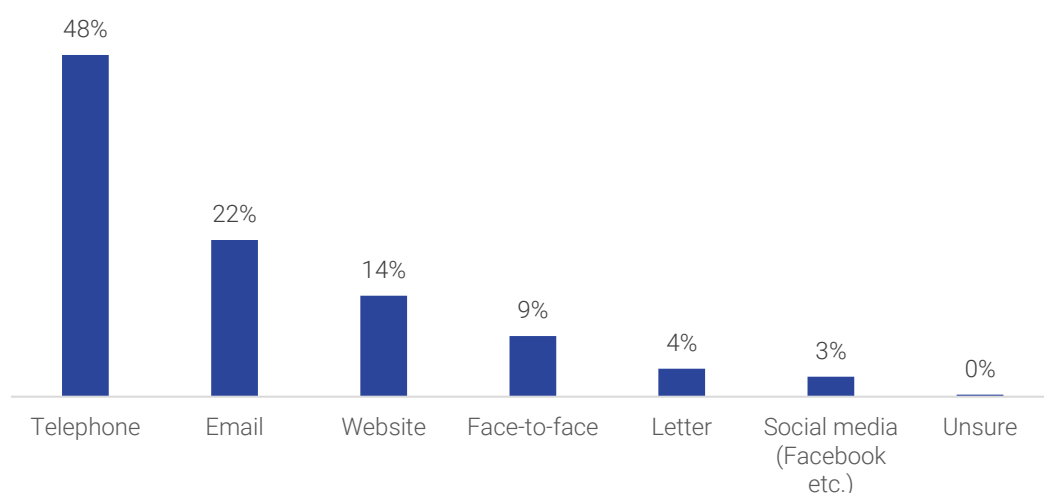
COUNCIL CUSTOMER SERVICES



Method of Contact with Council

Residents who had contacted Council within the last 12 months, were asked to recall how they first made contact with Council in their most recent interaction.

Figure 4-3 Method of contact with Council



Base: Respondents who contacted Council in past 12 months (n=237)

Q: Thinking again about that experience, how did you first make contact with council?

Even in this age of new media, telephone remained the preferred method of contacting Council (nominated by almost half of all respondents who had contacted Council over the previous 12 months). However email was the second most preferred option (22%) followed by the website (14%).

Although social media remains low (3% for the time being), we would anticipate this will grow in future (i.e. as younger residents become ratepayers).

Table 4.1 Method of contact with Council - Subgroup Analysis

SUBGROUP	SIGNIFICANT DIFFERENCES
Gender	Women were significantly more likely to have made contact by phone (at 58%), while men were more likely to have used the website (21%) or face-to-face (13%)
Age	Those aged 65+ were more likely than other age groups to have contacted Council face-to-face (at 23%)
Ward	Ward C residents were most likely to have contacted Council by phone (at 63%)
Length of Time in HSC	Nil differences
CALD/non-CALD	Nil differences
Children in Household	Nil differences

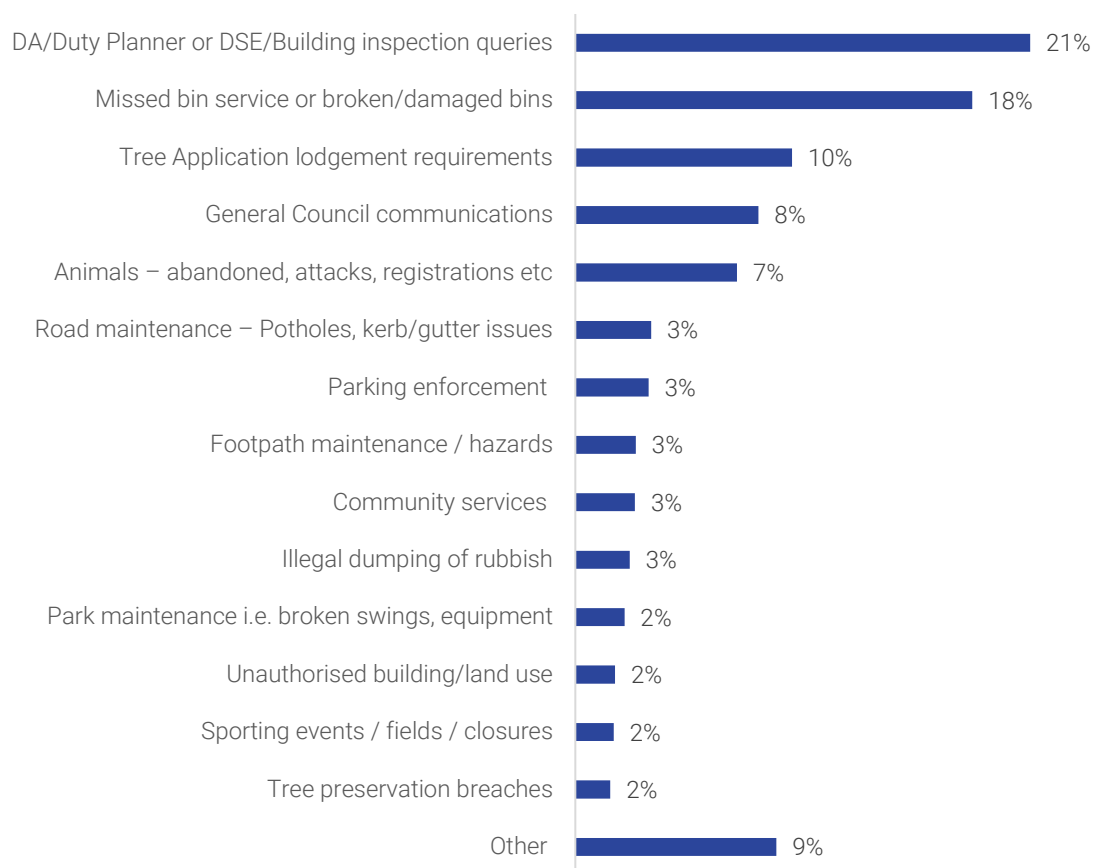
COUNCIL CUSTOMER SERVICES



Reason for Most Recent Contact with Council

Residents who had contacted Council within the last 12 months, were asked the reason for their most recent query or interaction:

Figure 4-4 Reason for most recent contact with Council (top 14 reasons only)



Base: Respondents who contacted Council in past 12 months (n=238)

Q: And thinking about your most recent inquiry, what was that interaction regarding?

Among a huge variety of reasons, only 14 accounted for 2% or more of total interactions. These were led by DA or building inquiries, waste-related inquiries (e.g. broken or missing bins) and tree application lodgements. Inquiries relating to animals, road maintenance, parking and footpaths were also commonly mentioned.

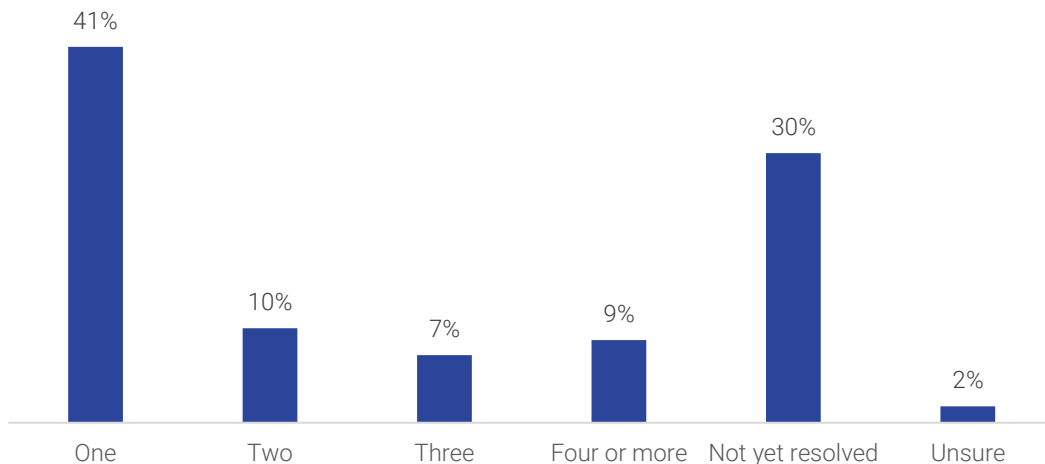
COUNCIL CUSTOMER SERVICES



Number of Times Needed to Resolve Issue

Residents who had contacted Council within the last 12 months, were asked how many times they had needed to speak/deal with Council to resolve their most recent issue.

Figure 4-5 Number of contacts required to have their issue resolved



Base: Respondents who contacted Council in past 12 months (n=237)

Q: And regarding that matter, how many times did you need to contact council to have your issue resolved?

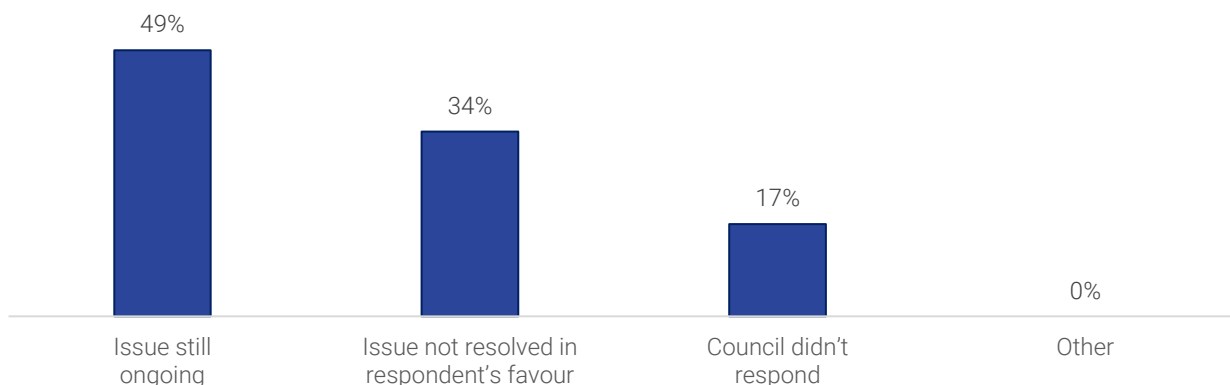
Half of the most recent inquiries were settled in one or two contacts, which (as is shown below) provides significantly higher customer satisfaction scores than interactions requiring additional contacts.

Meanwhile 16% of interactions took three or more contacts, and 30% remained unresolved.

Reason Why Issue Has Not Been Resolved

Those (71) residents who believed their most recent issue has not been resolved were asked why they believe this was the case.

Figure 4-6 Reason most recent issues not resolved



Base: Respondents who contacted Council in past 12 months (n=71)

Q: Can you briefly explain why you don't believe the issue has been resolved?

COUNCIL CUSTOMER SERVICES

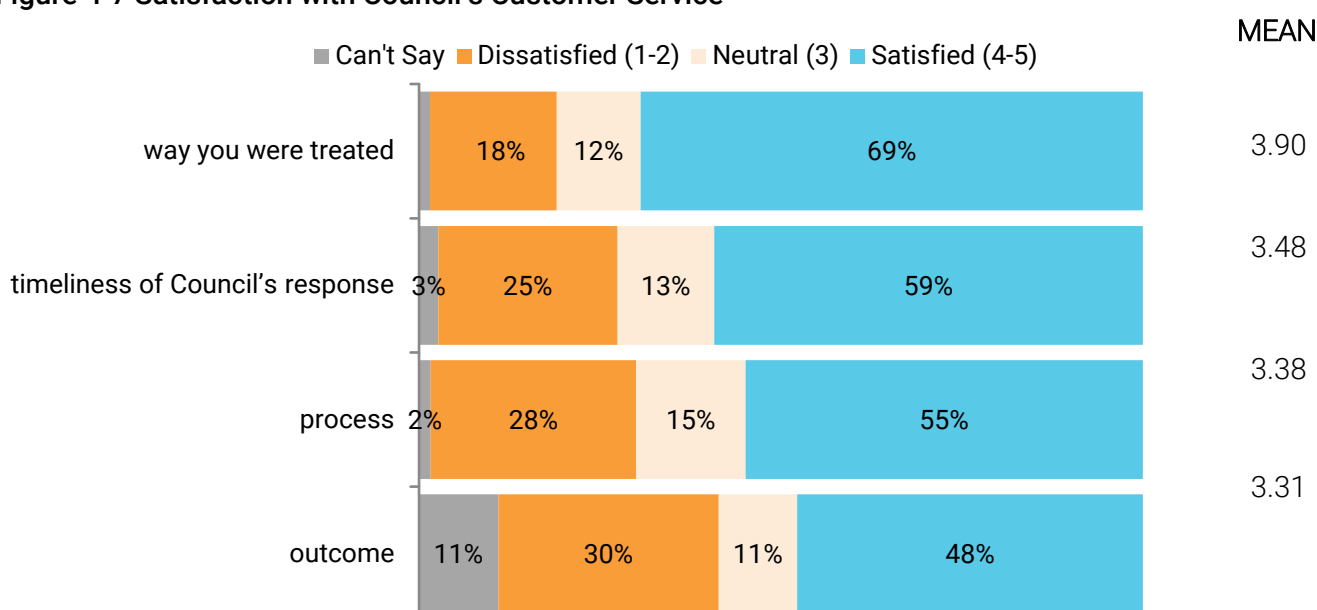


While the 34% saying the issue had not been resolved in their favour is quite normal, it is concerning that almost one in five claimed Council had not responded. (However the small sample size needs to be considered – along with the fact we didn't ask how long prior to our call the issue had been raised.)

Satisfaction with Council's Customer Service

Respondents who contacted Council within the past 12 months were asked to indicate their satisfaction with the way Council's customer service handled the interaction using a 5-point scale from 'very poorly' to 'very well'.

Figure 4-7 Satisfaction with Council's Customer Service



Base: Respondents who contacted Council in past 12 months (n=237)

Q: And thinking again about that most recent interaction, how would you rate your satisfaction with the way council handled in the following four ways? In each case we'll use a scale of 1-5, where 1 means you think it was handled very poorly and 5 means you think it was handled very well.

Council scored well on "way you were treated" (69% satisfied, 18% dissatisfied) and timeliness (59% satisfied against 25% dissatisfied). But satisfaction with process was lower (55% satisfied and 28% dissatisfied respectively), and lower again for outcome (48% satisfied and 30% dissatisfied).

Table 2.2 displays the significant differences in each subgroup.

Table 4.2 Productive - Subgroup Analysis

SUBGROUP	SIGNIFICANT DIFFERENCES
Number of contacts required	Those whose inquiries were addressed over one or two contacts were significantly more likely to be satisfied across all four measures than those whose matter took three or more contacts to resolve.
Gender	Nil differences
Age	Nil differences
Ward	Nil differences
Length of Time in HSC	Nil differences
CALD/non-CALD	Nil differences
Children in Household	Nil differences

COUNCIL CUSTOMER SERVICES



Preferred Method of Contact by Topic

Residents were asked to identify what their preferred method of contact was by each topic. The most popular one or two contact options for each topic type are shown **in bold**.

Table 4.3 Preferred method of contact by topic

	Making a payment	Requesting Council to do something	Finding out about Council policies, events	Completing or lodging applications or forms	Providing feedback on important topical issues	Getting updates on road closures, evacuations
Online/via website	76%	32%	48%	71%	54%	15%
Phone	7%	37%	7%	4%	8%	31%
Email	6%	20%	20%	6%	21%	13%
Social media	0%	1%	10%	0%	3%	17%
Letter	2%	2%	8%	4%	6%	4%
Face-to-face	4%	5%	2%	9%	3%	2%
Other	4%	1%	3%	1%	1%	16%
Unsure	1%	2%	2%	5%	3%	3%

Base: All Residents (n=600)

Q: In your dealings with council, what method would you prefer to conduct the following

Collectively, this indicates that the Hornsby Shire community are very comfortable communicating with Council online. It was the most popular options for all categories *except* "requesting Council to do something" (with 37% preferring to do this by phone, against 32% online) and "getting updates on road closures, evacuations etc. during emergencies" (where phone, social media and online/Council website were the preferred options).

Email was also seen as an important communication medium, preferred by +/- 20% of residents for "requesting Council to do something", "finding out about Council policies and events" and "providing feedback on important topical issues".

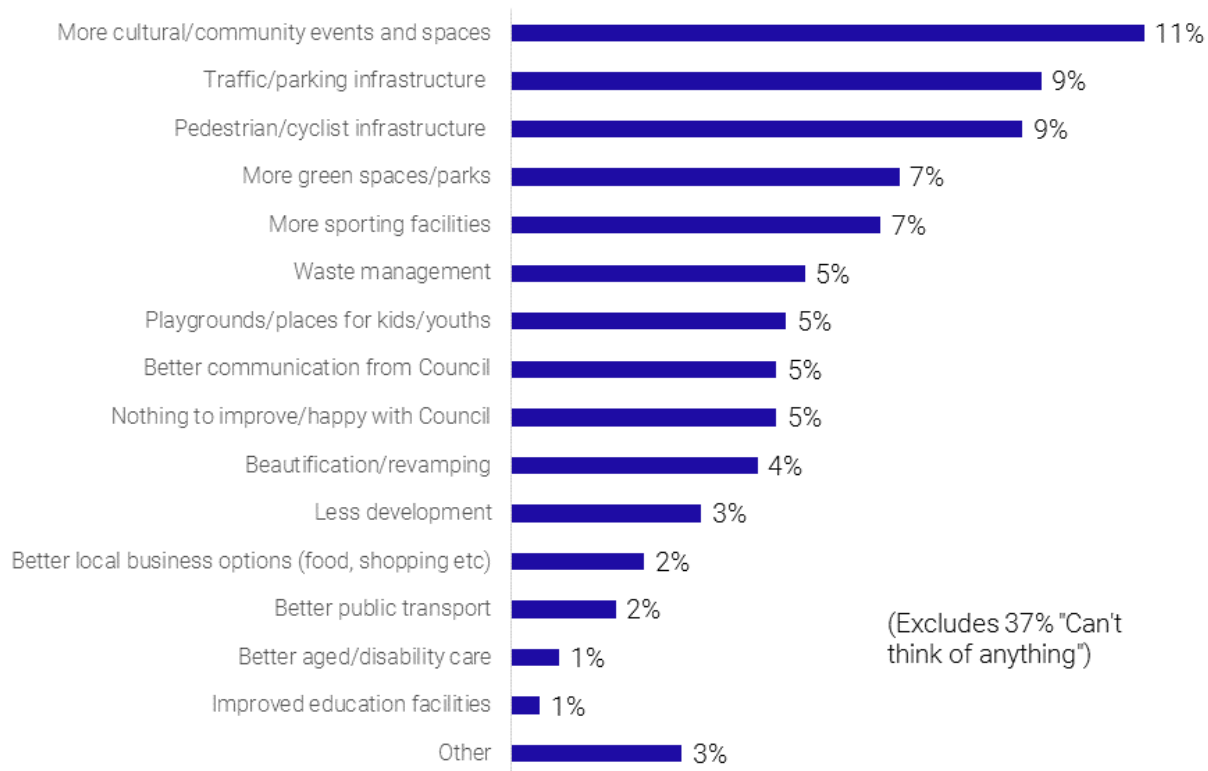
FUTURE OF HORNSBY SHIRE



Aspects that would Improve the Quality of Life in Hornsby Shire

The survey concluded with three open-ended questions designed to explore issues of interest or concern to residents. The first asked them if they had seen anywhere in their travels that they felt would work well locally and/or add to the quality of life in the Hornsby Shire.

Figure 5-1 What would improve quality of life in the Hornsby Shire



Base: All Residents (n=600)

Q::Have you seen anything when travelling to other places that you think would work well locally, or add to the quality of life in the Hornsby shire? This could be a facility, an event or a service, or anything else you think would make your region a better place to live.

The most common request was for more community events, nominated (unprompted) by 11% of respondents. This was followed by improved traffic and parking infrastructure – a common theme throughout the report – and better pedestrian and cyclist infrastructure (both 9%). Other common items on the residents' wish list were more green spaces, and improved sporting facilities (both 7%).

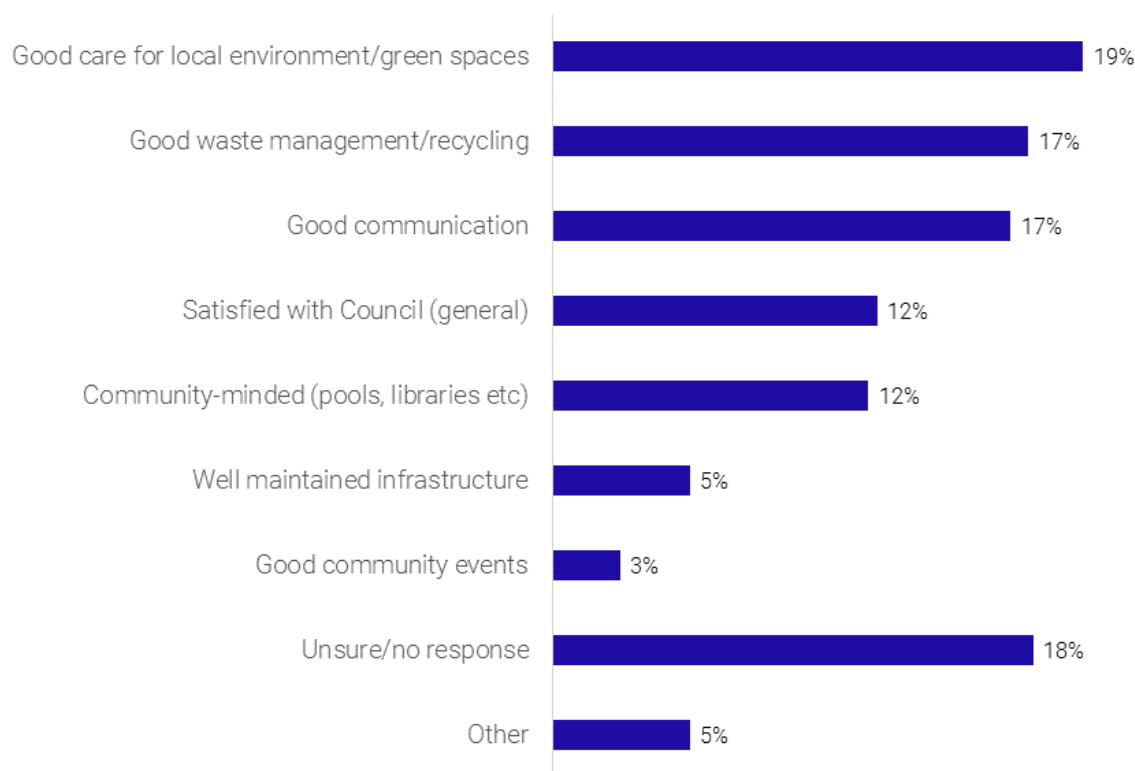
FUTURE OF HORNSBY SHIRE



Best Thing about Hornsby Shire Council

Residents were next asked, again unprompted, what they felt was the one best thing about Council.

Figure 5-2 What people like most about Hornsby Shire Council



Base: All Residents (n=600)

Q: Please tell me what is the ONE BEST thing about Council? It could be about any of the issues or services we have covered in this survey or it could be about something else altogether

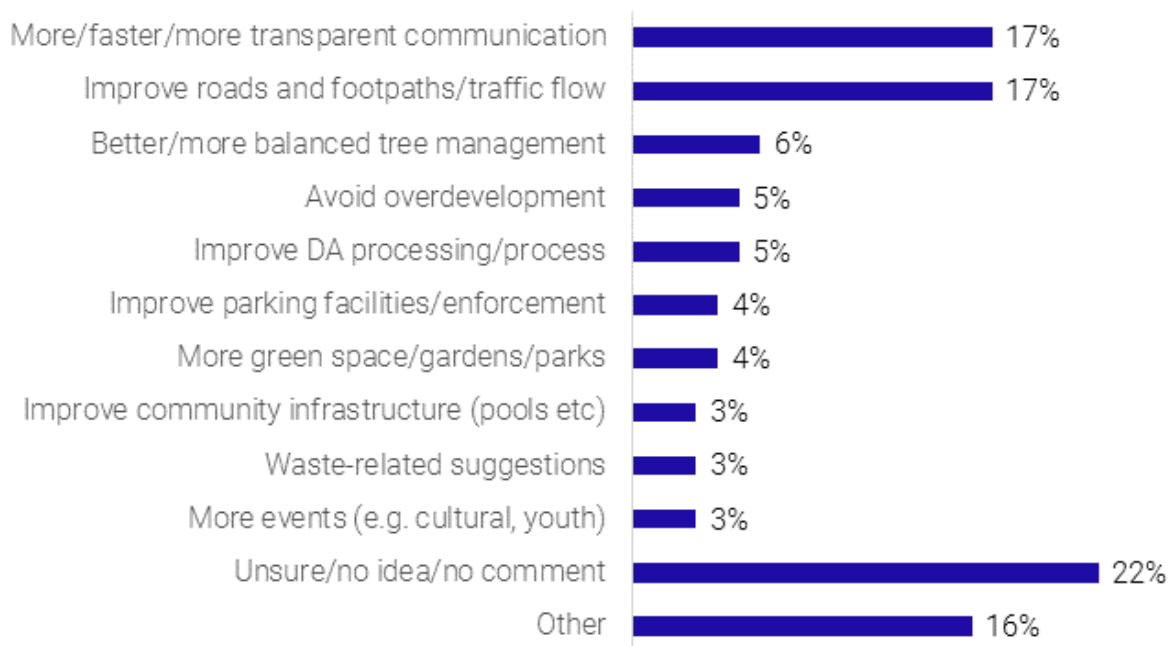
When asked to nominate the best thing about Council, one in five residents referred to its green credentials – perceived as caring for the environment and protecting or enhancing green spaces. The waste service was also frequently mentioned for praise, as was Council's ongoing communication with residents.



Where Can Council Improve?

And finally, respondents were asked where Council needed to improve its performance. The results were coded, with the major themes shown below.

Figure 5-3 What ONE thing can Council do to improve its performance



Base: All Residents (n=600)

Q: . What ONE thing does council MOST need to do to improve its performance?

Communication and engagement was again the major theme, with a wide variety of sub-themes such as improved response to queries, a more user-friendly website and more transparency. There were also a large number of comments regarding road quality, the lack of footpaths in some areas and a need for improved street lighting.

A number of residents also took the opportunity to voice concerns about tree management policies – generally residents who have been denied permission to trim or remove trees on their properties. Other issues raised frequently were concerns over the level of development (or growth in apartments) in the Shire, DA processing speeds or processes, a request for improved parking (e.g. around major transport hubs) or parking enforcement, and a desire for additional green space or parkland.

(The full list of verbatim comments for all three of the above questions will be supplied separately to Council.)

6. APPENDIX 1: QUESTIONNAIRE

S1 Good afternoon/evening, my name is (name) and I'm calling from Jetty Research on behalf of Hornsby Shire Council. Council is conducting a short resident survey about some important local issues, and you have been chosen at random to participate. The survey will only take less than 15 minutes, and all answers are confidential. Would you be willing to assist Council by taking part in a quick survey today?

If NO, try to arrange callback, or speak to another adult member of the household.

S2. (If yes) Thanks so much. Before we commence, can I just confirm you live in the Hornsby Shire?

Yes 1

No 2 THANK AND TERMINATE

S3. And what suburb do you live in?

- | | | |
|--------------------|---------------------|------------------------------|
| 1. Arcadia | 15. Dural | 29. Normanhurst |
| 2. Asquith | 16. Fiddletown | 30. North Epping |
| 3. Beecroft | 17. Forest Glen | 31. Pennant Hills |
| 4. Berowra | 18. Galston | 32. Singleton's Mill |
| 5. Berowra Creek | 19. Glenhaven | 33. Thornleigh |
| 6. Berowra Heights | 20. Glenorie | 34. Wahroonga |
| 7. Berrilee | 21. Hornsby | 35. Waitara |
| 8. Brooklyn | 22. Hornsby Heights | 36. West Pennant Hills |
| 9. Canoelands | 23. Laughtondale | 37. Westleigh |
| 10. Castle Hill | 24. Maroota | 38. Wisemans Ferry |
| 11. Cheltenham | 25. Middle Dural | 39. None of the above |
| 12. Cherrybrook | 26. Milsons Passage | (THANK AND |
| 13. Cowan | 27. Mt Colah | TERMINATE) |
| 14. Dangar Island | 28. Mt Kuring-gai | |

S4. And are you a Hornsby Councillor or permanent Council employee? (unprompted)

Yes 1 THANK AND TERMINATE

No 2

D1. Could I just get your age range please? Would it be: (prompted)

- | | |
|-------|---|
| 18-25 | 1 |
| 26-35 | 2 |
| 36-45 | 3 |
| 46-55 | 4 |
| 56-65 | 5 |
| 66-75 | 6 |
| 76+ | 7 |

D2. Record gender (don't ask)

Male 1

Female 2

D3. And could I just get your first name for the survey please?

(Record name)

APPENDIX 1: QUESTIONNAIRE



Q1 I'd now like you to please rate your satisfaction with the following council facilities or services. We'll use a scale of 1-5, where 1 means you are very dissatisfied, 3 is neutral and 5 means you are very satisfied. If you don't know or use the service, just say so and I'll move to the next one. Firstly how satisfied are you with?

1. Aquatic Centre/s
2. Arts and cultural facilities
3. Bike paths
4. Cleaning and appearance of villages and town centres
5. Community centres
6. Community events and festivals
7. Condition of local roads
8. Condition of public toilets
9. Consultation and engagement/communication with the community by Council
10. Development approvals process
11. Domestic waste and recycling collection service
12. Encouraging local industry, businesses and tourism
13. Environmental sustainability
14. Environmental protection & regulation
15. Facilities and services for older people
16. Facilities and services for people with disabilities
17. Facilities and services for youth
18. Condition of Footpaths
19. Information on Council services
20. Library services
21. Litter control and rubbish dumping
22. Management of trees
23. Managing and protecting creeks, lagoons and waterways
24. Managing parking
25. Parks and recreation areas (including playgrounds)
26. Managing natural bushland
27. Sporting fields and amenities
28. Trails and tracks
29. Wharves and boat ramps

Q2. Please rate your satisfaction with council's overall performance on a scale of 1-5, where 1 is very dissatisfied, 3 is neutral and 5 is very satisfied. (unprompted)

1. Very dissatisfied
2. 2
3. Neutral
4. 4
5. Very satisfied
666. Unsure

Q3. Can you briefly explain why you gave that rating? (open answer)

Q4. Have you interacted with council within the past 12 months, other than to make a payment? (unprompted)

1. Yes
2. No SKIP TO Q11
3. Unsure SKIP TO Q11

APPENDIX 1: QUESTIONNAIRE



Q5. Could you tell me approximately how many times you have interacted with council during this time?

(unprompted)

1. Once
2. Twice
3. Three times
4. Four or more
666. Unsure

Q6. And thinking about your most recent inquiry, what was that interaction regarding? (unprompted)

1. Unauthorised building/land use
2. Abandoned vehicles
3. Nature strip branch pick ups / mowing / weeding
4. Stormwater drainage - blocked drains/pits or missing/moved lids
5. Road maintenance – Potholes, kerb and gutter issues
6. Road and bridge closures
7. Footpath maintenance / hazards
8. Park maintenance i.e. broken swings, equipment
9. Missed bin service or broken/damaged bins
10. Illegal dumping of rubbish
11. 10.Public health – food safety
12. Parking enforcement (e.g. vehicles parking in spots that obscure visibility/fines/safety/traffic management)
13. Animals – roaming, abandoned dogs, attacks, registrations
14. Tree Application lodgement requirements
15. Tree preservation breaches
16. Rates inquiry (including pensioner rebates and change of address)
17. Development application (DA) / Duty Planner or Duty Subdivision Engineer/Building inspection enquiries
18. Community services (availability of facilities, grants for projects, community events, aged and disabled services etc.)
19. Library
20. Sporting events / fields / closures
21. Fees and charges generally
22. Website content and access
23. General Council communications
24. Other (please specify)

Q7. And regarding that matter, how many times did you need to contact council to have your issue resolved?

(unprompted)

1. One
2. Two
3. Three
4. Four or more
5. Not yet resolved
666. Unsure

Q7a (If Q7=5) Can you briefly explain why you don't believe the issue has been resolved?

1. Issue still ongoing
2. Council didn't respond
3. Issue not resolved in respondent's favour
4. Other (please specify)

APPENDIX 1: QUESTIONNAIRE



Q8. Thinking again about that experience, how did you first make contact with council? (unprompted)

1. Telephone
2. Face-to-face
3. Letter
4. Email
5. Website
6. Social media (Facebook etc.)
666. Unsure

(Q9 deleted)

Q10. And thinking again about that most recent interaction, how would you rate your satisfaction with the way council handled in the following four ways? In each case we'll use a scale of 1-5, where 1 means you think it was handled very poorly and 5 means you think it was handled very well? So firstly how would you rate... (prompted)

Answer options are:

1. 1 Very poorly
2. 2
3. 3
4. 4
5. 5 Very well
666. Unsure

Criteria are:

- A. The timeliness of Council's response?
- B. The way you were treated?
- C. The process?
- D. The outcome?

Q11. In your dealings with council, what method would you prefer to conduct the following? (prompted)

Answer options are:

1. Face-to-face
2. Phone
3. Letter
4. Online/via website
5. Email
6. Social media
7. Other
666. Unsure

Contact types are:

- A. Making a payment
- B. Requesting Council to do something (e.g. fix a pothole)
- C. Finding out about Council policies, events etc.
- D. Completing or lodging applications or forms
- E. Providing feedback on important topical issues
- F. Getting updates on road closures, evacuations etc. during natural disasters

Q12. Have you seen anything when travelling to other places that you think would work well locally, or add to the quality of life in the Hornsby shire? This could be a facility, an event or a service, or anything else you think would make your region a better place to live. (Open answer)

APPENDIX 1: QUESTIONNAIRE



Q13. Please tell me what is the ONE BEST thing about Council? It could be about any of the issues or services we have covered in this survey or it could be about something else altogether (Open answer)

Q14. And what ONE thing does council MOST need to do to improve its performance? (Open answer)

D4. Thanks (D3), we're almost done. Before we finish, how long have you lived in the Hornsby Shire? (unprompted)

1. Less than 2 years
2. 2-5 years
3. 6-10 years
4. 11-20 years
5. More than 20 years

D5. Do you own or rent your current home? (unprompted)

1. Own/Part-own
2. Rent
3. Other

D6. Do you commonly speak a language other than English in your home? (unprompted)

1. No
2. Yes (please specify)

D7. And do you have children under 18 living in your household? (unprompted)

1. Yes
2. No
3. Prefer not to answer

Thanks so much, that's the end of the survey. Hornsby Shire Council greatly appreciates your time and feedback today. Did you have any questions about the survey?

ISO requirements, thank and finish.

7. APPENDIX 2: DATA TABLES

The data table (next page) shows mean scores for all satisfaction-based questions, and broken down by age, gender, ward, time lived in the area, and CALD vs. non-CALD. Anything highlighted blue or red is classed as a statistically significant difference – i.e. a difference that is unlikely to have been caused by chance alone.

APPENDIX 2: DATA TABLES



Theme/Service	Measure	Total	Gender		Age			Ward			Length of time lived in HSC			CALD/non-CALD	
			Male	Female	18-45	46-65	65+	Ward A	Ward B	Ward C	<10 Years	11-20 years	More than 20 years	CALD	Non-CALD
LIVEABLE	Aquatic Centre/s	3.86	3.87	3.86	3.88	3.84	3.91	3.69	4.06	3.82	3.81	3.89	3.88	3.95	3.83
	Community centres	3.62	3.56	3.67	3.61	3.62	3.70	3.49	3.54	3.84	3.67	3.65	3.58	3.60	3.62
	Development approvals process	2.61	2.54	2.68	2.58	2.66	2.57	2.40	2.62	2.80	2.64	2.72	2.53	2.86	2.53
	Parks and recreation areas (including playgrounds)	3.80	3.81	3.78	3.71	3.80	4.02	3.73	3.85	3.81	3.84	3.81	3.77	3.93	3.75
	Sporting fields and amenities	3.77	3.71	3.84	3.81	3.69	3.84	3.65	3.84	3.84	3.84	3.79	3.74	3.88	3.74
	Wharves and boat ramps	3.47	3.54	3.37	3.46	3.38	3.63	3.34	3.67	3.46	3.52	3.53	3.42	3.54	3.44
	Arts and cultural facilities	3.12	3.18	3.08	3.08	3.12	3.20	2.97	3.16	3.24	2.99	3.15	3.16	3.35	3.05
	Community events and festivals	3.41	3.34	3.47	3.35	3.48	3.47	3.35	3.46	3.42	3.39	3.51	3.35	3.42	3.40
	Condition of public toilets	2.83	2.70	2.96	2.73	2.86	3.11	2.63	2.88	3.02	3.02	2.90	2.70	3.03	2.76
	Facilities and services for older people	3.26	3.25	3.28	3.19	3.18	3.46	3.16	3.31	3.31	3.26	3.34	3.22	3.51	3.17
	Facilities and services for people with disabilities	3.17	3.13	3.21	3.24	3.02	3.27	3.02	3.40	3.09	3.18	3.16	3.18	3.39	3.08
	Facilities and services for youth	3.19	3.28	3.08	3.26	3.04	3.24	3.03	3.26	3.28	3.34	3.35	3.01	3.43	3.10
	Library services	4.03	3.92	4.11	3.88	4.09	4.25	4.02	4.09	3.95	4.06	4.02	4.01	4.09	4.00
SUSTAINABLE	Litter control and rubbish dumping	3.53	3.56	3.49	3.59	3.49	3.45	3.41	3.50	3.69	3.57	3.64	3.44	3.78	3.44
	Domestic waste and recycling collection service	4.00	4.11	3.89	3.84	4.06	4.21	3.91	4.00	4.08	3.89	4.01	4.03	3.89	4.03
	Environmental sustainability	3.43	3.38	3.47	3.51	3.32	3.44	3.28	3.51	3.50	3.57	3.50	3.33	3.69	3.34
	Environmental protection & regulation	3.29	3.32	3.27	3.40	3.19	3.24	3.12	3.51	3.25	3.41	3.29	3.24	3.66	3.16
	Management of trees	3.18	3.16	3.20	3.35	3.03	3.06	3.06	3.27	3.21	3.47	3.22	3.04	3.59	3.04
	Managing and protecting creeks, lagoons and waterways	3.38	3.45	3.30	3.36	3.39	3.42	3.26	3.50	3.39	3.44	3.46	3.30	3.68	3.29
	Managing natural bushland	3.74	3.74	3.74	3.82	3.68	3.69	3.55	3.93	3.75	3.76	3.79	3.71	4.04	3.65
PRODUCTIVE	Trails and tracks	3.75	3.71	3.79	3.82	3.69	3.70	3.66	3.86	3.74	3.82	3.80	3.69	3.83	3.72
	Bike paths	2.80	2.73	2.88	2.76	2.86	2.90	2.69	2.88	2.85	2.92	2.78	2.76	3.01	2.73
	Cleaning and appearance of villages and town centres	3.80	3.81	3.80	3.86	3.79	3.72	3.73	3.77	3.93	3.97	3.82	3.73	3.97	3.75
	Condition of local roads	3.01	2.98	3.05	3.01	2.92	3.16	2.82	3.12	3.11	3.12	3.07	2.93	3.15	2.97
	Encouraging local industry, businesses and tourism	3.09	2.97	3.21	3.09	2.97	3.33	3.07	3.08	3.14	3.04	3.17	3.07	3.07	3.10
	Condition of Footpaths	3.14	3.18	3.11	3.25	3.07	2.99	3.10	3.27	3.04	3.24	3.17	3.08	3.36	3.06
COLLABORATIVE	Managing parking	2.93	2.98	2.88	3.06	2.79	2.85	2.79	3.00	3.00	3.26	2.97	2.77	3.17	2.85
	Consultation & engagement/communication with Council	3.49	3.32	3.64	3.54	3.27	3.76	3.39	3.56	3.51	3.50	3.59	3.43	3.67	3.43
Overall Satisfaction	Information on Council services	3.60	3.64	3.55	3.61	3.54	3.67	3.63	3.66	3.50	3.57	3.70	3.55	3.78	3.53
	Satisfaction with Council's overall performance	3.43	3.37	3.49	3.43	3.40	3.52	3.38	3.50	3.42	3.47	3.50	3.38	3.51	3.41
Customer service	Timeliness of Council's response	3.48	3.27	3.68	3.36	3.60	3.67	3.53	3.46	3.44	3.84	3.49	3.34	3.55	3.46
	Way you were treated	3.90	3.80	4.00	3.85	3.95	4.02	3.93	3.82	3.95	4.26	3.73	3.86	3.94	3.90
	Process	3.38	3.36	3.41	3.32	3.45	3.48	3.17	3.52	3.47	3.50	3.40	3.33	3.54	3.35
	Outcome	3.31	3.19	3.43	3.27	3.48	3.19	3.34	3.42	3.20	3.73	3.38	3.13	3.59	3.25
	AVERAGE MEAN	3.52	3.40	3.63	3.45	3.62	3.59	3.49	3.56	3.52	3.83	3.50	3.41	3.65	3.49

APPENDIX 2: DATA TABLES



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ATTACHMENT 09

Community Strategic Plan Review 2021

Community Survey Report



November 2021

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1.0 Introduction

Hornsby Shire Council is updating the Community Strategic Plan – *Your vision: Your future 2028*. One of the engagement activities was an online community survey conducted from 2 September to 15 October 2021. The survey focussed on the vision for the shire, what people love about Hornsby Shire, what could be improved, and identifying priority actions to achieve the vision. This report provides a summary of the rich insights gained from the 1,812 people who participated in the survey.

1.1 Purpose

The purpose of this report is to provide an overview of the findings from the online survey. This report will help inform the development of the new Community Strategic Plan (CSP), along with the thematic analysis undertaken on numerous other community engagements undertaken over the past two years.

1.2 Background

The Community Strategic Plan (CSP) is the highest-level plan that a council will prepare. The purpose of the CSP is to identify the community's main priorities and aspirations for the future and to plan strategies for achieving these priorities. It guides all of Council's other strategies and plans and must be developed by councils with and on behalf of the community. *Your vision | Your future 2028*, Hornsby Shire's current Community Strategic Plan, was adopted by Council in June 2018. The new Community Strategic Plan is required to be adopted by the incoming Council by 30 June 2022.

The minimum timeframe for a CSP is 10 years and it addresses 4 key questions:

1. Where are we now?
2. Where do we want to be in 10 years' time?
3. How will we get there?
4. How will we know we have arrived?

These questions help identify the community's vision, aspirations and priorities and establish baseline targets, strategies and measures to aid performance monitoring and reporting.

The online survey was designed to:

1. Bring the community on the journey in developing the new CSP and build relationships with the community and key stakeholders:
 - a. **Vision** – Is the community happy with the current vision?
 - b. **Outcomes** – Is the community happy with the current outcomes? What is missing?
2. **Challenges and Opportunities** – What challenges and opportunities might affect the community – the CSP will set directions for addressing key challenges and opportunities:
 - a. Opportunities: What is the community's "*One big idea*" for progressing the vision for Hornsby Shire; *What do you love about the Hornsby Shire? What would make Hornsby Shire a better place?*
 - b. Challenges: *What are the main challenges facing the Shire in the future?*
3. **Priorities** – What should Council, other levels of government and other groups be focusing on?

1.3 Overview

We heard from over 1,800 people during the online survey. Most responses were from people who identified as a resident of the Shire (90.65 per cent), however respondents also identified as a property owner (38.27 per cent), a worker (14.55 per cent), a business owner (8.64 per cent), a student (1.85 per cent) or a visitor (1.15 per cent). (NB. Respondents could select more than one category.)

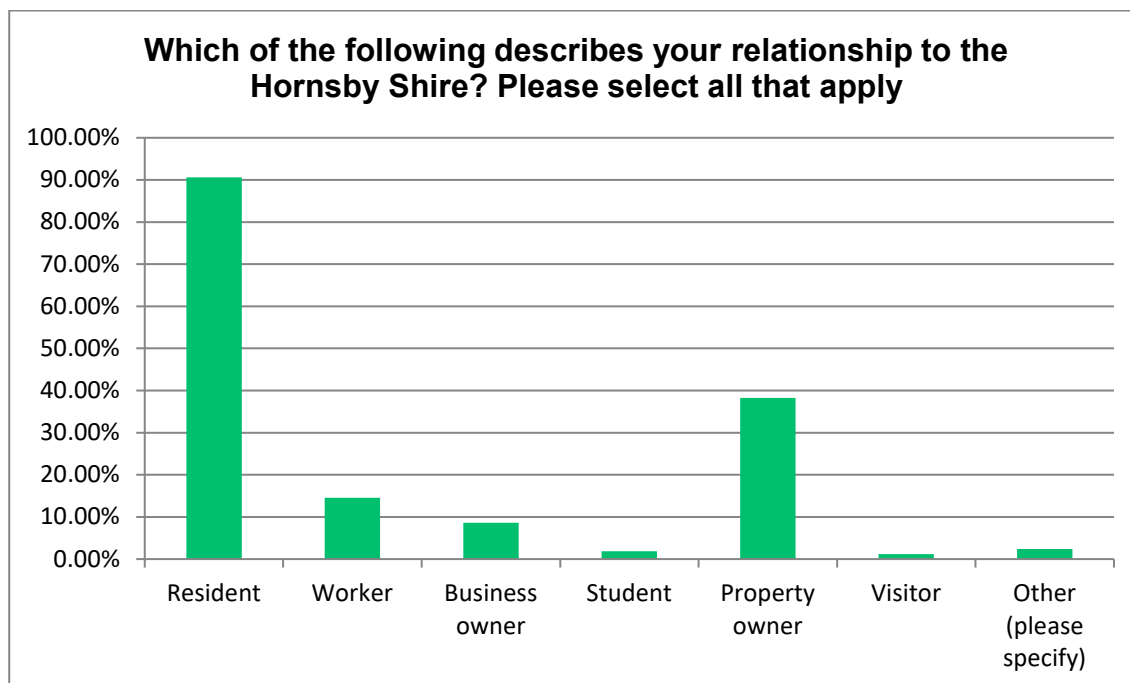


Figure 1: Survey participants' relationship with the Shire

Of the 1,812 survey responses, 1,752 (96.58 per cent) were from an individual and 62 (3.42 per cent) were on behalf of a group.

2.0 Methodology

The survey was open for six weeks, from 2 September to 15 October 2021. It was designed to deliver rich quantitative and qualitative data with a clear line of sight to the CSP and was widely promoted to all residents, businesses and stakeholders in the Hornsby Shire.

2.1 Survey Design

The survey questions (see Appendix 1) were designed to:

- Test the current vision of the CSP
- Identify community values and strengths
- Identify community opportunities and challenges
- Identify priorities.

2.2 Survey Promotion

The relatively high rate of participation was enabled by a comprehensive communications program, which sought to target all stakeholders throughout the Shire. Promotion included:

Table 1: Print Advertising

Publication	Advertising date	Target Audience
Living Heritage (editorial)	Sept 10	All residents and businesses in the LGA. Distribution Wisemans Ferry and rural communities
Bush Telegraph	Sept 30	All residents and businesses in the LGA. Distribution A & B Wards – Waitara, Hornsby, Hornsby Heights, Asquith, Mount Colah, Mount Kuring-Gai, Berowra, Berowra Heights, Berowra Waters, Cowan, Brooklyn, Dangar Island
Hornsby-Kuringai Post	Oct 1	All residents and businesses in the LGA. Distribution B & C Wards
Galston Glenorie Hills District Rural News	Oct 1	All residents and businesses in the LGA. Distribution A Ward – Galston and Glenorie area
Dooral RoundUp	Oct 1	All residents and businesses in the LGA. Distribution A & C Wards – Dural, Glenhaven, Cherrybrook

Table 2: Digital Footbridge

Content	Date	Target Audience
Have Your Say	September 6 – 15 October	All residents and businesses in the LGA. Foot and road traffic passing on Pacific Hwy Hornsby

Table 3: Website Carousel (Home page)

Content	Date	Target Audience
Have Your Say – link through to dedicated page	September 6 – 15 October	All residents and businesses in the LGA

Table 4: Website – Dedicated Project Page

Content	Date	Target Audience
Community Strategic Plan Review 2021	September 6 – 15 October	All residents and businesses in the LGA (985 page visits).

Table 5: Have your Say E-Newsletter

Content	Date	Target Audience
Council's weekly community engagement update	Sept 9	All residents and businesses in the LGA (67 recipients, 12.8 per cent click throughs).
	Sept 16	All residents and businesses in the LGA (73 recipients, 31.3 per cent click throughs).
	Sept 23	All residents and businesses in the LGA (75 recipients, 36.4 per cent click throughs).
	Sept 30	All residents and businesses in the LGA (77 recipients, 13.34 per cent click throughs).
	Oct 7	All residents and businesses in the LGA (79 recipients, 17.4 per cent click throughs).
	Oct 14	All residents and businesses in the LGA (79 recipients, 48.3 per cent click through).

Table 6: Council's E-Newsletter (links to 'Have Your Say' on website)

Content	Date	Target Audience
E-Newsletter subscribers – All of Council's activities	Sep 2	All residents and businesses in the LGA (28,758 recipients, 5.8 per cent click throughs).
E-Newsletter subscribers – All of Council's activities	Oct 4	All residents and businesses in the LGA (28,609 recipients, 10.6 per cent click through).
Dedicated E-Newsletter for CSP Survey E-Newsletter subscribers	Oct 6	All residents and businesses in the LGA (28,544 recipient, 24.2 per cent click through on CSP Review and 57.9 per cent click through on CSP Survey).
Dedicated E-newsletter for CSP survey to community organisations, sporting organisations, schools and government agencies	Sep 15	Community organisations, sporting organisations, schools and government agencies (400 organisations, 28,544 recipients, 24.7 per cent click through for CSP Review and 57.9 per cent click through on CSP survey)
Dedicated E-newsletter for CSP survey to community to businesses	Oct 6	Local businesses (24,411 recipients, 22.2 per cent click through on CSP Review and 67.9 per cent click through on CSP survey)

Table 7: Social Media

Post	Date	Target Audience
Facebook post	9 Sept	All residents and businesses in the LGA (3.2K reach).
Facebook post	14 Sept	All residents and businesses in the LGA (5.5K reach).
Facebook post	22 Sept	All residents and businesses in the LGA (2.9K reach).
Facebook post	4 Oct	All residents and businesses in the LGA (15.8K reach).
Facebook post	10 Oct	All residents and businesses in the LGA (5.7K reach).
Hornsby Localised Post	Sep 16	Local businesses (5 clicks)
Hornsby Localised E-Newsletter	Sep 21	Local businesses (14 clicks)
LinkedIn post	Oct 6	All residents and businesses in the LGA. (Impressions 546)
Twitter post	Oct 6	All residents and businesses in the LGA. (Impressions 756)

3.0 Demographic

The online survey was an opt-in survey which has some limitations when analysing the results. The results of the survey are not specifically demographically representative as participants self-selected to participate.

As shown in the charts below (Figures 2 and 3), the survey participants were similar between male and female and closely matched the LGA's overall adult gender profile. Although the survey participants were not equally distributed across age groups, with only 2.74 per cent (31 of the 1,132 people who responded to the question) being under the age of 25 years and 4.68 per cent (53 people) over the age of 75 years, the participant response of the interval age groups closely matches the demographic age structure of the Shire (see Figures 4 and 5). Most respondents were between the ages of 35 and 65 (70 per cent). Interestingly, when asked about which suburb respondents lived in, 40 per cent chose not to respond to this question. The remainder of respondents were fairly evenly distributed across the three Wards.

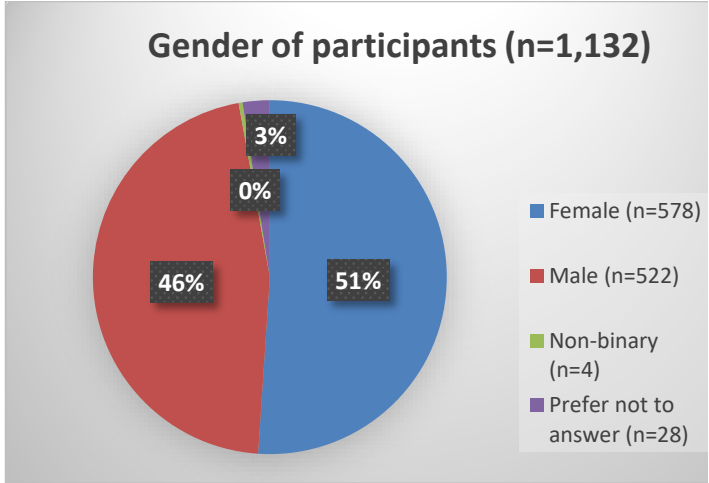


Figure 2: Gender of participants

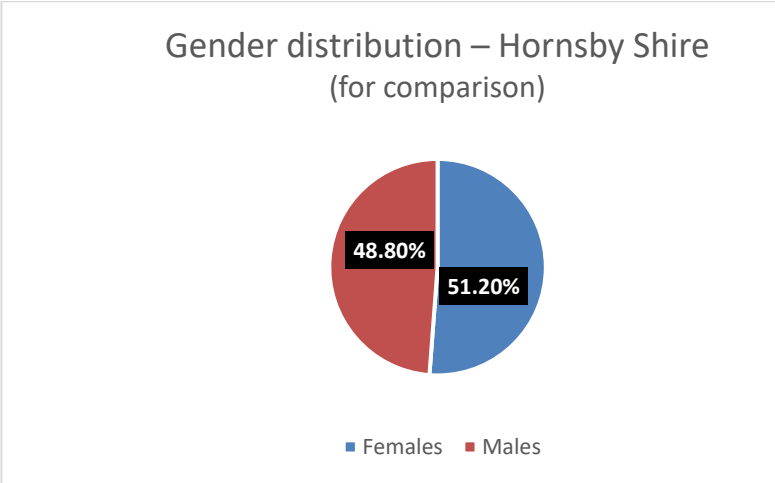


Figure 3: Gender profile of Hornsby Shire (for comparison)

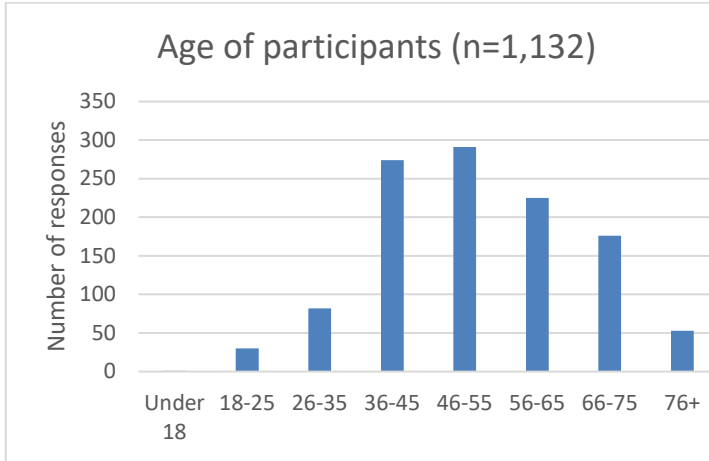


Figure 4: Age of participants

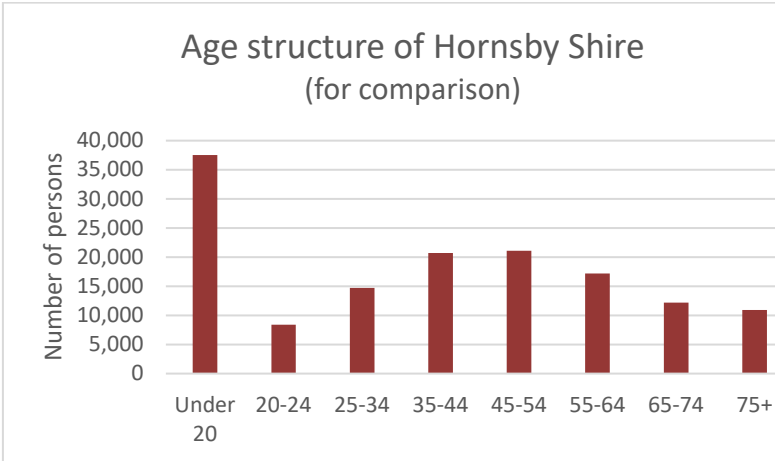


Figure 5: Age structure of Hornsby Shire (for comparison)

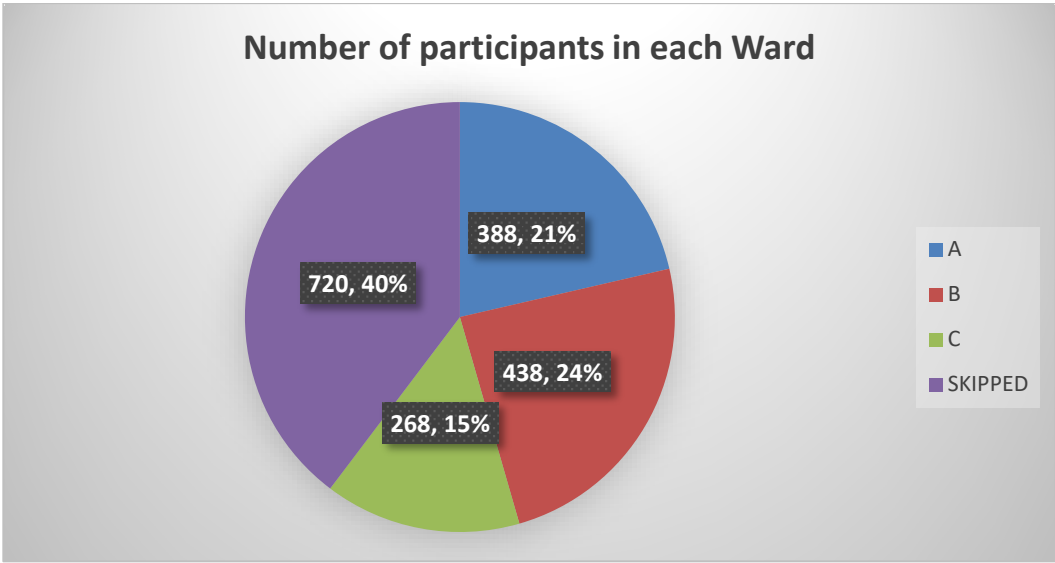


Figure 6: Number of participants in each Ward

The majority of survey participants (89.26 per cent of the 1,127 that responded to Question 15) indicated that they owned or part-owned their current home and 45.01 per cent had children under the age of 18 at home.

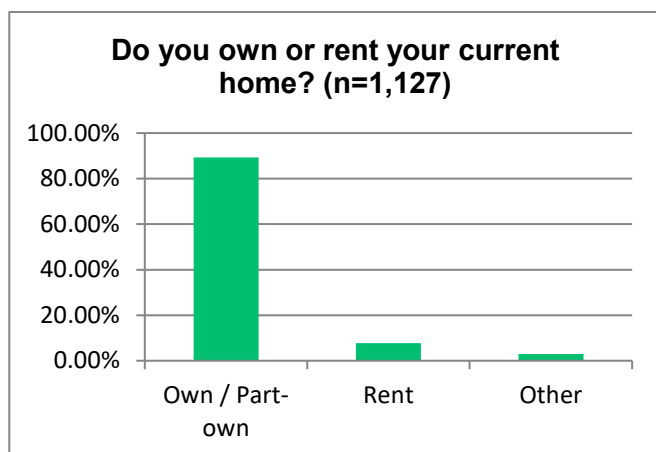


Figure 7: Home ownership of participants

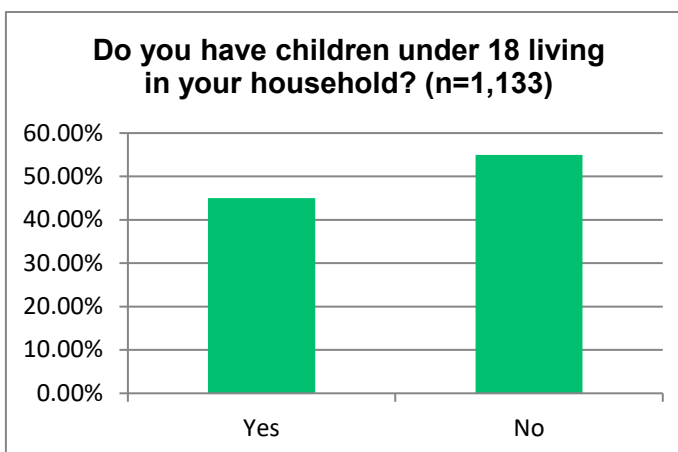


Figure 8: Do participants have children under 18 years

12.68 per cent of respondents (143 of the 1,128 that answered Question 14) also indicated that they commonly speak a language other than English in the home, with over 53 languages being represented. The most common languages other than English were Spanish, Hindi, Mandarin, Cantonese then German.

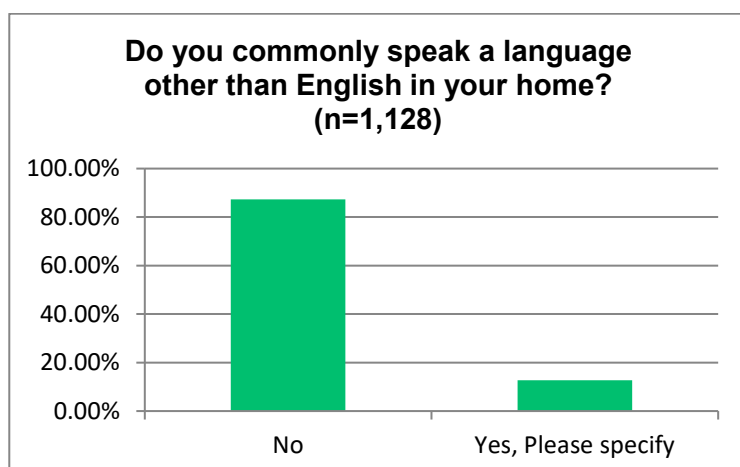


Figure 9: Commonly spoken language

51.7 per cent of respondents have lived in Hornsby Shire for more than 20 years and 2.91 per cent did not live in the Shire.

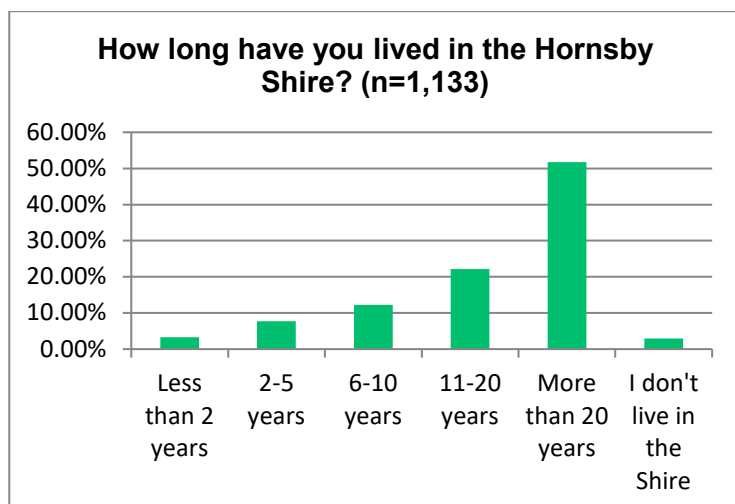


Figure 10: Length of time living in Hornsby Shire

4.0 What we heard

4.1 Feedback on CSP Vision

The current vision statement for the Shire is:

“Our Bushland Shire is a place for people. It has impressive places and wonderful environments and offers a great lifestyle for all members of our community.”

Participants generally supported the existing Vision statement with 73 per cent either agreeing or strongly agreeing that it reflects the kind of place they would like Hornsby Shire to be. Over 500 participants wished to see the vision expanded to include other ideas or sentiments, such as:

- protect bushland and the natural environment
- a place for wildlife and plants
- a welcoming and caring community
- foster community connectedness and belonging
- sustainability
- outdoor recreation opportunities
- concerns for future generations
- focus on social equity, diversity, inclusion and multicultural harmony
- recognition of Traditional Owners, our Aboriginal heritage and connection to country.

The word cloud below represents the ideas and words that the survey participants would like to see added to the Vision. The larger words were repeated more often in the survey responses.



WordItOut

Figure 11: Word cloud of ideas and words participants would like to see added to the Vision

Selected quotes:

- *Our Bushland Shire is a place for people of all ages, abilities, interests and backgrounds. Known for its impressive natural environments the Shire offers a great lifestyle for all members of our community.*
- *...exploding with cosmopolitan vibrance and multicultural harmony and indigenous respect*
- *Hornsby Shire has a community that understands the huge importance of its natural spaces and that supporting the transitioning to renewable energy will ultimately protect those spaces for future generations*
- *Our diverse community finds home nestled in amongst the tall blue gums and walks in the footsteps of the Darug and GuriNgai peoples. True to our name as the Bushland Shire, two-thirds of the shire encompasses National Parks and bushland which provides places of great beauty for recreation and a unique lifestyle to our residents... We support our community to succeed and live well and create opportunities for growth in jobs locally. As custodians of the environment, we protect and enhance our shire and make positive steps to secure the future of our community.*

4.2 Feedback on the CSP Outcomes

The current CSP has 12 Outcome Statements. Residents were asked if they agreed these statements reflected where they want the Shire to be in 10 years' time. The majority of participants agreed with all of the current Outcome Statements. The statements resonating the most with respondents were **"The area feels safe"** at 96 per cent, and **"People have good opportunities to participate in community life"** at 91 per cent.

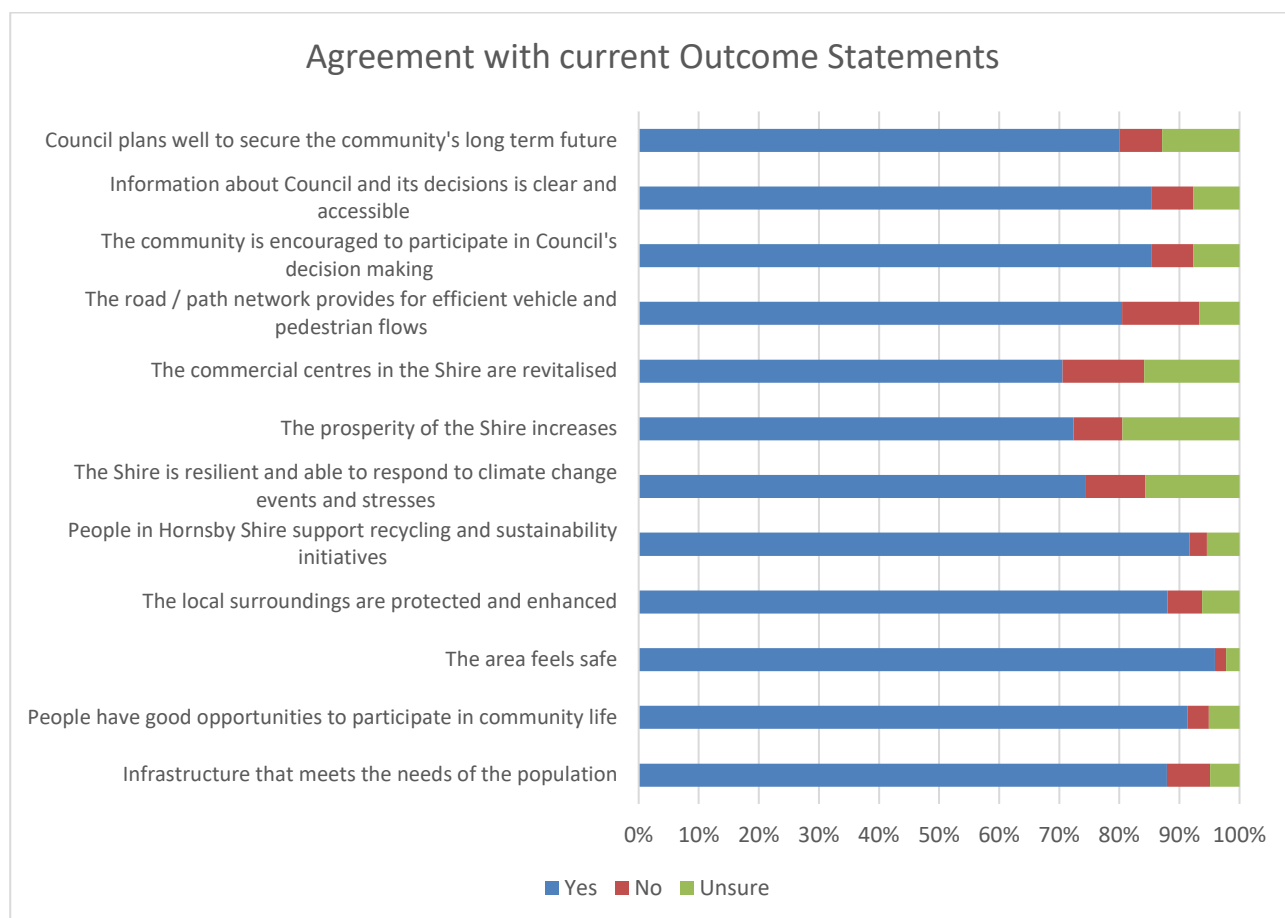


Figure 12: Agreement with current Outcome Statements

Participants were also asked “Have we missed anything?” or if they had any suggestions. Over 550 participants provided ideas/suggestions on the Outcome Statements.

The 20 most frequently grouped suggestions were:

- | | |
|---|-----------------------------|
| 1. Natural environment | 11. Infrastructure |
| 2. Active transport | 12. Sustainable transport |
| 3. Over development | 13. Housing diversity |
| 4. Recreation | 14. Traffic |
| 5. Vibrant town centres | 15. Heritage |
| 6. Sustainability | 16. Parks |
| 7. Climate change mitigation and adaptation | 17. Inclusion and diversity |
| 8. Sustainable development | 18. Community focus |
| 9. Consultation | 19. Economy |
| 10. Social equity | 20. Safety. |

4.3 What do you love about living here

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

Participants value the community spirit, friendly neighbourhoods, amenities and recreational opportunities that exist amongst our great open spaces. The most common sentiments are expressed in the word cloud to the right.



Figure 13: Word cloud of things participants love about living in Hornsby Shire

4.4 What would make Hornsby Shire better

While 1,252 participants expressed what they love about the Hornsby Shire, 1,251 also provided a response on what would make Hornsby Shire a better place. The most common suggestions or areas for improvements were under the themes:

1. Active transport
2. Suburbs low density – keep low density, no more population growth
3. Vibrant Town Centres – cafes, outdoor dining
4. Sports and Recreation – facilities, water play, bike tracks, basketball courts, swimming pools, picnic areas, bushwalking, organised sports
5. Parks – more parks and green spaces, better playgrounds

6. Traffic and Transport – roads, congestion, car parking, safety
7. Mountain Biking Tracks
8. Public transport – connections to outer areas, commuter parking, express services
9. Bushland – protection, care, maintenance, including trees, wildlife, waterways
10. Infrastructure to support new development
11. Housing diversity
12. Youth – facilities, support
13. Night-time economy
14. Economic Development – tourism, local jobs
15. Sustainable development – quality design
16. Arts and culture hub
17. Revitalise Hornsby Town Centre
18. Trees
19. Environment – including environmental education
20. Sustainability
21. Community facilities – community gardens, buildings, spaces
22. Education infrastructure – co-ed public high school
23. Maintenance.

4.5 Main challenges facing our community

Many of the challenges identified by the 1,161 participants that answered Question seven were common between participants and reflect a range of external pressures. Key challenges identified by the community included managing development and population growth, ensuring infrastructure needs keep up with new developments, managing climate change impacts, reducing traffic congestion and improving transport, ensuring environmental sustainability is achieved, ensuring housing affordability and diversity, reducing environmental impacts and maintaining the 'natural environment' amidst the need to address development, and planning for more resilient communities especially in relation to bushfires.

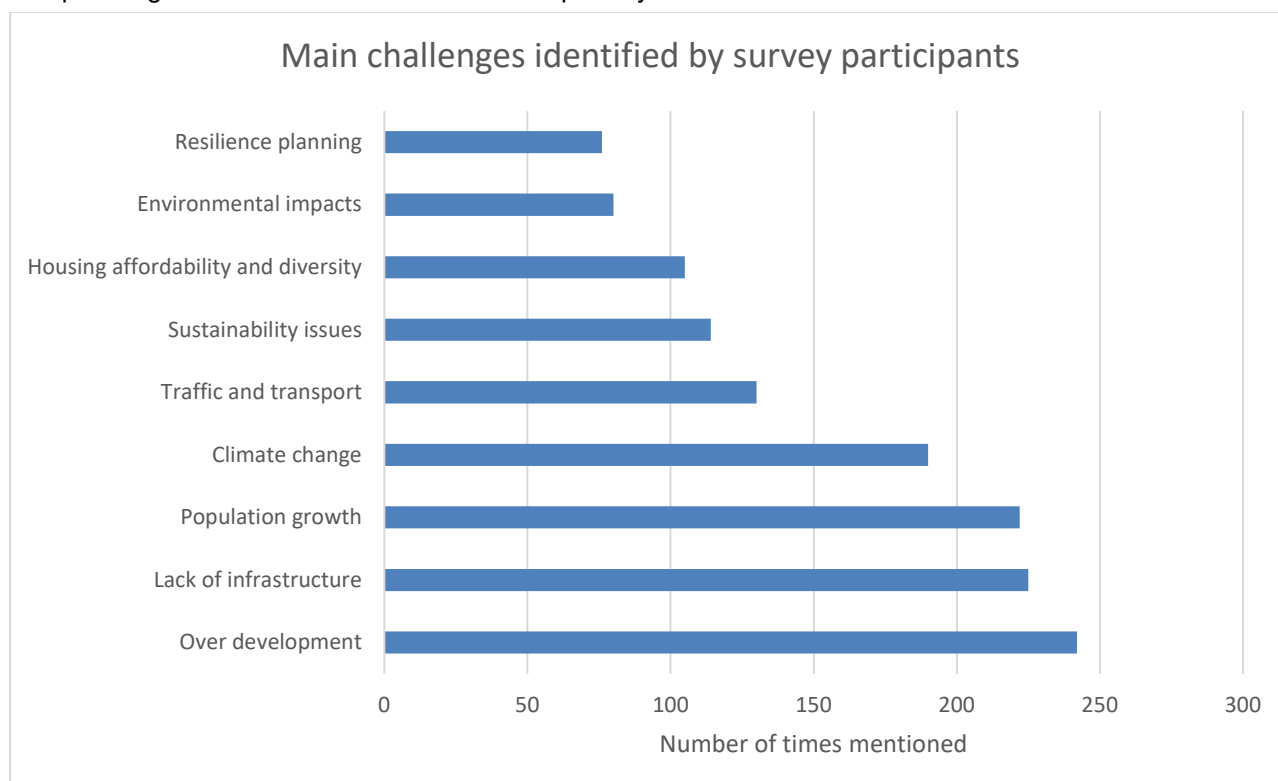


Figure 14: Main challenges identified by survey participants

4.6 Big ideas!

Question eight of the survey asked for participants “One Big Idea” on improving the future of Hornsby Shire. Below are some of the great examples of how our community thinks the Shire can be more liveable, sustainable, productive and collaborative over the next 10 years.

- Drone based last mile logistics
- Becoming the sporting hub of Sydney’s north
- Electrification of vehicles
- Creativity hubs for all age groups
- Focus on the unique, natural beauty of the area
- To be the leading shire combatting climate change in Sydney
- Promote local tourism
- More multicultural events
- Providing more tube stock native plants, suitable for gardens, to ratepayers to help increase green cover in shire
- Pedestrian friendly community hubs and hospitality precincts
- The Quarry Precinct. There is an opportunity to do something unique and dramatic here that really puts Hornsby on the map. We should become known for this area
- Being a leading force in a sustainable future.

4.7 Priority Areas

Survey participants nominated ‘**Bushland and waterways**’ as the number one priority for the Hornsby Shire in Question nine (50.04 per cent of participants). This was followed by ‘**Sustainable transport** (public transport, walking, cycling and EVs)’ (41.02 per cent of participants) and ‘**Community spaces** – local shops, multi-purpose community facilities and libraries’ (35.14 per cent of participants). This sentiment was very consistent with priorities captured across the community engagements over the past two years. ‘Capacity building – strengthening skills communities need to survive and adapt’ was the least common priority with only 5.7 per cent of participants identifying this, though participant responses about ‘Resilience to climate change and natural disasters’ (26.56 per cent of participants) suggest that this is simply not a relative priority at this moment in time.

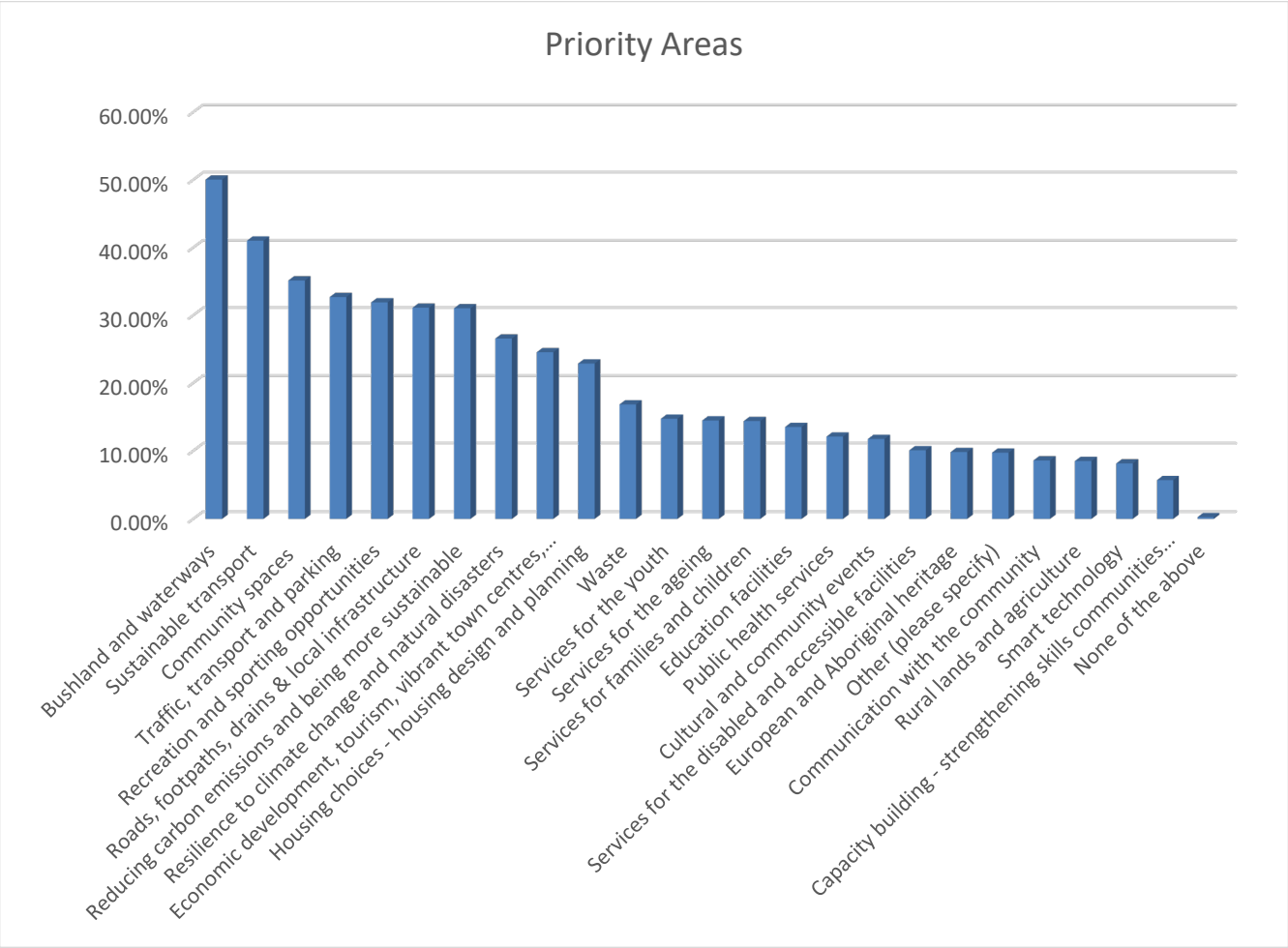



Figure 15: Priority areas for participants

5.0 Appendix 1 – Survey Questions



Community Strategic Plan - Hornsby Shire

Review of *Your vision | Your future 2028*, your current Community Strategic Plan

We are reviewing your Community Strategic Plan *Your vision | Your future 2028* and would like to hear your ideas, aspirations and priorities for the future in Hornsby Shire.

The Community Strategic Plan describes the community's vision and aspirations for a period of ten or more years and is the community's plan for its future. Council has a custodial role in engaging, refining and preparing the plan on behalf of the community, which may include aspirations and priorities that are the responsibility of other levels of government or community groups to deliver.

The survey will be open until 15 October 2021, and will take approximately 8-10 minutes to complete.


We will use your feedback to ensure the updated Community Strategic Plan reflects our shared vision for the future of the Hornsby Shire.

For more information visit our [Community Strategic Plan Review 2021 website](#).

Click here to read [Your vision | Your future 2028](#), your current Community Strategic Plan

* 1. Are you responding as an individual or a group?

☐ Individual ☐ Group



Community Strategic Plan - Hornsby Shire

Review of Your Vision | Your Future 2028, your current Community Strategic Plan

2. Would you mind telling us what group you are representing?



Community Strategic Plan - Hornsby Shire

Review of Your vision | Your future 2028 VISION

Every four years, when a new Council is elected, we are required to review the Community Strategic Plan (CSP) to ensure it still reflects the priorities and aspirations of our local community.

An important part of a CSP is a Vision statement and we need to ensure that it captures what the community wants the future to be in the Hornsby Shire.

VISION

"Our Bushland Shire is a place for people. It has impressive places and wonderful environments and offers a great lifestyle for all members of our community."

*** 3. Do you feel the existing Vision statement reflects the kind of place you would like Hornsby Shire to be?**

Strongly disagree

Disagree

Unsure

Agree

Strongly agree

☐☐☐☐☐

Is there anything you would change or add?

* 4. These 12 statements describe where we want to be in ten years time. Do you agree that these statements reflect where we want Hornsby Shire to be?

	Yes	No	Unsure
1. Infrastructure that meets the needs of the population	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. People have good opportunities to participate in community life	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. The area feels safe	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. The local surroundings are protected and enhanced	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. People in Hornsby Shire support recycling and sustainability initiatives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. The Shire is resilient and able to respond to climate change events and stresses	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. The prosperity of the Shire increases	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. The commercial centres in the Shire are revitalised	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. The road / path network provides for efficient vehicle and pedestrian flows	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Yes	No	Unsure
10. The community is encouraged to participate in Council's decision making	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. Information about Council and its decisions is clear and accessible	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. Council plans well to secure the community's long term future	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Have we missed anything? Do you have any other suggestions? Or if you Disagree with any of the 12, why?

* 5. What do you love about the Hornsby Shire?

* 6. What do you think would make Hornsby Shire a better place?



Community Strategic Plan - Hornsby Shire

CHALLENGES AND OPPORTUNITIES

The Community Strategic Plan will set directions for addressing key challenges and opportunities over the next ten years or so. When answering the following questions we would like you to think of the long-term issues Council should be thinking about now.

* 7. What do you see as the main challenges facing our community?

* 8. What is the one big idea or opportunity you see for progressing the vision of Hornsby Shire?

*** 9. What areas do you think Hornsby Shire Council should be prioritising or advocating for?**

Please select your top 5

- ☐ Bushland and waterways
- ☐ Waste
- ☐ Housing choices - housing design and planning
- ☐ Reducing carbon emissions and being more sustainable
- ☐ Resilience to climate change and natural disasters
- ☐ Traffic, transport and parking
- ☐ Sustainable transport (public transport, walking, cycling and electric vehicles)
- ☐ Community spaces - local shops, multi-purpose community facilities and libraries
- ☐ Recreation and sporting opportunities
- ☐ Services for the disabled and accessible facilities
- ☐ Services for the ageing
- ☐ Services for families and children
- ☐ Services for the youth
- ☐ Cultural and community events
- ☐ Capacity building - strengthening skills communities need to survive and adapt
- ☐ Rural lands and agriculture
- ☐ Economic development and tourism, vibrant town centres, diverse and local employment
- ☐ European and Aboriginal heritage
- ☐ Roads, footpaths, drains and other local infrastructure
- ☐ Education facilities
- ☐ Public health services
- ☐ Communication with the community
- ☐ Smart technology
- ☐ None of the above
- ☐ Other (please specify)



Community Strategic Plan - Hornsby Shire

ABOUT YOU

Now there are some questions about you so that we can compare results across different demographic categories. We appreciate your time with this.

*** 10. Which of the following describes your relationship to the Hornsby Shire?**

Please select all that apply

- | | |
|---|---|
| <input type="checkbox"/> Resident | <input type="checkbox"/> Student |
| <input type="checkbox"/> Worker | <input type="checkbox"/> Property owner |
| <input type="checkbox"/> Business owner | <input type="checkbox"/> Visitor |
| <input type="checkbox"/> Other (please specify) | |

11. What is your age?

- | | |
|--------------------------------|-----------------------------|
| <input type="radio"/> Under 18 | <input type="radio"/> 46-55 |
| <input type="radio"/> 18-25 | <input type="radio"/> 56-65 |
| <input type="radio"/> 26-35 | <input type="radio"/> 66-75 |
| <input type="radio"/> 36-45 | <input type="radio"/> 76+ |

12. Gender

- | | |
|----------------------------------|--|
| <input type="radio"/> Female | <input type="radio"/> Other |
| <input type="radio"/> Male | <input type="radio"/> Prefer not to answer |
| <input type="radio"/> Non-binary | |

13. Do you identify as any of the following?

Please select all that apply

- | | |
|---|---|
| <input type="checkbox"/> Person with a disability | <input type="checkbox"/> Lived experience of homelessness, mental health or alcohol / drug issues |
| <input type="checkbox"/> Aboriginal or Torres Strait Islander | |
| <input type="checkbox"/> LGBTQIA+ | <input type="checkbox"/> None of the above |

14. Do you commonly speak a language other than English in your home?

☐ No

☐ Yes, Please specify

15. Do you own or rent your current home?

☐ Own / Part-own

☐ Rent

☐ Other

16. Do you have children under 18 living in your household?

☐ Yes

☐ No

17. How long have you lived in the Hornsby Shire?

☐ Less than 2 years

☐ 2-5 years

☐ 6-10 years

☐ 11-20 years

☐ More than 20 years

☐ I don't live in the Shire



Community Strategic Plan - Hornsby Shire

WHAT SUBURB?

18. What suburb do you live in?

- | | |
|---------------------------------------|--|
| <input type="radio"/> Arcadia | <input type="radio"/> Glenorie |
| <input type="radio"/> Asquith | <input type="radio"/> Hornsby |
| <input type="radio"/> Beecroft | <input type="radio"/> Hornsby Heights |
| <input type="radio"/> Berowra | <input type="radio"/> Laughtondale |
| <input type="radio"/> Berowra Creek | <input type="radio"/> Maroota |
| <input type="radio"/> Berowra Heights | <input type="radio"/> Middle Dural |
| <input type="radio"/> Berrilee | <input type="radio"/> Milsons Passage |
| <input type="radio"/> Brooklyn | <input type="radio"/> Mount Colah |
| <input type="radio"/> Canoelands | <input type="radio"/> Mount Kuring-gai |
| <input type="radio"/> Castle Hill | <input type="radio"/> Normanhurst |
| <input type="radio"/> Cheltenham | <input type="radio"/> North Epping |
| <input type="radio"/> Cherrybrook | <input type="radio"/> Pennant Hills |
| <input type="radio"/> Cowan | <input type="radio"/> Singleton's Mill |
| <input type="radio"/> Dangar Island | <input type="radio"/> Thornleigh |
| <input type="radio"/> Dural | <input type="radio"/> Wahroonga |
| <input type="radio"/> Fiddletown | <input type="radio"/> Waitara |
| <input type="radio"/> Forest Glen | <input type="radio"/> West Pennant Hills |
| <input type="radio"/> Galston | <input type="radio"/> Westleigh |
| <input type="radio"/> Glenhaven | <input type="radio"/> Wisemans Ferry |

ATTACHMENT 10

Quality of Life and Asset Management Survey



*Results of a random 600-person telephone survey,
conducted in March 2020 for Urbis and Hornsby Shire
Council as input to CSP and Asset Management Plans*

Clients: Hornsby Shire Council and Urbis

FINAL REPORT

Dated: July 2nd 2020

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Version	FINAL (AMENDED)

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All photos in this report from Hornsby Shire Council's Facebook page

Disclaimer

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Executive summary

In early 2020, Hornsby Shire Council commissioned Urbis and Jetty Research to conduct a random telephone survey of Hornsby Shire residents (aged 18+). This survey, the initial component of a wider community engagement strategy, was designed to:

- (a) Measure progress with a range of Quality of Life statements against a 2017 baseline study; and
- (b) Understand community aspirations for future improvements in Council's assets and infrastructure.

The engagement is ultimately designed both to provide quantitative benchmarks for Council's Community Strategic Plan, and provide input into the Shire's Asset Management Plan.

The research was conducted as a random and representative telephone survey of 600 adults – and approximately 200 per ward - living within the Hornsby Shire. Fieldwork was conducted between March 18th and 30th inclusive.

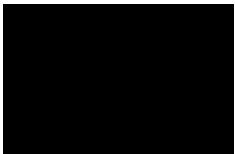
A sample size of 600 implies a margin for error of +/- 4.0% at the 95% confidence level. (This means in effect that if we conducted a similar poll 20 times, results should reflect the views and behaviour of the overall survey population to within a +/- 4.0% margin in 19 of those 20 surveys.)

See Pages 7-8 for further information on methodology and sampling error, and pages 9-11 for a demographic breakdown of survey participants.

Among the survey's major conclusions:

1. Satisfaction with Council is high. Some 92% expressed satisfaction, and mean satisfaction (of 3.60 out of a possible 5) was up 8% on 2017.
2. More than two-thirds of quality of life measures showed improvements on 2017, with parking, leisure and recreation opportunities and affordable housing all showing gains (albeit sometimes from low bases).
3. Highest ranking quality of life results included "feel safe walking around your local area" (mean score 4.60 out of a possible 5), "have access to bushland areas, parks and green spaces" (4.59), "feel safe using public transport during the day" (4.47) and "able to access a range of community facilities and services" (4.09).
4. Lowest ranking scores related to "the road network provides for efficient traffic flows" (2.74 out of 5), "adequate parking facilities" (2.98), "the community is encouraged to participate in Council's decision-making" (3.07) and "Council plans well to help secure the community's long-term future" (3.10)
5. Overall quality of life (QOL) remained high and stable survey-to-survey. Four out of five residents classed their QOL as very good or excellent, the same as in 2017.

6. Specific sporting facilities were the most admired assets, led by (in rough order of priority) the Hornsby Aquatic 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. These included Galston Gorge, Crosslands Reserve, Kuring-gai Chase and Lane Cove National Parks, and Pennant Hills Park. Meanwhile Hornsby and Pennant Hills Libraries were the most frequently mentioned in this category.
7. Three-quarters of respondents cited community infrastructure they would like to see improved. Roads and parking dominated the residents' "wish lists", with a wide variety of specific suggestions (see separate spreadsheet), and others just taking the chance to comment about these more generally. Upgrades to leisure and sporting facilities were also frequently cited, with Hornsby Aquatic Centre and Dence Park prominently mentioned.



July 2nd 2020



Introduction

Background

In early 2020, Hornsby Shire Council (HSC) commissioned Urbis and Jetty Research to conduct a random telephone survey of Hornsby Shire adult residents. This survey, the initial component of a wider community engagement strategy, was designed to:

- (a) Measure progress with a range of Quality of Life statements against a 2017 baseline study; and
- (b) Understand community aspirations for future improvements in Council's assets and infrastructure.

The engagement was ultimately designed both to provide quantitative benchmarks for Council's Community Strategic Plan, and provide input into the Shire's next Asset Management Plan.

Methodology

The survey instrument (i.e. questionnaire) was created collaboratively between Jetty Research, HSC and Urbis based on meeting the Stage 1 project objectives, and ensuring comparability against the 2017 survey.

Numbers for the residential (fixed line + mobile) telephone survey were sourced from SamplePages, a respected supplier of random valid residential and mobile phone numbers to the market and social research industry.

Fieldwork was conducted between March 18th and 30th inclusive. Calls were made from 4-8.30pm weekdays, and midday to 5pm on Saturday. Respondents were rung up to five times at different times of the afternoon and evening. Respondents were screened to ensure they were aged 18 or over, lived within the HSC LGA, and were not councillors or permanent Council employees.

There were no age and gender quotas applied, other than seeking a robust mix of ages and genders across the LGA. We also aimed for quotas of +/- 200 in each of the LGA's three wards.

A final sample of n=600 was achieved. Average interview time was 15 minutes.

Results from the random telephone survey have been post-weighted to reflect the age and gender breakdown of the Hornsby Shire, based on 2016 ABS Census data. See Appendix 2 for details of the weighting process.

Please note that due to the nature of the survey, not all respondents answered every question. The number of respondents answering each question is marked as "n = XXX" in the graph accompanying that question. Caution should be taken in analysing some questions due to the small sample size.

Cleaned data was entered into statistical database SPSS for analysis. Where differences in this report are classed as significant, this implies they are statistically significant based on independent sample t-scores or other analysis of variation (or ANOVA) calculations. In statistical terms, significant differences are unlikely to have been caused by chance alone.

Cross analysis was undertaken by a number of demographic and attitudinal characteristics. Only where differences by groups were statistically significant they are mentioned in the report commentary. Unless indicated otherwise, significant differences are typically highlighted in blue (above mean) and pink (below mean).

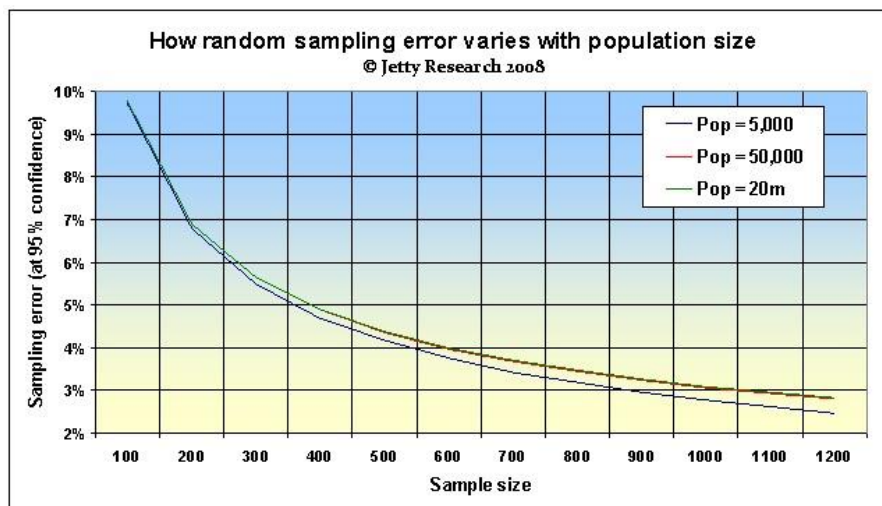
Percentages for single response questions may not always add up to 100% due to rounding.

Sampling error

According to the 2016 ABS Census (Usual Resident profile) total population of the Hornsby Shire was 142,667, of which 108,829 (76%) were aged 18 and over. A sample size of 600 implies a margin for error of $\pm 4.0\%$ at the 95% confidence level. (This means in effect that if we conducted a similar poll 20 times, results should reflect the views and behaviour of the overall survey population to within a $\pm 4.0\%$ margin in 19 of those 20 surveys.)

As graph i below shows, margin for error falls as sample size rises. Hence sub-groups within the overall sample will typically create much higher margins for error.

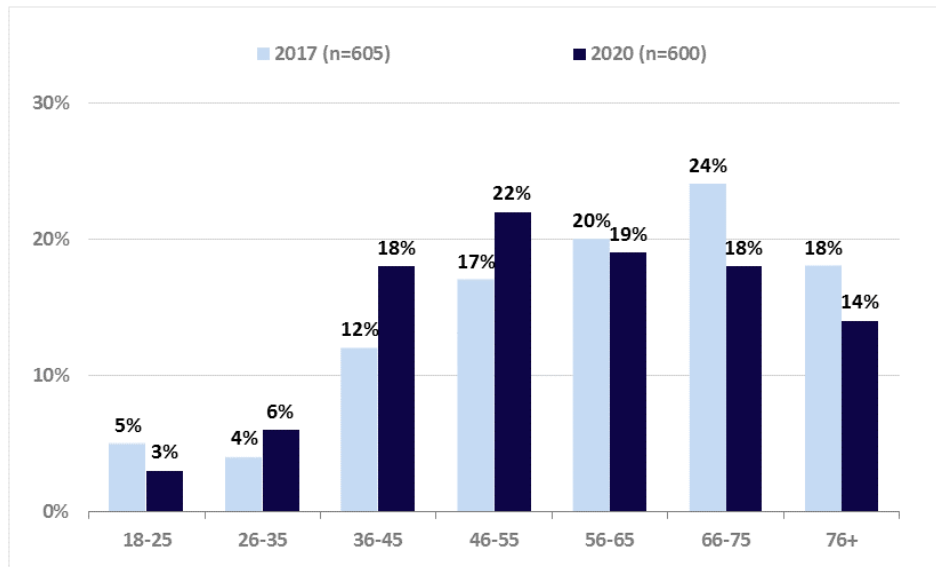
Graph i: How sampling error varies with sample and population size



In addition to the random sampling error, above, there may also be some forms of non-random sampling error which may have affected results. These include respondents without fixed line phones, the proportion of non-respondents (refusals, no answers etc.) and/or imperfections in the survey database. However, steps have been taken at each step of the research process to minimise non-random error wherever possible.

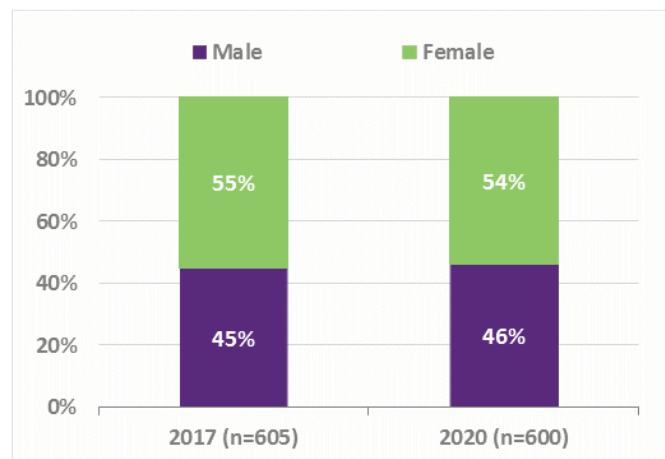
Demographics

Graph ii: Sample by age (unweighted, 2020 vs. 2017)



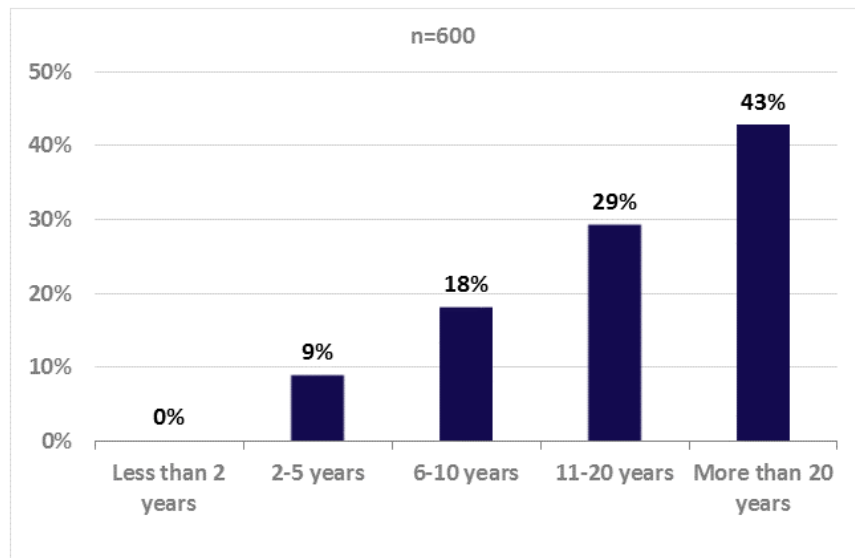
While the survey sample skewed slightly older than the overall Hornsby Shire adult population, we were able to achieve a substantially younger “mix” than in 2017. In each survey, results were post-weighted to match ABS Census 2016 data by age and gender.

Graph iii: Sample by gender (unweighted, 2020 vs. 2017)



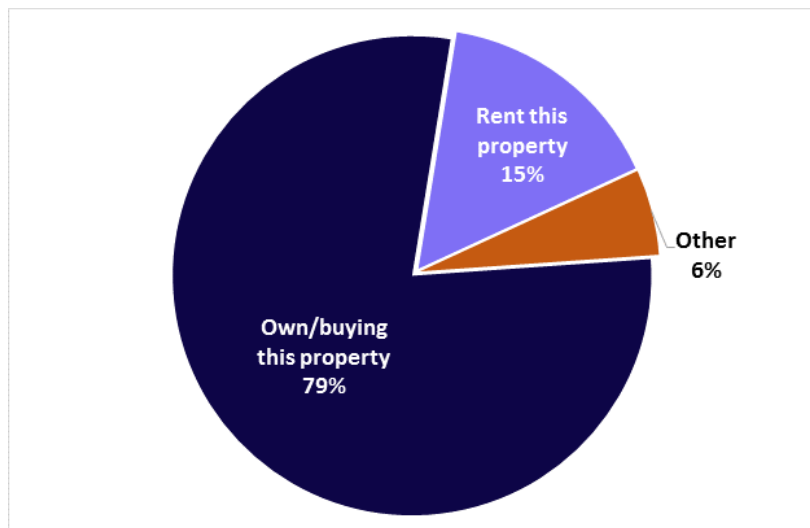
The gender sample was almost identical to 2017, and closely matched the LGA’s overall adult gender profile.

Graph iv: Time lived in shire (weighted, 2020 only)



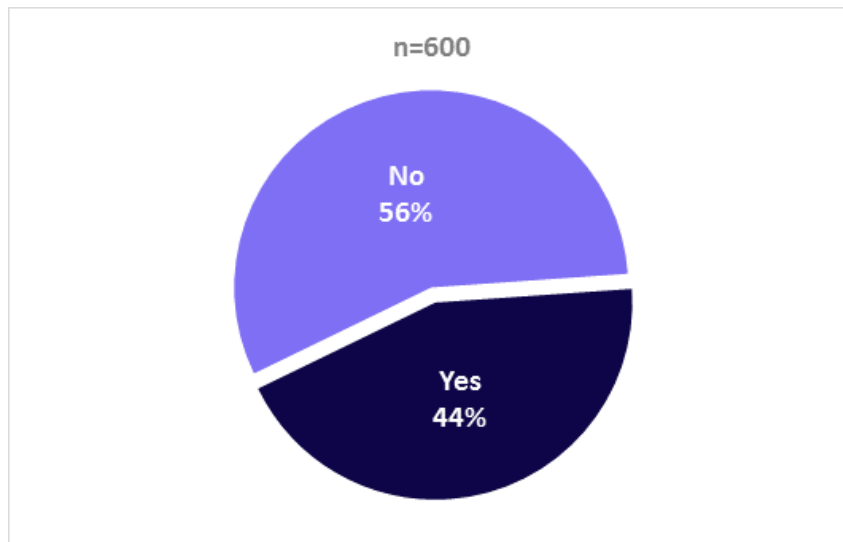
Nine out of ten respondents has lived in the shire for six years or more, and over 40% had lived locally for over 20 years.

Graph v: Type of residence (weighted, 2020 only)



Four out of five residents owned or part-owned their homes.

Graph vi: Children at home (weighted, 2020 only)



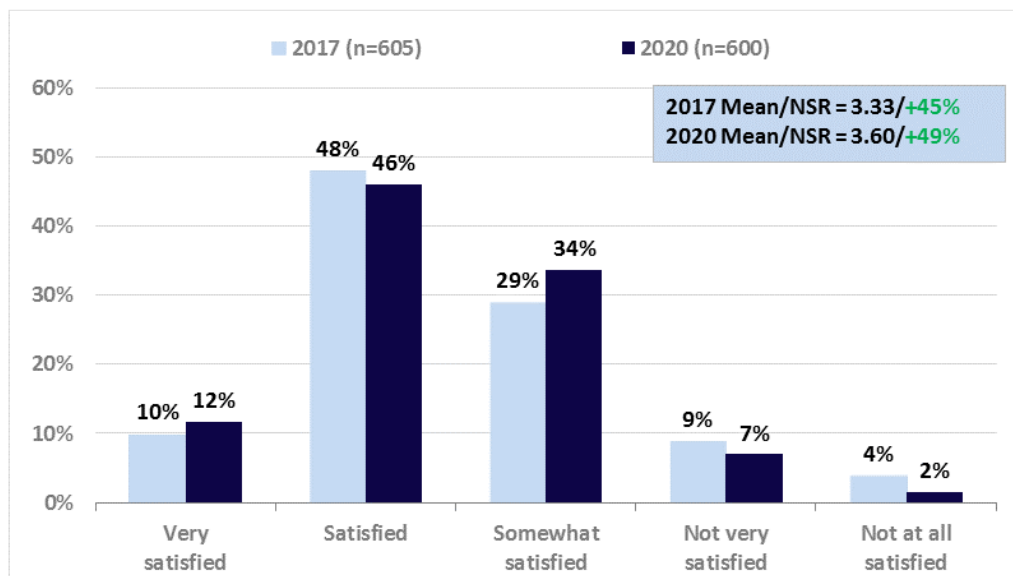
Almost half of our respondents had children living in their home.



Part 1: Satisfaction with Council

The survey proper commenced with a question asking residents to rate their overall satisfaction with Council's performance. Graph 1.1 shows results for both 2020 and the equivalent survey conducted in 2017:

Graph 1.1: Overall satisfaction with Council (2020 vs. 2017)



Happily both the mean and Net Satisfaction Rating¹ (or NSR) satisfaction ratings have risen survey-to-survey. Mean satisfaction now sits at 3.60 out of a possible five, up 8% on 2017.

Those in Ward C were happiest with Council (60% very satisfied or satisfied, against 50% for wards A and B). There were no significant differences by age, gender or whether or not respondents had children living in their home.

¹ Total percentage satisfied less total percentage dissatisfied

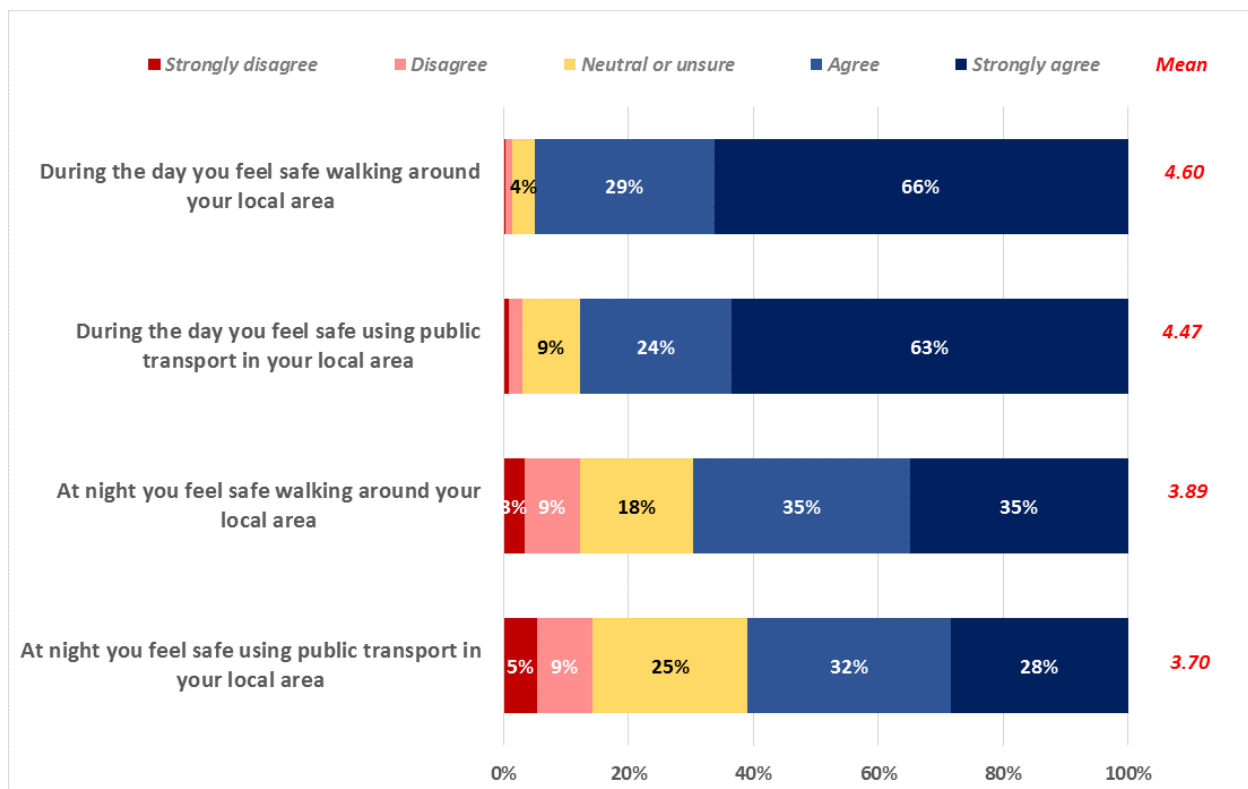
Part 2: Quality of Life

The bulk of the survey comprised quality of life statements (using a five point disagree/agree scale) across five different categories. The 2020 results are shown in Graphs 2.1 to 2.5, while Table 2.1 shows mean scores for all statements broken down by age, gender, ward etc.

Table 2.2 shows how results have changed since 2017, colour-coded by category and ranked from biggest improvement to biggest decline.

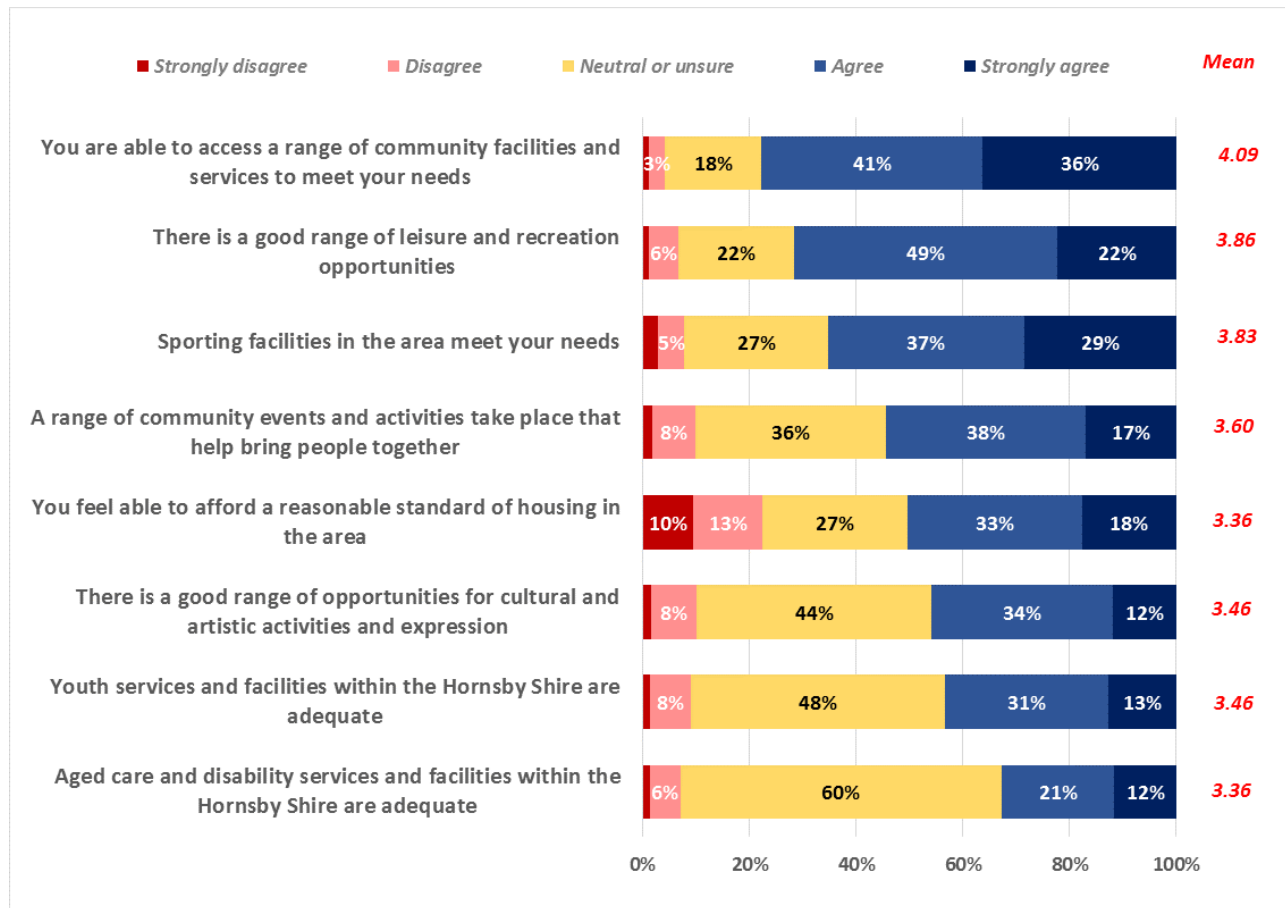
(Note, not all statements add to 100% due to rounding.)

Graph 2.1a: Agreement Statements – Liveable (Safety) (2020)



As in 2017, residents feel extremely safe walking and using public transport in the local area. Even at night, less than 15% of respondents were concerned.

Graph 2.1b: Agreement Statements – Liveable (Other) (2020)

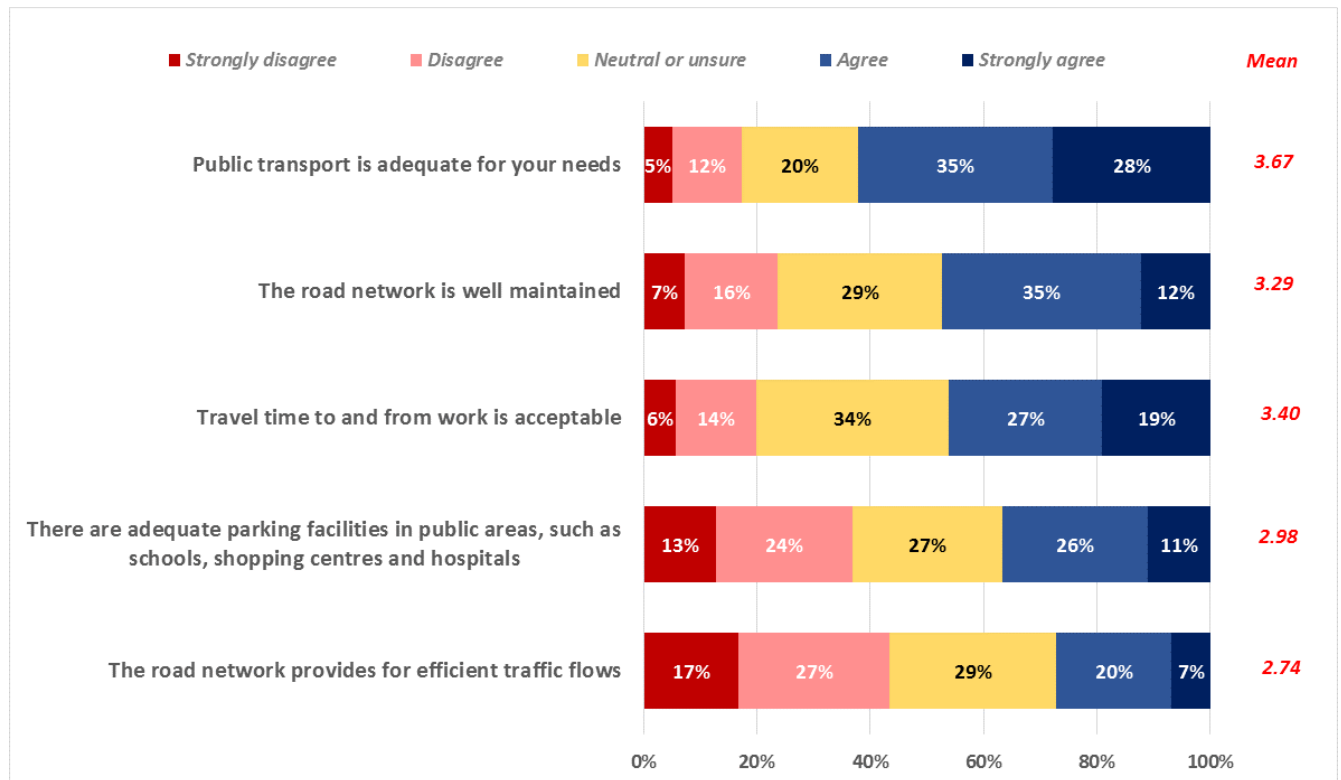


In all cases, agreement outweighed disagreement – in most instances, dramatically so. However a number of areas exhibited high levels of uncertainty, especially aged care services (60% neutral or unsure) and youth services and facilities (48%). This suggest some additional publicity of existing services may be warranted.

Results for infrastructure were mixed, with positive sentiment around community facilities and services (77% agree, 5% disagree) and sporting facilities (55%/8%).

(Continued next page...)

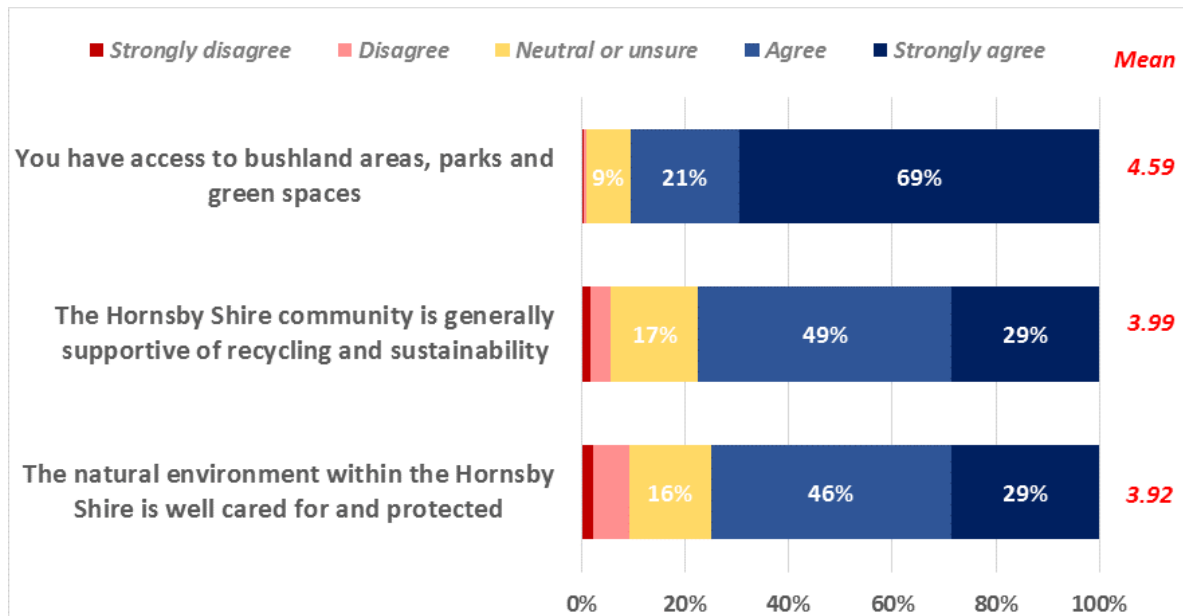
Graph 2.2: Agreement Statements – Productive (2020)



Results for “productive life” were mixed, with positive sentiment around public transport (63% agree, 17% disagree) and the road network (47%/23%). However as in 2017, the community remains dissatisfied with parking facilities (37% agreeing they were adequate vs. 37% disagreeing) and the efficiency of traffic flow on the road network (27% vs. 44%).

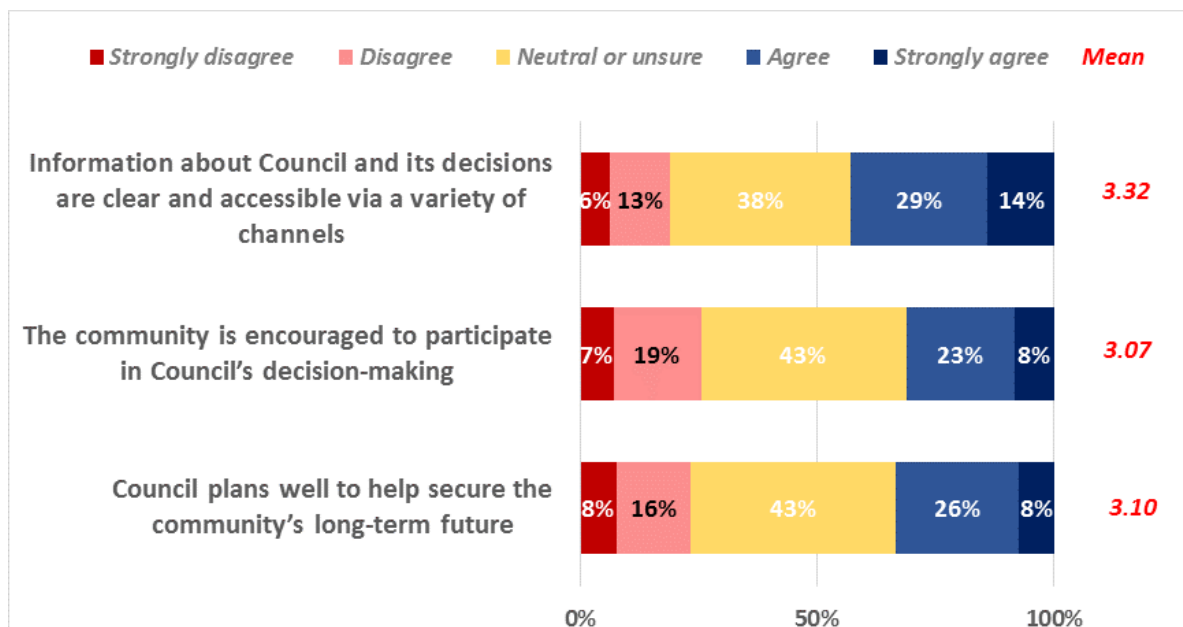
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Graph 2.3: Agreement Statements – Sustainable (2020)



Environmental scores were (as in 2017) extremely high. Some 78% agreed that the community is supportive of recycling and sustainability (up by 6% on 2017), while 90% agreed that residents had access to bushland, parks and green spaces (up by 3% on 2017).

Graph 2.4: Agreement Statements – Collaborative (2020)



Results were mixed in relation to My Council, with a high proportion of “neutral/don’t know” across all three measures. However happily all results showed slight improvements on 2017, suggesting opinion is heading in the right direction.

Table 2.1: Mean scores broken down by age, gender, ward and children at home (2020 only)

Statement	Total	Ward			Age			Gender		Children at home?	
		Ward A	Ward B	Ward C	18-45	46-65	66+	Male	Female	Yes	No
During the day you feel safe walking around your local area	4.60	4.66	4.51	4.63	4.57	4.60	4.65	4.61	4.59	4.55	4.63
You have access to bushland areas, parks and green spaces	4.59	4.69	4.52	4.56	4.60	4.61	4.52	4.56	4.61	4.60	4.58
During the day you feel safe using public transport in your local area	4.47	4.36	4.51	4.54	4.53	4.47	4.35	4.50	4.45	4.50	4.46
You are able to access a range of community facilities and services...	4.09	4.03	4.21	4.01	4.21	3.91	4.13	4.11	4.07	4.08	4.10
The community is generally supportive of recycling and sustainability	3.99	4.03	3.92	4.01	3.89	4.04	4.11	3.99	3.98	3.94	4.02
The natural environment within the Hornsby Shire is well cared for and protected	3.92	3.88	3.87	4.03	3.95	3.90	3.91	3.99	3.86	3.99	3.87
At night you feel safe walking around your local area	3.89	3.87	3.85	3.96	3.99	3.90	3.65	4.19	3.61	3.97	3.83
There is a good range of leisure and recreation opportunities	3.86	3.86	3.80	3.93	3.83	3.87	3.91	3.91	3.82	3.79	3.92
Sporting facilities in the area meet your needs	3.83	3.78	3.83	3.88	3.94	3.80	3.65	3.86	3.81	3.89	3.79
At night you feel safe using public transport in your local area	3.70	3.55	3.76	3.78	3.85	3.69	3.37	4.04	3.38	3.78	3.64
Public transport is adequate for your needs	3.67	3.51	3.89	3.60	3.73	3.50	3.85	3.72	3.63	3.66	3.69
There is a good range of opportunities for cultural and artistic activities and expression	3.60	3.63	3.60	3.57	3.58	3.58	3.67	3.50	3.69	3.54	3.64
There is a good range of opportunities for cultural and artistic activities and expression	3.46	3.52	3.40	3.46	3.42	3.40	3.65	3.46	3.46	3.42	3.49
Youth services and facilities within the Hornsby Shire are adequate	3.46	3.48	3.50	3.38	3.52	3.37	3.47	3.45	3.47	3.41	3.50
Travel time to and from work is acceptable	3.40	3.33	3.55	3.28	3.45	3.37	3.32	3.40	3.39	3.39	3.40
You feel able to afford a reasonable standard of housing in the area	3.36	3.38	3.34	3.37	3.04	3.36	4.12	3.37	3.35	3.25	3.44
Aged care and disability services and facilities within the Hornsby Shire are adequate	3.36	3.34	3.36	3.39	3.43	3.24	3.42	3.37	3.35	3.36	3.37
Information about Council and its decisions are clear and accessible...	3.32	3.35	3.34	3.26	3.33	3.22	3.46	3.27	3.37	3.27	3.36
The road network is well maintained	3.29	3.27	3.29	3.29	3.26	3.25	3.42	3.28	3.29	3.16	3.38
Council plans well to help secure the community's long-term future	3.10	3.02	3.15	3.13	3.11	3.07	3.15	3.11	3.09	3.00	3.18
The community is encouraged to participate in Council's decision-making	3.07	3.13	3.13	2.95	3.04	3.06	3.17	3.03	3.12	3.02	3.12
There are adequate parking facilities in public areas...	2.98	2.99	3.10	2.83	3.09	2.86	2.94	3.10	2.87	2.89	3.06
The road network provides for efficient traffic flows	2.74	2.72	2.91	2.56	2.73	2.68	2.86	2.71	2.76	2.73	2.74

Legend:

Liveable
Sustainable
Productive
Collaborative

There were relatively few demographic differences in QOL statement means. As one would expect males and younger residents feel safer walking the streets and catching public transport, and Ward B residents are happiest with their public transport. Meanwhile older residents are most likely to agree that they can afford reasonable housing.

Table 2.2: Agreement % and means (2020 vs. 2017)

Quality Of Life Statement	% Agree 2017	1-5 Mean 2017	% Agree 2020	1-5 Mean 2020	Change in % Agree	Change in Mean (as a %)
There are adequate parking facilities in public areas, such as schools, shopping centres and hospitals	22%	2.70	37%	2.98	14.4%	10.5%
There is a good range of leisure and recreation opportunities	60%	3.72	72%	3.86	11.8%	3.8%
You feel able to afford a reasonable standard of housing in the area	41%	3.09	50%	3.36	9.8%	8.7%
The road network is well maintained	40%	3.06	47%	3.29	7.8%	7.3%
Information about Council and its decisions are clear and accessible via a variety of channels	36%	3.14	43%	3.32	7.2%	5.8%
The road network provides for efficient traffic flows	21%	2.56	27%	2.74	6.7%	6.9%
Youth services and facilities within the Hornsby Shire are adequate	38%	3.27	43%	3.46	5.7%	5.8%
Council plans well to help secure the community's long-term future	28%	2.92	34%	3.10	5.7%	6.1%
The community is encouraged to participate in Council's decision-making	26%	2.92	31%	3.07	5.7%	5.4%
The Hornsby Shire community is generally supportive of recycling and sustainability	72%	3.92	78%	3.99	5.3%	1.6%
You are able to access a range of community facilities and services to meet your needs,	74%	4.03	78%	4.09	3.6%	1.5%
You have access to bushland areas, parks and green spaces	87%	4.45	91%	4.59	3.2%	3.0%
During the day you feel safe walking around your local area	93%	4.51	95%	4.60	2.4%	1.9%
A range of community events and activities take place that help bring people together	52%	3.54	54%	3.60	2.1%	1.6%
Travel time to and from work is acceptable	44%	3.23	46%	3.40	2.0%	5.0%
At night you feel safe walking around your local area	70%	3.88	70%	3.89	-0.6%	0.3%
The natural environment within the Hornsby Shire is well cared for and protected	76%	3.96	75%	3.92	-1.0%	-1.0%
There is a good range of opportunities for cultural and artistic activities and expression	47%	3.46	46%	3.46	-1.1%	-0.2%
Public transport is adequate for your needs	65%	3.78	62%	3.67	-2.3%	-2.7%
During the day you feel safe using public transport in your local area	91%	4.54	88%	4.47	-3.3%	-1.4%
Sporting facilities in the area meet your needs	69%	3.88	65%	3.83	-4.1%	-1.2%
At night you feel safe using public transport in your local area	67%	3.77	61%	3.70	-6.4%	-2.0%
Aged care and disability services and facilities within the Hornsby Shire are adequate	44%	3.41	33%	3.36	-11.6%	-1.5%

Legend:

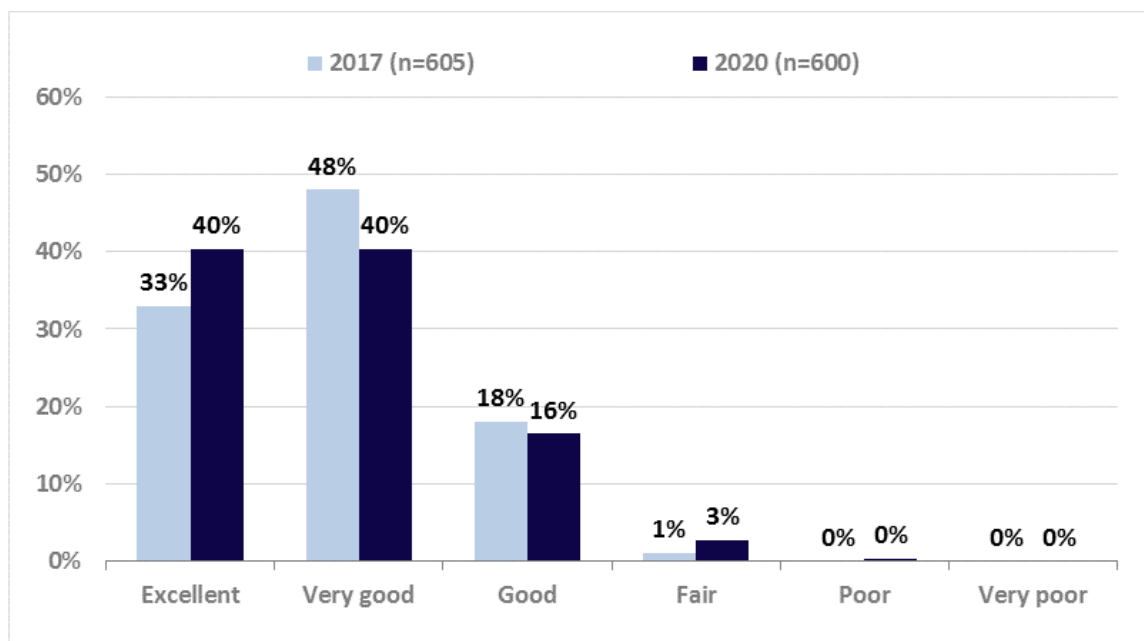
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Although parking obviously remains an issue, scores were significantly better than three years ago. And there was also a large jump in agreement that there is a good range of leisure and recreation opportunities.

Other measures were all broadly in line with 2017, although there was less agreement regarding the adequacy of aged care and disability services. (This may be due to the younger respondent profile this time around – as previously noted, some 60% were neutral or unsure this time around.)

Interestingly the percentage of residents feeling able to afford a reasonable standard of housing rose from 41% in 2017 to 50% in 2020.

Graph 2.5: Overall quality of life (2020 vs. 2017)



Overall quality of life (QOL) remained high and stable survey-to-survey. Four out of five residents classed their QOL as very good or excellent, the same as in 2017.

Residents from Wards A and C were the most satisfied with their QOL, with 85% saying it was very good or excellent (vs. 74% for Ward B). There were no significant QOL differences by age, gender or whether respondents had children living at home.

Finally in this section, we can conduct a driver analysis² to understand the degree of correlations between individual statements and (in this case) overall satisfaction with Council and overall quality of life. Table 2.3 (next page) shows the co-efficients for overall satisfaction with Council, ranked from highest correlation to lowest:

² Based on a Pearson Correlation co-efficient, or Pearson's r.

Table 2.3: Driver analysis between QOL statements and overall satisfaction with Council

Statement	Relationship to Overall Satisfaction
Council plans well to help secure the community's long-term future	.518
A range of community events and activities take place that help bring people together	.363
The road network is well maintained	.358
Youth services and facilities within the Hornsby Shire are adequate	.356
There is a good range of leisure and recreation opportunities	.343
The natural environment within the Hornsby Shire is well cared for and protected	.328
Information about Council and its decisions are clear and accessible via a variety of channels	.324
The Hornsby Shire community is generally supportive of recycling and sustainability	.316
The community is encouraged to participate in Council's decision-making	.315
There are adequate parking facilities in public areas, such as schools, shopping centres and hospitals	.312
You are able to access a range of community facilities and services to meet your needs	.306
The road network provides for efficient traffic flows	.303
Sporting facilities in the area meet your needs	.285
Travel time to and from work is acceptable	.275
There is a good range of opportunities for cultural and artistic activities and expression	.267
Public transport is adequate for your needs	.244
You feel able to afford a reasonable standard of housing in the area	.237
Aged care and disability services and facilities within the Hornsby Shire are adequate	.169
You have access to bushland areas, parks and green spaces	.162
During the day you feel safe walking around your local area	.160
At night you feel safe using public transport in your local area	.150
During the day you feel safe using public transport in your local area	.141
At night you feel safe walking around your local area	.131

Legend:

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 Sustainable
 Productive
 Collaborative

This suggests that the biggest contributors to overall satisfaction are (not surprisingly) "Council plans well to secure the community's long-term future" and "a range of community events and activities are planned that bring people together". A well-maintained road network is also an important satisfaction indicator.

Table 2.4: Driver analysis between QOL statements and overall quality of life

Statement	Relationship to Overall Quality of life
There is a good range of leisure and recreation opportunities	.341
Council plans well to help secure the community's long-term future	.326
Sporting facilities in the area meet your needs	.317
You are able to access a range of community facilities and services to meet your needs,	.303
During the day you feel safe walking around your local area	.284
A range of community events and activities take place that help bring people together	.278
The natural environment within the Hornsby Shire is well cared for and protected	.277
The road network is well maintained	.271
You feel able to afford a reasonable standard of housing in the area	.263
Information about Council and its decisions are clear and accessible via a variety of channels	.261
There is a good range of opportunities for cultural and artistic activities and expression	.260
The Hornsby Shire community is generally supportive of recycling and sustainability	.246
Travel time to and from work is acceptable	.238
You have access to bushland areas, parks and green spaces	.238
Public transport is adequate for your needs	.221
At night you feel safe walking around your local area	.219
During the day you feel safe using public transport in your local area	.205
The community is encouraged to participate in Council's decision-making	.200
Aged care and disability services and facilities within the Hornsby Shire are adequate	.188
There are adequate parking facilities in public areas, such as schools, shopping centres and hospitals	.187
The road network provides for efficient traffic flows	.183
At night you feel safe using public transport in your local area	.183
Youth services and facilities within the Hornsby Shire are adequate	.179

Legend:

Liveable
 Sustainable
 Productive
 Collaborative

Interestingly none of the individual statements correlated closely³ with overall quality of life. This suggests that it is a wide combination of factors, rather than any one or two, which dictates QOL.

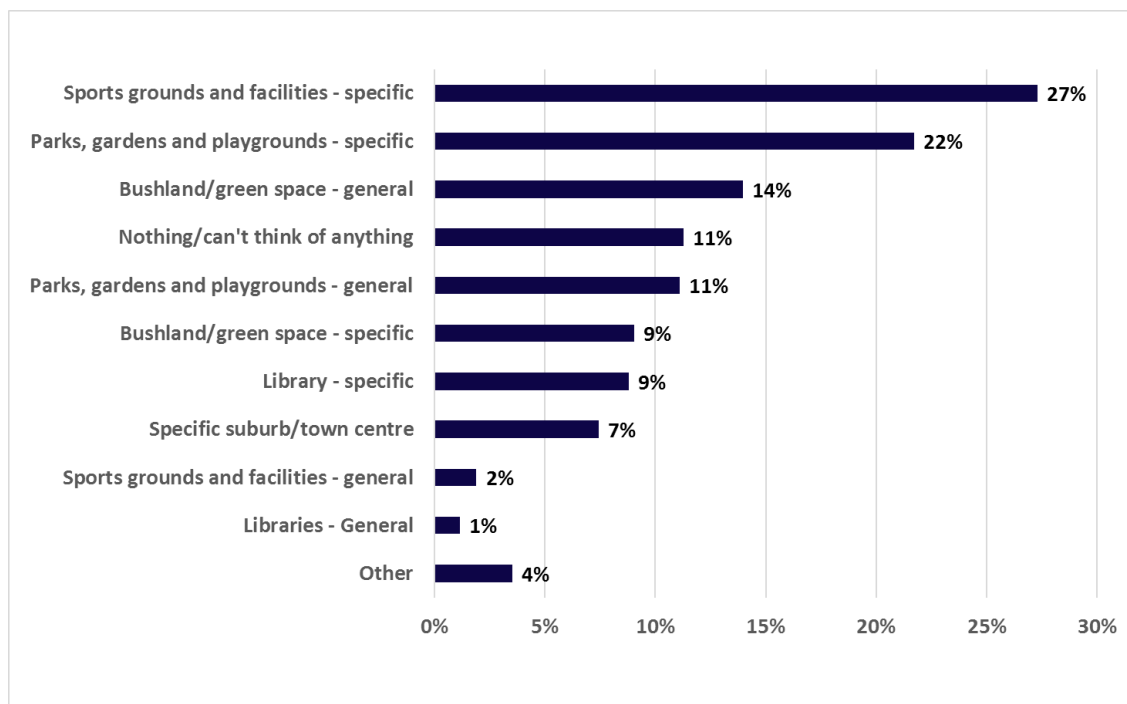
³ i.e. Pearson's $r > 0.5$

Part 3: Council assets

The final section of the survey was more qualitative in nature - firstly inviting residents to suggest specific local assets of which they were proud, and secondly asking them to suggest where improvements could be made. *The full lists of comments will be supplied separately, as input to the next phase of CSP engagement.*

However the open-ended responses were also coded, to see what key themes emerged. Firstly, residents were invited to describe which Council assets or infrastructure they were proudest of, and why.

Graph 3.1: Which Hornsby Council assets are you proudest of?



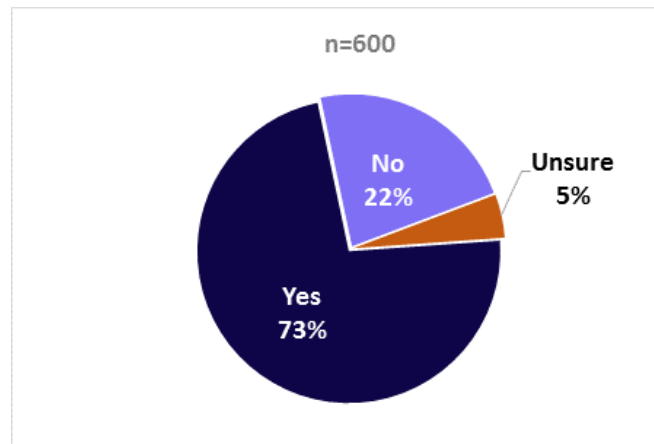
Specific sporting facilities were the most admired assets, led by (in rough order of priority) the Hornsby Aquatic Centre, the Thornleigh Brickpit Stadium, and Greenway Park.

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. These included Galston Gorge, Crosslands Reserve, Ku-ring-gai Chase and Lane Cove National Parks, and Pennant Hills Park.

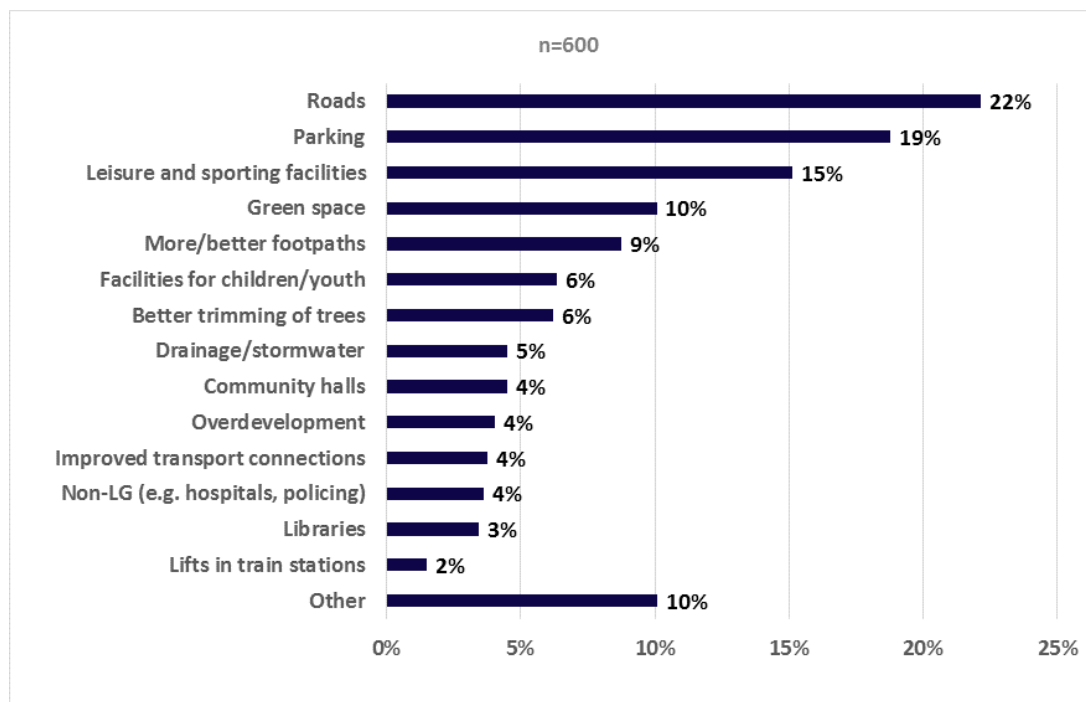
Meanwhile Hornsby and Pennant Hills Libraries were the most frequently mentioned in this category.

Graph 3.2: Can you think of any Council assets that need to be improved?



Around three-quarters of those surveyed were able to think of Council assets that needed improvements.

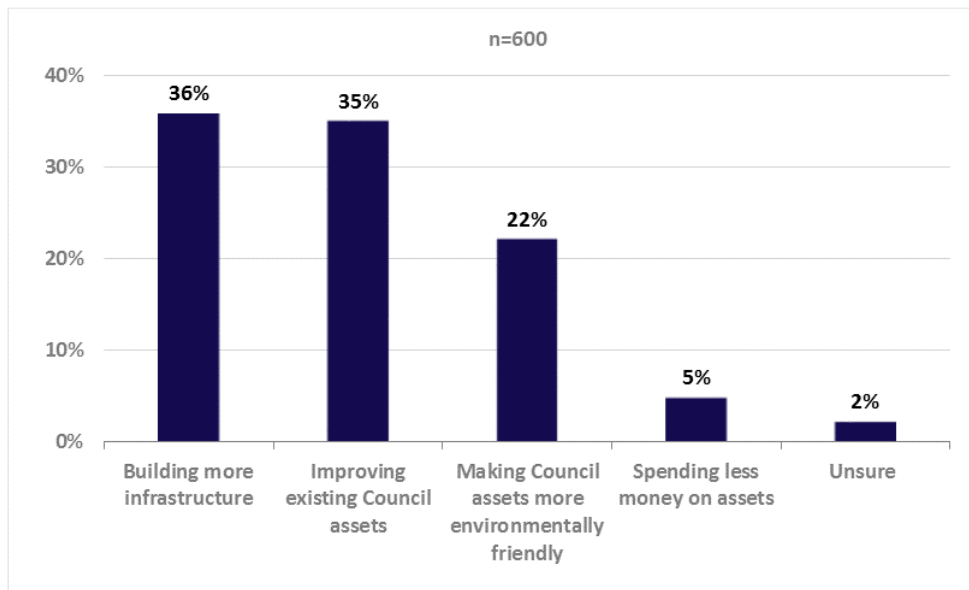
Graph 3.3: (If yes) Can you tell me which ones?



Roads and parking dominated the residents' "wish lists", with a wide variety of specific suggestions (see separate spreadsheet), and others just taking the chance to comment about these more generally.

Upgrades to leisure and sporting facilities were also frequently mentioned, with Hornsby Aquatic Centre and Dence Park prominently mentioned.

Graph 3.4: What should be the greatest priority among the following?



Finally, residents were asked in a trade-off questions which should be Council's highest priority when it came to future infrastructure. In this regard opinion was evenly split between the need to build more infrastructure, and improve existing Council assets. Opinion was relatively consistent between different age groups, genders and wards, and whether or not the respondent had children at home.



Appendix 1: Questionnaire

S1 Good afternoon/evening, my name is (name) and I'm calling from Jetty Research on behalf of Hornsby Shire Council. Council is conducting a short resident survey about some important local issues, and you have been chosen at random to participate. The survey will only take around 12 minutes, and all answers are confidential. Would you be willing to assist Council by taking part in a quick survey today?

If NO, try to arrange callback, or speak to another adult member of the household.

S2. (If yes) Thanks so much. Before we commence, can I just confirm you live in the Hornsby Shire?

Yes 1

No 2 THANK AND TERMINATE

S3. And what suburb do you live in?

Arcadia	1	Dural	15	Normanhurst	29
Asquith	2	Fiddletown	16	North Epping	30
Beecroft	3	Forest Glen	17	Pennant Hills	31
Berowra	4	Galston	18	Singletons Mill	32
Berowra Creek	5	Glenhaven	19	Thornleigh	33
Berowra Heights	6	Glenorie	20	Wahroonga	34
Berrilee	7	Hornsby	21	Waitara	35
Brooklyn	8	Hornsby Heights	22	West Pennant Hills	36
Canoelands	9	Laughtondale	23	Westleigh	37
Castle Hill	10	Maroota	24	Wisemans Ferry	38
Cheltenham	11	Middle Dural	25	z-None of these	99
Cherrybrook	12	Milsons Passage	26		TERMINATE
Cowan	13	Mt Colah	27		
Dangar Island	14	Mt Kuring-gai	28		

S4. And are you a Hornsby Councillor or permanent Council employee?

YES 1 THANK AND TERMINATE

NO 2

D1. Could I just get your age range please? Would it be...

18-25	1
26-35	2
36-45	3
46-55	4
56-65	5
66-75	6
76+	7

D2. Record gender (don't ask)

Male	1
Female	2

D3. And could I just get your first name for the survey please?

(Record name)

Q1. To kick things off (name), how satisfied are you with the performance of Council – not just across one or two issues, but across all responsibility areas? Are you: (Prompted)

Very satisfied	1
Satisfied	2
Somewhat satisfied	3
Not very satisfied	4
Not at all satisfied	5

Q5. For the next part of the survey we would like your views on the Hornsby Shire as a place to live. I am going to read out a list of statements about the Hornsby Shire and would like you to rate your agreement or disagreement with each of these statements.

We'll use a scale of 1-5, where 1 is strongly disagree, 3 is neutral or unsure, and 5 is strongly agree. So to kick things off, to what extent do you disagree or agree that:

- A. You have access to bushland areas, parks and green spaces.
- B. Youth services and facilities within the Hornsby Shire are adequate.
- C. A range of community events and activities take place that help bring people together
- D. You feel able to afford a reasonable standard of housing in the area
- E. You are able to access a range of community facilities and services to meet your needs, such as libraries, community services and support services
- F. Sporting facilities in the area meet your needs
- G. Aged care and disability services and facilities within the Hornsby Shire are adequate
- H. There is a good range of opportunities for cultural and artistic activities and expression
- I. There is a good range of leisure and recreation opportunities
- J. During the day you feel safe walking around your local area
- K. During the day you feel safe using public transport in your local area
- L. At night you feel safe walking around your local area
- M. At night you feel safe using public transport in your local area

Q6. And likewise, on a scale of 1-5, to what extent would you disagree or agree that:

- A. The natural environment within the Hornsby Shire is well cared for and protected
- B. The Hornsby Shire community is generally supportive of recycling and sustainability
- C. There are adequate parking facilities in public areas, such as schools, shopping centres and hospitals
- D. Public transport is adequate for your needs
- E. Travel time to and from work is acceptable
- F. The road network provides for efficient traffic flows
- G. The road network is well maintained

Q7. And again on a scale of 1-5, to what extent would you disagree or agree that

- A. The community is encouraged to participate in Council's decision-making
- B. Information about Council and its decisions are clear and accessible via a variety of channels
- C. Council plans well to help secure the community's long-term future

Q8. And (D3) how would you rate the quality of life you have living in the Hornsby Shire? Would it be excellent, very good, good, fair, poor or very poor?

Excellent	1
Very good	2
Good	3
Fair	4
Poor	5
Very poor	6

Q9. Now (D3), Council provides and services many assets – leisure and open space facilities (such as parks, playgrounds, sportsgrounds, bushland, aquatic centres, skate parks), town centres, libraries, community centres, stormwater drainage, roads and footpaths. Can you tell me which Hornsby Council asset or location you are most proud of, and why? (open-ended)

Q10. Can you think of any Council assets that need to be improved?

Yes	1	
No	2	SKIP TO Q12
Unsure	3	SKIP TO Q12

Q11. (If Q10=1) Can you tell me which ones, and why? (Open-ended)

Q12. Council is always balancing the need for new infrastructure against improving the existing assets, particularly given current and projected population increases. If you were in charge, what would be your greatest priority among the following? (Read out and choose one of the first 4. Don't read out "unsure".)

Building more infrastructure	1
Improving existing Council assets	2
Making Council assets more environmentally friendly	3
Spending less money on assets	4
Unsure	5

D4. Thanks (D3), we're almost done. Before we finish, how long have you lived in the Hornsby Shire?

Less than 2 years	1
2-5 years	2
6-10 years	3
11-20 years	4
More than 20 years	5

D5. Which of the following best describes the dwelling you are currently living in?

Own/buying this property	1
Rent this property	2
Other (please specify)	3

D6. And do you have children under 18 living in your household?

Yes	1
No	2
Prefer not to answer	3

F1. Finally (D3), Hornsby Shire Council will shortly be running some community workshops to discuss some of these issues in greater detail. The groups would last about 2 hours, be held in a convenient location, and those attending would be paid for their time. If the timing was convenient, is this something that might interest you?

Yes 1 Ask for email address and best contact number
No 2

Thanks so much (D3), that's the end of the survey. Hornsby Shire Council greatly appreciates your time and feedback today. Did you have any questions about the survey?

ISO requirements, thank and finish.



Appendix 2: Weighting calculation

It is common in random surveys such as this to weight results by age and gender. This avoids the need to sample by quota (which is far more expensive than purely random sampling), and ensures the data from under- and over-represented groups is adjusted to meet the demographic profile of the survey population.

Population weighting can only occur where the true survey population is known. In this case the population, defined as “adults 18-plus living in the Hornsby Shire”, can be accurately measured through the 2016 ABS Census⁴. We can hence weight the survey data by the known population.

To do this we divide the survey sample by gender (male/female) and across three age groups (16-39, 40-59 and 60-plus.) This divides respondents into one of six age and gender categories, as shown below:

Randomly selected survey respondents by age and gender		
Age	Male	Female
18-45	11.5%	15.2%
46-65	18.5%	22.0%
66+	15.5%	17.3%

Meanwhile ABS data for the adult (18+) population of the Northern Beaches LGA postcodes (as per 2011 ABS census, Usual Resident profile), is shown in the following table:

Hornsby LGA adult population by age and gender (ABS 2016 Census)		
Age	Male	Female
18-45	22.5%	23.4%
46-65	16.5%	17.7%
66+	8.9%	11.0%
TOTAL	47.95%	52.05%

Dividing the “true” population by the sample population for each age and gender category provides the following weighting factors:

Weighting factor		
Age	Male	Female
18-45	1.96	1.54
46-65	0.89	0.80
66+	0.58	0.63

These weightings are then assigned to each data record based on each respondent’s age/gender profile, and the raw data for each question is adjusted accordingly.

⁴ ABS Census for Hornsby Shire, Usual Resident profile.

ATTACHMENT 11



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Hornsby Park Draft Master Plan

Engagement Outcomes Report – FINAL DRAFT

Client: Hornsby Shire Council

Date: 02 July 2021

Contact:



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DRAFT

Executive summary

The transformation and rehabilitation of Hornsby Quarry and its surrounds, from a disused former mine into a sustainable, recreational park that plays homage to its natural bushland environment, is a once in a generation opportunity.

Recognising Hornsby Shire’s future population growth, and increased density close to the CBD and park, this project will also create an open and accessible green space for local residents.

Building on previous engagement and a large body of research and technical studies, **a draft master plan** has been developed to set the future uses across the park.

The draft master plan was exhibited for a total of 6 weeks, between 21 April to 2 June 2021, inclusive.

Feedback was captured through a variety of engagement tools and techniques which have been analysed and are detailed in the following chapters of this report. Below is a high-level overview of what was heard:

- » High level of overall support for the draft master plan as well as the unique feature that Hornsby Park will be for the recreational opportunities and enjoyment it will provide.
- » Universal desire to protect the site’s flora and fauna and concern about potential environmental impacts during delivery and operation.
- » A desire to celebrate and educate users about the heritage and unique natural environment of the site.
- » The need to minimise potential operational impacts on neighbouring residents as well as adjacent streets.
- » Universal support for easy access for all users.
- » Protecting and interpreting the diatrema in the Quarry Void; and enabling some kind of water activity in this section of the park.
- » Support for Old Mans Valley being the gateway to the park and concern that the proposed uses might detract from this role. A split in opinion about the sports field and its playing surface.
- » Support for the proposed adaptive reuse of the Crusher plant.
- » General acceptance of people being able to stay overnight at the South Western Platform, with support for camping over accommodation.
- » Support for some form of user fees, with preferential treatment for Hornsby Shire residents.
- » Excitement about the Canopy Skywalk and what a unique feature it would be.

There were also a number of points of conflict in the feedback we heard, and Council will need to balance these in the final master plan. This included:

- » differing preferences for uses of the park; and also, between wanting to enjoy these activities and protect the natural flora and fauna. There was however across the board support for ensuring enough space for passive/informal recreation and enjoyment of the park
- » tension between limiting private vehicle access to the park but also ensuring measures are in place to minimise traffic impacts on local streets. There was a high level of support across all feedback channels for a shuttle bus
- » differing preferences for delivery sequencing.

1 Background

1.1 The site

Hornsby Park comprises approximately 60 hectares of bushland and open space surrounding Hornsby Quarry which is located approximately 1km west from the town centre.

The Quarry itself has been closed for safety reasons since the late 1990's, meaning very few people have had the opportunity to appreciate its astonishing beauty and the natural bushland surrounding it.

Transforming the site into a regional recreational destination will allow residents and visitors to enjoy the stunning landscape, ecological communities and history that make this location so special.

1.2 Development of the draft master plan

The draft master plan sets out the types of suitable uses and activities that Hornsby Shire Council (Council) propose to deliver within the park. The purpose of a master plan is to ensure there is a blueprint for the wide range of recreational opportunities on site to meet the diverse needs of the community.

The draft master plan has been developed after a comprehensive program of technical, geological, environmental studies and investigations were undertaken.

This research provided Council with an understanding of the constraints and possibilities for recreational development. A list of the studies and reports can be found on the [website](#).

Once community feedback has been considered and the draft master plan is finalised and adopted by council, the next step is detailed design of the individual elements within the park. Development applications will then be sought, of which Community consultation is part of the process.

1.3 About the draft master plan

The draft master plan sets out an intention to retain the quarry-ness of the area, whilst conserving and rehabilitating the bushland setting. The draft master plan also looks at a number of opportunities where we can maximise views and lookouts for visitors, through a choice of experiences which range from sports, adventure, social places and quiet areas to reflect in the natural setting. Our aim is for Hornsby Park to cater for and balance the diverse needs of the community, transforming the site and paying tribute to its rich historical and environmental values.

A series of project principles were developed to form the basis of the draft master plan's intentions. These principles are:

- » **Retain the Quarry Experience** - Harness the drama and scale of the park (retain the quarry-ness)
- » **Offer Access for All** - Maximise access throughout park (walk, cycle, shuttle, bus)
- » **Bring Nature to the City Centre** - Conserve and extend the bushland setting as the park framework
- » **Embrace the Storyline** - Bring the rich story of the park to life (interpretation and education)
- » **Celebrate the Landscape** - Maximise views vistas and prospects (lookouts, filtered views, reveals)
- » **Connect the Community** - Focus the park as a place of engagement and interaction (events, families)
- » **Nurture Memories** - Make the park experience memorable (adventure, quiet, social)

As the site is so large, it has been divided into geographical areas. The draft master plan aims to celebrate each area's distinct characteristics, creating a balance of uses across the site. These areas and their distinct characteristics are outlined in the following:

1.3.1 Quarry Void

The establishment of a major parkland oriented on the Eastern quarry wall. Includes a sweeping all access path leading to a large informal recreation lawn and a freshwater lake beneath the southern cliffs

1.3.2 Old Mans Valley

An activated gateway into this world leading premier parkland. It will be a venue for passive and active recreation facilities with a strong focus on meeting local community needs (playing fields/event venue, café, picnic area and major play space with water play.

1.3.3 Crusher Plant

The longer-term vision is to conserve the buildings and deliver additional offerings in partnership with commercial and community enterprises.

1.3.4 South-West Precinct

In the long term, it has potential to provide a unique educational bushland offering or short stay eco accommodation, enabling the community to get up close to the natural environment and learn about the importance of preserving this unique natural environment. The south-west platform may also support adventure recreation pursuits.

1.3.5 Higgins Family Cemetery

The heritage-listed cemetery will become more accessible with the setting and heritage items restored.

Image 1: Hornsby park overview



2 About this report

Elton Consulting was engaged by Council to design and deliver a stakeholder and community engagement program to support the exhibition of Hornsby Park’s draft master plan.

The master plan was exhibited by Council from 21 April to 2 June 2021, inclusive.

The program sought meaningful engagement with the wider community and key stakeholders to inform the further refinement of the master plan.

This engagement builds on previous rounds of engagement that were carried out between 2017 – 2020. They are:

- » 2017 - Plan Your Parkland (2017)
- » 2018 Development of Quarry Landform & EIS
- » 2019 Exhibition of 2019 Quarry DA and Landform EIS & exhibition of response to Submissions.

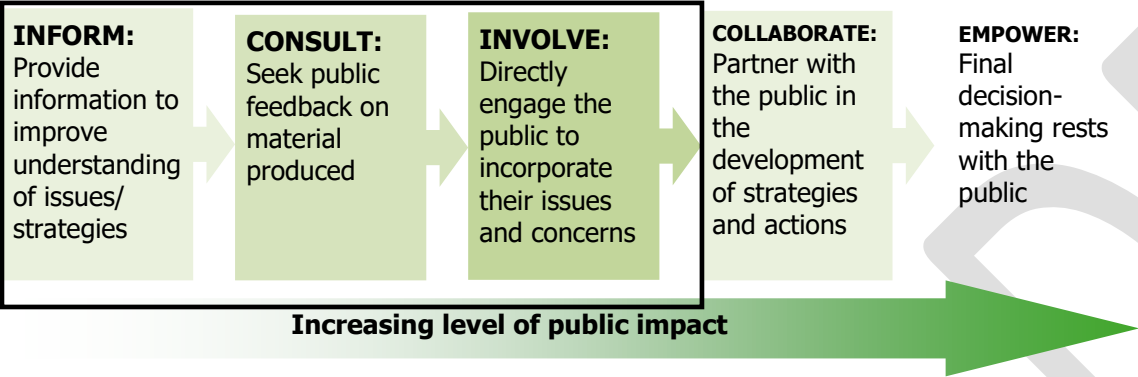
The outcomes of these can be found on the project website.

- » provide a mix of engagement tools and techniques to facilitate a range of views and opinions across the community and involve people who may not usually engage in public forums and debate.

Community consultation was also undertaken for Westleigh Park and its draft master plan at the same time as engagement for Hornsby Park. Outcomes from this consultation can be found in the Westleigh Park engagement report.

2.1 Engagement Approach

The International Association for Public Participation’s (IAP2) Public Participation Spectrum is an internationally recognised standard for approaches to engagement. The spectrum was designed by IAP2 to assist with selecting the level of participation that defines the role of the community and stakeholders in the engagement process. Our engagement approach focused on the **Inform to Involve** end of the IAP2 engagement spectrum as illustrated below.



Additional survey work was undertaken to broaden the reach of the engagement process. These surveys targeted a statistically representative number of residents from the broader community. The outcomes of this engagement can be found [at XXXXXXXX \(insert website link or business paper\)](#).

2.2 Engagement objectives

The primary objectives of engagement were to:





- » seek feedback on the elements of the draft master plan
- » encourage the community and stakeholders to have their say about what activities to prioritise to guide Council’s construction works
- » continue to raise awareness and understanding about the project, and







3 Engagement Overview






As this is a long-term project, to maximise the efficacy of consultation, and to provide a clear historical analysis of community sentiment, the engagement program was generally consistent with previous rounds of engagement. To ensure a broad cross section of the community was reached, and to enhance the community’s understanding of what is possible for the site, a number of new engagement tools were also developed and implemented. They included a [fly through](#) and a map-based survey.

To ensure that all rate payers were given the opportunity to participate, engagement was promoted through the rates notice that was issued in April 2021.

A snapshot of the engagement tools and techniques are outlined below, along with the numbers of people engaged. Feedback that was captured through these channels has been analysed thematically. This analysis is outlined in the following chapters of this report.

Tool/Technique	Description	Reach
<div>Website</div> <div></div>	<p>A dedicated project website was established in 2017 to provide:</p> <ul style="list-style-type: none">» continuity of project information» clear, consistent information about the draft master plan and the long-term timeframes» background documents, including the draft master plan» a channel for the submission of feedback,» ability to view the flythrough, and» the promotion of engagement opportunities	<ul style="list-style-type: none">» Approx. 10,000-page views
<div>Fly Through</div> <div></div>	<p>A 3D ‘fly through’ was developed to provide the wider community with the ability to visualise what each element of the park may look like based off the draft master plan</p>	<ul style="list-style-type: none">» Approx. 10,000-page views
<div>Rates notice</div> <div></div>	<p>Promotion of the draft master plan’s public exhibition was included in the rates notice mailed out to all property owners</p>	<ul style="list-style-type: none">» Approx. 42,000 residences
<div>Social media posts</div> <div></div>	<p>Social media stories were posted Facebook promoting exhibition and feedback channels</p>	<ul style="list-style-type: none">» 5 posts» 104k reached» 1,644 likes and reactions» 927 comments» 17.362 clicks

Tool/Technique	Description	Reach
<div>eNews</div> <div></div>	<p>Inclusion in Councils May edition of its eNewsletter</p>	<ul style="list-style-type: none">» Approx. 29,000 email addresses
<div>Council Advisory Committee Briefings</div> <div></div>	<p>Briefings were given to the following Council Advisory Committees:</p> <ul style="list-style-type: none">» Hornsby Aboriginal and Torres Strait islander Consultative Committee (HATSICC); Bushland Management Advisory Committee (BMAC), Hornsby Shire Heritage Advisory Committee (HAC), and Environmental Sustainability Advisory Committee (ESAC)	<ul style="list-style-type: none">» Attendance 16 people
<div>Emails to stakeholders</div> <div></div>	<p>Notification of exhibition, feedback channels, and invitation to stakeholder meetings (where relevant)</p>	<ul style="list-style-type: none">» Approx. 60 stakeholder groups
<div>Survey</div> <div></div>	<p>A map-based survey was available online for 4 weeks and was promoted through all Council communication channels</p>	<ul style="list-style-type: none">» 634 respondents opened the survey and answered questions» 289 completed the entire survey
<div>Community Deliberative Forum</div> <div></div>	<p>The Community Deliberative Forum was established to provide independent guidance of engagement outcomes They met at the beginning and at the end of the engagement period.</p>	<ul style="list-style-type: none">» 2 x forum meetings» Attendance. 12
<div>Stakeholder Meetings</div> <div></div>	<p>Stakeholder groups that had been identified by Council were invited to a meeting to hear information and ask questions about the draft master plan to inform their submission.</p>	<ul style="list-style-type: none">» 6 x stakeholder meetings» Attendance approx. 55

Tool/Technique	Description	Reach
<div>Swing Bys</div> <div></div>	Swing bys were held in Hornsby Mall The mall was chosen on its busiest days (Thursday and Saturday) to capture the wider community and those who may not have had time to provide written submissions	2 x Swing-bys approx. 420 attendees (does not include Ruddock Park)
<div>Site Tours</div> <div></div>	Three tours were held for residents that live immediately adjacent to the park	» Invitations to approximately 250 residences » 74 attendees
<div>Written submissions</div> <div></div>	Submissions were received by community groups, sporting organisations, residents and people who live outside the shire	» 101 submissions received
<div>Postcards, Information boards & Posters</div> <div></div>	A suite of collateral supported the project: » AO information boards at the swing bys » Postcards that were available to the general public at swing bys	» Various locations
<div>Advertising</div> <div></div>	Advertisements were published in local and key community newspapers and on electronic display boards at Westfield	» 3x newspapers

4 What we heard

This chapter provides a thematic analysis of what was heard across all community feedback channels. Quotes from community members are included in *green italicised text* or green breakout boxes. These quotes have been included from the feedback provided at swing-bys, written submissions and survey responses.

Swing bys

Two swing bys were held to provide information and answer questions the community had about the draft master plan.

Location and date	People engaged
Hornsby Mall – Saturday 1 May	Approx. 250 people
Hornsby Mall – Thursday 13 May	Approx. 170 people

Written submissions and online survey

Submissions and surveys were accepted during the eight-week period.

Online map-based survey results
Total of 634 survey responses have informed this report.

It should be noted that some questions on the map allowed for the selection of multiple answers and no question was compulsory, resulting in all questions having a different number of respondents.

Written submissions
101 written submissions were received and analysed.

Written submissions raised multiple opinions and ideas which were analysed through a coding process. This resulted in 923 coded responses which were then grouped into themes. These themes are outlined in this chapter.

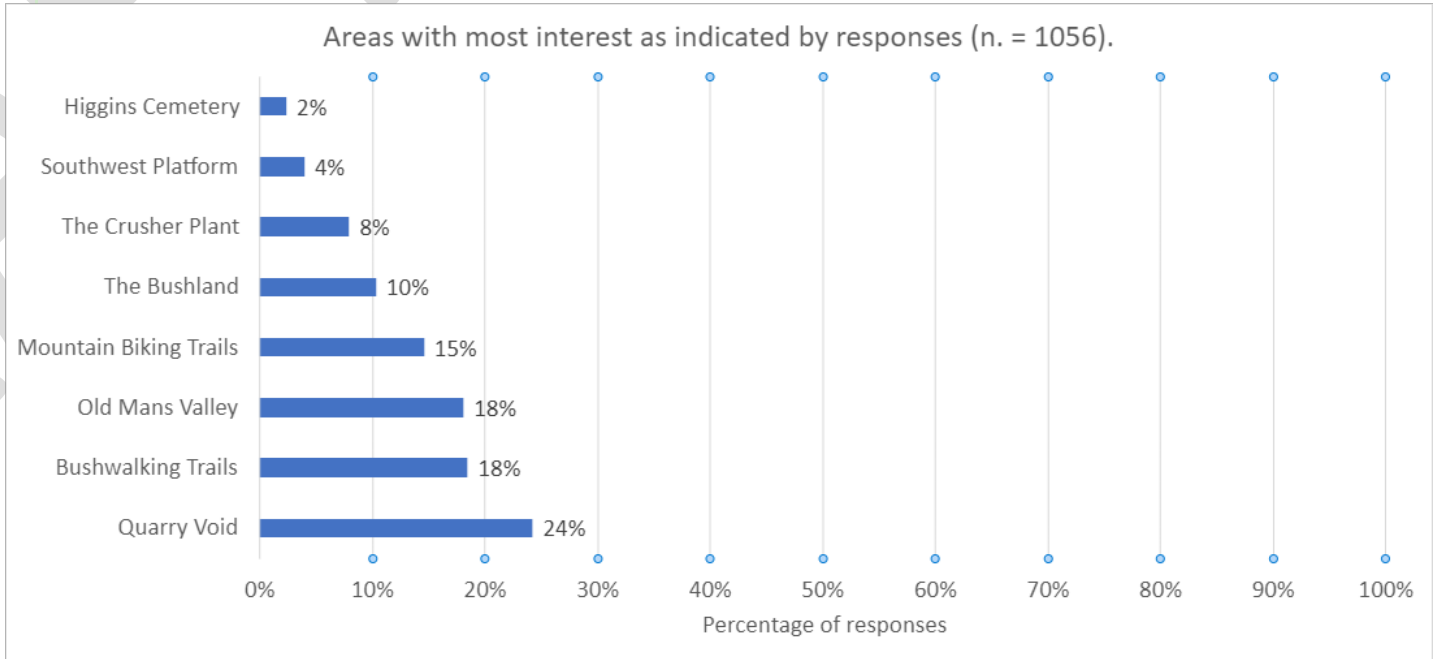
Total coded responses across all themes
923 coded responses were tallied across all submissions

Master plan

Support for the master plan

Most people who participated in engagement activities were supportive of the draft master plan and the ideas and activities it outlines. There was a great deal of excitement about what a unique feature of Hornsby Shire it could be, with the Community Deliberative Forum seeing it as building on the LGA's reputation as the bushland shire. At the swing-bys, attendees who had seen a recent TV news item about the master plan, Council Facebook posts promoting the engagement, or had watched the master plan fly though on the project website were more inclined to express excitement, and fulsome support for the master plan. It is important to note that people who expressed significant support at the swing-bys were generally not associated with a particular user/stakeholder group. They also had not spent a great deal of time reading the details of the draft master plan. These people, who numbered in their hundreds, also seemed to be focused on the benefits to the wider community that the project will bring.

There were, however, issue-specific and location-specific concerns raised within the feedback (discussed further in relevant sections below). Even without delving into detailed responses across all channels, we can see the tension between active uses of Hornsby Park and environmental management (discussed further below) by looking at the topics which attracted the most response in the survey (as shown in Graph 1 below): bushwalking trails were the second highest topic that people contributed their views, and mountain biking the fourth. As expected, the Quarry Void and Old Mans Valley, where the most activity is proposed, were the first and third most commented on. (Respondents could select multiple options.)



Graph 1: areas of the master plan with most interest, as indicated by survey responses



In your words: support for the Hornsby Park draft master plan

Great plans, look amazing

The plans look perfect

Hopefully happens sooner rather than later

Will be a good result for Hornsby

Hornsby needs this bit of oomph

Would be good for Hornsby and attract tourists

Good to see Council dollars going to good use

The plans look great, this is something the area has been missing

Seem like great plans, as long as other projects in the LGA are not having their budget compromised to fund this project

As residents of OMV for over 50 years, my wife and I have an affinity with this area and are pleased with the current plan.

The 2021 Hornsby Park Draft Management Plan by Clouston Associates is a comprehensive document that reflects many aspects that were raised by residents over the years. The plan should enable that part of Old Man's Valley (OMV) which is owned by Hornsby Council, to be passively developed to give enjoyment to many people and preserve this unique asset for posterity

*I am personally very much looking forward to linked up bike trails, picnic areas and bushwalking trails that respect the natural beauty of this lovely location
With an appropriate name, this unique spot will become widely known as an adventure site to escape to and enjoy.*

I am personally very much looking forward to linked up bike trails, picnic areas and bushwalking trails that respect the natural beauty of this lovely location.

I look forward to seeing the site developed into a destination everyone can enjoy.

I am personally very much looking forward to linked up bike trails, picnic areas and bushwalking trails that respect the natural beauty of this lovely location.

Environmental protection

A theme heard strongly across all channels was concern about the potential environmental impacts of delivering Hornsby Park, and the need to prioritise conservation and protection of the site's unique native flora and fauna.

Of the 923 tallied themes recognised within written submissions, 193 (21 percent) raised this theme, making it the most mentioned of all themes recorded and analysed.

It covered various concerns including protection of the powerful owl, impact of Mountain Bike trails and other adventure activities such as zip lines, protection of Ecologically Endangered Communities, (Blue Gum Diatreme Forest and Blackbutt Gully Forests), impact of pathways, activation of the site, weed management, the diatreme, and Council's obligations to protect the site's environmental values under various legislation as well as its own plans:

- The conservation (and) preservation of the Blue Gum Diatreme Forest and The Blackbutt Gully Forest is paramount.*
 - These proposals will have significant ramifications for conservation and recreation in the Hornsby Shire and we urge council to address potential environmental impacts before progressing*
 - The Quarry and adjacent bushland contain the only critically endangered Blue Gum Diatreme Forest in the world. How we manage it now and into the future will be a direct reflection of the degree to which we as a community actually care about the natural values of our Bushland Shire.*
 - We are extremely concerned about the overdevelopment of the proposed Hornsby Park site which we believe will have potentially disastrous effects on nationally, and internationally, significant geology, fauna and flora.*
 - All wildlife must be protected. For example, Powerful Owls live in the valley behind our home, and we see them in the bush as well as hear their calls at night. Our favourite sounds are the chicks trilling. I understand even black cockatoos have been seen around the rim of the valley. A wide variety of native birds call this place home. Echidnas and wallabies live here too amongst numerous other amazing animals. If any wildlife leaves this valley, it would also be majorly embarrassing publicity for Hornsby Council. After all, is not Hornsby Shire also 'The Bushland Shire'?*
 - There is essentially a lack of protections afforded the park's internationally significant geological formation, being the Quarry diatreme.*
- Many responses drew attention to areas that are already critically endangered. The northern area was of particular concern especially in relation to the impact on the Blue Gum Diatreme Forest and powerful owls:
- Critically endangered ecological communities need to be prioritised. The adjacent bushland to the quarry contains the only Blue Gum Diatreme Forest left, therefore its protection needs to be absolute.*
 - Any trails – bike or pedestrian – that are within this rare forest should be closed and the area revegetated, including the area in the north-east of the site*
 - The recommendation is to reduce all these activities as part of the masterplan and remove them completely from the northern section of the park*
- A significant number of responses relating to the protection of the site's environmental values specifically pointed out legislation and zoning in place to conserve, restore and protect the environment such as critically endangered bushland and species, reminding Council of its obligations and responsibilities:
- It is extraordinarily rare, and Hornsby Council has a legislative responsibility to protect this forest.*
 - Hornsby Council's plans for Hornsby Park dramatically impact on the habitat suitability of this site for Powerful Owls, which mean Council may be in breach of the Biodiversity Conservation Act*
 - The Approved Conservation Advice for the Blue Gum High Forest (approved by Delegate of the Minister, 2014) states that action by managers include:*
 - Control and regulate impacts from people, bikes and other vehicles via fencing, signage and determining which existing tracks should be closed or remain open.*

- *Develop and implement appropriate management regimes to prevent further loss or decline of functionally important species and reduction in community integrity.*

A small number of submissions noted that the master plan’s proposed weed management plans must be adhered to, to encourage native species and protect endangered species:

The 'Vegetation Management Plan and Habitat Creation and Enhancement Plan’ strategy for the site, to remove weeds in a staged mosaic pattern and to revegetate, must be strictly adhered to.

Weed invasion is currently one of the major damaging factors but the 'Vegetation Management Plan and Habitat Creation and Enhancement Plan’ contains excellent strategies for vegetation management, and if carried out should result in healthy native communities.

A number of submissions also noted that further environmental assessments and management measures must be developed included a Plan of Management needs to be created for the site and Review of Environmental Factors for the Canopy Skywalk.

In addition to preserving the natural environment, concern was raised that too many visitors to Hornsby Park would detract from the site’s natural beauty. Stakeholder meeting attendees specifically raised the impact of more people using the connection between Hornsby Park and Westleigh Park on the sensitive environment currently located here as a key concern.

Other responses mentioned more trees and vegetation was needed to provide additional shade in some locations such as the Quarry Void (discussed further below), with native species specifically mentioned (as were sunshades particularly over playgrounds, also discussed below):

There should be more native rainforest and forest trees planned with irrigation in the open void area than presented and in the open and parking areas. There is too much planned open space. Natural shade can be very desirable in hot weather.

Needs lots of big leafy trees in that centre grass area. Without them it will be a hot shade-less void.

Fauna

As part of the responses related to the site’s environmental values and its flora and fauna, many expressed significant concern about the potential impact of the draft master plan on the powerful owls. Although impacts on fauna were not raised as frequently in swing-bys, when it was, the primary concern was similarly regarding the powerful owl:

Powerful Owls are listed as vulnerable in NSW and therefore require protection under Schedule 1 Threatened Species of the Biodiversity Conservation Act 2016

I’m concerned for the powerful owls in the area near the Western hollow

Path on the Northern mound needs to be moved, it is in the area of the Powerful Owl

I object to any features and subsequent management actions that will threaten the Powerful Owl and interfere with their ongoing breeding habits in this locality.

Lookouts must be at least 100 metres from any known Powerful Owl nest.

Dangerous timing to be working the owls- you shouldn’t be within 100m of the owls

Other concerns raised included:

- » the impact of noise and light from proposed activities
- » potential loss of hollow bearing trees
- » loss of prey habitat
- » clearing of weed species that the owls like
- » human activity in foraging areas
- » location of the lookouts on the northern mound disturbing breeding owls and leading to people being attacked.

no sports field is constructed and a noise protocol, with a particular focus on the needs of Powerful Owls, must be developed and implemented for all events

Night lighting will disturb the fauna, particularly from the sporting fields when games are played at night

Other concerns related to fauna raised in responses included that timid bird species on the site which are sensitive to human activity may depart and no longer breed in the area.

Celebrating the heritage of the area

Desire was expressed across all channels to adequately acknowledge, celebrate and educate visitors about the Indigenous, non-Indigenous, geological, industrial and scientific history of the area:

Make sure you preserve and celebrate the industrial history, not just natural

A half moon park in honour of the radio telescope that operated sixty years ago

Ginger Meggs story could also be included in a register. His comic strip was renamed Ginger Meggs in April 1922. Perhaps a suitable place could now be found for his bronze statue, which had suggested Council acquire. The child’s Play Area could be an appropriate place to commemorate him...

Any Interpretation plans should be prepared by a qualified consultant and referred to the heritage committee for comment. Consideration of technology such as QR codes and the like should be investigated as part of the interpretation strategy

Feedback across all channels suggested that naming the park – as well as locations, pathways and tracks within it – will be important in celebrating the site’s history, and this included a high level of support for using Indigenous names:

An indigenous name should be used rather than the current use of "Hornsby Park".

It is requested that an alternative and more appropriate name (possibly an Aboriginal name) be investigated to identify the entire area encompassing Old Mans’ Valley and the former quarry parklands so that the heritage significance and identity of Hornsby Park is not diminished.

This unique project needs an appropriate name that will resound with everyone and be remembered.

Celebration and interpretation of the site’s Indigenous heritage was a very frequent theme raised across all feedback channels. In addition to the use of Indigenous names, suggestions included shelters and picnic spots to tell Indigenous stories through design, a design by country approach, a yarning circle, somewhere to display artefacts and a cultural walk. consultation with Indigenous representatives needs to start as early as possible, with ongoing close involvement.

There was a clear appetite from swing-by attendees to learn about the site’s history and environmental significance through a range of signage. Council Advisory Committee members were also supportive of potential education opportunities and noted the importance of connected interpretational signage that explains the narrative of the site:

Can you have interpretive signs around – for all the history. Plants, scientific, industrial. Its important visitors understand the significance of the site.

Add signage about the wetlands- information/descriptions etc

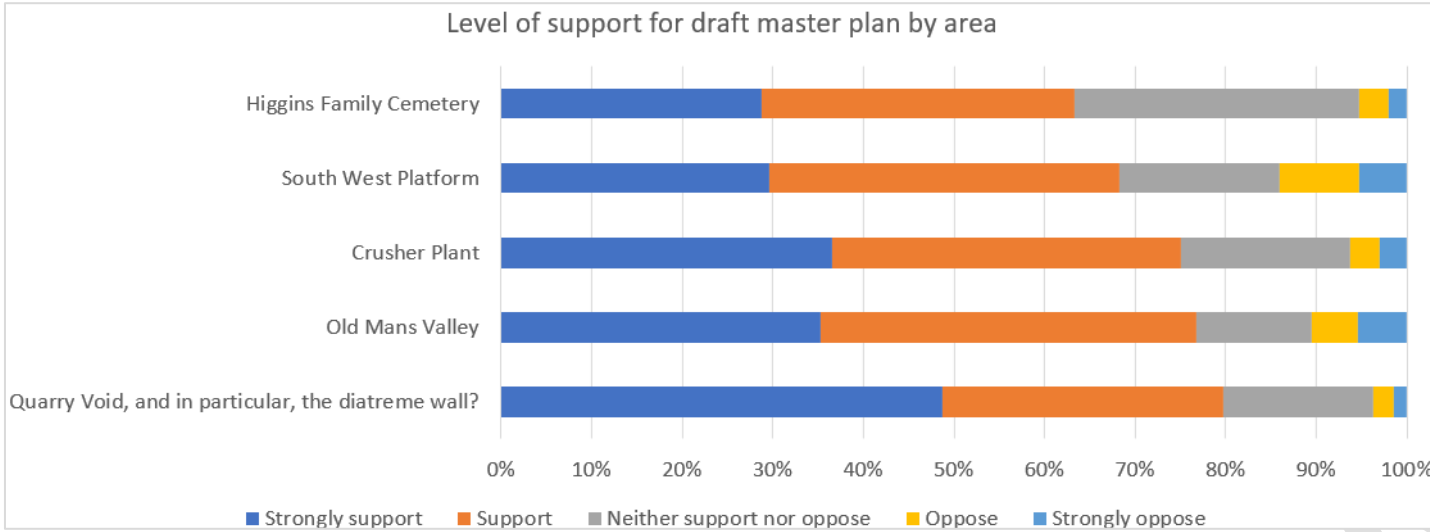
I’d love to know about the plants and animals

The diatreme wall was a specific feature noted across all feedback channels as important to commemorate and enable study opportunities. Submissions advocated for its protection from active recreation, and for its significance to be interpreted so visitors could understand its importance:

We strongly recommend that any Masterplan highlight the Quarry for its international geological significance with signage and displays regarding its geoheritage. We recommend that a required distance to protect the Quarry wall is maintained to avoid any destruction or vandalism. The walls of Hornsby Quarry are quite variable in texture, and likely to be fractured and unstable.

It is unfortunate that there could not be more of the Diatreme eastern face slumping exposed...The original site was reported to be the best example of a diatreme in Australia and is of high value to the [Australian Geological Society] and geology students.

This view was also supported by survey respondents who were asked: *What is your level of support for the draft master plan's proposed celebration of the geological features of the Quarry Void, and in particular, the diatreme wall?* Around 80 per cent of the 351 people who answered this question either strongly supported or supported the master plan's intention to celebrate the site's human and environmental character and history, with only 4 percent opposed or strongly opposed, as seen in Graph 2 below. Of the 351 who responded, 171 strongly supported, 109 supported, 58 neither supported or opposed, 8 opposed and 5 strongly opposed the proposed plans for this area.



Graph 2: survey results showing level of support for the draft master plan by area, including the Quarry Void, and in particular, the diatreme wall.

Image 2: Quarry void including diatreme wall



User experiences

This section discusses feedback received regarding uses of Hornsby Park overall. Uses of specific areas of the park are detailed under the relevant subheadings below.

The topic of how the park should be used raised a number of conflicting preferences that will need to be managed in the final design of the park. This includes:

- » protecting space for passive recreation as well as allowing for active recreation. Although there were differences in the type of recreation preferred, feedback from all channels suggested that the final design needs to ensure there is enough space provided for passive and unstructured recreation
- » enabling bushwalking and mountain biking and ensuring these activities occur in separate spaces/on separate paths. There was support for both activities across all channels
- » balancing adventure recreation, including mountain biking, and protecting the natural environment
- » feedback wanting dog friendly spaces and feedback wanting to prohibit dogs.

Active and passive recreation

The prospect of the park being a center for adventure recreation resonated strongly at the swing bys – much more so than at any other engagement channel. Attendees were struck by the scale of the site, and the opportunities to travel between areas using adventure recreation. This sentiment was echoed at the Community Deliberative Forum which identified adventure recreation as an important element in making Hornsby Park a unique experience, and suggested that such opportunities should be dotted and, where possible, linked across the entire site, while maintaining the integrity of the bush. Members wanted there to be an emphasis on adrenalin-type activities, with suggestions including bungee jumping over the quarry void, zip lines abseiling and high ropes over the water:

Super supportive of adventure recreation pursuits such as zip lines and climbing

There should be a zip line to the crusher plan, then the void

Include rock climbing in the void- you cant rock climb anywhere in Hornsby

Must include sports activities and adventure recreation

Should include rock climbing on the open boulders, this would mean kids can scramble up without having to be harnessed in

Fun in nature, rocks and climbing

The Community Deliberative Forum saw adventure recreation as an important, unique offering of the site and a potential income stream for Council to assist with the park's ongoing costs. Members further expressed that enabling adventure recreation was important in providing activities for young people, and suggested specific engagement with them during detailed design.

In addition to the enthusiasm for adventure recreation expressed at the swing bys, many people also expressed a strong desire to ensure the draft master plan would incorporate enough picnic and informal recreation areas:

The area [Hornsby] needs more picnic and play spaces

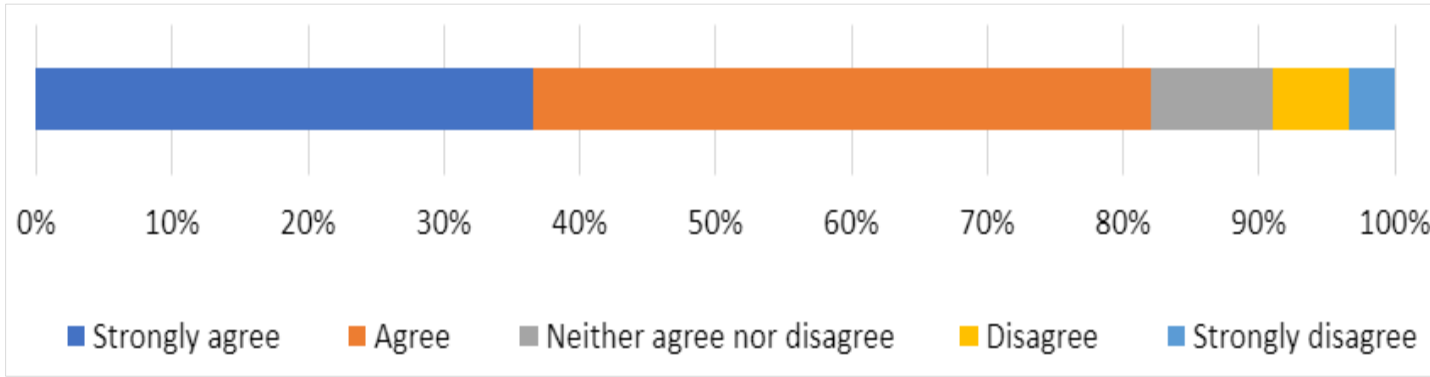
There are lots of young people moving to the area, they need access to open spaces, especially with all the apartments going up

Spaces for community yoga classes, indoors and outdoors

Include a yoga park in the park

Include bird watching facilities

Similarly, survey respondents showed overwhelming support for the balance of active and passive recreation in the draft master plan. Of the 451 respondents to the question *Do you agree that there is a good mix of activities included in the draft master plan? For example, passive recreation (picnicking, walking, BBQs etc.) and active recreation (mountain biking, sport etc.)*, around 82 percent (370 respondents) expressed either support or strong support, as shown in Graph 3 below.



Graph 3: responses to the survey question *Do you agree that there is a good mix of activities included in the draft master plan?* (n=451)

In contrast, submissions tended to favour passive recreation and enjoyment of open space more strongly. Submissions and stakeholder meeting attendees alike raised concerns that not enough space was dedicated to passive enjoyment in the master plan. Similarly, site tour attendees were more supportive of passive recreation over adventure/active recreation such as ziplines, but also expressed the desire for amenities such as cafes and restaurants to be included:

- Hornsby Park should be a quiet park, so that the thousands of residents in the proposed high-density apartments adjacent to the park can enjoy quiet time to destress and relax. Studies have shown that green space has many health benefits, including lowering depression and anxiety symptoms. Unit dwellers need this quiet green space for their mental health*
- There does not seem to be much passive / unstructured play space provided for picnicking and just enjoying the open space. This is a vital need due to the intensification of urban life with high-density units being common nearby the site.*
- This plan does not cater for the average Hornsby resident, one who wants some peace and quiet, to take the children out, or to gather with friends and family.*
- There is simply not enough space allocated to play and relaxation in the Hornsby Park Master Plan to provide a regional facility. Residents need a large play and recreational space for relaxing and picnicking. Areas that cater for intergenerational play and play for different age groups, including those catering for teenagers and early twenties age group are needed.*
- ...support more passive recreation spaces [and the] conservation of threatened ecological communities and species*

Mountain bike trails

There were varying levels of support for mountain biking heard through the engagement process. However, a theme consistently heard across all channels was the need to protect the natural environment. For some, mountain biking and environmental protection could co-exist, while for others, they could not. Submissions were weighted towards environmental protection much more than other channels. A petition with 843 signatures provided via the submissions process highlighted the damage caused by mountain bikes to ecologically sensitive bushland such as Sydney Blue Gum Diatreme Forest, Turpentine Ironbark Forest and Duffy’s Forest. It noted that mountain bike trails should be moved out of these areas and/or closed:

- These forests need to be protected. Mountain bike trails can be built away from critically endangered forests but not within them*
- This bushland is precious. Please close the tracks*

- Bikers can ride elsewhere*
- trail bike riders are not being excluded just restricted to their tracks which do not threaten the environment*

A significant number of submissions regarded mountain bikes as a primary impact on biodiversity and ecologically endangered species. Many others expressed the view that mountain biking is incompatible with the protection of the bushland environment and should not be an activity within the park:

- Close mountain bike trails in the Blue Gum Diatreme Forest.*
- Critically endangered ecological communities need to be prioritised. The adjacent bushland to the quarry contains the only Blue Gum Diatreme Forest left, therefore its protection needs to be absolute.*
- Bike trails do not fit in with any pretence of protection, and therefore must be removed or reduced to the shortest traversing circuits possible. No circuits should operate within them.*
- Mountain bike riding at night must be PROHIBITED as it disturbs, harms and can kill both prey and the Powerful Owls, as well as other fauna.*

A smaller number of submissions expressed support for mountain bike trails, citing that it helped create family connections and provided mental and physical benefits:

- The benefit of MTBing [mountain biking] is well known. The current quarry MTB isolates MTB facilities to a very small area of the quarry.*
- Please retain as much of the mountain bike trails as possible and replace those that are removed and extend them.*
- Please find a way to maintain and not alter what is already a fantastic facility.*
- I would love to see more mountain bike trails at this location*
- Each weekend I see mum’s and Dad’s out riding and learning to love being outside and being active. Each part of the trail network makes it interesting and enjoyable to ride for riders of all levels. There are very few trail networks that can say that. Please find a way to maintain and not alter what is already a fantastic facility.*
- Mountain biking provides an opportunity for exercise, is good for mental health, brings the community together and allows riders to connect to nature.*

In comparison, feedback received at swing-bys and Community Deliberative Forum discussions were an amalgamation of these two viewpoints, noting that Mountain Biking is an important activity unique to the Hornsby area, and a source of pride (and as a result, the link between Hornsby Park and Westleigh Park and opportunity for use by young families will be important); and their construction in the park should be supported as much as possible while being empathetic to wildlife and natural environment:

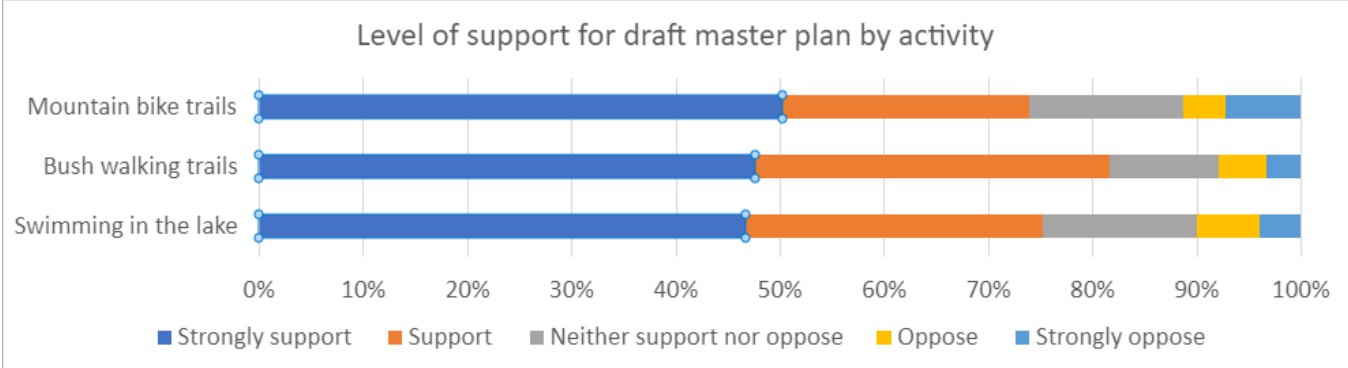
- Great but I want to know mountain biking won’t be diminished; I want more trails, not less and link to Westleigh.*
- It will be nice to keep the MTB trails but the area is full of important biodiversity*
- I ride the mountain bike trails and I love the nature*
- No mountain biking in mapped Blue Gum Forest. No trails or track on the North slope*
- Good that little new track is being built. No impact on Blue Gum Forest important*
- There is no reason why bike tracks need to go near the quarry*

Similarly, while over 75 percent of survey respondents supported or strongly supported mountain biking as an activity in the master plan (compared to the more than 80 per cent who strongly supported or supported bushwalking, as shown in Graph 4 over the page), respondents pointed out the need to simultaneously protect the environment; and the main source of opposition to the activity was based on environmental concerns (as shown in Graph 5 over the page):

- Trail network needs to be upgraded, with increased and varied options for riders. MTB popularity has exploded in the last 3yrs, in particular gravity/downhill riding, jump parks and enduro [sic] mountain biking. More professional trail building and maint [sic]*

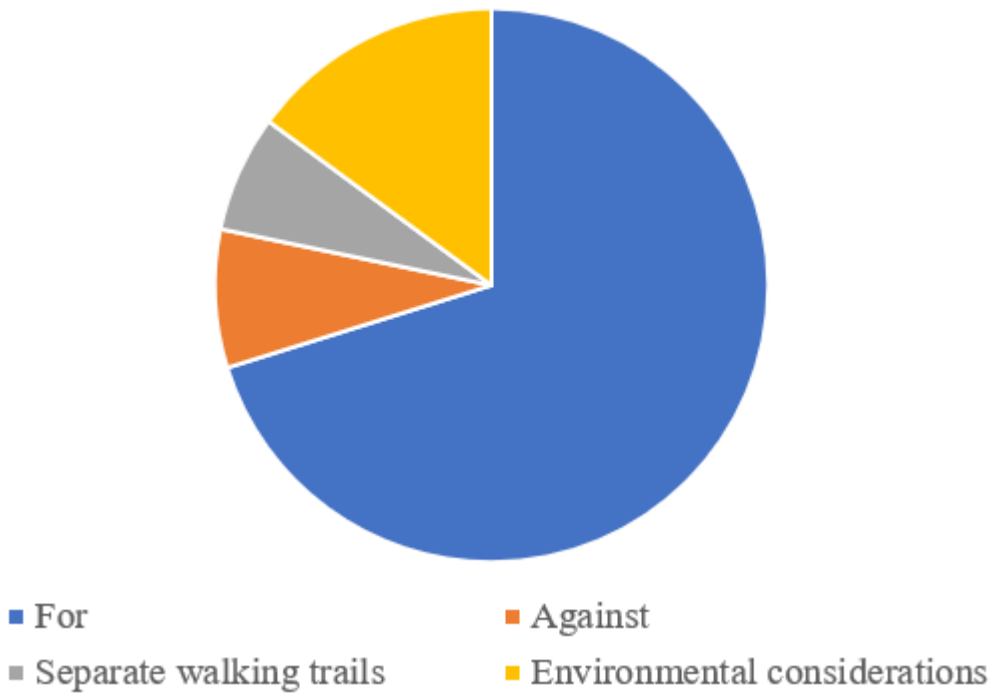
Mountain biking, though a popular pastime, severely damages the environment. A number of proposed bike trails are set to traverse highly endangered floral environments. Mountain biking should be made available in areas that are not causing damage.

The existing mountain bike tracks in the Blue Gum Diatreme Forest and high-quality Blackbutt Forest should be closed down. There are not many walking tracks & these conflict with the mountain bike trails. Council needs to protect the CEEC properly.



Graph 4: survey respondents' level of support for draft master plan activities

Support for Mountain bike trails



Graph 5. Survey respondents' support for mountain bike trails (n=168). 113 respondents were in favour, 13 against, 11 provided neutral comments to separate walking trails and 24 highlighted environmental concerns.

Separation of tracks and trails

There was however overwhelming agreement across all channels, and across bushwalking, environmental and mountain biking communities, that there should be separate pathways for cyclists and walkers:

- "The few walking tracks in the Draft Plan conflict with cyclists..... NO SHARED PATHS.
- There must be no shared pathways. Mountain bikes already have the use of the vast majority of the site, they don't need any more. There must be NO bikes of any sort allowed on ANY pathways, other than their dedicated trails.
- Mountain bike trails should not be disguised as a "shared bicycle /pedestrian pathway"

- Shared pathways for MTBs and walking are a real concern
- Shared paths do not work
- Bikes should not be allowed where there is wheelchair access
- Be aware of conflicts between cyclists and walkers and how this will be managed.
- Would be helpful for the trails to be distinctly separate from walking trails to avoid collisions.

Image 3: Tracks and trails

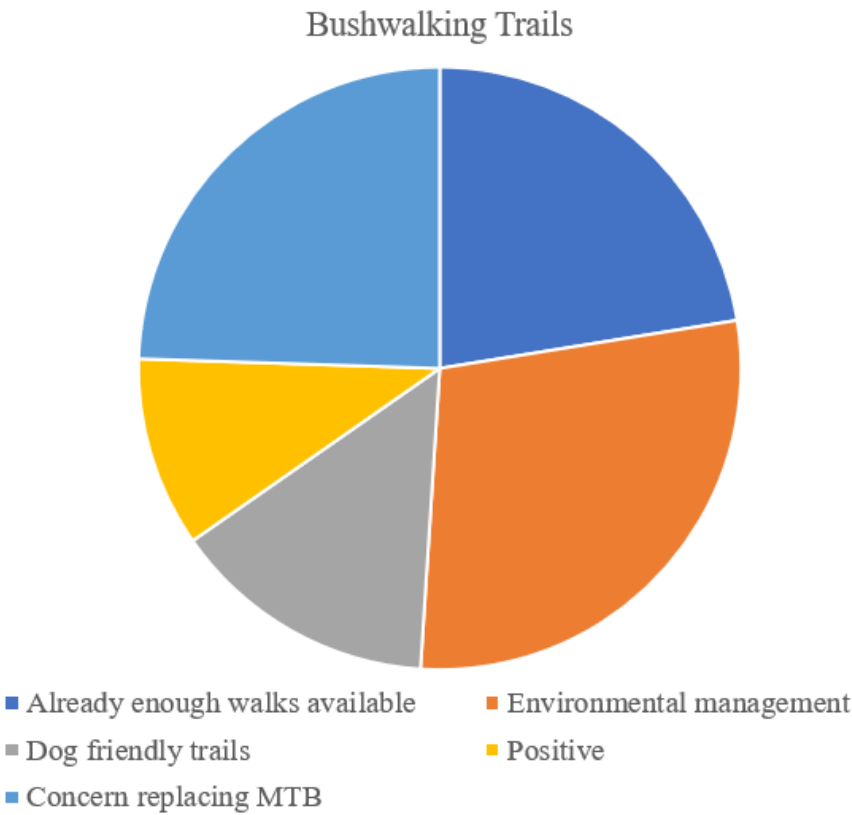


Bushwalking

At the swing-bys, many members of local environmental and bush care groups, plus a hand full of members of the general community discussed at length the importance of bushwalking on the site. This was also reflected in written submissions:

- I really support the natural areas, picnic areas and walking tracks
- Bushwalking and a connection to the Great Northern Walk is really important
- Love the idea, its great for bushwalking. I am looking forward to bushwalking through the park
- Walking is very important – a top priority

However, mixed comments towards bushwalking trails came through the survey responses. While just over 80 per cent of respondents supported or strongly supported bushwalking as an activity important to delivery of the park, when asked: *do you have any other comments for Council to consider in relation to proposed bushwalking trails for Hornsby Park*, more than one-quarter of the 168 respondents to this question said they believed there are already enough bushwalking trails available, as seen in Graph 6 on the following page.



Graph 6: survey responses to do you have any comments for Council to consider in relation to proposed bushwalking trails for Hornsby Park? (n=146)

The majority of the remaining comments did not show any opposition to bushwalking trails but rather provided additional comments to ensure correct environmental management, mountain bike trails maintenance and providing dog-friendly trails:

- Avoid removing the existing OMV mountain bike trails when creating bush walks. The two should co-exist.*
- Walking tracks would be great but should be planned to avoid as much destruction of native flora and fauna as possible.*
- These should be dog friendly.*
- There are hundreds of kilometers [sic] of trails reserved exclusively for walking in Hornsby. Walking causes the same or more damage as mountain bicycling.*

Dogs in the park

A small number of submissions raised the issue of the access for dogs to the park. There was an almost equal split between those in favour and those against dogs in the park:

- I would love to make one suggestion for the park. Could it please include an off-leash dog area of bush trails where owners can walk with their dogs and therefore exercise themselves at the same time. Also, it would be fantastic to use some of the water area for dogs to swim.*
- I could see no reference to dogs allowed in the Draft Plan. I can only hope that means it will be dog free. Surely that would make it more enjoyable for those without dogs, and a benefit to wildlife.*
- If dogs are permitted in Hornsby Park, they must be on-leash.*

When asked for comments for Council to consider in relation to proposed bushwalking trails, 21 per cent of survey respondents suggested dog-friendly trails, as seen in Graph 6 (on the previous page).

Children’s playgrounds

A small number of submissions suggested that there be larger and/or more playgrounds. Planning for intergenerational play, and catering for a range of age groups were suggested. As noted above, a number of submissions noted that sunshades should be included over playgrounds.

- We are always looking for safe places to take the children to enjoy.*
- Children’s playgrounds, areas for families to meet and enjoy nature, without the noise and impact of motorbikes and sporting fields would be a preferred solution for a site with a showcase of unique features such as the quarry diatrema and forest.*
- In the void install another major play facility added to the void – perhaps an adventure/wild play area integrated with the lake.*
- Install playground equipment that prioritises nature play where possible i.e. rocks, wood and water and utilise surrounding bush for exploration trails.*

Impact on neighbours

This section details potential impacts of Hornsby Park on neighbours in addition to those related to the Canopy Skywalk (discussed below).

Neighbouring residents raised concerns at swing-bys and site tours about the potential impacts of the park’s proposed features and operation, and the need to ensure appropriate management measures in the final master plan. Concerns were raised about traffic impacts in a handful of submissions as well; while stakeholder meetings also raised concerns about the impact that activating the park would have on neighbours:

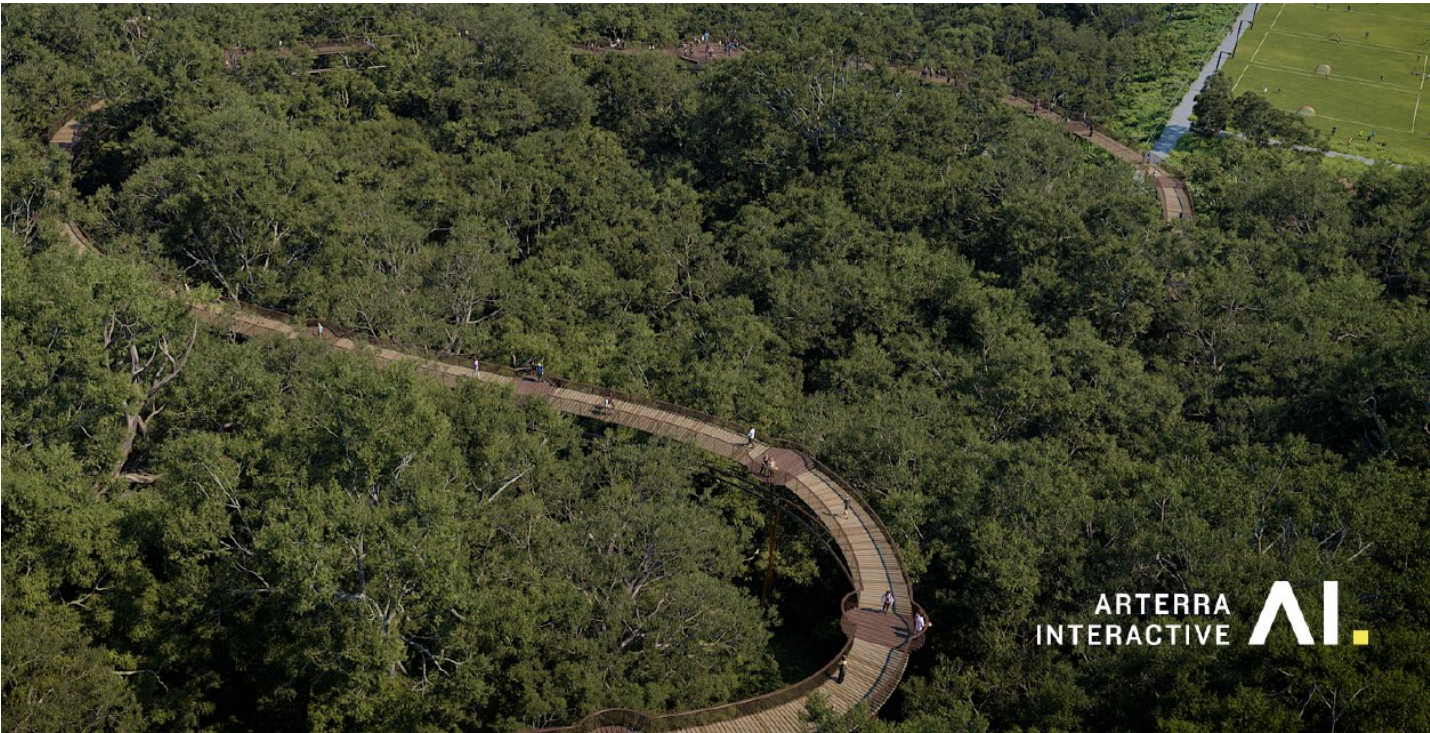
- The valley is an echo chamber.*
- I’m concerned about noise from the amphitheatre.*
- Sporting fields would be incredibly noisy.*
- All of us residents from Dural are concerned about noise.*
- Noise from activities in void and OMV will be a problem for residents. Is this being considered/assessed?*

Specific concerns raised included:

- » Noise resulting from visitors to the site.
- » Increased traffic and congestion on approach roads and in nearby streets, requiring traffic changes, and improving access routes. Specific roads mentioned in submissions included Bridge Quarry and Manor Roads. At the site tours, there was a request to prioritise access from Manor Road. A number of concerns regarding parking impacts on streets adjacent to the park were also raised, these are discussed below.
- » Light spill, including from sporting fields.
- » Security.
- » Potential trespassing on private property, which could be resolved by signage and/or boundary fencing.

Canopy Skywalk

Image 4: Canopy skywalk



While there was excitement about the Canopy Skywalk and the uniqueness it will provide to Hornsby Park, there was also concern about the impact on the privacy of neighbouring residents.

The large numbers of swing-by attendees who that had seen the TV news item about the draft master plan expressed a significant appreciation of the Canopy Skywalk and the fact that it would be a unique park entrance. The Community Deliberative Forum considered the skywalk to be extremely important and unanimously agreed that it should be the first piece of infrastructure delivered. The proposed Canopy Skywalk was also positively received by survey respondents. When asked for additional comments on the Canopy Skywalk, more than half of the 163 people who provided comments were in favour of the walkway, with various comments highlighting accessibility and inclusivity benefits. Additional comments emphasised environmental considerations, safety concerns, additional costs, and additional features including shade and signage:

- Canopy walk looks great, Council have done a great work*
 - Canopy walk looks particularly cool.*
 - Love the idea of the elevated walkway.*
 - Canopy Walk is positive because it is less intrusive on biodiversity.*
 - You could consider adding bird hides to the canopy walk to watch birds from.*
 - I think a skywalk canopy is a nice idea.*
 - Plaques giving info on the trees, plants and animals in the area. Perhaps a couple of shady spots for people to rest in as it seems a long walk.*
- The community also appreciated at it would provide accessibility for prams, and those with mobility issues:
- I really like how accessible it is.*
 - fantastic for wheelchairs, disabled people and those with mobility issues.*
 - Low speed cycling should be allowed on the canopy walk, particularly for children.*

This will allow everybody to access the park by the same route, instead of less mobile people being shunted off around the back as usual.

Only 14 per cent of survey respondents were against the skywalk, mostly due to environmental and financial reasons, as shown in Graph 7 over the page. Submissions also expressed concern about potential impacts of the skywalk on the habitat of powerful owls, and some of suggested redesign alternatives:

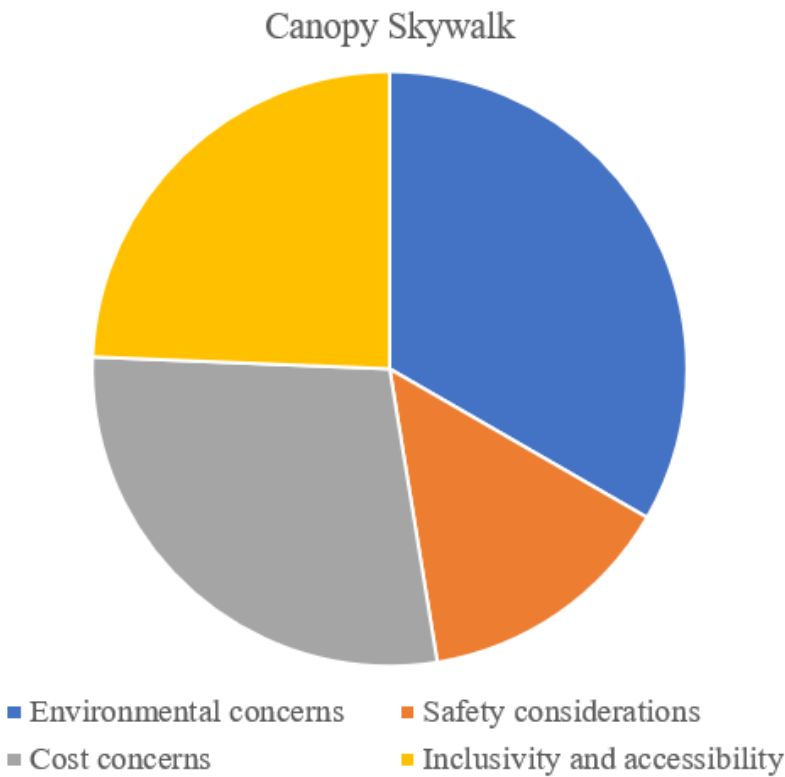
I do not oppose the skywalk per se, rather the damage that may accrue from such construction and affect on the native fauna.

The impact on the canopy, the wildlife and the view of the bushland will be terrible. Bad idea. Use a moving walkway alongside Old Man’s Valley instead.

Will cost too much to maintain.

Neighbouring residents who attended the swing-bys and site tours, as well as almost a quarter of submissions, expressed concern about the potential loss of privacy resulting from the Canopy Skywalk’s proximity to neighbouring houses.

- The canopy sky walk is too close to my property. I will lose my privacy.*
- People walking on the canopy sky walk will be able to see into my house.*
- My neighbour has started a petition – I am really worried about the sky walk. It looks too close to our properties.*
- Now you want to build an entrance to the Park for visitors whose first impression of the quarry is looking into unit bedrooms on one side, including mine, and a limited view of the bushland on the other.*



Graph 7: Categories of comments received from survey respondents about the Canopy Skywalk (excluding comments simply in support or opposition) (n=163). Environmental considerations were raised in 26 responses, safety considerations in 11, cost concerns in 22 and inclusivity and accessibility in 19.

Access and parking

Image 5: Access overview



There was a high level of agreement across all engagement channels and demographics that it was important for Hornsby Park to be accessible for all users and visitors:

- Provide safe, well designed, level walking paths that are suitable for wheelchairs and people with walking aides at relevant sections of the park*
- The population that visit park often have large extended families that all visit together. Easy access to the park is important for the growing amount of people visiting the park.*
- Really important for the park to be accessed by people of all abilities.*
- For too long there has been focus on young, fit and athletic people who can easily access the park and traverse most of the site. The lift and the canopy walk are really good additions to making it more accessible for more people.*
- You need to make sure there are enough disable parking spots, and there is all weather protection*

The Community Deliberative Forum went further and noted Council should be planning for large visitation numbers.

The small number of submissions that highlighted accessibility planning as an important element suggested this could include accessible toilets, wider footpaths, correctly graded paths, playgrounds, parking for private vehicles closer to entrances, and parking for mini-buses:

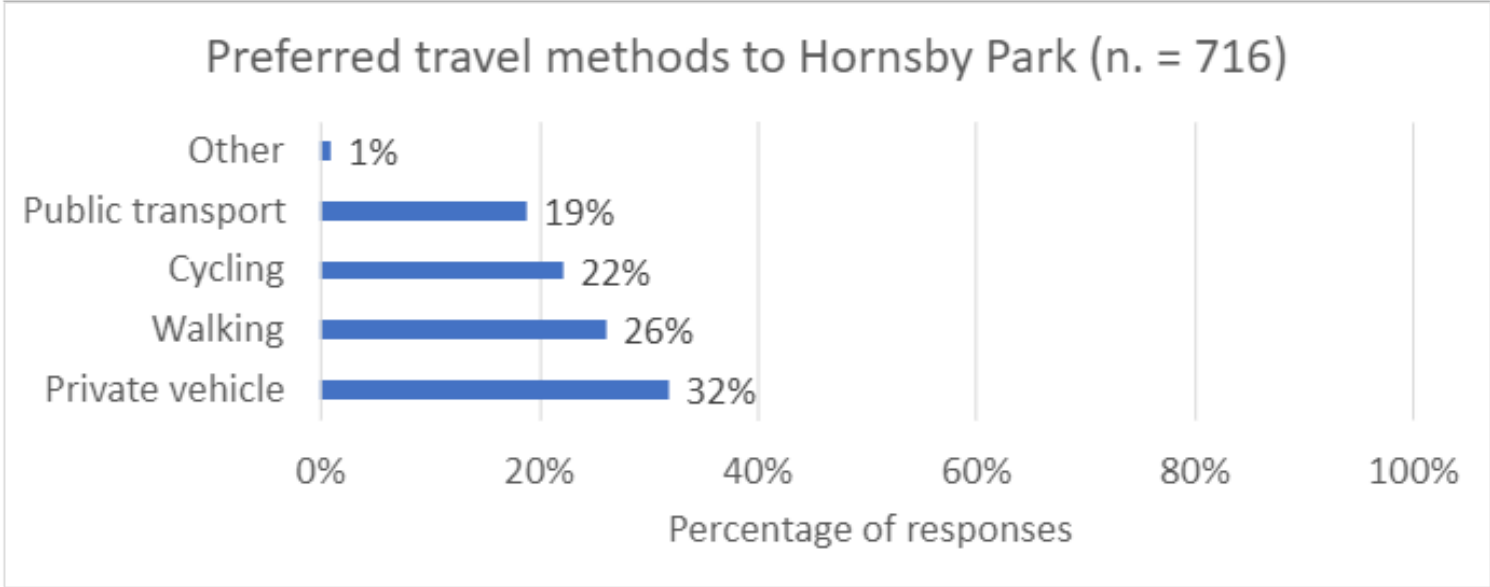
- Will there be anywhere within the park with a fenced in area that special needs school children will be able to enjoy with wheelchair accessible fun rides and close proximity for a school bus to park*

There were contradictory responses to the amount of parking proposed in the master plan. On the one hand there was support for limiting cars onsite to Old Mans Valley and the Crusher Plant so that park users don't have to share spaces with cars, and minimising the number of cars entering the park. There was however also concern about high visitor numbers leading to potential traffic impacts on local streets and whether the total number of parking spots proposed can

adequately cater for visitors to avoid these impacts. A couple of submissions suggested underused parking at the nearby Tafe could be used (outside of Tafe hours):

- I think it's a good idea to keep cars just at the top.*
- Don't want the development to bring in lots of cars and congestion.*
- Don't want to have to share any access roads or trails in the park with cars.*
- Parking does not seem as though it is sufficient.*
- Shouldn't have to pay for parking, make it an accessible but not noisy venue.*
- Parking needs to be accessible and undercover.*
- Need enough parking.*
- What will the impact be on the surrounding streets of the extra traffic?*
- The main proposal that causes me concern is the idea of extra carparking at the end of Quarry road - I would not support this. For example, it was mentioned that there could be an 80-car carpark opened at the Crusher plant site, accessed via Quarry Road and Dural Street. This would significantly increase traffic volume on that road which is the main access route for bike riders going to the Mountain Bike trail...*
- I would strongly advise council to conduct a projected traffic study (in conjunction with investigating already increased traffic expected for these roads due to the Hornsby West Side development). I imagine that installing separate bike-only lanes, and a separate pedestrian footpath, would be the only feasible way to keep everyone safe if this road traffic increased to the level of 80 additional cars.*
- Keep vehicular access minimal and away from the site centre.*
- Traffic is a major concern for local residents; it's becoming increasingly difficult to get through to the train station and town centre. The Bridge St entry/exit can be a problem with large numbers of people using this exit which will impact on local traffic and the activity of the fire station. There needs to be another entry/exit access for emergency services; Bridge St access is already steep and problematic for vehicles. A road via the side of Hornsby Aquatic Centre is a better option than Dural St/Quarry Rd as they exit onto Peats Ferry Rd at a narrow point flanked by traffic lights.*
- Parking appears to be limited within the park. This will lead to disruption, noise and inconvenience for those living in streets close to entry points. These streets are already congested.*
- ...on-site parking should focus on disability and large group access and not attempt to provide sufficient parking for general users of the park. Parking should not extend into bushland or recreational areas.*
- One suggestion...could be shared parking with TAFE. An existing TAFE car park is positioned on the western side of TAFE which is accessed from Bridge Road near to the OMV/Quarry entrance. Hornsby TAFE has a multi-story [sic] car park that may or may not be extended and/or used on weekends and school holidays. Overflow carparking arrangements or opportunities?*

When survey respondents were asked how they would prefer to travel to Hornsby Park, just under a third of nominated car, almost 50 percent chose active transport and 19 per cent nominated public transport, as shown in Graph 8 below. (Respondents could select multiple options.)



Graph 8: survey respondents’ preferred travel methods to Hornsby Park

This attitude towards parking could indicate a growing awareness that cars will not be able to access all areas of the park, and an understanding of the park’s typography.

Community Deliberative Forum discussions canvassed the following possible solutions to this issue:

- » On demand buses.
- » Promoting car parking areas within and around the Hornsby CBD and encouraging connection with the shuttle bus or walking. Members also reflected how important signage from these areas will be to assist with navigating from the Town Centre to the park’s entrances.
- » Using any other under-utilised parking areas.
- » When reflecting on feedback captured via other channels about residents wanting some recognition or preferential treatment in comparison to visitors from outside the LGA (discussed below), the Community Deliberative Forum thought that the only realistic option to explore was free parking.

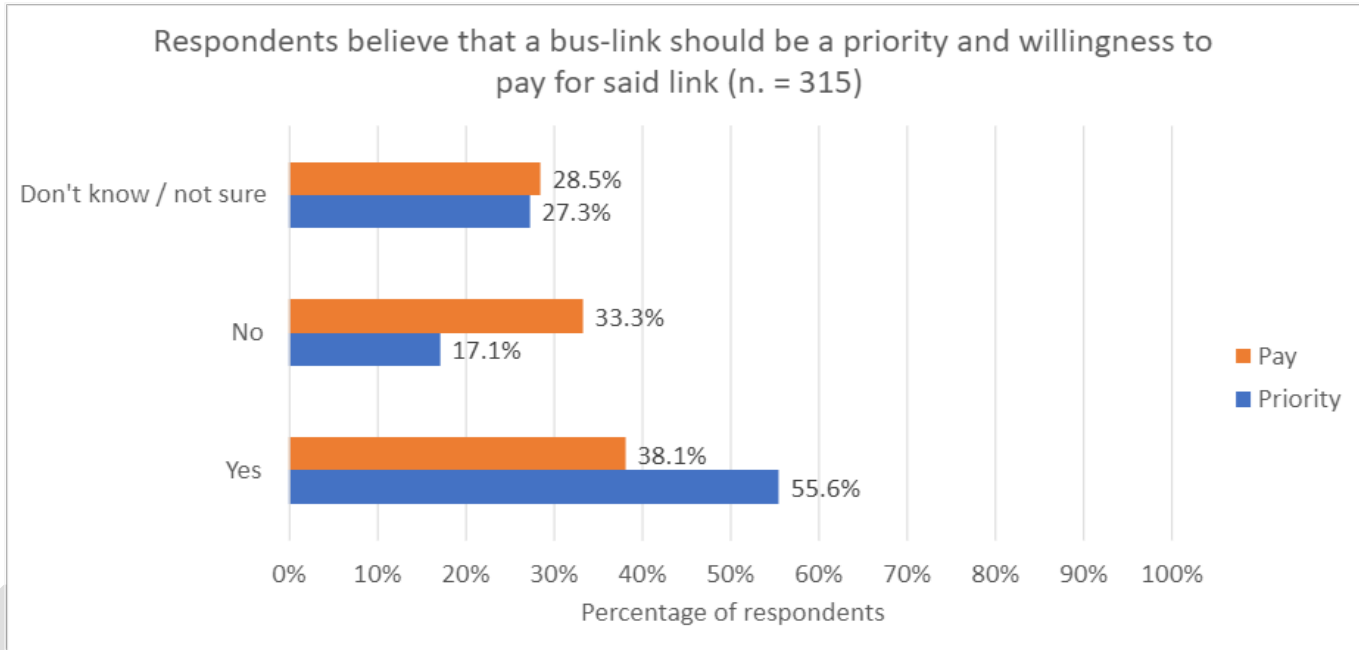
There was also a high level of support across all channels for the proposed shuttle bus service:

- Need shuttle buses, accessibility very important.*
- I’d pay for a shuttle bus.*
- Shuttle bus should definitely be available when the first section opens.*

Survey respondents were asked the following two questions:

- Considering the diverse range of community members that will visit the site, do you think a bus-link service from Hornsby CBD should be a priority as the parkland is completed?*
- Noting the size of the site and the dramatic changes in level throughout, if Council were to provide a bus-link/shuttle service across the site, is this something that you would be willing to pay a fee for?*

Over 50 percent of respondents supported the prioritisation of a shuttle link and 38 per cent indicated they were willing to pay. In contrast, only 17 percent did not think it was a priority. 33 percent of respondents who indicated that they were not willing to pay for the shuttle, a similar number to those that are willing to pay. Just over a quarter of respondents were unsure if it should be a priority and if they were willing to pay. These responses are shown in Graph 9.



Graph 9: survey responses to the proposed shuttle-bus service

Other considerations

Survey respondents were asked if there was anything else Council should consider in relation to the master plan, and were able to provide multiple responses. The top themes raised are shown Graph 10 over the page (note: a number of other responses were provided, however the graph below shows the top themes) and included activities and amenities (65 responses), parking (20), sports field (34), mountain bike considerations (26), environment, education and culture (29) and access to facilities (22):

Playgrounds with equipment for all ages and abilities. Flying foxes, big climbing structures as well as things for the smaller children and different abilities. Strathfield park is a great example of this.

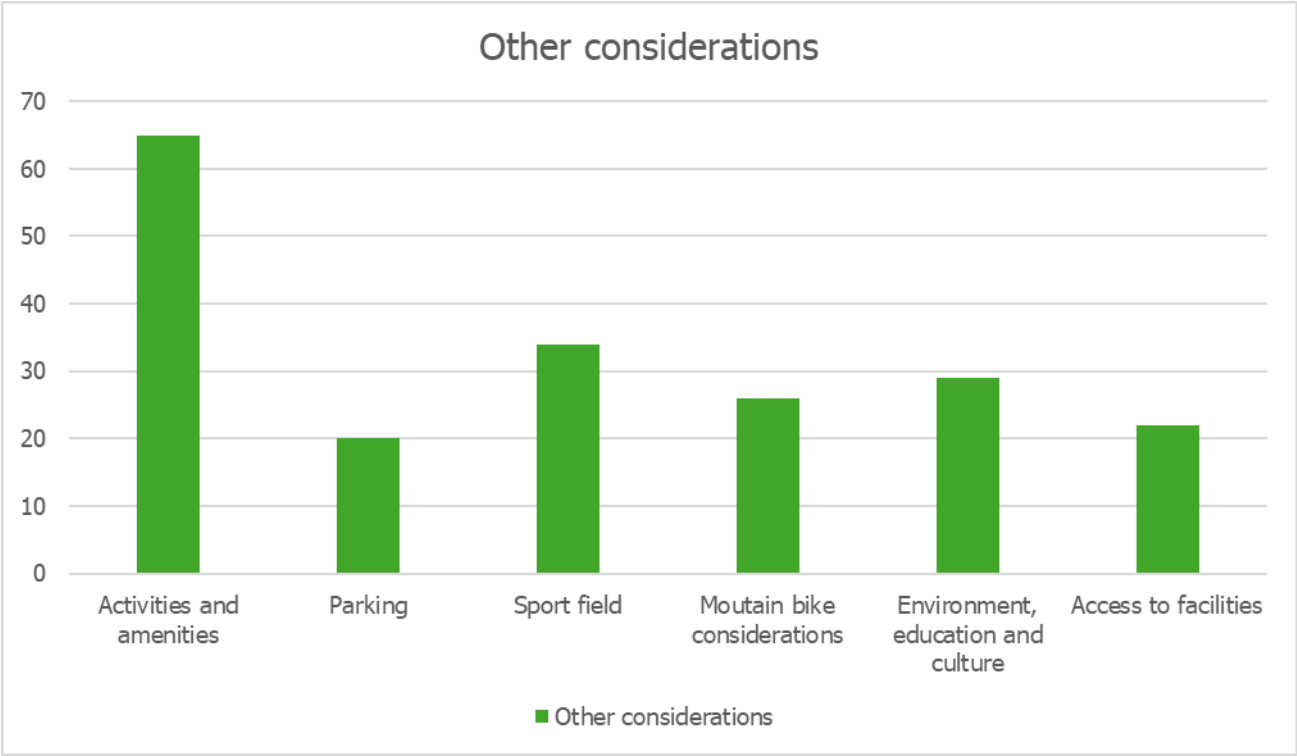
Be ambitious - this has the potential to be a major attraction for Sydney. Including unique and adventurous facilities will attract visitors e.g. canopy walk, luges and zip lines.

Examples of environment, education and culture provided included:

Education centre for native wildlife and vegetation.

Also, where is the consultation with Aboriginal people and elders

Where is this cultural knowledge or perspective being shared on the site? That should be the core of this whole development and is very noticeably absent.



Graph 10: other considerations for the Master Plan provided by survey respondents

Safety

The safety of users and neighbours of the park was raised in many submissions and a small number of people at the swing-bys. Suggestions and questions raised included fencing along lakes and rock edges, overnight security and having CCTV and rangers. Those at stakeholder meetings also asked about park governance including rangers.

- CCTV cameras will be needed when new amenities are installed.*
- How can you prevent access at night?*
- I don't think it will be safe to swim at night. How will you prevent that?*
- Will you have park rangers? How will the park be regulated?*
- I think there should be a safety fence along the edges of the lakes walkways, it could prevent a lot of unwanted tragedy.*
- We are not in favour of adventure recreation on the quarry rock face due to safety concerns, damage to the face and interaction with other users in the Void.*
- There are many visible safety issues such as tracks/paths intersecting, absence of high safety fences along trails with high drop areas; that is, people can fall off cliffs...Council must address the behaviour of park users relating to safety particularly in areas shared by cyclists, mountain bikers, walkers, and electric bikers and/or scooter drivers..... and for those managing prams or implements for mobility must mix and cross paths.*
- Follow the Crime Prevention through Environmental Design (CPTED) guidelines by ensuring adequate lighting, eliminating dark and secluded sections and planting either low-lying shrubs or high canopy trees that maintain sight-lines and maximise passive surveillance.*

Emergency planning

A small number of submissions noted that proposed plans need to factor in emergency access routes and plans. A similar number noted that fire management plans that include fire retardant materials and mitigation strategies need to be adopted:

- Obviously, the area is bushfire prone, so appropriate precautions / constraints must be met. For example, is one lift sufficient to evacuate many people in an emergency, such as a bushfire?*
- As the park is in [a bushfire zone] all building should be made of bushfire proof materials. A bush fire tower lookout tower should be included.*

Sustainability

- Although not many submissions raised sustainability, those that did expressed support for sustainable practices and policies including building materials and transport options, and to aspire to carbon neutrality.
- Please have the foresight to see what direction humanity is currently headed in regarding **climate change**. For example, use technology to showcase smart energy with minimal impact.*
 - use sustainable materials throughout the park.*
 - Implement policies which encourage sustainable practices in the park such as recycling, encouraging users to dispose of their own waste, avoiding single use plastics.*
 - All materials and systems (eg toilets) used in Hornsby Park should be environmentally friendly and sustainable. This includes water tanks for recycled water, solar panels on buildings for power, porous road and track surfaces to avoid un-necessary run of[Sic]*
 - The Committee recommends the site aspire towards Net Zero Emissions to help achieve Council's target of net zero emissions by 2050.*

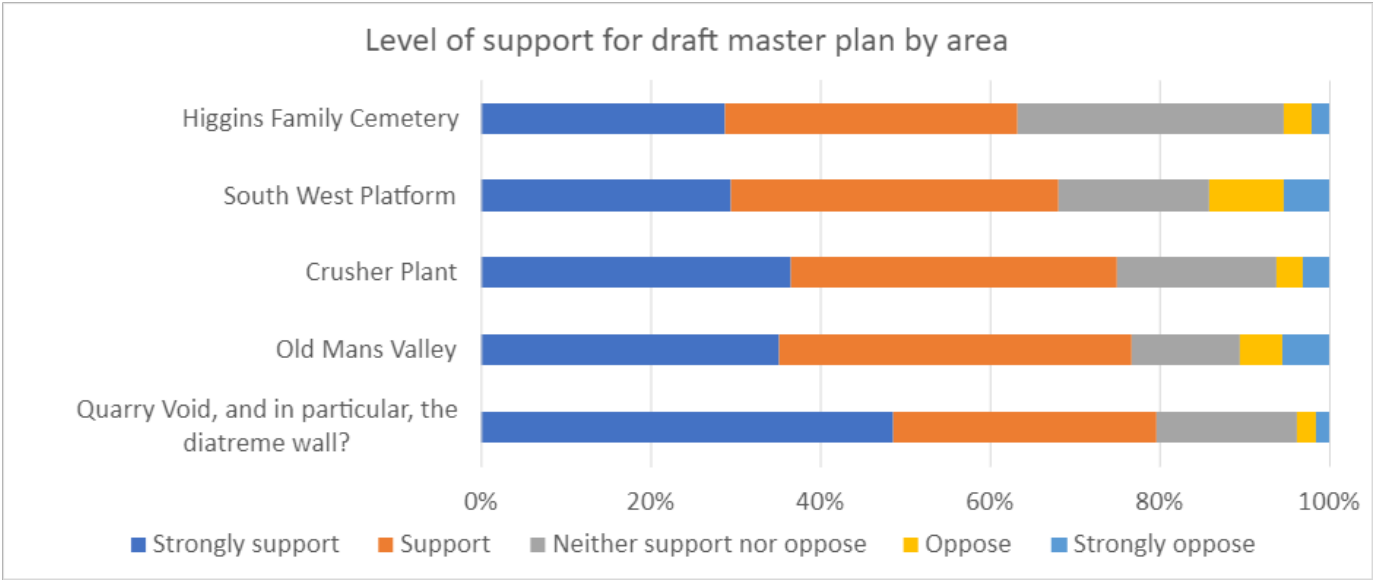
Events and commercial operators

- The Community Deliberative Forum was keen for Hornsby Park to be accessible/activated at night, for example, with concerts at Christmas time. A handful of submissions were opposed to the inclusion of commercial operators, while a smaller number supported commercial operators such as cafes.
- and oppose commercialisation or privatisation of our parks.*
 - Commercial outcomes should not have any harmful impact on the natural values of Hornsby Park and the nearby Berowra Valley National Park.*
 - Privatisation by way of cafes or bike shops or other tourist attractions for profit is completely unacceptable, turning the space into a theme park.*
 - I like the idea of a tree tops style facility which is self sustaining and an effective attractor of families for the local economy.*
 - I note that some of the other assets proposed to be developed may not be self sustaining and I fear that this will result in them becoming a burden on local ratepayers, as the original OMV was. I would really like to avoid additional ongoing construction and maintenance burdens.*

Master plan areas

There are distinct activities possible in each area of the park, due to the site's location, environmental constraints, natural features and accessibility. The draft master plan outlined what activities are suitable for each area, and these were presented for feedback at each engagement activity.

Survey respondents were asked to indicate their level support for each area of the park as detailed in the draft master plan. As demonstrated below, the majority of respondents supported or strongly supported each of the area's proposed uses and activities, with the Quarry Void attracting the highest endorsement (280 of 351 responses, or around 80 per cent) followed by Old Mans Valley (301 of 392 responses, around 77 percent) and the Crusher Plant (351 of 468 responses, 75 percent), the South West Platform (307 of 450 responses, 68 percent) and Higgins Family cemetery (288 of the 455 responses, around 63 percent), as shown in Graph 11 over the page.



Graph 11: survey respondents' level of support for draft master plan by area (n=2116)

The sections below analyse the feedback heard for each geographical area of the master plan.

Quarry Void

After the Canopy Skywalk, the Quarry Void was the most mentioned feature of the master plan at the swing-bys. Of particular interest to people were the possibility of swimming in the void, the need for shade in the open area and the potential to hold events. In contrast, in written submissions the quarry void only tallied 46 responses, which equates to 5 percent of the total responses. The most frequent response in relation to the Quarry Void was the diatrema wall, with swimming and events also mentioned.

Diatreme

The importance of the diatrema was mentioned in a handful of submissions, with many noting that, as discussed above, it is geologically and ecologically significant. These submissions were focused on protecting it from active recreation or any type of use that would undermine the dramatic and ecologically important feature and prevent appreciation and study:

The Hornsby diatrema is actually part of a chain of probably four diatremes, the related Thornleigh body being aligned but separated by sandstone country rock. It is one of up to a possible 150 such bodies in the Permo-Triassic Sydney Basin and these are generally regarded as of Early to Mid Jurassic in age; not long after the end of Triassic sedimentation. Given the number, variety and extent of these bodies, Sydney Basin is actually one of the world's major diatrema provinces.

The Hornsby diatrema must be protected because of its geological heritage value and overwhelming presence. It creates a unique centrepiece and offers a fantastic educational opportunity to interpret and highlight the geological history of our local area.

The scope of activities proposed should be restricted to those that enable interpretation/education, and to preclude the development of any activities or facilities that are unstructured in nature and are deemed to be intrusive.

We strongly recommend that any Masterplan highlight the Quarry for its international geological significance with signage and displays regarding its geoheritage. We recommend that a required distance to protect the Quarry wall is maintained to avoid any destruction or vandalism. The walls of Hornsby Quarry are quite variable in texture, and likely to be fractured and unstable.

Water activities

Although it was explained to swing-by attendees that swimming would be difficult to enable in the void, the backdrop of the diatrema wall and the possibility of such a unique experience being available in Hornsby was an exciting prospect:

The option to swim would be amazing

Swimming would be great

Swimming should definitely be allowed. At the moment, you have to travel to Parramatta for a freshwater swim

It would be so beautiful

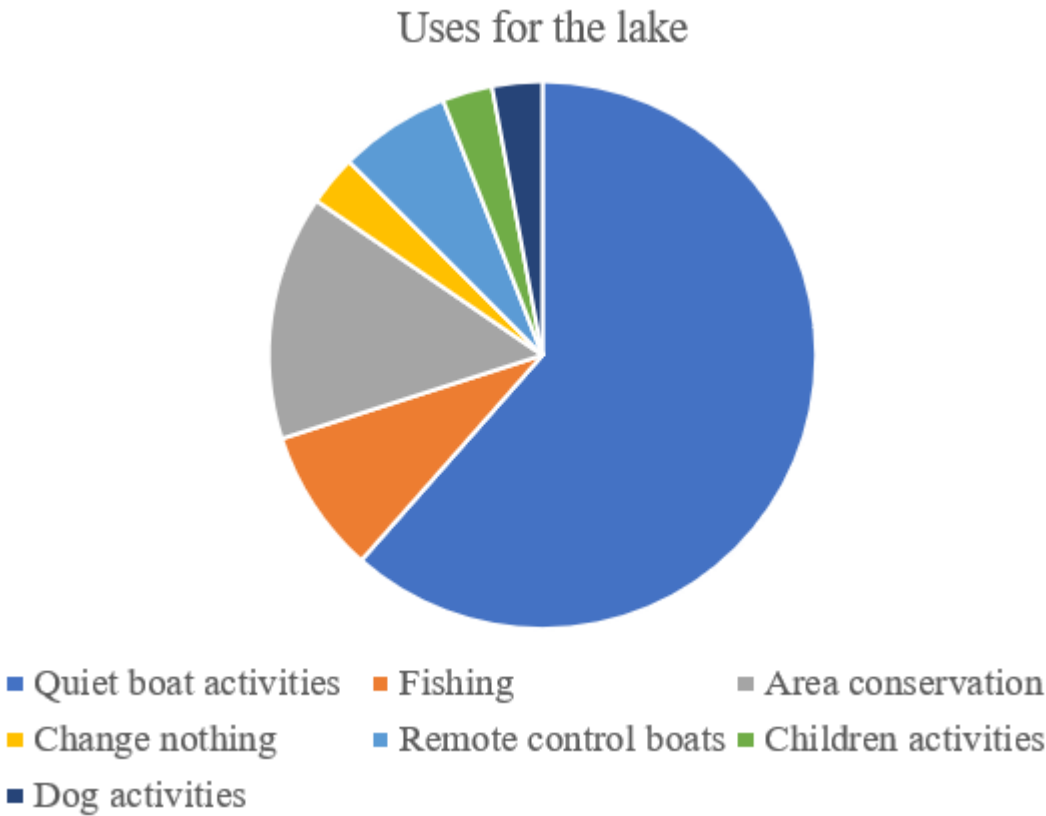
It would put Hornsby on the map

It would be a standout attractive feature to be able to use the water area for outdoor swimming. Popular abroad but rare in Australia

Similarly, when asked if they would support swimming in the Quarry Void lake, around 75 percent of the 603 survey respondents to this question either supported or strongly supported the idea, and it was one of the top three most popular activities nominated across the entire park (along with bushwalking and mountain biking, as seen in Graph 4 earlier in this section). Stakeholder meeting attendees and some submissions also expressed support for the relatively unique ability to be able to swim in the quarry.

In contrast, less than 5 percent of survey respondents were strongly opposed to the prospect. The Community Deliberative Forum did not reach a consensus about swimming in the lake – there was an almost 50/50 divide between those who supported it and those who thought the barriers were too great to overcome in addition to safety implications. Some submissions raised the water temperature as also being an issue, There was however unanimous support for other forms of water activities in the Quarry Void. Swing-by attendees similarly expressed support for other water activities and being able to hire equipment to enjoy the water, such as canoes.

Survey respondents were also asked what uses of the lake they would support other than swimming, and were able to provide multiple responses. The 312 survey respondents to this question nominated similar activities to swing-by attendees and the Community Deliberative Forum, expressing a clear preference for quiet boating activities such as canoeing and other forms of paddle boats, as seen in the Graph 12 below. Around 60 percent of responses suggested quiet boat activities (187 of the 312 responses), 14 percent for area conservation (44 responses), 6 percent for remote control boats (20 responses), 8 percent for fishing (26 responses), 3.5 per cent for children's activities (11 responses), and around 3 per cent for dog activities and change nothing (9 responses).



Graph 12: survey responses to the question If swimming isn't possible, what other uses of the lake would you support? (n=312).

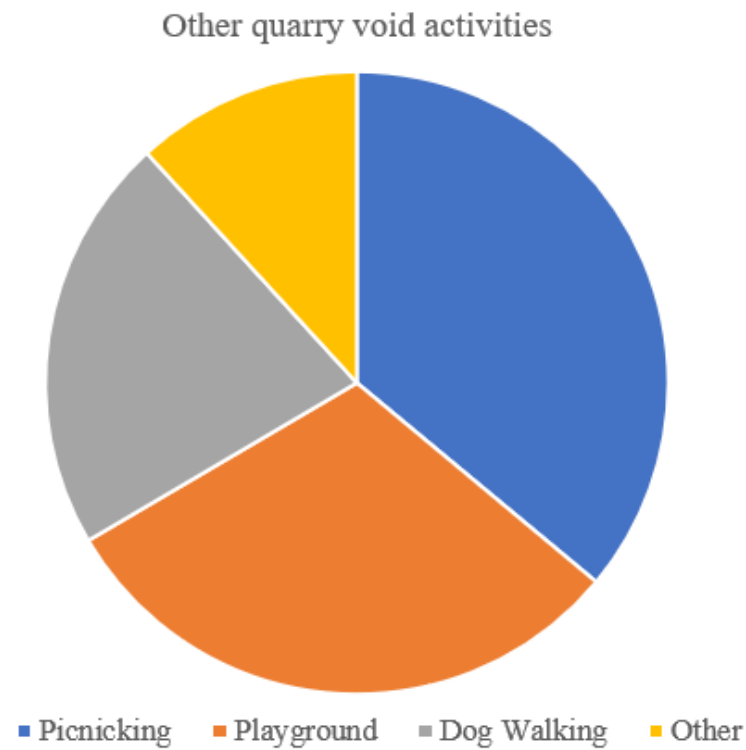
A handful of submissions noted the importance of keeping the water catchment clean and free from debris and potential pollutants. This was particularly important for catchments downstream:

In regards to the lake, if it is to be used for water sports, the water quality would have to be assured, and therefore monitored and maintained. Aquatic plantings will need to be carefully selected and maintained.

Other activities

Those who provided feedback had the opportunity to nominated other potential uses or activities for the Quarry Void, as well as those that should not be allowed. We heard contrasting views.

Reflecting what was heard in response to other sections of the draft master plan, allowing space for passive activities was also important to survey respondents. Respondents were given a list of potential uses and activities from which they could select multiple options. Picnicking attracted the most selections (36 percent), followed by playground (30 percent) and dog walking (22 percent), as shown Graph 13 below.



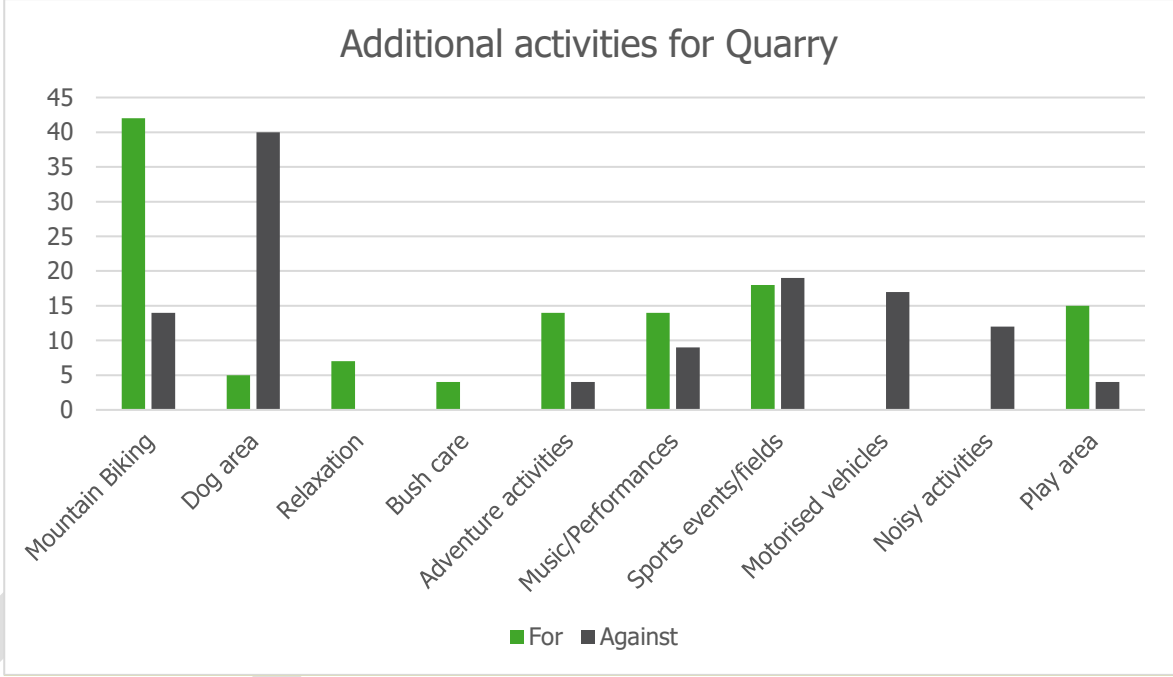
Graph 13: survey responses to the question Are there any other types of uses or activities that you think should be included here?

Those who selected 'other' were given the opportunity to specify activities, and there were 155 responses. Additionally, respondents could specify what type of activities they thought should **not** be included in Quarry Void, by responding to the question *Are there any types of activities you think should not be included here?* with 157 responses provided.

Mountain biking, outdoor music and sports fields were the most supported activities for the quarry, with off-leash dog areas as the least supported:

- No off-leash areas, I'd prefer to keep this location an [on-leash] space to make it safer for families.*
- Music festivals or gatherings of this type should not be allowed.*
- Ad hoc events like Christmas Carols would be magical here!*
- Additional sport fields such as soccer. NOT DOG WALKING – please.*
- Mountain bike trails.*

However, there were contrasting views across all these activities as seen in Graph 14 to the right.



Graph 14: additional activities for the Quarry, nominated by survey respondents

Echoing the 9 percent of survey respondents who nominated music/performance for the Quarry Void, swing-by attendees were very excited about the possibility of events and expressed an interest in a diversity of event types and sizes. Events were also raised by a few submissions, with suggestions including international food markets, summertime events for revenue such as theatre, opera, sculptures in the park. While site tour attendees were also in favour of events in the Quarry Void and saw it as a way to fund maintenance, they expressed a preference for intensive periods rather than frequent. For example, two-week long festivals/concerts rather than sporadically spread out through the year, to minimise impact on neighbours.

- Community activities in the void will be great, we need that.*
- There should be the occasional concert in the void, but not many.*
- Include a stage for film screenings, drama, comedy.*
- Seasonal farmers' markets- make the park a destination.*
- Music concerts for young people – like the sunset sessions that have been on recently.*
- Opera would be amazing here.*
- Also previously noted by myself and my neighbour (on the quarry tour) major theatre/opera events in the quarry void for a few weeks of the year over the summer could raise large sums of money for council.*

There is need for shade

The need for shade in the Quarry was raised across all feedback channels. Images of the open parkland adjacent to the water did not include any landscaping, which drew attention to the concern that it would be very exposed particularly in summer heat. As noted earlier in the chapter, some written submissions suggested more native trees and vegetation to provide additional shade across the park, including the Quarry Void.

- That area looks too exposed. You'd fry in summer .*
- The area needs trees for shading – perhaps deciduous trees?*

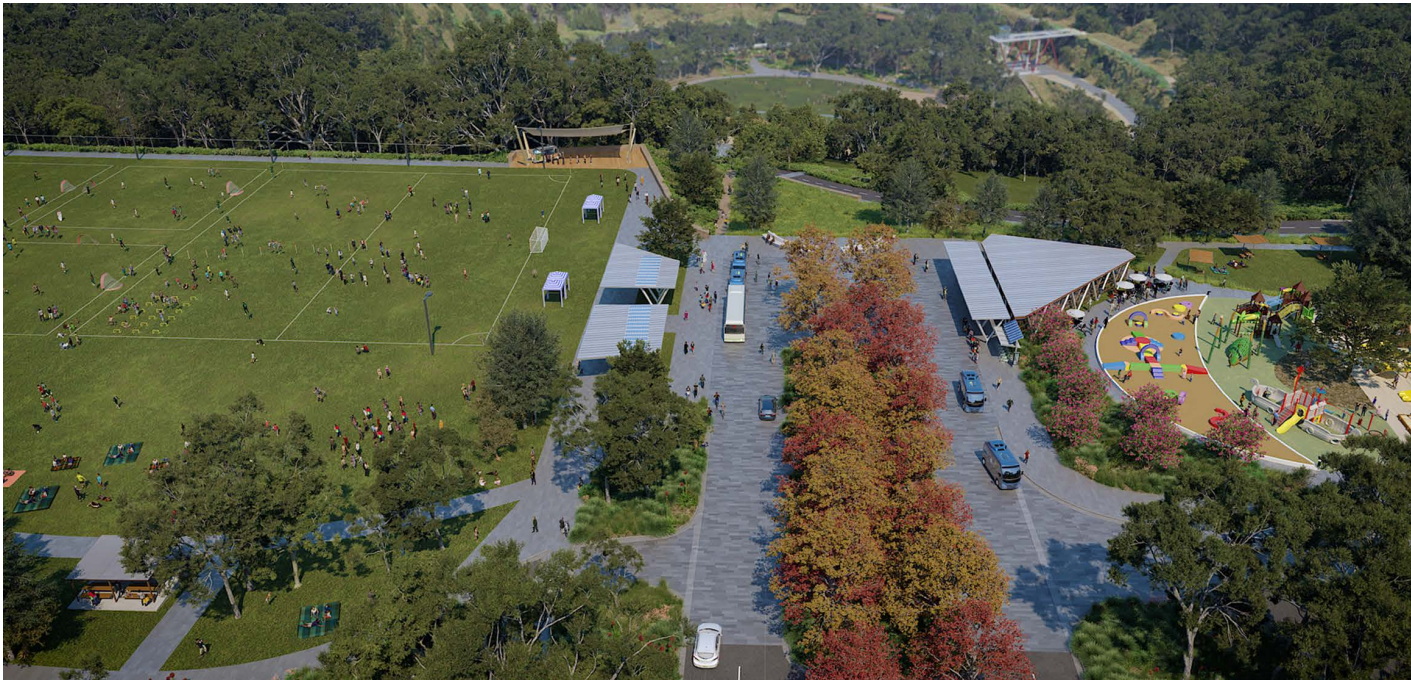
Old Mans Valley

Most of the feedback received about this area of the master plan related to the proposed sports fields and other amenities. Of written submissions, Old Mans Valley recorded 151 responses, which equates to 16 per cent of total responses. This was the seconded highest theme recoded through the analysis of written submissions.

In these responses, significant concern was expressed about the inclusion of a sports field based on its perceived inconsistency with the character of the area and potential operational impacts (53 percent of the responses that mentioned a sports field in written submissions raised concerns, including the proposed use of a synthetic surface). 47 percent of the tallied responses for a sports fields expressed support. There was also strong support for a sports field at swing bys and through the survey.

The proposed use of a synthetic surface was debated across all feedback channels.

Image 6: Old Mans Valley



A gateway to Hornsby Park

The feedback received supported Old Mans Valley being a central point of arrival to Hornsby Park, which was considered important. There was however a split in opinion about whether the proposed uses for this site were appropriate or would detract from its role as a gateway to the park.

Many swing-by attendees and submissions argued that it would be too busy and congested for the proposed uses, especially as it was also the gateway to the park. Some thought that the master plan included too much space for buses/parking and not enough for picnicking. Similarly, the Community Deliberative Forum expressed concerns that overuse of this area was a risk to the arrival experience as this is an important feature of the park and needs to live up to potential:

Whether arriving by vehicle or by the skywalk, visitors are currently dumped into a sports field, an experience one can have anywhere in Sydney. The whole of OMV needs to be redesigned to welcome visitors into a recreational space focused on the contrast from noisy and crowded urban life to a gentle environment informed by soft grass, shading trees and a sense of the endless space stretching out to Berowra Valley National Park.

Old Mans Valley needs to be redesigned to either reduce the size of the sports fields or remove the sports fields and eliminate the vehicular access through the centre so there is adequate open space for picnicking, social relaxing and unstructured play for the thousands of people from units in the surrounding areas.

With all the sport games the area will be too congested. It will hide the natural beauty just behind it

There is too much going on here.

A number of submissions also suggested reducing the pedestrian and orientation plaza so that it does not protrude as far into the site as proposed.

This feedback is however in direct contrast to the survey results. When asked, *What is your level of support for the draft master plan's proposed uses and activities in Old Man's Valley?* three quarters of respondents to this question expressed significant satisfaction (just over 40 percent supported the proposed uses and 35 percent strongly supported them) and 13 percent remained neutral.

Supportive of a sports field and synthetic surface

Swing-by attendees and 71 of the 923 tallied themes within the written submissions supported a sports field in this location, with many advocating for an extended hour use (that is, under lights) and to have a synthetic playing surface: It was also the second most supported activity from the survey response (graph 15) in Old Mans Valley

Sports should be a priority for both sites.

We really need sports fields.

Soccer needs more pitches.

(Our organisation) supports the Hornsby Park masterplan and the inclusion of a football field at Old Man's Valley. preference is that the field is built to the largest possible size, i.e. 105m x 68 m if the venue can accommodate it. The larger sized field increases the training capacity and provides more flexibility with modified fields.

I am writing to show support of synthetic field proposal and floodlights to allow for training and night matches. I believe that this development would support 2,900 local football players and many more users informally and the synthetic fields would allow greater summer usage and ability to play in all weather conditions.

When synthetic fields are delivered in the correct manner, through professional design and construction methodologists that are 'site suitable', their use can be significantly maximised. In many cases, a full-size synthetic playing field, floodlit to match capable standards can deliver up to 2.2 times the utilisation of grass pitches.

I would particularly like to express my support for the proposed synthetic field.

[We] have viewed the quarry flyover and would like to acknowledge our support of the synthetic field proposal with floodlights to support the several 1000's of local players with training, games, general fun and more spaces to get fit and enjoy life.

I am writing to ask that consideration be given to a sporting field (synthetic or otherwise) for soccer in the quarry redevelopment site. I am actively involved in soccer as Both a coach, and player and have seen a huge rise in the sport in recent times and regularly see the joy soccer brings to local youth. I strongly believe it would be a great idea to future proof facilities in regards to the sport.

The provision of a multi-purpose sports field at 'Old Man's Valley' with a preference towards a natural turf playing field and synthetic cricket pitch...

...should see it utilised for 12 months of the year.

An essential feature of this development should be adequate lighting. Most training for our clubs occurs under lights. An appropriate standard of lighting would also allow this venue to be utilised for night games which have become a more common feature of local competitions. Lack of appropriate lighting of the field in this development would lead to a gross underutilisation of the facility.

The inclusion of a sporting amenities building at Old Man's Valley is an essential aspect to footballs operation. It is vital this new venue provides the suitable facilities for the future particularly ensuring facilities are gender neutral. An amenity building on site should include; gender neutral change rooms, gender neutral referees' room, a canteen, a first aid room, public toilets and sufficient storage.

Our association request council to consider the provision of an amenities building and floodlighting.

If a synthetic sports field could be installed this would have so many benefits for the sporting community.

Synthetic grass for the playing fields is a must as natural grass is too hard to maintain.

A handful of submissions noted the importance of having supporting amenities such as toilets, sports equipment storage, change rooms, and function rooms.

As noted above, 51 survey respondents also supported the inclusion of a sports field, with this being the second most popular use of Old Mans Valley nominated. It is important to reiterate that this was an open-ended question, with respondents free to provide any potential uses.

Opposed to a sports field

Feedback received at the swing-bys and in some written submissions gave a strong sense that a sports field isn't considered compatible or appropriate in this area:

Don't need another sports field

Why such a fixation on sports? Where is the space for arts and culture? There should be a community space here for people

Strong opposition to the sporting fields, already plenty in the area

Need more community spaces instead of playing fields

No sportsfield should be constructed and noise protocols, with a particular focus on the needs of Powerful Owls, must be developed and implemented for all events.

Sporting Lobby groups should not be successful in having noise generating team sports being played on any field in this complex, which is to be developed as a Passive Recreation area.

I also have some concerns around sports fields being proposed within the development. As a father of young boys I spend plenty of time at sports fields all around Sydney and those that are least attractive are those in valleys and gulleys with limited sun, such as Tunks Park Northbridge, Blackman Park Lane Cove, and Browns Field Wahroonga. OMV looks and feels very similar to those locations and none of those appear as self sustaining economic attractors.

I wonder if we really need another sports pitch... the area seems well-served by playgrounds and sports fields already

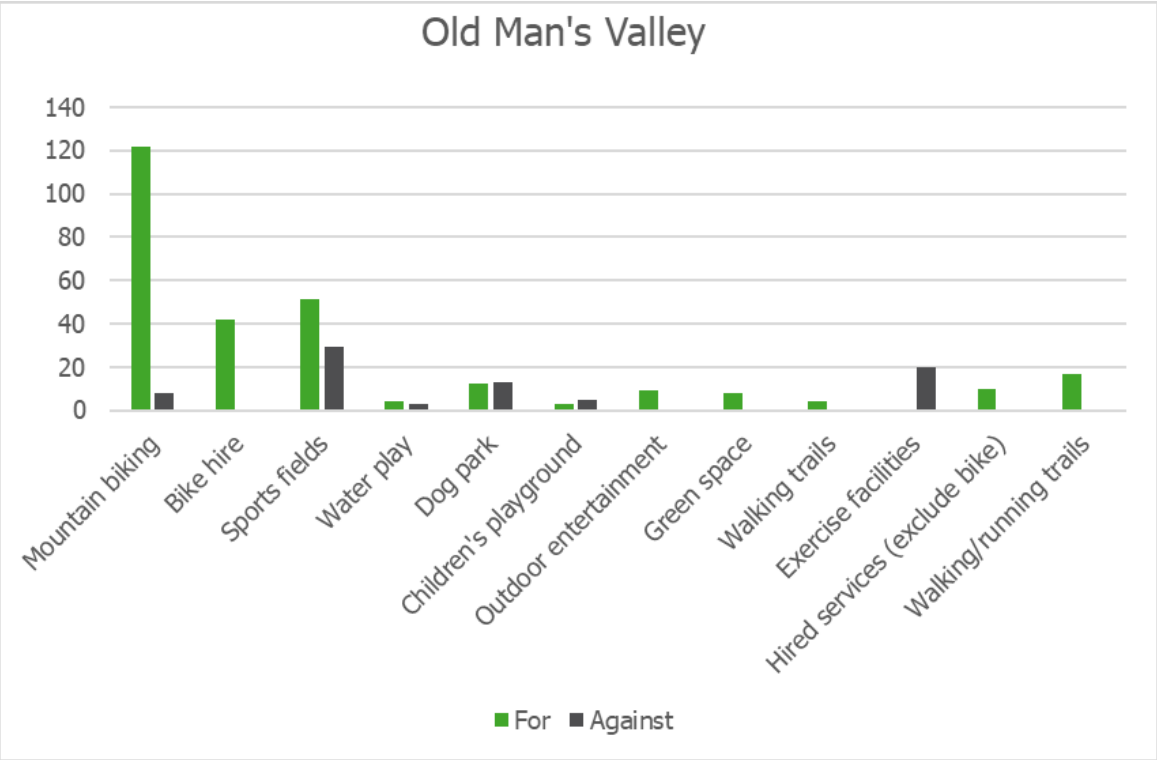
When survey respondents were asked to nominate what types of activities should and should not be included at Old Mans Valley a sports field was the most opposed, accounting for 21 percent of the 140 responses, with particular opposition to synthetic turf:

No sports grounds please, enough sport ovals already. If too many activities it would be crowded and busy. Exclude water play.

Bike hire is a great idea. Shade sails would be lovely.

Recreation area aimed at teens - plenty of playgrounds for pre-schoolers and young kids, very little for older kids.

Categories of responses are shown in Graph 15 to the right.



Graph 15: feedback from survey respondents about what activities should (n=304) and should not be (n=140) included in Old Mans Valley

Submissions opposing the sports field questioned the need for its inclusion in Hornsby Park. Community Deliberative Forum members similarly thought that Old Mans Valley shouldn't be considered as primarily a sporting venue – they saw Westleigh Park as the location where sporting facilities should be concentrated, and Old Mans Valley as a relaxing backyard. They did however acknowledge the Shire's needs for additional sports fields and suggested a compromise: for the field to be dedicated to juniors, so that other important elements could be incorporated such as base for adventure recreation, a café and bike hire.

The alternative preferences for uses of the space put forward by the Community Deliberative Forum and in submissions were passive and informal recreation:

Currently around Hornsby, the only open areas are dedicated to clubs etc so its very hard to find an open space to simply kick a ball

...there should be a large area available for the physically challenged people for their own use as they like to have group gatherings and activities. These facilities would be best placed with shelters and facilities, preferably in the proposed sporting complex area.

The sport field(s)...cater for people to play an organised sport for a couple of hours a week, a practice, and the game. This is a minor amount of most people's time. I would like the sporting field removed to allow for more play and recreation space. Sporting fields are being provided at Westleigh.

Image 7: Sports field at Old Mans Valley



In contrast, when survey respondents were asked the open-ended question Are there any other types of uses or activities that you think should and should not be included here?, mountain biking was the activity most frequently put forward, accounting for 122 of the 304 suggestions provided, and several additional comments requested bike hiring facilities. This was however followed by support for a sports field, with 51 responses (see Graph 15 on the previous page).

Against synthetic surface

Across all channels, opposition was expressed about the use of a synthetic surface for the proposed sports field.

- No synthetic field on OMV
- Synthetic not appropriate due environmental impacts and heat
- Concerned about synthetic surfaces – not good for waste at end of life and not proven for wear and tear plus not good to play on – hot and skin burns
- I'm not in favour of a sports ground being included, but if it is then I'm strongly opposed to the use of artificial turf.
- The sporting field in Old Mans Valley, close to the suburban area, will have a synthetic turf surface. This makes it unsuitable for general public use and will be a bushfire hazard.
- There should be no synthetic surfaces on playing fields as this is expensive to lay, can cause serious injuries from falls, causes issues with water run-off/flooding and as it degrades pollutes local water courses and bushland with plastic particles.
- All use of synthetic turf in both master plans should be replaced with natural surfaces, in particular grass, that provide biodiversity value and reduce the negative climate impacts.

Crusher Plant

The general consensus from all feedback channels was that the adaptive reuse of the Crusher Plant building proposed in the draft master plan was an appropriate approach. For example, in response to being asked if they supported the master plan’s proposed uses and activities at the crusher plant, over three quarters of the survey respondents who answered the question stated they supported or strongly supported what was outlined in the master plan for this site; and only 19 per cent chose ‘neither support nor oppose’.

The suggestions put forward for the Crusher Plant across the swing bys, the small number of submissions that mentioned the site, and the survey (which asked respondents what features they would like to see at the crusher plant and what features they would not like to see) included:

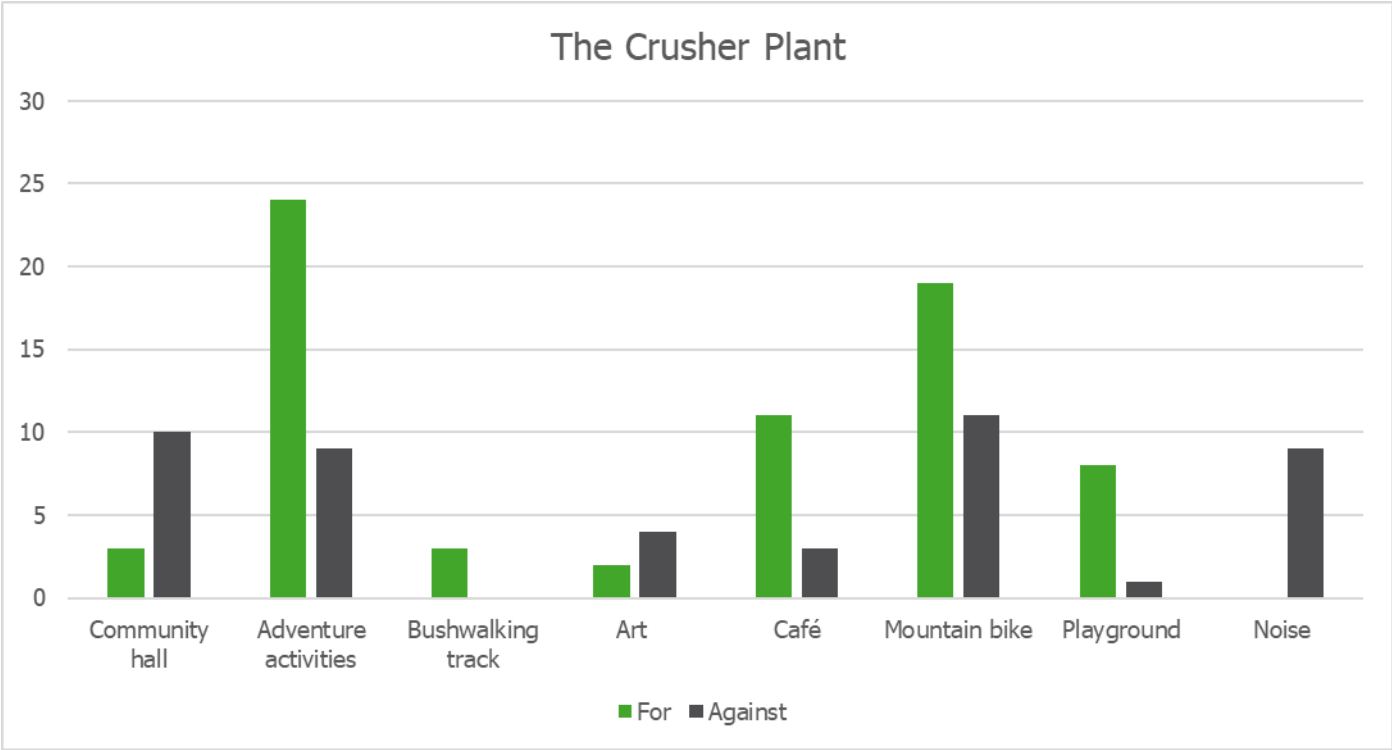
- » adventure recreation. This was nominated by 24 of the 103 survey responses to this question. A specific activity raised in submissions was rock climbing
Great place for adventure rec
- » a café. This was third most popular with survey respondents, attracting around 10 percent of the 103 survey responses to this question:
Café is a good idea at Crusher Plant
A café (serving drinks and light meals) doubling as a tourist information centre seems needed
On the positive side we applaud the provision of a café/restaurant which would serve the community and provide wonderful views of the natural features of the Park [Submission text]
- » cultural facilities (specific examples given in submissions were a museum, arts precinct or gallery)
Cultural pursuits in Crusher Plant and history important. [Swing-by attendee]

Other suggestions put forward via the submissions included an education centre, community centre, and a native plant nursery. A very small number suggested maintaining its history and ensuring that any uses were aligned to this.

A handful of these submissions were also opposed to any active recreation in this area:

- An environment education centre and botanical garden would be appropriate, especially if it can be used to highlight and promote the environmental and sustainability activities being conducted by Hornsby Council*
- I also consider inappropriate the proposals that are in the section in the draft Management Plan which refer to possible future uses of the Crusher Plant. This would make an excellent Interpretation site for the Park, where a history of the site could be outlined together with photographs etc. There is an enormous depth of history in this area which includes its scientific significance, and these are important matters which should be available as information to the Park’s visitors. It could also be used for short term exhibitions. Not every visitor will be focussed on sport or active recreation.*

It is interesting to note, that 19 of the 103 survey respondents who provided activities they would like to see at this site, nominated mountain biking. The tension between enabling mountain biking and maintaining the natural environment of Hornsby Park is once again evident as mountain biking also received the highest number of mentions when respondents nominated what activities they would **not** like to see at the Crusher Plant. Of the 114 responses this question, 11 are of the view it isn’t appropriate in the area. This was followed by a community hall (in contrast to one of the uses nominated via the submissions) and noisy activities. Survey responses are provided in Graph 16 over the page.



Graph 16: feedback from survey respondents about what activities should (n=103) and should not be (n=114) included at the Crusher Plant

Image 8: Crusher Plant



South Western Platform

There was a mixed response across all channels to the proposals for accommodation at the South Western Platform. It was however clear across all channels, that more support was provided for camping over cabins or ‘glamping’.

The survey indicated two thirds of respondents were very comfortable with the proposed uses for the South Western Platform. In response to the question *What is your level of support for the draft master plan's proposed uses and activities at The South Western Platform?* 39 percent ‘supported’ and 37 per cent ‘strongly supported’ what was outlined in the draft master plan.

In contrast, there was no clear sentiment either way about the proposed uses for the site at the swing-bys and via submissions. In the submissions that mentioned the proposals for this site, feedback was almost equally weighted between those that supported accommodation and those who opposed it. It is however important to note that only a handful of swing-by attendees discussed it with the project team and only a small number of submissions mentioned it. Similarly, survey respondents preferred camping over accommodation:

- Should include camping on the south west platform*
- Why Ecolodges (boutique accommodation). Contradicts principle of sustainability*
- Camping okay for stargazing (bubble tents) but not boutique accommodation*
- Not convinced that bushwalkers and campers will come to Hornsby Park from the Great North Walk but okay with the suggestion that school groups and other groups might camp there*
- Overnight accommodation in the form of ecolodges is attractive and supportable if it meets and complies with environmental and education requirements. I personally feel that limits on numbers is an essential requirement, and that accommodation must meet strict sustainability criteria. I like the idea of linking these to unique activities being held in the park, which are sympathetic to local residents.*
- Any accommodation and commercial sporting businesses should not be in our parks, but in appropriately zoned areas, such as in the Hornsby business and commercial districts. Our parks should not be commercialised or privatised.*
- With regard to the south west area, the proposal for tourist accommodation is strongly supported. As the northern gateway to Sydney it should be a winner and could provide a useful revenue stream.*
- Overnight camping oriented towards hike in families.*
- Could include a camping site (as opposed to glamping/accommodation).*
- Not a fan of the glamping option, unless it's at secluded site and does not impede on community experience.*

The survey asked respondents to nominate what features/activities they would like to see at this site. Of the 30 responses to this question, the most popular activities nominated were mountain biking and camping.

When asked what activities should not be included at the South Western Platform, the strongest opposition was to overnight accommodation with 50 of the 127 responses (or just under 40 percent) to this question against it. Of these however, several comments tolerated campgrounds as opposed to glamping.

Higgins Cemetery

There was no consistent theme raised about this area of the park across the feedback channels.

While there were mixed feelings about the proposed improved access to the Higgins family cemetery at the swing-bys, attendees agreed that any decisions needed to be made in consultation with family descendants:

- I don't think you should open up the cemetery – it will attract vandals*
- I think it will be great to have improved access near the Cemetery precinct and to connect it to the rest of the site*

You need to work with the family

A very small number of submissions discussed the Higgins Family Cemetery. When it was raised, it was to support and protect the area. Some argued to preserve its isolation and seclusion from general public, referring to its Heritage Listing:

There must be no accessible path through this State heritage listed cemetery and any walks or tours of the grave site must be Council approved and restricted to approved historical research activities.

It seems that a track through the Higgins Family Cemetery is not appropriate and should be rerouted.

Protection should be assured for the Higgins Heritage Cemetery...with a protective fence

There was only one question in the survey about this site, which asked respondents for their level of support towards the proposed improvements. Of the 455 respondents to this question, 63 percent supported or strongly supported the draft master plan and 31 percent nominated that they neither support nor oppose.

Westleigh Connection

The small number of people at swing-bys who wanted more information about the link between Hornsby Park and Westleigh Park were generally very supportive and enthusiastic. Many didn't realise that there is currently a fire trail between these two parks, and could see themselves and their families using the connection:

Wow, the link will be fantastic for my family

What a great idea

The compromise of the track being on the road and through the bush is good

I would definitely ride between the two with my kids

The proposal to link Westleigh and Old Man's Valley trails with a cycling track is very appealing to me, as this would give the ability to ride both trails without risking busy roads, and it would be ideal for this to be bike specific single track wherever possible.

In contrast, of those submissions that mentioned the link between the two parks, the overwhelming majority were against it due to environmental considerations. However, those submissions that did support it, did so on safety considerations, rather than connectivity benefits, as per swing by attendees.

The Hornsby-Westleigh Connection is not supported. If the pressure is overwhelming from sporting groups an alternate route from the end of Valley Road is preferable as it would cause less habitat damage

Sequence of delivery

There was strong feedback from the Community Deliberative Forum and swing-bys that the Canopy Skywalk should be the first piece of infrastructure delivered – in fact there was unanimous agreement among Community Deliberative Forum members on this point. There was a split between members in preferencing either Old Mans Valley or the Quarry Void in terms of sequencing of delivery, and this was reflected at the swing-bys with a relatively equal split between these two sites. Those swing-by attendees who preferred Old Mans Valley generally did so based on participation in organised sport.

The survey results tell a different story, showing a clear preference for mountain biking trails to be delivered first, followed by the Quarry Void. Of the 193 responses to the question *What elements of the overall draft master plan do you like and would like to see delivered first?*, 18 percent of respondents nominated mountain biking trails and 15 per cent the Quarry Void. This was followed by walking tracks (13 percent) and the sports field (10 percent). Old Mans Valley attracted 9 percent of responses, followed by 'other' at 8 per cent, picnic areas and amenities at 7 per cent, Canopy Sky Walk at 6 percent, playground and water play at 5 percent and the Lake and Crusher Plant at 4 percent.



Graph 17: survey respondents' preferences for which master plan element should be delivered first.

Additional comments from survey respondents reflecting these sentiments include:

Keep progressing with the mountain biking and cycling facilities. There are NO children that do no LOVE being on bikes!

Really like the emphasis on Bushland conservation and bushwalking. The quarry void is a real star feature and would attract people.

'Pay to play' / residents' benefits

Fees and project cost were not commonly raised in feedback. When submissions canvassed the issue of 'pay for play', the emphasis was on ensuring that if there was to be some type of access fee, rate payers should have preferential treatment. Submissions referenced prior rate surcharge and the fact they have to pay for parking when they visit other areas. Site tour attendees were also curious about entry fees, the cost of the project and increased Council rates.

This sentiment was further also reflected in the survey results. When asked *Would you support or not support investigation into "pay to play" or "user pays" for certain purpose-build, high maintenance facilities*, 62 percent of the 395 respondents selected 'yes'.

When asked to provide reasons for their response, there was an overlap in responses given by those who had selected there should be a fee system as well as those who had selected that there shouldn't. Respondents highlighted when and how charges should be applied. This feedback is outlined in the Graph 18 and Table 1 over the page.

Comments from both the surveys and submissions were incredibly similar:

Public land available for all. No charge to use other council spaces so why target this area?

A playground, picnic areas & parking should be free for the community. If you build a rock-climbing centre etc. then user pays.

This then impacts the access for members of the community who can't afford to pay. We want this to be a space that is welcoming for all.

Perhaps for non-rate payers. Local residents pay rates so should access the park and facilities for free.

If you need for uses to pay for the upkeep I completely agree.

The Park should be restricted for use of Hornsby residents. We paid for it. Other users could be charged an entry fee.

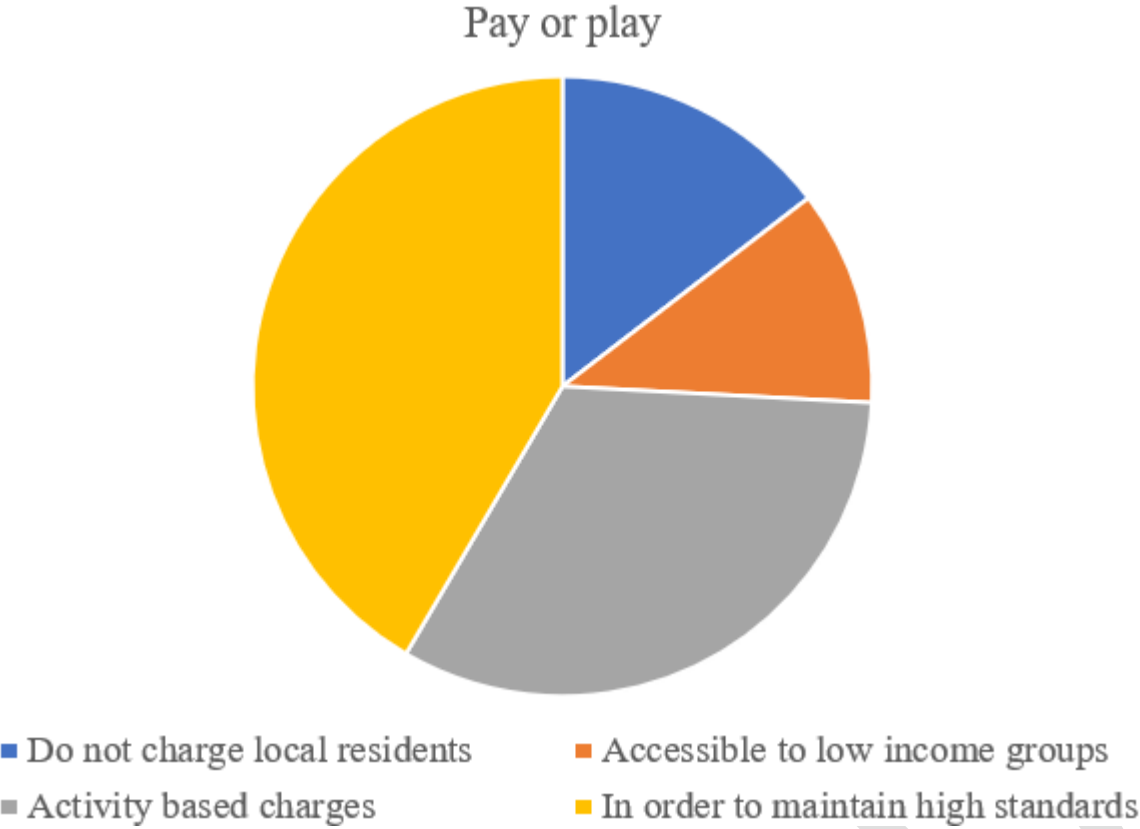
The residents have already paid for this quarry both out of Council Funds and the special levy. It is entirely appropriate to charge fees for Park users (entrance, car parking and other activities) but residents of Hornsby Shire should be rewarded and not charged.

We believe that Hornsby ratepayers and residents do not expect to pay for access to the park nor pay to participate in recreational activities provided in the park. We also suggest that car parking fees should be waived for residents of Hornsby

Access to the park should be free and available to all, including those with disabilities. We believe this should be a public amenity that serves the needs of Hornsby Shire rate payers.

Parking for Hornsby residents should be free in the park via a Parking Pass, as per the Northern Beaches and Manley Councils policies that set a precedent for this. Visitors from outside Hornsby shire should pay, similar to the way we pay when we to Manly so as to restrict visitors by car and encourage use of public transport.

- » smoke free environment
- » alcohol free environment
- » opposed to the use of drones and kites
- » chess sets
- » opposed to the introduction of e-Bikes
- » support for the variety of paving surfaces
- » further consultation and engagement with additional experts such as those associated with birds, and geologists
- » planning for intergenerational play
- » include parenting rooms in the plans for the park
- » contract local businesses and workforces to build and develop the park, to boost the local economy.
- » need for emergency access routes and plans.
- » fire management plans that include fire retardant materials, and mitigation strategies need to be adopted
- » scooters, bicycles, and skateboards should not be permitted.
- » strategic placement of water fountains, bins, and recycling bins
- » opportunities to promote Aboriginal economic interests and participation in the site.



Graph 18: survey responses to the question of a potential user pays system

Should not charge	Should charge
<div>» Local residents should not be charged as they already pay rates.</div> <div>» Maintain equal accessibility to low income groups.</div>	<div>» High maintenance activities such as rock climbing can be charged.</div> <div>» If high standards are maintained a charge is acceptable</div>

Table 1: survey responses to the question: why would you support the Council investigating "pay to play" or "user pays" for certain purpose-built, high maintenance facilities?

Other themes

There were a number of other themes that were raised on submissions that were not statistically significant to include as a key theme of this report, but are worth noting. They include:

5 Stakeholder Meetings

The purpose of the stakeholder meetings was to support attendees in the drafting of written submissions. This was achieved through presenting the draft master plan, and having a number of the project team members available to answer questions.

Stakeholder meetings were held with Council Advisory Committees, and groups, associations and clubs that have a special interest or existing link to Hornsby Park. Many have been previously and actively engaged since 2017’s initial “Plan Your Parkland’ round of engagement. Other groups that previously have not been engaged were selected on the basis of a future use of the park.

In addition to project team members, at every stakeholder meeting a number of senior council officers and executives were in attendance. Many councillors also attended the meetings in the capacity of observers.

5.1 Council Advisory Committees

Two meetings were held with Councils Advisory Committees.

At the first meeting with the Hornsby Aboriginal and Torres Strait Islander Consultative Committee (HATSICC), the project was included as an agenda item at a pre-arranged scheduled meeting.

The second was an out of session special purpose meeting for advisory committees that have an active interest in the development of the Park. These committees were - Bushland Management Advisory Committee (BMAC), Hornsby Shire Heritage Advisory Committee (HAC), and Environmental Sustainability Advisory Committee (ESAC)

A high-level summary of each meeting is detailed below.

Committee / Date	People in attendance	Key points
Hornsby Aboriginal and Torres Strait Islander Consultative Committee (HATSICC) – Thursday 29 April	7	<p>Indigenous History</p> <ul style="list-style-type: none">» Interpretation of indigenous history of the site was considered to be of critical importance.» Recognition that there were many opportunities for an indigenous interpretation including naming of tracks» Suggestions of yarning circle» Suggestion of shelters and picnic spots to tell aboriginal stories through design» Concern that aboriginal consultation needs to occur as early as possible» Supportive of design by country approach» Would like ongoing close involvement» Would like previous work to be considered <p>Natural Environment</p> <ul style="list-style-type: none">» concern raised about protecting unique species,» would like to see potential mountain bike and bushwalking trail conflicts minimised <p>Adventure recreation</p> <ul style="list-style-type: none">» People were generally supportive of possible adrenalin and water activities, education, and accommodation ideas» The connection to Westleigh Park was regarded as important
Bushland Management Advisory Committee (BMAC), Hornsby Shire Heritage Advisory Committee (HAC), Environmental Sustainability Advisory Committee (ESAC) – Thursday 6 May	9	<p>Parking</p> <ul style="list-style-type: none">» Questions about adequate numbers of parking spaces <p>Quarry Void</p> <ul style="list-style-type: none">» Worried about cost of maintenance of the lift down to the void» Concerned about lack of trees in the quarry void, especially in summer

		<div>» Swimming was not considered to be suitable</div> <div>Celebration of heritage</div> <div>» Indigenous heritage considered of key importance – yarning circle, somewhere to display artefacts, a cultural walk</div> <div>» scientific history (telescope)</div> <div>» crusher plant</div> <div>» importance of connected interpretational signage that explains the narrative of the site</div>
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5.2 Special Interest Group Meetings

There were five special interest stakeholder meetings held. Lists of the groups that were represented at the meetings can be found in the appendices. A high level summary of each meeting is detailed below.

Stakeholder group / Date	People in attendance	Key points
Environment groups - Monday 10 May	11	<div>Swimming in the void</div> <div>» Support expressed for swimming</div> <div>Natural Environment</div> <div>» Shade needed in quarry void open area</div> <div>» Impacts of flora and fauna</div> <div>» Impact on the sensitive environment within the connection between Hornsby Park and Westleigh Park with more people potentially using was a key concern</div> <div>Accessibility</div> <div>» A key theme and discussion point around universal access, facilities for disabled, use of shuttle bus to increase accessibility</div> <div>Impacts on neighbours</div> <div>» Concern for the impact on neighbours activating the park would have</div> <div>Shared paths</div> <div>» A strong opinion that shared paths between bush walkers and Mtn Bikes don't mix</div> <div>Documentation</div> <div>» Requests to access a number of reports and documents</div> <div>Safety</div> <div>» Concerns about keeping people away from the diatreame edge</div> <div>» Park governance including rangers and vandals</div> <div>Passive vs Active recreation</div> <div>» Concern not enough passive spaces</div> <div>» Concern that sports fields undermines the quarryness of the area</div> <div>History</div> <div>» Interpretation of natural environment and all aspects of the sites history critical importance</div>
Mountain bike groups - Tuesday 11 May	11	Mountain bike tracks

		<div>» The group focussed their attention on lack of single tracks,</div> <div>» track upgrades to be inline with generational skill changes,</div> <div>» loss of track length, and that proposed tracks will 'fail' to be successful</div> <div>Environmental group preferential treatment</div> <div>» The group felt that they were being discriminated against, and bushwalking community was favoured</div> <div>» Group was keen to have additional information and documentation about the proposed plan to link to Westleigh Park</div>
<div>Hornsby sporting groups - Tuesday 18 May</div>	12	<div>Extended hours use</div> <div>» The group was keen to explore night use of the proposed sports field at Old Mans Valley, and to understand if it would be lit.</div> <div>Playing Surface</div> <div>» debated properties of turf vs synthetic – the majority of attendees in favour of synthetic and a handful expresses reservations</div> <div>Field dimensions</div> <div>» Questions were asked about field dimensions, orientation, size of space outside the field boundaries and how far the synthetic turf would be laid.</div> <div>» Groups were also keen to understand which codes the field would be most appropriate for, and if it would accommodate junior fields</div> <div>Amenities</div> <div>» Questions were asked about the amenities, and potential use by sporting groups</div> <div>Traffic Congestion</div> <div>» The group raised concerns about Bridge Road and the need to address the congestion and the no right turn</div> <div>Priority of delivery</div> <div>» The group expressed the view that Old Mans valley be delivered first</div>
<div>Bush walker groups – Thursday 20 May</div>	1	<div>Shared paths</div> <div>» Highlighted existing conflicts between mountain bikers and bush walkers, with speed playing a significant role</div> <div>» Solutions discussed include chicanes, improved education, improved signage,</div> <div>» Separating bikers and walkers critical importance</div> <div>» Another potential conflict raised was between e-bikes, cycles, mountain bikers, and pedestrians, and suggested that an engineering solution was needed</div> <div>» Improving education for younger generations will help guide and reinforce bush protection initiatives</div>

6 Site tours

The purpose of the site tours was to support adjoining neighbours in drafting their written submissions. This was achieved through a 90-minute tour of the site, that visited all the major areas included in the draft master plan. A number of the project team were in attendance at each tour, providing information and answering questions. Three site tours were arranged for residents in Manor Road, Fern Tree Close, Roper Lane, Bridge Road, Peats Ferry Road, Dural Street, Quarry Road, and Frederick Street. Letters were hand delivered to mail boxes inviting residents to the tours This letter can be found in the appendices. A high-level summary of each site tour is detailed below.

Date	People in attendance	Key points
Site tour #1 - Saturday 8 May	21	Impacts on neighbours <ul style="list-style-type: none">» Concern was expressed about the impact of noise, light, security and traffic congestion» There was strong opposition to rock climbing activities and other commercial activities» Request to prioritise access from manor road General support for the draft master plan <ul style="list-style-type: none">» Aside from impacts, in general there was widespread excitement and support for the uses and activities proposed Natural Environment <ul style="list-style-type: none">» Maintaining and enhancing the bushland area and minimising impact was mentioned as being important, and concern expressed about the impact on fauna during development of the park
Site tour #2 - Saturday 13 May	24	Financial and maintenance costs <ul style="list-style-type: none">» Questions around entry fees, cost of project and increased rates were raised Passive vs Active Recreation <ul style="list-style-type: none">» Increased support for passive recreation over adventure/active recreation such as ziplines» Amenities such as cafes and restaurants were considered to be important» Support for water play at Old Mans Valley» Events in the Quarry Void to fund maintenance, however a preference for intensive periods rather than frequent. For example two week long festivals/ concerts rather than sporadically spread out through the year, to minimise impact on neighbours Celebrating the site’s history <ul style="list-style-type: none">» Protecting heritage of the site considered extremely important Accessibility and circulation <ul style="list-style-type: none">» Significant interest in the route of the canopy walk, and support for shuttle bus service» Need for clear signage so that people don’t trespass on private property» Concerns about car access into certain locations, increased traffic on approach roads, mitigating noise park impacts from increased visitation for nearby residents
Site tour #3 - Sunday 23 May	28	Impacts on neighbours <ul style="list-style-type: none">» Concern was expressed about the impact of noise, light, security and traffic congestion on local roads and intersections. Access and circulation <ul style="list-style-type: none">» Significant interest in the paths that would connect all the areas» Specific questions about the route of the canopy sky walk and shuttle bus» Questions about upgrades to nearby roads, route of the canopy walk, and shuttle bus route» Discussion about the danger of shared Mtn Biking and walking paths

Appendices



Previous engagement

Plan Your Parkland

In 2017, as part of its commitment to creating parklands that are “designed, owned, used and loved by residents”, Hornsby Shire Council contracted Elton Consulting to provide communications and engagement support for its Hornsby Park project. This first phase of engagement resulted in the community being asked to ‘Plan Your Parkland’ by providing their blue-sky aspirations for the site. The engagement approach included:

- » Email to 40,000 residents
- » Letters and emails to stakeholders
- » Project website updates
- » Establishment of a Community Deliberative Forum, which met on three occasions
- » Stakeholder meetings with:
 - > Mountain Bike groups
 - > Bush care & Environmental Groups, and
 - > Presentation at the local business chamber meeting
- » Community swing-bys held in Hornsby Mall that engaged over 600 residents

The main themes heard were:

- » Walking tracks
- » Picnic areas and open spaces
- » Mountain biking
- » Environmental
- » Cafes / restaurants
- » Arts / community / historical facilities

DA preparation engagement

At the conclusion of the ‘Plan Your Parkland’ round of engagement, Council began preparing a Development Application (DA) and accompanying Environmental Impact Statement (EIS) for the earthworks required to create a safe, and accessible landform. As part of developing the DA and EIS, Council again worked with Elton Consulting to engage the community. The targeted engagement approach included the following:

- » Email to 40,000 residents
- » Letters and emails to stakeholders
- » Project website updates
- » Presentations to:
 - > the Community Deliberative Forum
 - > environmental and bushwalking stakeholder groups
- » 4 Community swing-bys in Hornsby Mall
- » Social media posts
- » Media release

This phase of engagement again demonstrated overwhelming support and understanding around the concept of transforming the quarry into parklands and identified a number of key themes:

1. Accessibility - support for making the site accessible to the public
2. Environment – support for careful management of any impacts to site vegetation, particularly the ecologically endangered communities.
3. Engagement - recognition of Council’s commitment to engagement and support for transparency and openness as the project continues.
4. Geotechnical investigations – acknowledgement that the impacts of mining operations on site stability and safety had been appropriately investigated as part of the EIS process.

DA for Landform Earthworks Public Exhibition Engagement

Council submitted its Development Application (DA) and accompanying Environmental Impact Statement (EIS) to independent planners. Once assessed by the independent planners it was sent to the Sydney North Planning Panel for assessment. Assessment of the DA and EIS were required before earthworks can begin to make the quarry site safe, stable and accessible.

The communication and engagement approach was developed and delivered around three focus points:

- » Create a safe, stable, accessible and flexible landform that could accommodate the range of activities the community has identified for the parklands
- » Extent of earthworks required to deliver the required landform objectives
- » Mitigation measures as set out in the EIS to respond to potential impacts on the environment and community during construction

This phase actively engaged:

- » 594 people at four swing-bys in Hornsby Mall
- » 40,000 residents that received an email update
- » 21 residents from Ferntree Close and Manor Road attended site tours

Support for the transformation of the Quarry into a park continued through this engagement phase. People were supportive of Councils approach, keen to know DA and EIS details, as well as ensuring that the natural environment is protected and enhanced.

People expressed interest and opinions about the future uses of the site and having their say.

A5 Postcard



As Hornsby Shire's population grows, so too does the need for a wide variety of open and green spaces.

To cater for this long-term demand, Council has been drafting master plans for two exciting regional sized parks that will provide a huge range of activities for generations to come.

HORNSBY PARK

We are creating a leisure and nature destination of regional proportions. The site's historical significance to the area, the dramatic quarry walls, the lake and the ecologically endangered bushland mean this is no ordinary park – it is unique to Hornsby.

Council is seeking the community's feedback on the draft master plan and park delivery priorities. Have your say by visiting our website hornsbypark.com.au or scan the QR code.

WESTLEIGH PARK

Will be a regional sized, multi-purpose sports and recreational destination delivered over a number of stages. It will be large enough to provide a number of sportsgrounds for a range of activities, as well as informal exercise areas, playgrounds, bushland experiences and mountain bike trails.

A draft master plan has been developed and Council is seeking the community's feedback. Visit: hornsby.nsw.gov.au/westleighpark

MEET THE TEAM

Find out more, meet the team, and ask your questions at our Swing-Bys:

Hornsby Mall
Saturday 1 May
Thursday 13 May
11am – 2pm

Ruddock Park,
Westleigh
Saturday 15 May
11am – 2pm



A2 Poster

HAVE YOUR SAY

HORNSBY AND WESTLEIGH PARKS' DRAFT MASTER PLANS





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Saturday 1 May
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www.hornsbypark.com.au

Map based survey landing page

Hornsby Park Draft Master Plan Survey


Using an iPad or a smartphone? [Click here before you proceed!](#)

The draft master plan sets out ideas for how the site could be developed. The intention is to retain the quarry-ness of the area, whilst conserving and extending the bushland setting. It also looks at a number of opportunities where we can maximise views and lookouts for visitors, through a choice of experiences which range from adventure, social places and quiet areas to reflect in the natural setting. Our aim is for Hornsby Park to cater for and balance the diverse needs of the community, transforming the site and paying tribute to its rich historical and environmental values.

Hornsby Park is so large and unique that it may be the only one of its kind in the Greater Sydney area for generations to come, if not for ever. The first stage of the park will be open in 2023.

We would like to understand your views on the [draft master plan](#). This survey will take approximately 10 minutes to

1 / 18



Map based survey demographics

What is your age?	%	Count
19 or younger	3.7%	17
20 to 29	10.2%	47
30 to 39	21.6%	99
40 to 49	30.3%	139
50 to 59	19.6%	90
60 to 69	8.7%	40
70 or older	5.9%	27
Grand Total	100.0%	459
What gender do you identify with?	%	Count
Male	55.0%	216
Female	44.3%	174
Gender fluid	0.8%	3
Grand Total	100.0%	393

Do you speak a language other than English at home	%	Count
No	82.3%	311
Yes	17.7%	67
Grand Total	100.0%	378
What is your postcode?	%	Count
2077	48.2%	132
2120	10.9%	30
2079	9.1%	25
2076	5.1%	14
2081	4.4%	12
2082	4.4%	12
2080	2.9%	8
2074	2.9%	8
2119	2.6%	7
2126	1.8%	5
2125	1.5%	4
2073	1.1%	3
2154	0.7%	2
2086	0.7%	2
2069	0.7%	2
2620	0.4%	1
2118	0.4%	1
2156	0.4%	1
2031	0.4%	1
2015	0.4%	1
2122	0.4%	1
2111	0.4%	1
2083	0.4%	1
Grand Total	100.0%	274

A0 Boards

HORNSBY PARK FROM QUARRY TO PARK



A JOURNEY OF TRANSFORMATION



The quarry void now



The proposed future quarry void

A PARK LIKE NO OTHER

Hornsby Shire Council is in the process of transforming the quarry and its surrounds into a regional destination where the magnificent bush, dramatic quarry walls and the lake will take centre stage to become 'Hornsby Park'. Situated on the doorstep of Hornsby's thriving CBD, at 59 hectares in size, Hornsby Park will be the largest park Council has ever created. Its proportions, diversity of activities and dramatic natural beauty will provide something for everyone.

PROGRESS ON SITE

Over one million cubic metres of material from the NorthConnex project has been delivered and will be used to create the foundations of the new parkland. The DA for the re-shaping of the material and other landform and safety works has been approved, and earthworks are expected to start this year.

The NSW Government has allocated \$50 million to create Hornsby Park. Once the final design has been determined, this will fund part of the first stage of works. As further funding becomes available, Council will then continue to construct and deliver the remaining stages of the park.

Hornsby Park is so large and unique that it may be the only one of its kind in the Greater Sydney area for generations to come, if not forever. To ensure the successful delivery of the project, Council is being financially responsible by planning for the long-term resources and funding it will need for ongoing maintenance and renewal.

Funding has also been allocated to create a pedestrian and bike connection between Hornsby and Westleigh Parks, using existing trails.

STAGE 1

NorthConnex Quarry Filling completed, DA for earthworks and remediation has been approved

STAGE 2

Rehabilitation works

STAGE 3

Parkland development

2023

(anticipated)
First stage of Hornsby Park open

hornsbypark.com.au

HORNSBY PARK DRAFT MASTER PLAN



We have now developed a draft master plan, which forms the next phase of planning for the park.



Old Mans Valley: Arrive at the site in a grand forecourt, enjoy distant views down the valley, the bushland surrounds, a cafe, playground, and a generous mix of walks, picnic areas and more active recreation opportunities

DRAFT MASTER PLAN PRINCIPLES

The draft master plan builds on previous consultation, where we asked you for your high-level ideas on what to see, do and experience at the park. This feedback along with the results of our technical, engineering and biodiversity studies informed a set of principles to guide the development of the draft master plan. The principles are:

- » **Retain the Quarry Experience** – Harness the drama and scale of the park (retain the quarry-ness)
- » **Offer Access for All** – Maximise access throughout the park (walk, cycle, shuttle, bus)
- » **Bring Nature to the City Centre** – Conserve and extend the bushland setting as the park framework
- » **Embrace the Storyline** – Bring the rich story of the park to life (interpretation and education)
- » **Celebrate the Landscape** – Maximise views, vistas and prospects (lookouts, filtered views, reveals)
- » **Connect the Community** – Focus the park as a place of engagement and interaction (events, families)
- » **Nurture Memories** – Make the park experience memorable (adventure, quiet, social).

Previous consultation also informed the development of the earthworks, which are necessary to make the park safe, while minimising the impact on the natural environment.



Hornsby Mall Swing By

hornsbypark.com.au

HORNSBY PARK

POTENTIAL USES AND ACTIVITIES



The draft master plan sets out the types of suitable uses and activities that we propose to deliver within the park.



PROPOSED ACTIVITIES AND USES

- **Old Mans Valley** – Serving as the activated gateway to the site, providing sporting activities, but will also be a place where there are other passive and active uses.
- **The Quarry Void** – Picnic areas, BBQs, shade structures and large grassed open spaces providing a relaxed and restful area. The Void will also include a freshwater lake, cascading wetlands and lakeside amenities.
- **The Crusher Plant** – Acknowledging the unique history of Hornsby Quarry by preserving heritage buildings and adaptively re-using them.
- **Bushland** – Creating access to bushland areas, including walking trails for the community and education on the importance of conserving the natural environment.
- **South West Platform** – A site to provide views of the quarry and surrounding bushland as well as the potential for small scale accommodation, adventure recreation and educational opportunities.
- **Mountain bike trails** – Providing for better connected trails in this already popular mountain biking area, along with a link to Westleigh Park.
- **Parking and access** – Ensuring a good mix of transport options for locals and visitors including a dramatic 'canopy skywalk' that provides access on foot from the Hornsby CBD.

GET INVOLVED

Council is seeking your feedback on the proposed draft master plan and what you would like to see delivered first. Scan the QR code to take our survey or visit the website hornsbypark.com.au to provide your feedback.



hornsbypark.com.au

HORNSBY PARK

ENVIRONMENT



Preserving and enhancing the unique bushland setting



Quarry Lift Access



Canopy Walk viewing areas



Old Mans Valley sporting field



Canopy Walk from Peats Ferry Road to Old Mans Valley

CONSERVING THE NATURAL ENVIRONMENT

The draft master plan sets out an intention to retain the quarry-ness of the area, whilst conserving and extending the bushland setting. The draft master plan also looks at a number of opportunities where we can maximise views and lookouts for visitors, through a choice of experiences which range from adventure, social places and quiet areas to reflect in the natural setting. Our aim is for Hornsby Park to cater for and balance the diverse needs of the community, transforming the site and paying tribute to its rich historical and environmental values.

It is essential that all future land use and potential activities on the site consider the importance of the surrounding habitat and any immediate biodiversity values. As there is a significant amount of modified land on site, our goal is for most earthworks to take place in this area, reducing the overall impact to the surrounding bushland. Areas across the site that are home to the pristine bushland will be rejuvenated and enhanced.

As part of the Earthworks DA in Stage 1, Council submitted a Biodiversity Offset Strategy which proposed the ongoing conservation of vegetation within the Hornsby Quarry, Old Mans Valley and Hornsby Park lands. The strategy also included a commitment to implement a Vegetation Management Plan and Habitat Creation and Enhancement Plan. The draft master plan has been prepared with these plans in mind and funding has been set aside as part of the overall project costs for the rehabilitation of the natural environment.

This project presents a unique opportunity to create a world leading park that maintains its heritage values, conserves its bushland, and meets the long-term recreational needs of the community.

hornsbypark.com.au

Site tour – email invitation

Dear residents of Manor Road and Ferntree Close

As you are aware, Hornsby Shire Council is in the process of transforming the quarry into a unique destination, where the magnificent bush, dramatic quarry walls and the lake will take centre stage.

Since we have last been in contact, Council has been developing a draft master plan for Hornsby Park.

The draft master plan sets out the types of suitable uses and activities that can be enjoyed within the park. We are now seeking community feedback on the draft master plan and the priorities for its staged delivery.

As part of our wide-ranging community engagement, we would again like to invite residents of Manor Road and Ferntree Close to a site tour. We understand that no single time will suit all residents. For those who are unable to attend, we will take comprehensive notes of what is discussed, and will make them available to any residents who are interested.

Site Tour details:**Option 1:**

Sat 8 May

2:00pm – 3:30pm

Option 2:

Sunday 16 May

2:00pm – 3:30pm

Meeting place:

The Crusher Plant at the end of Quarry Road, Hornsby. There is plenty of on street parking in this location.

We need to limit our numbers to 25, with a maximum of two residents per address.

The site tour involves a 2 km return walk along sections of uneven ground. A reasonable level of fitness is required.

Trousers, long sleeved shirt and enclosed shoes must be worn when visiting the quarry site. Leeches and ticks may be present.

To secure your tour spot please visit <https://planyourparkland.youcanbook.me> or contact us at planyourparkland@elton.com.au or phone 9272 5577.

Please provide your:

name(s)

address

email

telephone number, and

if you would like to receive notes of the tour.

Due to the limited spaces available for the site visit, an RSVP is necessary to participate.

Please note in the event of inclement weather, we may at short notice need to cancel the tour.

You can also have your say on the draft master plan by visiting the website at hornsbypark.com.au or visit us at our Hornsby Mall swing **by**s on Saturday 1 May and Thursday 13 May between 11am – 2pm.

The draft master plan is on exhibition until 28 May.

Yours sincerely

XX

Hornsby Shire Council

DL Rates Notice

HAVE YOUR SAY | HORNSBY AND WESTLEIGH PARKS' DRAFT MASTER PLANS



As Hornsby Shire's population grows, so too does the need for a wide variety of open and green spaces.

To cater for this long-term demand, ideas have been prepared for how two exciting regional sized parks could be developed to provide a huge range of activities for generations to come.

MEET THE TEAM

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e-News

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[View the Exhibition](#)



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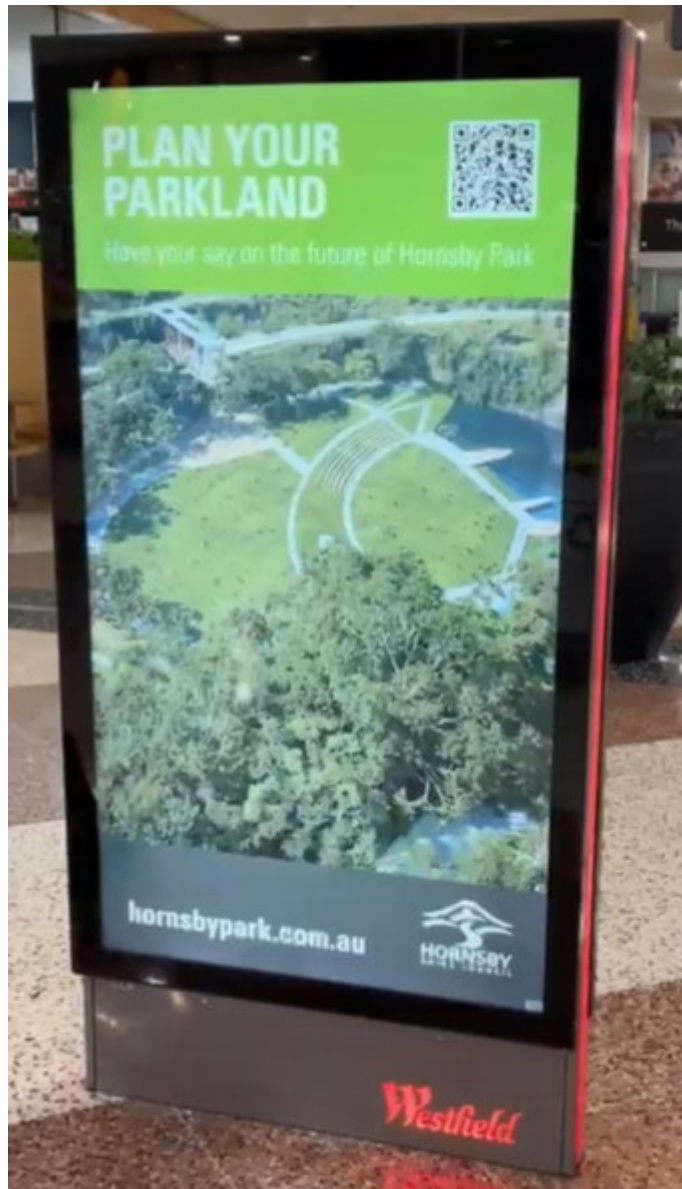


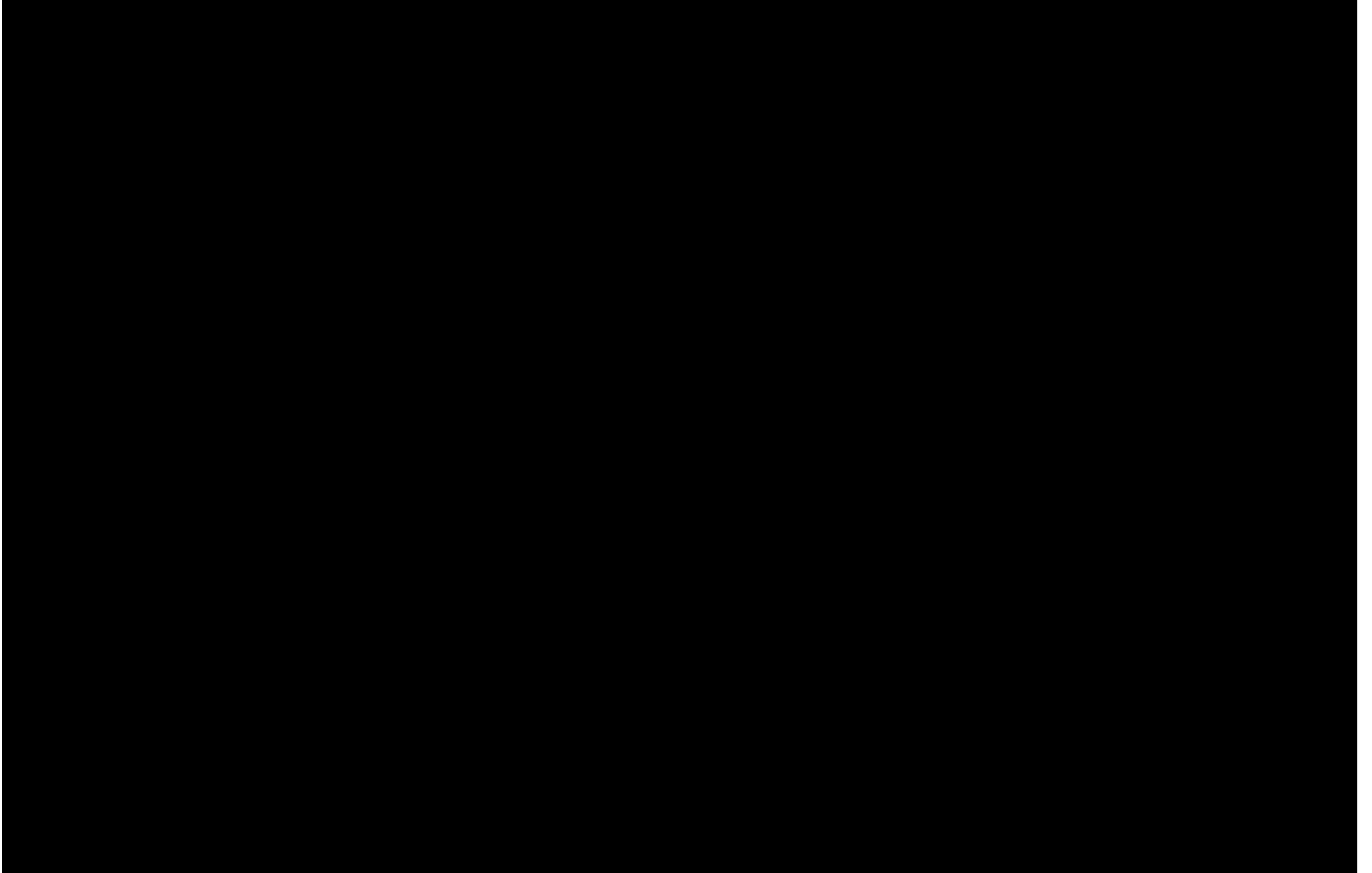
MEET THE TEAM

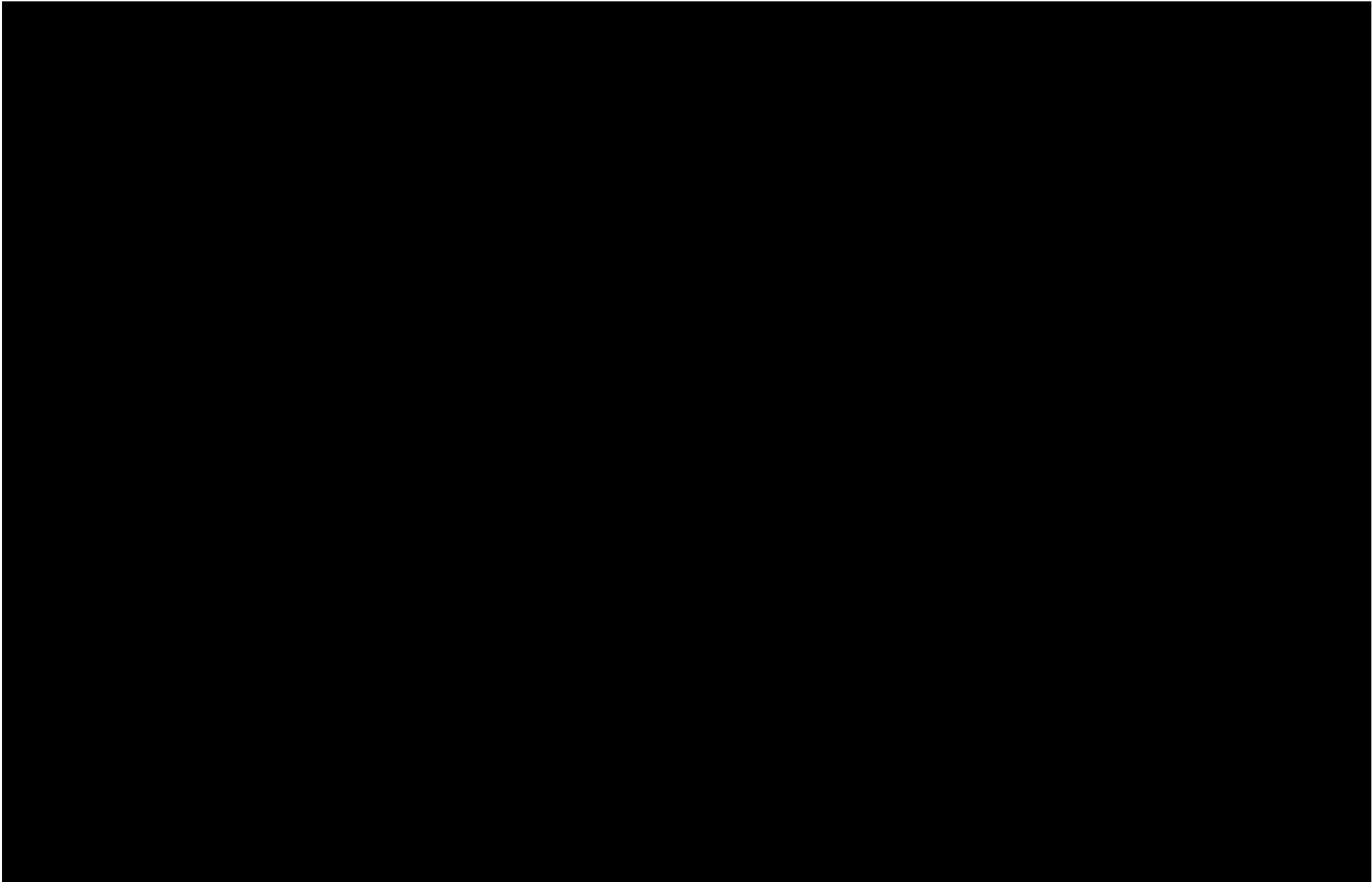
Find out more, meet the team and ask your questions at our Swing-By in Hornsby Mall: **Thursday 13 May, 11am-2pm**

Or Swing-By and meet the team at Ruddock Park, Westleigh: **Saturday 15 May, 11am-2pm**

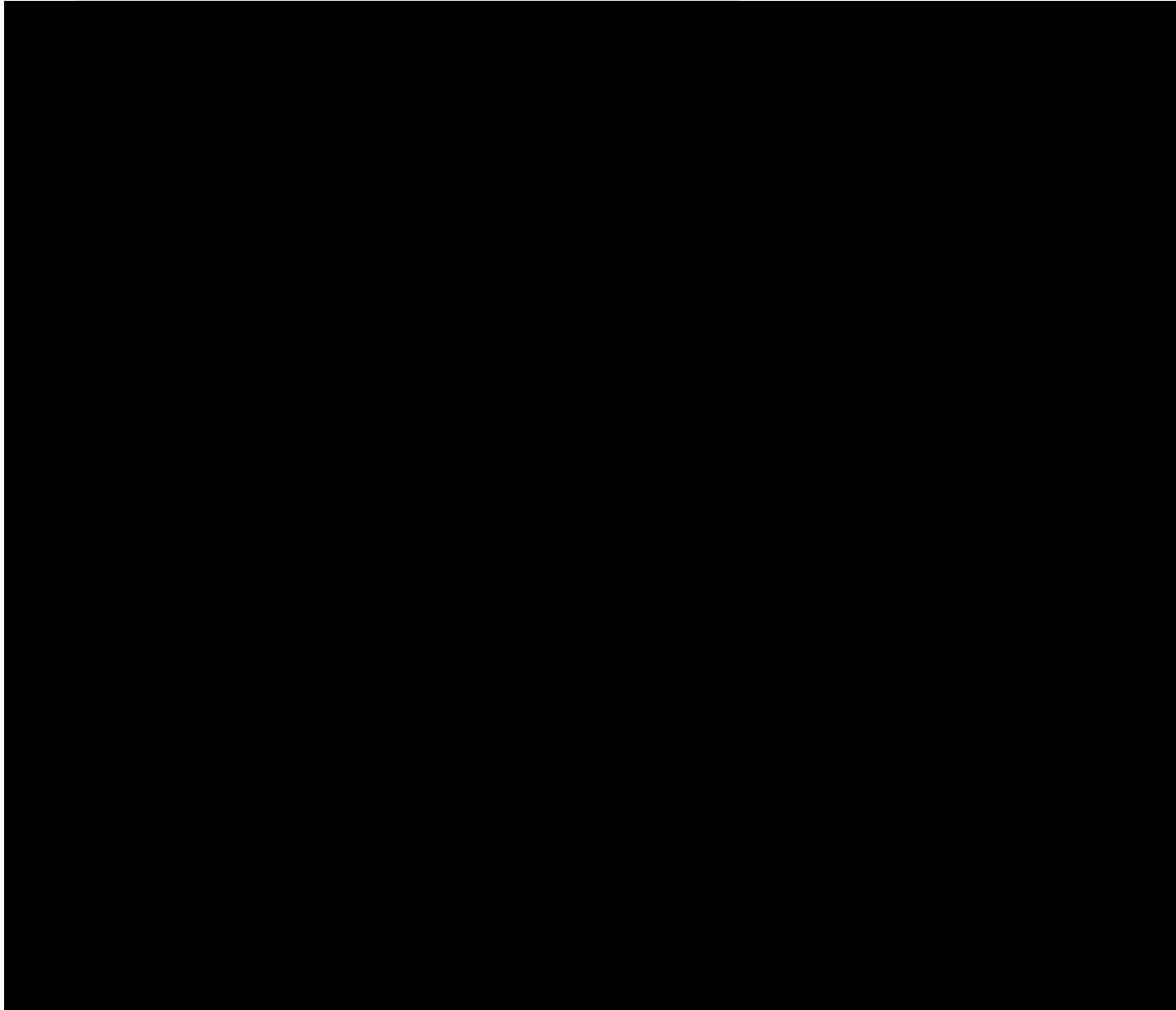
Advertising – Council







Petition



ATTACHMENT 12



Summary of community engagement outcomes from 2018-2021

Thanks to your involvement in many community engagement activities over the last four years, we have heard about some of your priorities for the future of Hornsby Shire. This is a summary of broad community engagements that were carried out during Council's term and not specifically focused on the Community Strategic Plan.

Community feedback summary

- Over 12,200 people participated
- During 25 engagement projects on many topics
- Opportunities to speak with diverse range people (e.g. The Future Hornsby project involved Future Living Summit with Dr Karl Kruszelnicki, Youth Future Forum, Community River Cruise and so many pop-ups!)
- Via five phone surveys (including a Community Satisfaction Survey in 2021), face to face sessions, online surveys and forums, meetings and workshops.

The engagement revealed what was important to you – what issues you are concerned about

Top ten topics...

1.	Healthy environment – trees, biodiversity, waterways and foreshores
2.	Managing population growth, over-development, increasing density, housing design and infrastructure planning
3.	Environmental sustainability, climate change mitigation, reducing waste and pollution
4.	Transport – traffic congestion, walking and cycling networks, wayfinding, roads, parking, public transport
5.	Community building – local shops, playgrounds, community groups, community facilities (multi-purpose facilities, libraries), accessible facilities and accessible parking, events
6.	Resilience – bushfire, extreme weather, food security, water supply
7.	Equity, social justice, governance, inclusiveness, affordable housing
8.	Aging, families and children
9.	Rural lands, agriculture, access to services and facilities, rural feel
10.	Place-based approaches, local character

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.

From the participants at the Youth Future Forum

Who got involved

- Residents and ratepayers in 22 activities
- Aged (over 65) in eight activities
- Aboriginal and Torres Strait Islanders in seven activities
- Youth (12-25 years) in seven activities
- Community groups and Non-Government Organisations in six activities
- Businesses in four activities
- Culturally and Linguistically Diverse communities in three activities
- Children (5-12 years) in two activities
- People living with a disability in two activities
- Sporting groups in two activities

2 Page Info Graphic – Engagement Summary

Your vision, Your future

Have Your Say on our Community Strategic Plan

The Community Strategic Plan is Hornsby Shire's highest level plan, a 10-year vision that is developed collaboratively with the community. It identifies the main priorities and aspirations for the future of Hornsby Shire.

We are reviewing our existing Community Strategic Plan *Your vision, Your future 2028* to create a new ten-year plan *Your vision, Your future 2032*.

Thanks to your involvement in many recent community engagement activities, we have heard about your aspirations and priorities!

Community engagement

- We heard from over 12,200 people
- 25 engagement projects on many topics
- Creative engagement = a chance to speak with diverse people (e.g. The Future Hornsby project involved Future Living Summit with Dr Karl Kruszelnicki, Youth Future Forum, Community River Cruise and so many pop-ups!)
- 5 representative phone surveys – including a Community Satisfaction Survey in 2021

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 twenty topics...[

1.	Healthy environment - trees, biodiversity, waterways and foreshores
2.	Managing population growth, over-development, increasing density, housing design and infrastructure planning
3.	Environmental sustainability, climate change mitigation, reducing waste and pollution
4.	Transport - traffic congestion, walking and cycling networks, wayfinding, roads, parking, public transport
5.	Community building – local shops, playgrounds, community groups, community facilities (multi-purpose facilities, libraries), accessible facilities and accessible parking, events
6.	Resilience – bushfire, extreme weather, food security, water supply
7.	Equity, social justice, governance, inclusiveness, social housing
8.	Aging, families and children
9.	Rural lands, agriculture, access to services and facilities, rural feel

10.	Place-based approaches, local character
11.	Parks, gardens, open spaces, natural play spaces
12.	Work and tourism, diverse employment, revitalised commercial centres
13.	Advocacy, lobbying, partnerships (council working with other stakeholders)
14.	Protecting heritage – European and Aboriginal
15.	Education, community involvement
16.	Improve existing assets – roads, sporting facilities, footpaths
17.	Sporting facilities, ovals, mountain biking, aquatic centres, Thornleigh Brickpit and Stadium
18.	Health and wellbeing
19.	Willing to pay more for increased services
20.	New technology

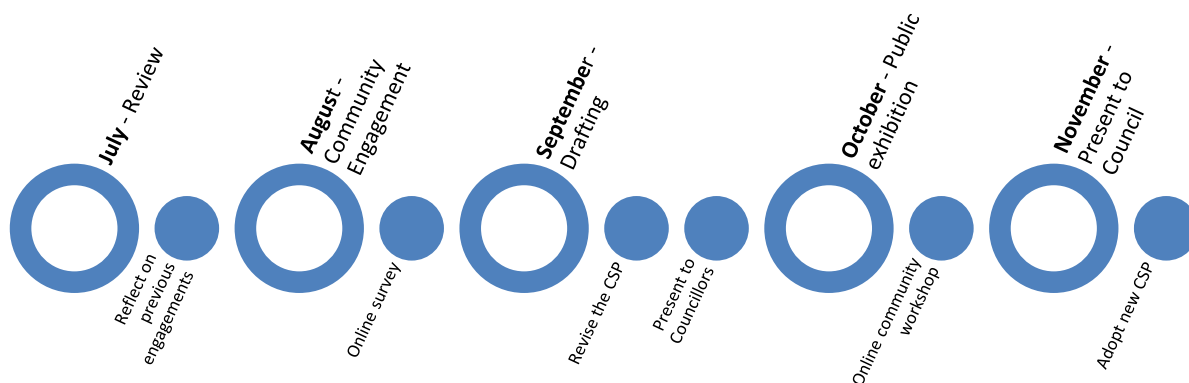
Who have we talked to...

- Residents/ratepayers = 22 engagement activities
- Aged (over 65) = 8 engagement activities
- Aboriginal and Torres Straight Islanders = 7 engagement activities
- Youth (12-25 years) = 6 engagement activities
- Community groups and Non-Government Organisations = 6 engagement activities
- Internal Council staff = 5 engagement activities
- Businesses = 4 engagement activities
- Culturally And Linguistically Diverse communities = 3 engagement activities
- Children (5-12 years) = 2 engagement activities
- People living with a disability = 2 engagement activities
- Sporting groups = 2 engagement activities
- State/Federal Government = 2 engagement activities
- High school (12-18 years) = 1 engagement activity

What's next...

We'd like to get your feedback on the proposed changes to the Community Strategic Plan, participate in our survey.

Timeline



-ENDS-

ATTACHMENT 13

Community Engagement Issues Summary

A review of community engagement data for the Community Strategic Plan 2022-2032

The Hornsby Shire Community Strategic Plan 2018-2028 “Your vision, Your future” was adopted by Council on 13 June 2018. In September 2021 local government elections will be held and a new community strategic plan will be developed for 2022-2032. The Community Strategic Plan identifies the main priorities and aspirations for the future of Hornsby Shire, it also sets the strategic direction for where the people of Hornsby Shire want to be in the future - ten years ahead.

Recent engagement activities

From late-2018 to 2021 Council conducted 25 individual shire wide community engagement activities to consult, involve and collaborate with the community on a number of places, topics and strategies. Council engaged with 12,295 people during this time and each activity is listed chronologically in the table below with a description of the community engagement methods used and how many people were involved.

	<i>Engagement</i>	<i>When</i>	<i>What</i>	<i>How many?</i>
1	Sportsground Strategy*	Jul-Oct 2018	Stakeholder meetings included sporting clubs.	55 people
2	Hornsby Park EIS Communication and Engagement Outcomes Report	Oct-Nov 2018	Community deliberative forum with 16 randomly selected residents, two stakeholder meetings, pop-up stall in Hornsby Mall and 10 responses to a letter sent to 200 neighbours.	26 people
3	Economic Development and Tourism Strategy	Oct 2018 – May 2021	Targeted stakeholder engagement and public exhibition of the strategy.	20 people
4	Waste Matters Strategy* (key issues summarised below)	Dec 2018	Random representative phone survey, pop-up stalls and community focus groups.	1,900 people
5	Brooklyn Place Plan	2019 - 2020	Engaged with 6 community groups and local businesses through meetings and village tour and online survey.	364 people
6	Hornsby Tree Survey* (key issues summarised below)	2019	Written questionnaire	319 responses
7	Environmental Sustainability Strategy* (key issues summarised below)	Feb-Mar 2019	Phone survey, 4 pop up stalls, online survey, collaborative mapping tool, in-depth interviews and staff workshops	1793 people
8	Affordable Housing surveys and focus group*	Mar 2019	Survey and focus groups, included hard to reach groups.	135 people
9	Future Hornsby, Local Strategic Planning Statement Community Engagement* (key issues summarised below)	Mar 2019	Rigorous multi-method approach which addressed the community's future aspirations. Engagement was aimed at reaching the silent majority, people who may not otherwise engage, through creative approaches: a summit with Dr Karl Kruszelnicki, youth forum, community river cruise, pop-ups, focus group, online survey and written submissions.	1,900 people

	Engagement	When	What	How many?
10	Hornsby Public Domain and Signage Strategy (Pre-Concept Phase) Engagement Summary*	Mar-Jun 2019	Online survey, 6 pop-up stalls at Waitara, Thornleigh, West Pennant Hills, Asquith, Mt Colah, Beecroft, Galston. Workshops with specific interest groups.	154 responses
11	Biodiversity Conservation Strategy*	Apr 2019	Three community workshops at Hornsby, Arcadia and Pennant Hills.	321 responses
12	Community Forums for each Ward	Apr, Jun, Aug, Oct 2019	Galston, Cherrybrook, Waitara and Beecroft Community Forum	190 people
13	Shaping Hornsby's Water Sensitive Future*	May-Jun 2019	Three in-depth community workshops.	21 people
14	Hornsby Park DA for Landform Earthworks - Engagement during Public Exhibition; DA for Quarry Rehabilitation Works – Response to Submissions; and Revised Project Scope: Engagement Outcomes Report*	May-Dec 2019	Six pop-up stalls (over 1000 people), site tours for 21 neighbours, 46 submissions received from the public exhibition of documents – only on Hornsby Park.	1203 people
15	Bike Plan Questionnaire	Jun 2019	Questionnaire emailed to 49 school principals, online survey and 2 x stakeholders workshops.	532 responses
16	Rural Lands Study* (key issues summarised below)	Dec 2019	Community workshops in Galston and Glenorie included rural residents.	492 people
17	Employment Land Study*	Feb-Mar 2020	Focus groups included businesses, landowners, property industry.	492 people
18	Play Plan*	Mar 2020	Meetings and consultation included schools and some hard to reach groups - only on playgrounds.	1,011 people
19	Youth Survey*	Apr 2020	Online survey, included hard to reach group (youth).	92 people
20	National Cycling Participation Survey*	May 2020	Random telephone survey reaching 406 households	406 households, 996 people.
21	Quality of Life and Asset Management Survey* (key issues summarised below)	Jul 2020	Random representative phone survey.	600 people
22	Sustainable Hornsby 2040	Sep 2020	Draft document on public exhibition and online community workshop.	43 people
23	Asset Management Workshops	Oct 2020	Three workshops with representative sample of the population.	60 people
24	Customer Satisfaction Survey (key issues summarised below)	Jun 2021	Telephone survey of a random representative group	600 people
25	Disability Inclusion Action Plan and Age Friendly Strategy	2018 (previous DIAP) and new plan currently underway	Community forums, advisory group and online survey, includes hard to reach groups	TBC for new DIAP

*Data from these engagements included in the thematic analysis (see Emerging themes).

The most common engagement methods used were: Multi-method (e.g. a random and representative phone survey combined with stakeholder meetings); Workshops; and Stakeholder meetings.

The listed engagements included the following target groups (from most common to least):

- Residents/ratepayers 22
- Aged (over 65) 8
- Aboriginal and Torres Straight Islanders 7
- Youth (12-25 years) 6
- Community groups and Non-Government Organisations 6
- Internal Council staff 5
- Businesses 4
- Culturally and Linguistically Diverse communities 3
- Children (5-12 years) 2
- People living with a disability 2
- Sporting groups 2
- State/Federal Government 2
- High school (12-18 years) 1

Emerging themes

A thematic analysis of selected (more rigorous) engagement activities identified the following themes (from most common to least).

1.	Healthy environment - trees, biodiversity, waterways and foreshores
2.	Managing population growth, over-development, increasing density, housing design and infrastructure planning
3.	Environmental sustainability, climate change mitigation, reducing waste and pollution
4.	Transport - traffic congestion, walking and cycling networks, wayfinding, roads, parking, public transport
5.	Community building – local shops, playgrounds, community groups, community facilities (multi-purpose facilities, libraries), accessible facilities and accessible parking, events
6.	Resilience – bushfire, extreme weather, food security, water supply
7.	Equity, social justice, governance, inclusiveness, affordable housing
8.	Aging, families and children
9.	Rural lands, agriculture, access to services and facilities, rural feel
10.	Place-based approaches, local character
11.	Parks, gardens, open spaces, natural play spaces
12.	Work and tourism, diverse employment, revitalised commercial centres
13.	Advocacy, lobbying, partnerships (council working with other stakeholders)
14.	Protecting heritage – European and Aboriginal
15.	Education, community involvement
16.	Improve existing assets – roads, sporting facilities, footpaths
17.	Sporting facilities, ovals, mountain biking, aquatic centres, Thornleigh Brickpit and Stadium
18.	Health and wellbeing
19.	Willing to pay more for increased services
20.	New technology

Key themes and summary of issues

LIVEABLE

Liveable – Sustainable communities

Theme 5. Community building – local shops, playgrounds, community groups, community facilities (multi-purpose, libraries), accessible facilities and accessible parking, events

Theme 7. Equity, social justice, governance, inclusiveness, affordable housing

Theme 16. Improve existing assets – roads, sporting facilities, footpaths

Theme 17. Sporting facilities, ovals, mountain biking, aquatic centres, Thornleigh Brickpit and Stadium

Theme 18. Health and wellbeing

Theme 19. Willing to pay more for increased services

Walkable access to local shops, community facilities and public open space

Hornsby Shire Council Local Strategic Planning Statement Community Engagement Outcomes Report found “a strong desire for walkable access to local shops, cafes, restaurants, community facilities and public open space” (p7). Also, there was strong alignment around the theme of “Walkable neighbourhoods with local shops, cafes and restaurants; though commercial enterprises, local shops play an important community building function” (p31).

Improve public spaces and local places for all

The LSPS Report found strong alignment around the themes - More welcoming, green public open spaces; Multi-purpose community facilities, play and recreation areas (p31). Some specific issues raised: Better libraries and better use of libraries; Improved access to transport, public spaces and housing for people with disabilities; Seating and amenity throughout urban and local centres for people with impaired mobility; Provision of facilities for young people (p31).

#Sporting and recreation facilities and parks, gardens and playgrounds are highly valued

The 2020 Quality of Life survey found that the Hornsby Aquatic Centre, the Thornleigh Brickpit Stadium, Greenway Park and Fagan Park were most often mentioned as Council assets the community were proud of (p22). Similarly, the 2021 Customer Satisfaction Survey found that people thought more sporting facilities (7%) and more green spaces/parks (7%) would improve quality of life in the Hornsby Shire (p40).

SUSTAINABLE

Environmentally Sustainable – Diverse landscapes

Theme 1. Healthy environment - trees, biodiversity, waterways and foreshores

Theme 3. Environmental sustainability, climate change mitigation, reducing waste and pollution

Theme 11. Parks, gardens, open spaces, natural play spaces

Environmental sustainability, climate action and protection of bushland, waterways and trees are top priorities

Hornsby Shire Council Local Strategic Planning Statement Community Engagement Outcomes Report found “86% of 515 survey respondents say environmental sustainability should be a top council priority”. In addition, “environmental sustainability was a strong and underlying theme throughout the engagement, with passionate calls for action on climate change at all levels of government as well as motivating and enabling change on a grassroots level” (p6). Similarly, the priorities identified by the community included: the need to urgently address climate change; Protecting and conserving the rich biodiversity in Hornsby, with particular attention to the tree canopy and endangered species; Educating the community education around sustainable practices (such as recycling and reduction in the use of single-use plastics) (Sustainability engagement, p2).

Strong alignment around the key themes: Conservation of green open space and reserves; Protection and expansion of tree canopy on public land; Protection of waterways; Advocacy to incentivise private households to invest in renewable energy (e.g. solar panels) and water

recycling; Integrate green grids, vertical gardens, water sensitive design principles in urban revitalisation; Strong collaboration with the community to protect the environment including support for grass-roots level initiatives (LSPS Report, p34).

Specific issues relating to bushland and tree management frequently raised included: Opportunities to collaborate with National Parks to improve sustainable and recreational access to national parks; Concern with the 10/50 vegetation clearing regulation; Some community members expressed a desire for better protection of trees on private land, others argued that current regulation was too tight and were counterproductive to increasing total canopy cover (these latter views were strongly correlated to personal experience of having difficulties getting approval to removing trees on own land) (LSPS Report, p34). Similarly, Hornsby Tree Survey found “Trees are an important part of my local area character (69% Strongly Agree), As a community we have a responsibility to provide a greener legacy for future generations of people living in Hornsby (59% strongly agree), Trees support local biodiversity and habitat for wildlife (68% strongly agree)”.

In addition, feedback from the Rural Lands Study found “Environmental management such as bushfire and weed/pest control and waterway health were concerns, as well as the protection of critically endangered ecological communities, native vegetation, local biodiversity and significant trees” (p5).

The community supports more recycling, composting and reducing landfill

The majority of respondents (79%) stated that they are supportive / very supportive of Council investing more residential rates into recycling, composting and other options to enable 70% of household waste to be diverted from landfill (Waste Management Strategy community engagement, p47). Those who are more concerned about the amount of waste going to landfill are willing to pay more for diversion strategies (Waste engagement, p4).

Of the different waste reduction options applicable to all residents in the LGA, support was highest for Council devoting more resources to lobbying government, retailers, restaurants and manufacturers – followed by introducing mattress recycling as part of bulky waste collections and allocating additional resources to stop illegal dumping (Waste engagement, p46).

Water sensitive cities

Water supply and water quality into the future was almost unanimously an issue of importance in the surveys (Sustainability engagement, p37).

Resilience – Stronger Communities

Theme 6. Resilience – bushfire, extreme weather, food security, water supply

Building community resilience

The Environmental Sustainability Community Engagement Report found that the priorities identified by the community included: “The need to urgently mitigate effects [of climate change] and building community resilience to environmental changes and risks” (p2).

These concerns [about resilience and the impacts of climate change] were consistent with those raised in the engagement overall, and particularly from participants living in rural areas (LSPS Report, p45).

Importance of tree canopy to address Urban Heat Island

Hornsby Tree Survey found “Trees provide colour and shade from the hard, concrete urban environment (69% Strongly Agree)”.

“Submissions from government agencies and community members called for strategies to improve resilience – particularly in terms of reducing urban heat, providing shade and trees, and mitigating against natural hazards” (LSPS Report, p45).

Measures to improve response to risks of bushfires

Concern about the effects of climate change and calls for better resource management and measures to improve resilience – particularly in response to risks of bushfires (LSPS Report, p47).

“New developments on bushfire prone land. This really needs more intense work. Council needs a strategy on developments and bushfire prone land. More and more issues are expected – e.g. more deaths. e.g. retirement homes on edge of national parks.” (Survey respondent) (Sustainability engagement, p36).

“I am concerned about changing the development conditions in fire zone areas---if they will allow the building of units on the eastern side of Mt Ku-Ring-Gai the roads will not be able to support the traffic especially during a fire evacuation.” (Survey respondent) (Sustainability engagement, p36).

PRODUCTIVE

Transport – Connected Communities

Theme 4. Transport - Traffic congestion, walking and cycling networks, wayfinding, roads, parking, public transport

Theme 16. Improve existing assets – roads, sporting facilities, footpaths

Focus on improving walking, cycling and public transport access

The Hornsby Local Strategic Planning Statement Community Engagement Outcomes Report found “The community reported a desire for reducing car related travel by providing better options for walking, cycling and improving access to public transport” (p7). Similarly, the 2021 Customer Satisfaction Survey found that 9% of people thought pedestrian/cyclist infrastructure would improve quality of life in the Hornsby Shire (p40).

From Government and not-for-profits – “Strong support for the concept of walkable, connected centres (‘30 minute city’) to support social cohesion and active lifestyles” (LSPS Report, p48).

The priorities identified by the community included: Building a safe, connected walking and cycling networks across the LGA, including cycling infrastructure at railways station such as dedicated bike racks, including the importance of embracing new technologies such as e-bikes) (Sustainability engagement, p2).

The Employment Land Study consultation found that “Public transport connections to industrial precincts are poor with higher frequency transport options needing to be explored. More frequent bus services that loop around industrial precincts should connect to rail services.” (p95).

#Improve traffic, roads and parking

The 2020 Quality of Life Survey found that the majority of residents wanted to see roads and car parking improved (p23). Similarly, the 2021 Customer Satisfaction Survey found that 9% of people thought better traffic/parking infrastructure would improve quality of life in the Hornsby Shire (p40).

Productive – Changing Community

Theme 2. Managing population growth, over-development, increasing density, housing design and infrastructure planning

Theme 8. Aging, families and children

Theme 9. Rural lands, agriculture, access to services and facilities, rural feel

Theme 10. Place-based approaches, local character

Theme 14. Protecting heritage – European and Aboriginal

Theme 20. New technology

Increases in housing density and diversity in existing urban centres need to be sustainable and good quality and provided with supporting infrastructure

Hornsby Shire Council Local Strategic Planning Statement Community Engagement Outcomes Report found “66% of 515 survey respondents support a concentrated housing model” (p4). The report goes on to explain, “The online survey showed an almost even split between those who support greater housing choice (37%) and those who are against greater housing diversity (38%).

This stands in contrast to other engagement events – namely the focus group, Youth Future Forum, and Community Conversations – which showed a need for more affordable and environmentally sustainable housing. Older people (aged 65+) too called for mixed housing options (and especially medium [density] housing such as town houses) to grant them opportunities for down-sizing and ageing in place” (p6). Similarly, themes from Government and Not-for-profit submissions illustrated – “Strong support for greater housing diversity (and adaptable housing) to accommodate diverse and evolving needs of the community; and particularly in regards to accommodating the ageing population, young people, and young families” (LSPS Report, p48).

Furthermore, “support for greater housing density, to a large extent, is conditional on provision of appropriate infrastructure to support growth. Concerns about the quality of new developments and building aesthetics, as well as community facilities and public open space to support new housing were also raised as significant concerns” (p6). Community members were deeply concerned that any further development would put further strain on existing infrastructure which is currently seen as being stretched beyond capacity (LSPS Report, p7). There was strong alignment around the themes - Better quality urban design and buildings (including set-backs, appropriate building heights); Preference for medium-density over high density housing (LSPS Report, p31).

Young people are particularly keen to see more housing in existing urban centres. This was seen as a desirable way not only to manage growth (e.g. minimise environmental impact), but also a way to provide more affordable housing, improve vibrancy in existing centres, and enable better opportunities for public transport (LSPS Report, p23).

The priorities identified by the community included: Ensuring that new developments are built with appropriate consideration to the environment and ongoing sustainability, particularly through the protection and/or appropriate replacement of trees; Mitigating the environmental effects of population growth (such as traffic congestion, overcrowded public transport, increased rubbish generation, degradation of walking tracks and parkland), and planning for adequate infrastructure (Sustainability engagement, p2). Similarly, promotion of principles of environmental sustainability as a core element of urban planning was highlighted (LSPS Report, p34).

Protect heritage, rural areas and leafy suburbs

“Heritage values across colonial buildings, archaeology and Aboriginal cultural heritage were raised as important values that can be found in the rural area” (Rural Lands Study, p61). Also, there was strong alignment around the themes - Protection of low-density housing areas and leafy suburbs; Protection of local heritage; Protection of the leafy feel of suburban areas (LSPS Report, p31 and 34).

Regulation to support affordable housing

“Affordable housing to address issues such as housing stress and homelessness was proposed by non-government organisations as well as government agencies as one of the most important housing issues to be addressed by Council, citing research to show that this is an area that requires strong planning intervention as the market will not regulate itself to this end and it leaves the most vulnerable demographic groups exposed to significant health and wellbeing risks” (LSPS Report, p 44).

Retention of rural lands and evolution of land uses

“Community members highly value the feel of open spaces, bushland areas, views and greenery across the rural area” (Rural Lands Study, p5).

Hornsby Shire Council Local Strategic Planning Statement Community Engagement Outcomes Report found “The community at large (e.g. those living outside rural areas) generally wanted to see rural lands retained for agricultural purposes and opposed the concept of subdivision on the grounds that it would have a negative impact on food security. However, many people living in rural areas expressed a strong desire to see some areas rezoned to allow for subdivision... allow for a greater diversity in the local population, making it possible for young people to live in rural areas and for people to age in place” (p6).

Similarly, the Feedback Summary for the Hornsby Rural Lands Study found that “people are concerned about the impacts of development and land use transitions away from agriculture across the rural area. Some feel that agriculture is no longer viable in some parts of the rural area, where others want the rural zones and agricultural areas more strongly protected.” (p5)

COLLABORATIVE

Collaborative – Engaged community

Theme 7. Equity, social justice, governance, inclusiveness, affordable housing

Theme 12. Work and tourism, diverse employment, revitalised commercial centres

Theme 13. Advocacy, lobbying, partnerships (council working with other stakeholders)

Theme 15. Education, community involvement

Working together to improve public transport, roads, economy, climate action and education

The community wanted to see Council collaborate with NSW Government and advocate on their behalf on issues that fall beyond the control of local government, namely in regards to public transport provision; better infrastructure (e.g. parking at train stations) to support commuter traffic and minimise traffic and parking impacts in areas close to transport hubs; climate change; education and provision of a public co-ed high school in the Shire; and local economy and opportunities for promoting Hornsby as a tourism and business destination (with many people specifically putting forward ideas for creating a medical precinct and creative hubs and co-working spaces) (LSPS Report, p31).

The engagement showed strong alignment around the following key themes: Stronger advocacy on transport and infrastructure related issues – the NSW Government should provide appropriate infrastructure to support growth before new developments are commenced (LSPS Report).

Collaboration with NSW Department of Health on enabling healthy communities through built design and infrastructure provision, as well as potentially establishing Hornsby Shire as a destination for medical and health training and industry (LSPS Report, p31). Also, collaboration with NSW Department of Education for better provision of education and training opportunities as well as better use of school infrastructure for after-hours community use (LSPS Report, p31).

Revitalise local economy, night-time economy and town centres

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 (LSPS Report, p7). Plus, prioritisation of green grids, vertical gardens, water sensitive design principles in urban revitalisation (LSPS Report, p31).

Similarly, the employment land use study found businesses suggested: “More effectively promoting local businesses, town centres and the area; Taking a more place-based approach to local town centres and villages, to improve quality and amenity of these places and encourage residents to shop local; Introducing place-based aesthetic, safety and activation initiatives in centres” (p98). Commercial centres suggestions: Several centres are rundown and need to be revitalised to attract more employment; Facilitating a night-time economy in some of the denser centres would keep people spending in the local area; Increased residential density in and around centres would support businesses (Employment land use study, p94).

The engagement showed strong alignment around the following key themes: Creation of a vibrant and diverse local economy, supported by adequate and appropriate infrastructure. Enhanced opportunities for local employment and education opportunities with strong potential in medical and health industries and opportunities in creative industries (LSPS Report, p31). Similarly, the employment land consultation suggests the following targeted areas: Facilitate more opportunities associated with health-related services such as outpatient services and allied health around the Hornsby Hospital; however, need to diversify employment opportunity, at present Hornsby is very reliant on health and education.

Need to generate greater attraction for tourism activities through National Park, Galston Gorge, Brooklyn and Hawkesbury. Day visitation will support local shops. Explore additional uses in working waterfront areas (Employment land use study, p95).

Collaborate with community including youth and the local Aboriginal community

LSPS Report Youth Statement “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.”

Collaborating with the community, especially with local young people to improve decisions was strongly supported to enable a greater contribution in decision making, local knowledge / different perspectives (LSPS Report, p7). Suggest to engage young people in decision making (LSPS Report, p31).

Facilitation of greater cross-cultural understanding and inclusion through collaboration with multicultural groups, and greater recognition of Indigenous heritage and culture through partnerships with local Aboriginal stakeholders (LSPS Report, p31). Similarly, from government and not-for-profit submissions – “Call for Council to collaborate with the local Aboriginal community and Metropolitan Land Council on strategic land use planning” (LSPS Report, p48).

Inclusive community

The LSPS Report identified the need to support the wellbeing of vulnerable demographic groups and namely young people, seniors and people from multicultural backgrounds (LSPS Report, p47).

ATTACHMENT 24



Hornsby Shire Council Local Strategic Planning Statement

COMMUNITY ENGAGEMENT OUTCOMES REPORT



JOCCONSULTING
creative urban planners

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All care has been taken to prepare this
report for Hornsby Shire Council

If you have any queries regarding this
report please get in touch:



jocconsulting.com.au

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SNAPSHOT OF EXTENSIVE ENGAGEMENT

1,905

PEOPLE ENGAGED

14

BOLD FACE TO FACE EVENTS,
INCLUDING A FUTURE LIVING
SUMMIT WITH DR KARL; A YOUTH
FUTURE FORUM IN A TIPI; AND A
COMMUNITY CRUISE WORKSHOP

86%

OF 515 SURVEY RESPONDENTS SAY
ENVIRONMENTAL SUSTAINABILITY
SHOULD BE A TOP COUNCIL
PRIORITY

66%

OF 515 SURVEY RESPONDENTS
SUPPORT A CONCENTRATED
HOUSING MODEL - 20% ARE
NEUTRAL, 14% AGAINST

EXECUTIVE SUMMARY

In times of significant change and complex challenges, residents have welcomed Hornsby Shire Council's most ambitious planning initiative in recent history – the Future Hornsby project.



More than 1,900 community members have contributed their time and insights on Council's draft Local Strategic Planning Statement (LSPS) during the eight-week public exhibition during August to October 2019. This is in addition to thousands of contributions to Council's other key strategic land use and environmental projects that have been running consecutively to the LSPS. These insights will all help inform the finalisation of the LSPS as well as technical land-use studies.

All local councils in NSW must undertake this strategic land use planning work to respond to the NSW Government's directions for their region – and namely in order to meet specific targets for population growth, housing and employment and address complex issues such as environmental sustainability, transport and urban planning. However, it is not a requirement that councils undertake community engagement as part of this planning process.

Council's active and extensive engagement with the Shire's community reflects a genuine desire to understand what 'quality living' means to residents in land use planning terms and deliver an LSPS that is not only founded on the statutory scientific and technical studies, but also rooted in the community's aspirations for their future. It is also testimony to a community passionate about its future; a community that wants to be actively involved in decisions that have a profound impact on their quality of life.

JOC Consulting was commissioned by Council in March 2019 to deliver a bold engagement approach aimed at reaching 'the silent majority' – people who may not otherwise engage. The creative approach and unusual settings – such as a riverboat cruise, a tipi and a movie theatre - yielded an overwhelmingly positive response and set the foundation for future collaboration as the LSPS evolves in step with finalisation of technical land use studies.

PARTICIPATION OVERVIEW

- Future Living Summit featuring Dr Karl Kruszelnicki and a panel of renowned urban planning experts – 222 participants
- Youth Future Forum – 40 participants
- Community Cruise Workshop – 37 participants
- Four Pop-ups and six Community Conversations in local neighbourhoods across the Shire – 985 participants (approximate)
- Focus group workshop – 7 randomly selected community members
- Online survey – 515 participants
- Submissions – 99 written submissions

ENGAGEMENT OVERVIEW

The extensive engagement showed areas of strong agreement on what is important to people as well as highlighted controversial topics and differing opinions – mainly around housing. There was a general appreciation of Council's ambition to plan holistically for the future and to involve the community in this process and feedback on the LSPS document itself was overall positive with many commenting that it was *comprehensive* and *a good start*. The overarching themes for the engagement are described below:

1. Divisive views on housing density
2. Passionate calls for Council taking a strong leadership role on environmental sustainability and climate change
3. Strong desire for better freedom of movement and walkable neighbourhoods
4. Call for increased collaboration and advocacy

1. Divisive VIEWS ON HOUSING DIVERSITY (Liveable LSPS theme)

The concept of a concentrated housing model was generally supported throughout the engagement (e.g. 66% of online responses supported the model). However, the topic of housing *choice* (and density) was the most divisive topic throughout the engagement. This indicates a convergence to some degree of views on *where* housing is to be located in a general sense, but strong disagreement on what *type* of development should be accommodated.

- **Diverging views on concept of greater housing choice:** In terms of housing choice and density, the online survey showed an almost even split between those who support greater housing choice (37%) and those who are against greater housing diversity (38%). This stands in contrast to other engagement events – namely the focus group, Youth Future Forum, and Community Conversations - which showed a need for more affordable and environmentally sustainable housing. Older people (aged 65+) too called for mixed housing options (and especially medium housing such as town houses) to grant them opportunities for down-sizing and ageing in place.
- **Conditional views:** The large proportion of neutral responses (25%) in the online survey and the emphasis throughout the engagement on provision of infrastructure and transport (see below), suggests that support for greater housing density, to a large extent, is conditional on provision of appropriate infrastructure to support growth. Concerns about the quality of new developments and building aesthetics, as well as community facilities and public open space to support new housing were also raised as significant concerns.
- **Strong support for the LSPS Key Priority of protecting the character of low-density housing areas:** Regardless of views on housing choice and concentrated growth model, there was an expressed desire from the community to protect the character of the 'leafy suburbs' (low-density neighbourhoods) in the Shire and this Key Priority of the draft LSPS was strongly endorsed throughout the engagement, by all demographics.

2. PASSIONATE VIEWS ON ENVIRONMENTAL SUSTAINABILITY AND CLIMATE CHANGE (Sustainable LSPS theme)

Environmental sustainability was a strong and underlying theme throughout the engagement, with passionate calls for action on climate change at all levels of government as well as motivating and enabling change on a grassroots level. These views came through especially strong at the Future Living Summit, the Youth Future Forum, and engagement events in rural areas. The online survey showed 86% of respondents in support of making environmental sustainability a top Council priority.

- **Diverging views on Rural Lands and subdivision:** The community at large (e.g. those living outside rural areas) generally wanted to see rural lands retained for agricultural purposes and opposed the concept of subdivision on the grounds that it would have a negative impact on food security. However, many people living in rural areas expressed a strong desire to see some areas rezoned to allow for subdivision which in turn would allow for a greater diversity in the local population, making it possible for young people to live in rural areas and for people to age in place. The issue of diversity and vibrancy of rural centres, while retaining the rural ambience and atmosphere, was voiced by local rural communities in a general sense (regardless of their stance on subdivision). (The complex issues regarding subdivision of rural lands is subject to in-depth investigation as part of the Rural Lands Study and will be dealt with in detail as part of that process rather than within this report. All data related to rural lands from the engagement for this project will form an important part of these investigations).
- **Strong support for the LSPS Key Priorities:** The community expressed strong support for the LSPS Key Priorities on expanding tree canopy cover; protecting, conserving and promoting natural, built and cultural heritage; and building and strengthening resilience (particularly in regards to extreme heat, water supply, and natural hazards such as bushfires).

3. STRONG DESIRE FOR BETTER FREEDOM OF MOVEMENT AND WALKABLE NEIGHBOURHOODS (Productive LSPS theme)

Transport and infrastructure were the top issues raised by the community. The community reported a desire for reducing car-related travel by providing better options for walking, cycling and improving access to public transport. Further the need to reduce the impacts of commuter travel on neighbourhoods close to main transport routes and train stations was also noted.

- **Shared frustration about infrastructure provision:**
The engagement highlighted a strong and consistent dissatisfaction with the provision of infrastructure, especially as related to new developments. Community members were deeply concerned that any further development would put further strain on existing infrastructure which is currently seen as being stretched beyond capacity.
- **Strong emphasis on the importance of public transport and active travel to quality of life:** The community saw public and active transport as being essential to their wellbeing. Many commuters noted that parking considerations are affecting the rhythm and routines of daily living, as car parking near public transport hubs fill up early in the mornings. Young people and others who do not drive a car, reported the ease of getting around equals freedom and independence and is a crucial determinant of health and wellbeing as it dictates the terms by which interaction with other people is possible.

1. **Desire for strengthening social cohesion on a neighbourhood level:** The engagement showed a strong desire for walkable access to local shops, cafes, restaurants, community facilities and public open space. Similar to conversations around transport, being able to access shops, playgrounds and public spaces locally was not seen so much as a matter of convenience, but as an opportunity for social interaction and of critical importance to creating stronger social cohesion on a neighbourhood level.

4. CALL FOR INCREASED COLLABORATION AND ADVOCACY (Collaboration LSPS theme)

Community members showed a strong interest in collaborating with Council in making Hornsby Shire an even better place to live. Young people were especially motivated to be involved and with their Statement from the Next Generation, offered a positive and creative approach to addressing the 'wicked problems' facing the Shire over the next twenty years.

- **Call for advocacy and partnerships with NSW Government:** The community wanted to see Council collaborate with NSW Government and advocate on their behalf on issues that fall beyond the control of local government, namely in regards to public transport provision; improvements to roads and traffic infrastructure; climate change; education and provision of a public co-ed high school in the Shire; and local economy and opportunities for promoting Hornsby as a tourism and business destination (with many people specifically putting forward ideas for creating a medical precinct and creative hubs and co-working spaces).
- **Call for collaboration with local businesses:** 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.
- **Collaborating with the community, especially with local young people:** to improve decisions was strongly supported to enable a greater contribution in decision making, local knowledge / different perspectives



YOUR VISION

The future must have ...
because ...
We believe in ...
a sustainable & efficient future that will benefit us & the future
generations. Our vision is to ...

MOTIVATION

Hornsby Shire Council is motivated to deliver a Local Strategic Planning Statement (LSPS) that goes beyond statutory requirements in seeking broad community input on future land use planning directions.

It is a NSW Government requirement that all councils prepare an LSPS to guide long-term decision-making over the next two decades. The LSPS is to address regional planning priorities and specifically show how Council will meet Government targets for population growth over the next 20 years through strategic land use planning. However, there are no specific requirements to conduct community engagement as part of the development of the LSPS.

Hornsby Shire Council has a genuine desire to gain community perspectives on what ‘quality living’ means in a Hornsby context: how does the community feel about housing, transport, environmental sustainability, rural lands, employment and education? What are their hopes and dreams for the future of the Shire?

These are big questions, made more complex by the increasing rate of change in today’s world. And so it is perhaps more important than ever that planning is guided not only by science and reason, but by values and vision.

In March 2019, Hornsby Shire Council commissioned JOC Consulting to deliver a bold and highly unusual engagement program, aimed at sparking meaningful public debate about what ‘quality living’ means to the community.

This report is the result of an exciting journey where 1,900 people have contributed their time and insights to provide comment on Council’s draft LSPS and share their views and values on the future of the Bushland Shire.



CONTEXT

The LSPS is a holistic land use planning document that sets strategic direction for managing assets and natural resources for the whole of the Shire, for the next twenty years and beyond.

It will direct the review of both the Local Environmental Plan (LEP) and the Development Control Plan (DCP). It will also inform other Council strategic planning documents.

The LSPS provides the current background, local policy context and proposed policy updates. There are nine comprehensive technical studies and strategies being reviewed by Council under the State Government's Accelerated LEP Review Program, which will inform future amendments to the LSPS once finalised.

The draft LSPS identifies a range of priorities under the themes of Liveable, Sustainable, Productive and Collaborative (as per the District Plan North). Aspirations of particular importance have been identified as Key Priorities. These are:

1. Expanding our **tree canopy cover** to enhance the environmental qualities and character of the bushland shire
2. Protecting the **character of our low-density neighbourhoods**
3. Improving the **quality of architectural design** of new development
4. Protecting, conserving and promoting our natural, built and cultural **heritage**
5. Revitalising the **Hornsby Town Centre**
6. Protecting and enhancing the environmental value and economic productivity of the Metropolitan **Rural Lands** in the Shire
7. Supporting **sustainable economic growth** based on the Shire's built and natural assets, infrastructure and locational advantages
8. Building our **resilience** to natural hazards, including bushfire risk, flooding and **climate change**

The LSPS and related technical studies, known collectively as "Future Hornsby", is the most ambitious planning project Hornsby Shire Council has undertaken and will have a profound impact on the daily lives of Hornsby Shire residents, workers and visitors.

The LSPS will be reviewed and updated when the key technical studies are finalised and reviewed on a regular basis (minimum every seven years), it will be a living document that responds to the changes and trends affecting the Shire over time.

PURPOSE

The draft LSPS was placed on public exhibition from 19th August 2019 to 16th October 2019. At that time, the technical studies had not yet been finalised and the document was therefore high level and strategic; further detail and specific actions will be identified in step with finalising the technical studies.

The purpose of the engagement was to create broad awareness about the LSPS and related studies – the Future Hornsby project – and seek feedback on the overall direction and Key Priorities identified in the draft LSPS.

The unusual and creative engagement approach generated overwhelming interest in the Future Hornsby project and established a solid foundation for future engagement and collaboration as the Future Hornsby project evolves.

ABOUT THIS REPORT

This Community Engagement Outcomes Report is primarily written for the purposes of informing Council's continued land use planning and has been written with the community in mind; as a way to close the feedback loop and create a reference point for further conversations and collaboration.

This report presents the findings from the extensive engagement program in two main parts:

1. **Analysis of quantitative data** from the online survey (based on 515 responses) as well as the voting activity at the Future Living Summit (based on 170 responses)
2. **Key themes** from the 14 face to face engagement events. This part is structured into the LSPS themes of Liveable, Sustainable, Productive and Collaborative.
3. **Statement from the Next Generation** – a strong aspirational statement from young local residents which is the outcome from a high-energy Future Forum
4. **Submissions summary** briefly summarising key issues from 99 written submissions from community members, government agencies, not-for-profit organisations and commercial enterprises
5. **Implications for the LSPS** is a concluding chapter which draws on the findings from all engagement to suggest adjustments to the draft LSPS so that it may better reflect the aspirations of the community



METHODOLOGY

The engagement with 1,900 community members has been made possible through strong leadership, clear guiding principles, innovative activities, wide reaching marketing program, and a rigorous approach to data analysis.



JOC Consulting has worked closely with Council staff, Councillors and consultants involved with the Future Hornsby project, to deliver a comprehensive engagement program that effectively broke through the barriers of ‘engagement fatigue’ and reached people who normally would not engage.

ENGAGEMENT OBJECTIVES

The community engagement program set out to deliver meaningful, diverse and bold solutions informed by the community’s desires for the future of Hornsby Shire. The ultimate aim was to set a foundation for future collaboration.

The specific objectives of the engagement were to:

- ✓ Enable opportunities to engage with a cross-section of the community.
- ✓ Create excitement about the opportunity to contribute ideas and aspirations for the future of Hornsby.
- ✓ Enlist experts and futurists to spark informed discussions about Hornsby’s big issues.
- ✓ Receive feedback on trends, trade-offs and LSPS key concepts and priorities.
- ✓ Identify ‘community champions’ to promote the LSPS and increase participation and community enthusiasm for building a better future.
- ✓ Gain specific feedback on the LSPS document.
- ✓ Test and further investigate initial engagement findings.
- ✓ Close the loop on the engagement and ensure transparency by informing participants of outcomes from the engagement.

GUIDING PRINCIPLES

The following guiding principles were co-designed with Council staff and Councillors. They have set the direction for the development of the engagement program and helped keep the program on track to deliver “best practice”.

- Be bold, transparent, neighbourhood-based, positive and push past cynicism within the community.
- Think outside the box.
- Do things once, do them well and ensure there is good coordination across concurrent technical studies.
- Ensure the community is put first and they know their views matter.
- Ensure conversations are well-informed and evidence-based.
- Facilitate internal collaboration and coordination across Council departments and consultants.
- Close the feedback loop with community and stakeholders.
- Educate the public about the benefits of the LSPS process with a focus on quality outcomes.

ENGAGEMENT APPROACH

The engagement approach was developed on the basis of extensive internal engagement, including two workshops with Councillors, a series of stakeholder meetings, and roundtable workshops with consultants involved in the Future Hornsby project (e.g. technical land use studies).

Recognising that the breadth and technical nature of the LSPS can often be a barrier to meaningful community engagement, the engagement objectives were addressed across three stages to ensure the captured insights were considered and informed:

An overview of the engagement approach is provided in Figure 1 below. While all engagement objectives were addressed, the findings of this report are most strongly derived from the activities and talking points of Stage 3 – ‘Gaining Feedback’.

Figure 1: Engagement approach overview

OVERVIEW OF ENGAGEMENT EVENTS

A Future Living Summit, featuring Dr Karl Kruszelnicki and a panel of renowned planning specialists and community builders, a Youth Future Forum, and a Community Cruise Workshop on a journey down the Hawkesbury River – the bold engagement achieved its goal of reaching far and sparking an informed public debate.

The engagement sought to increase visibility and accessibility across the Shire and took place in a variety of locations.

STAGE 1: GENERATING INTEREST AND AWARENESS

Pop Ups – 810 participants

A series of fun and engaging pop-ups, over multiple dates and locations, to promote the Future Hornsby project and draft LSPS, encourage participation in various engagement opportunities and invite initial input.

Data collected: bold Ideas.



STAGE 2: INFORMED PUBLIC DEBATE

Future Living Summit – 222 participants

A high energy and thought-provoking evening to officially launch the draft LSPS and start the conversation about Hornsby's quest for quality living. Guest speakers Dr Karl Kruszelnicki, Rukshan de Silva, Katherine O'Regan and Issy Phillips inspired attendees to think big about the future of the Shire and engage in the LSPS process.

73% of 151 responses were happy or very happy with the event.
"Very stimulating and provocative" - Summit participant

Data Collected: bold ideas, attitudes to change, insights on Key Priorities.



Youth Future Forum – 40 participants

Forty young people from across Hornsby Shire came together to think creatively about the future and work collaboratively with fellow participants to create a bold vision for the future, encapsulated in the Statement From The Next Generation.

"I found it very interesting and the activities engaging. Please keep holding these." - Forum participant

Data collected: aspirations around key themes, attitudes to change, direction for future planning.



Community Cruise – 37 participants

Representatives from various Hornsby Shire community groups came together to cruise the Hawkesbury River and explore the yesterday, today and tomorrow of the Shire and provide feedback on Key Priorities of the draft LSPS.

89% of 19 responses reported being satisfied or very satisfied with the event. "Great opportunity to network with other community members and give feedback directly to decision-makers and policymakers" - Workshop participant

Data Collected: bold ideas, attitudes to change, insights on key priorities, reflections on the past.



STAGE 3: GAINING FEEDBACK

Community Conversations – 175 participants

Six sessions, across various locations, to promote the project and gain deeper insight from the community on their bold ideas for the future of Hornsby Shire and the Key Priorities of the draft LSPS.

Data Collected: bold ideas, insights on LSPS Key Priorities.



Focus Group – 7 representative residents

Diving deep with a randomly selected representative sample of the community, the focus group elicited nuanced findings on key themes of the LSPS.

"It was so informative. I enjoyed hearing other voices and ideas." - Workshop participant

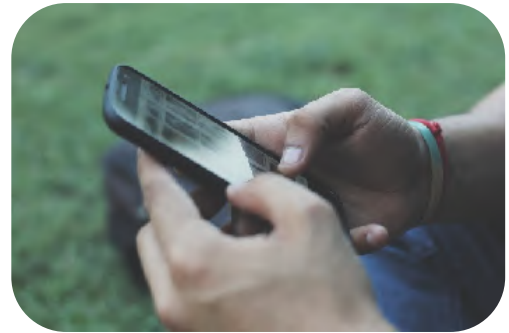
Data Collected: attitudes to change, insights on Key Priorities.



Online Survey – 515 participants

Promoted widely throughout the engagement, the online survey sought to gather in-depth insight from a wide cross-section of the community on key components of the draft LSPS, as well as understand attitudes to the underlying principle of a concentrated housing growth model (e.g. locating any new developments along existing transport lines and in urban centres).

Data Collected: bold ideas, attitudes to change, insights on Key Priorities.



Submissions – 99 written contributions

The community and stakeholders were also provided the opportunity to submit their written feedback and comments through Council's 'Have Your Say' web page or directly by email to the general manager.

Data Collected: general feedback, attitudes to change, insights on Key Priorities.



MARKETING AND COMMUNICATIONS

The engagement program was supported by significant marketing and communications activities, as shown in the table below.

Table 1: Overview of marketing and communications

MARKETING	
Advertisement and Communication	
Government agencies	Emails to Sydney Water, Roads and Maritime Services, NSW Health, NSW Rural Fire Service, Greater Sydney Commission, NSW Department of Planning, Industry and Environment, Metropolitan Local Aboriginal Land Council, NSW Sydney Local Health District and Hornsby Aboriginal and Torres Strait Islander Consultative Committee (HATSICC).
Adjoining councils	Hills Shire, Kuring-gai, Central Coast, and Parramatta Council's were notified, and the communities were informed via advertisement in local newspapers: <ul style="list-style-type: none"> Hills Shire Times 27.8.19 Northern District Times 28.8.19 Hornsby Advocate 29.8.19 Bush Telegraph 5.9.19 Emails sent to adjoining Councils seeking regional, district and cross boundary matters.
Community database	Hornsby Shire Council 'e-news' distributed to 33,000 people – newsletter to general community March, September and October issues.
Key community stakeholders	4 dedicated emails for LSPS engagement distributed in September.
Youth organisations and groups (scouts, sporting groups, church groups)	Email and follow up phone calls to 56 groups.
High Schools	Email and follow up calls to 20 high schools.
Promotion	
Material	Description
Flyers and postcards handed out during engagement events	1000 (approximately)
Signage, brochures, postcards, one-pager information documents, and Youth Future Forum Flyer made available via Council at various locations	Customer Service Area, Council lifts, Hornsby Shire Libraries, Hornsby Footbridge – digital screen, Hornsby Aquatic and Leisure Centre, Thornleigh Brickpit Stadium, Train Station, local Shops, and What's On Guide. Youth Future Forum had targeted promotion at train stations: Asquith, Normanhurst, Hornsby and Waitara,

ADVERTISING

Media advertising

Digital media	Description
Hornsby Shire Council website and dedicated microsite	Public exhibition of the draft LSPS from 19/8/19 – 16/10/19.
Hornsby Shire Council Facebook Page	21 posts – total reach 8,816 people
JOC Consulting Facebook Page	2 posts – total reach 415 and engagement 78
Hornsby Shire Council Instagram	4 posts – total engagement 84
JOC Consulting Instagram	2 posts – total engagement 54 (not including Instagram-story posts)
Hornsby Shire Council LinkedIn	3 posts - total engagement 21
JOC Consulting LinkedIn	7,980 views
Print advertising	Date - Publication, Mention 21-Mar – Advocate, Your Vision, Your Future 01-Apr - Galston Glenorie News, Your Vision, Your Future March Monthly Chronicle, Your Vision, Your Future 18-Apr, Hornsby Advocate, Your Vision, Your Future 24-Apr, Monthly Chronicle, Your Vision, Your Future 01-May, Galston Glenorie News, Your Vision, Your Future 02-May, Hornsby Advocate, Your Vision, Your Future 02-May, Bush Telegraph, Your Vision, Your Future Aug, Monthly Chronicle, Future Hornsby Community Conversations 15-Aug, Hornsby Advocate, Pop-ups + Community Conversations Sep Galston Glenorie News, Community Conversations 29-Aug, Hornsby Advocate, Community Conversations 05-Sep, Bush Telegraph, Community Conversations 12-Sep, Hornsby Advocate, Community Conversations + Youth Forum Oct, Monthly Chronicle, Let's Shape the future of HBY Shire Oct, Galston Glenorie News, Community Conversations 03-Oct, Bush Telegraph, Community Conversations -new dates added.



“Future Hornsby” materials

DATA ANALYSIS APPROACH

All conversations with the community, throughout the engagement, are considered within this report; they form the backdrop for gaining a nuanced picture and understanding of general community sentiments, hopes and concerns about the future of Hornsby. These conversations have also directly informed Council staff; each and every one of the 12 face to face events was attended by Councillors as well as executive and senior Council staff.

The understanding of core issues has helped shape a consistent framework for analysis of the comprehensive data collected throughout all engagement events.

This section provides an overview of the rigorous approach to data analysis of the extensive quantitative information gathered throughout the engagement.

SOLID BASIS FOR QUANTITATIVE ANALYSIS

- **515 responses to the online survey** – this dataset is a comprehensive source of quantitative information as well as qualitative comments.
- **170 (minimum) responses to a voting activity at the Future Living Summit** – this dataset checks the pulse on some of the key strategic balances facing all local councils in their endeavours to manage growth in a sustainable way.
- **998 bold ideas collected from all engagement activities** (including bold ideas submitted through the online survey) – this activity was consistent across all engagement and has been coded as per the LSPS themes.
- **99 written submissions** – this dataset is a source of rich local knowledge and technical expertise from government, non-government and community stakeholders. Coded in a consistent way to the analysis of the four themes, this is included in the overall analysis of quantitative data. A summary of the submissions is also provided in a separate chapter of this report.

CONSISTENT CODING

The coding and analysis of all data aimed to ensure alignment with the LSPS by adopting the same structure, themes, and categorisation as the LSPS – which in turn is themed as per the Northern District Plan. The basis for the coding and theming follows the definitions at the beginning of each of the themed sections in the LSPS document, where the scope of what is included in each theme is provided.

It is important to note that while cafés, restaurants, local shops and nightlife are considered under the Productive theme, the general sentiment throughout all responses is that these are essential elements of Liveable communities. Though commercial in their operation, these places provide significant community benefit and add to the vibrancy of local neighbourhoods.

The only slight departure from the LSPS in terms of coding and analysis is in regard to open space. While this is generally considered to be an aspect of the Sustainable theme, the analysis considers a distinction between general green open space (e.g. public reserves) and public open space as part of new developments (e.g. communal space as part of private developments) and/or which performs a primary social function in the public realm. Most of the comments referring to 'open space' fall in the latter category and have therefore been considered as part of the Liveable theme.

NOTES ON CATEGORISATION AND CODING OF ISSUES

The categories are not mutually exclusive – e.g. one bold idea that touches on several issues would be counted in all relevant categories. There are natural overlaps and grey areas between the themes and sub-themes. The following notes clarify some of the areas that may cause confusion:

- **Liveable:** in this section a distinction is made between town planning, which focusses on general and in-principle considerations (e.g. set-backs, architectural design), and housing (which incorporates comments on density).
- **Sustainable:** climate change and resource management are grouped together as reduction of carbon emissions is a central tenant in climate change mitigation.
- **Productive:** cafés, restaurants, shops and night-time economy are included in the revitalised town centres sub-theme.
- **Collaboration:** Council seeking input with stakeholders for land use planning purposes.

QUANTITATIVE ANALYSIS

Based on extensive quantitative information, this section provides a big picture view of key conceptual aspects of the LSPS as well as initial feedback from the community on the draft Key Priorities.

In keeping with the guiding principles for the engagement, every effort has been made to represent all views of the community in a fair and transparent way, using a rigorous methodology to ensure consistency and relevance.

The analysis in this section is structured into six main parts:

- Demographic profile
- Issues and ideas from across the engagement ('Bold Ideas')
- Concentrated housing model
- Housing choice
- Environmental sustainability and climate change
- Feedback on the draft LSPS and Key Priorities

DEMOGRAPHIC PROFILE

All key demographic groups (in terms of age, gender and place of residence) were well-represented throughout the engagement.

The online survey had fairly equal gender distribution.

As shown below, young people (15 – 24 years) were not well represented in the online survey, and the Youth Future Forum outcomes have therefore been highlighted in the sections that follow (under each of the four themes).

Figure 2: Gender distribution (n=515 online survey)

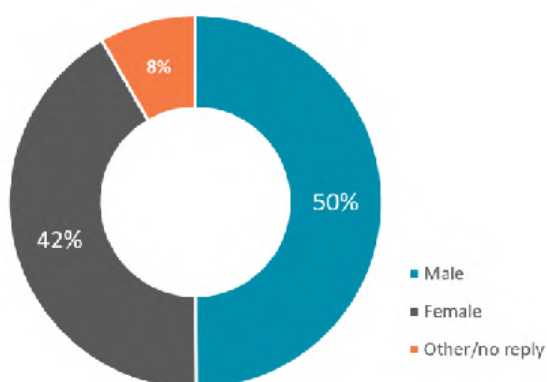
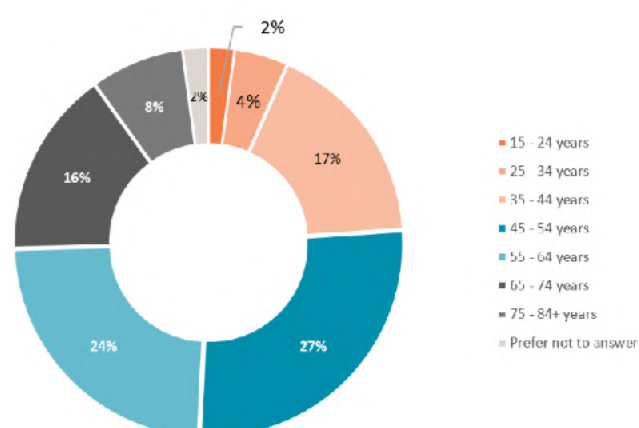


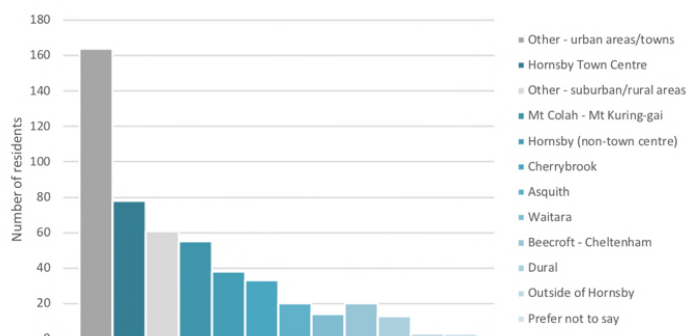
Figure 3: Age distribution (n=515 online survey)



As shown in Figure 4, the vast majority of survey participants (99%) were from within Hornsby Local Government Area; only three people stated they lived outside of the LGA (and a further three people preferred not to say).

Residents were predominantly from urban areas (84%) and 15% were from suburban or rural areas.

Figure 4: Place of residence (n=515 online survey)¹



"We need to live in balance if we are to have any future at all"
Future Living
Summit Participant

ISSUES AND IDEAS

Figure 5 on the following page shows the distribution of ideas and issues raised throughout the engagement, where participants submitted their 'Bold Idea' for the future of Hornsby (many of which were worded as issues, and hence have been coded consistently in the analysis).

The graph also highlights the distribution of issues raised through the 99 submissions submitted to Council – see separate submissions summary of this report for further detail. (They are shown separately to assist Council with their overall submissions management and response).

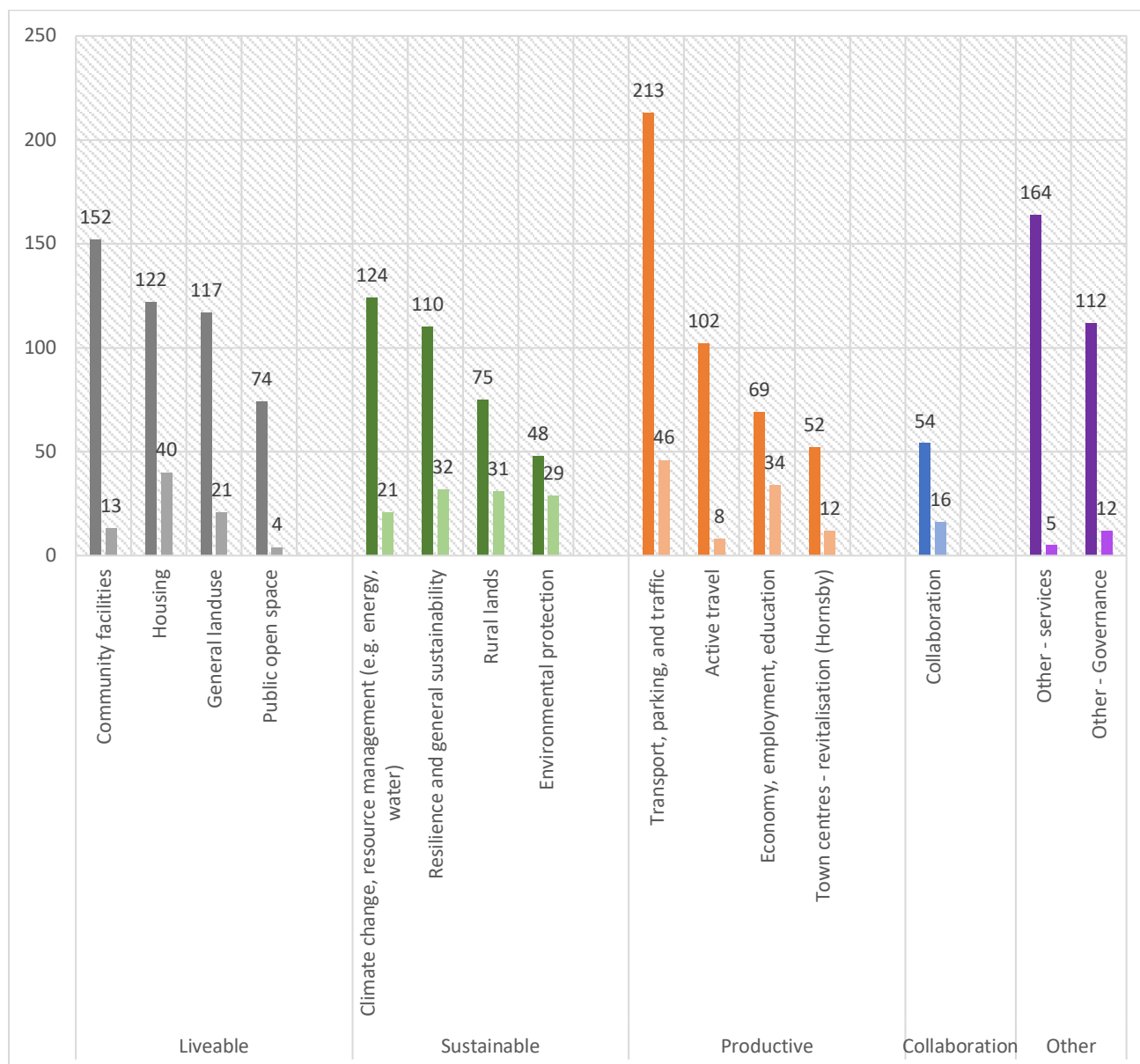
Consistent with the conversations throughout the engagement – which highlighted an underlying concern with growth and development – the analysis of issues and ideas found:

- Transport, traffic, parking and infrastructure provision are core community concerns
- Most of the transport related comments expressed a desire for better access to public and active transport options; they did not call for better provision of car travel as an end in itself
- The community is passionate about building stronger neighbourhoods – they want to see better facilities for socialising in the public realm and similarly want to see more cafes, restaurants and shops within walkable distances of where they live
- Climate change and environmental sustainability were strongly expressed as fundamental premises for planning throughout the engagement; this is not clear in Figure 6 below as these concerns were not necessarily stated as bold ideas

¹ Note that the location groupings are based on the LSPS categories and 'other areas' are grouped for ease of reference as Hornsby Shire has 41 suburbs.

Figure 5: Issues and ideas raised throughout engagement

NOTE: Series 1 represents general engagement (n=1,420) and Series 2 represents submissions (n=99)



These issues are explored in more detail in the theme sections of this report as well as in the submissions summary.

CONCENTRATED HOUSING MODEL

As shown in Figures 7 and 8, below, both the online survey and the voting results from the Future Living Summit indicated strong support for the principles of a concentrated housing model (with the Summit results specifically responding to growth in Hornsby Town Centre):

- 66% of 509 online respondents indicated support for the concentrated housing model
- 73% of 172 respondents in the voting activity at the Future Living Summit (which took place in Hornsby) indicated support for concentrating growth in Hornsby Town Centre in the long-term
- There was a relatively large (20%) group of participants who were neutral in their opinions in the online survey; and this group was larger than for the Summit voting results (10%)

Overall, these findings, regarding attitudes to the concentrated housing model, are consistent with the qualitative data and conversations with community members throughout the majority of the engagement events, though some slight nuances appeared across the events.

At the Youth Future Forum and the focus group workshops, the support for the concentrated housing model was more pronounced, with young people particularly keen to see more housing in existing urban centres. This was seen as a desirable way not only to manage growth (e.g. minimise environmental impact), but also a way to provide more affordable housing, improve vibrancy in existing centres, and enable better opportunities for public transport.

Figure 6: Concentrated housing model (online survey)

To what extent do you agree that Hornsby Shire's growth should be concentrated in the main centres and close to transport? (n=508)

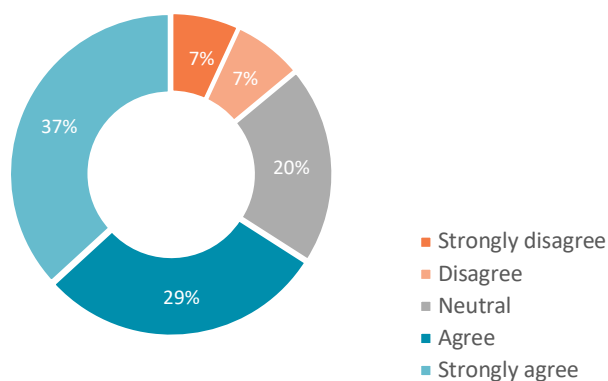


Figure 7: Concentrated housing in Hornsby Town Centre (Summit)

To what extent do you agree with the statement: "In 2040 Hornsby Town Centre embraces quality, high-density housing to protect the environment from urban sprawl"? (n=172)

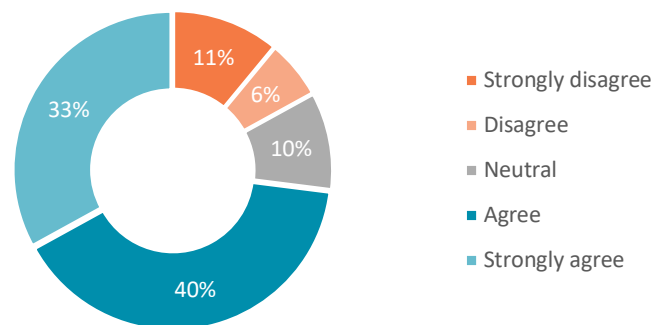
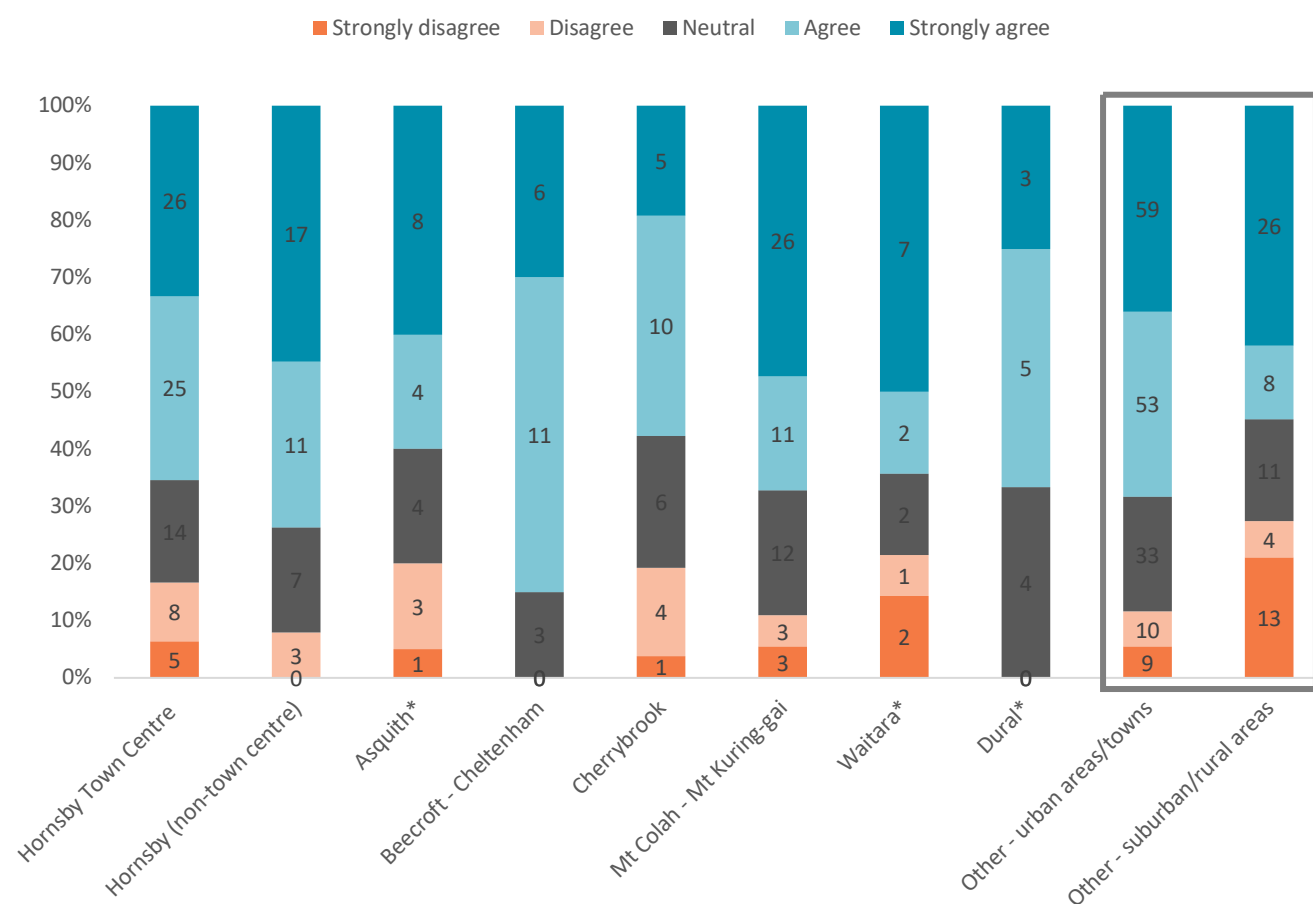


Figure 8 below indicates that support for the concept of a concentrated housing model is not significantly affected by place of residence; i.e. it is broadly supported throughout the Shire irrespective of whether or not residents are from town centres or suburban/rural areas. The graph also indicates a relatively large number of people who are neutral as to their support for the concentrated housing model. This is consistent with the overall engagement findings. Judging from the qualitative comments to the survey, it appears the neutral stance reflects a conditional support for the concentrated housing model (i.e. under proviso that appropriate infrastructure will support housing).

Figure 8 – Concentrated housing model by location (online survey)

To what extent do you agree that Hornsby Shire's growth should be concentrated in the main centres and close to transport?
- by location (n=489; excludes out of area)



NOTES

* small sample size and that the last two columns are groupings of suburbs and hence have higher participation rates.

'Other – urban/towns' and 'Other – suburban/rural areas' indicate suburbs that have been grouped together for ease of reference (as there are 22 suburbs in the Local Government Area).

HOUSING CHOICE

The question of housing choice reflected attitudes to higher and mixed density. This subject appeared to be more divisive than the question of concentrated housing model (though there are obvious overlaps between the two lines of questioning).

The analysis of the online survey and Summit voting found:

- The online survey showed a near equal split with 37% supporting greater housing choice in Hornsby Shire; 38% being against; and 25% being neutral or undecided. (Figure 9)
- The Summit voting activity showed an overwhelming positive attitude to greater housing choice, with 80% indicating overall support and only 5% being neutral or undecided. (Figure 10)

These results, and the reasons behind them, are discussed in further detail in the themed sections of this report as well as in the section on Implications for the LSPS (pages 52 and 53)

Discussed in more detail in the Liveable section, the mixed views on housing density were consistent throughout the engagement; the voting results from the Summit appear inconsistent with overall – and strong – engagement findings and conversations with the community.

The responses could indicate that the Summit voting results were influenced by the overall debate around environmental sustainability.

Figure 9: Housing choice (online survey)

To what extent do you agree that Hornsby Shire needs more housing choice? (n=508)

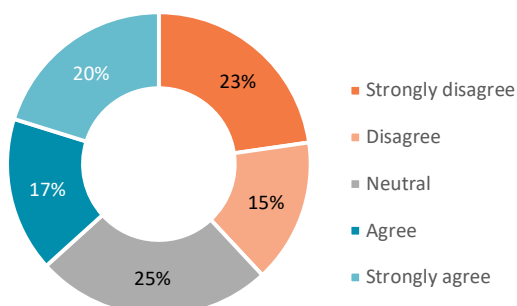


Figure 10: Housing choice (Summit)

To what extent do you agree with the statement: "In 2040, Hornsby Shire has a mix of housing choice for all ages and abilities"? (n=181)

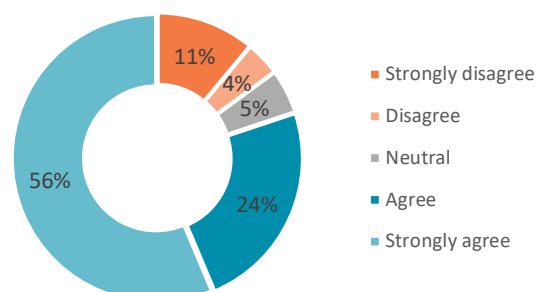
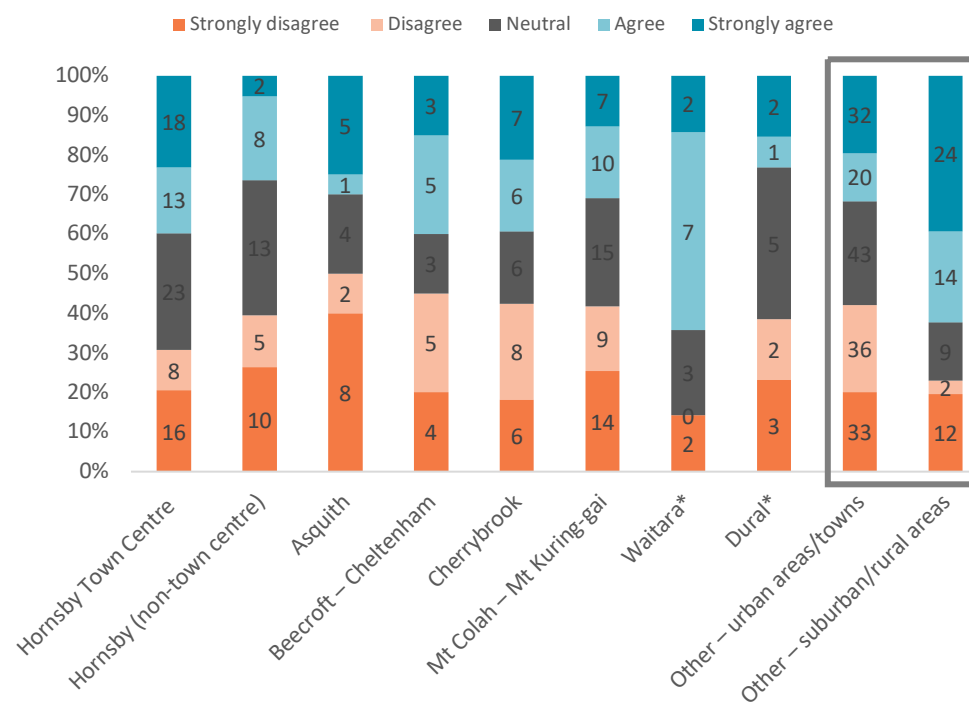


Figure 11 below indicates that participants who live suburban or rural areas are generally more supportive (and less neutral) of greater housing choice than their urban counterparts.

Figure 11: Housing choice by location (online survey)

To what extent do you agree that Hornsby Shire needs more housing choice? – by location (n=496; excludes out of area)



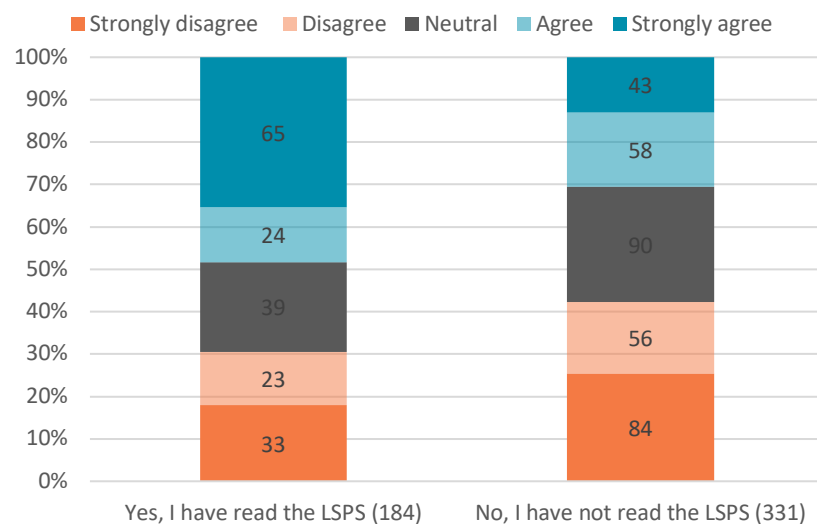
NOTES

* small sample size and that the last two columns are groupings of suburbs and hence have higher participation rates.

'Other – urban/towns' and 'Other – suburban/rural areas' indicate suburbs that have been grouped together for ease of reference (as there are 22 suburbs in the Local Government Area).

Figure 12 below indicates a stronger support for greater housing choice amongst the 184 survey respondents who had read the LSPS compared to those (331) who had not read the document.

Figure 12: Housing choice by familiarity with the LSPS housing model (online survey)



To what extent do you agree that Hornsby Shire's growth should be concentrated in the main centres and close to transport? - by location (n=515; excludes out of area)

ENVIRONMENTAL SUSTAINABILITY AND CLIMATE CHANGE

Environmental sustainability was an underlying theme throughout the engagement. With the exception of the Youth Future Forum, there was a strong sentiment that the growth (in population and housing) should be contained in order to protect the environment.

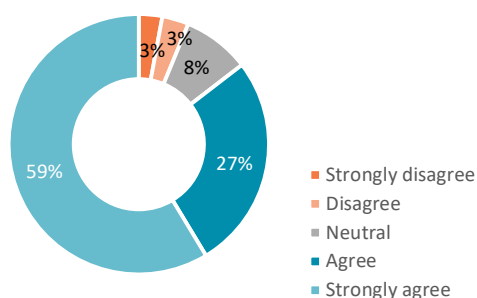
The vast majority of community members are deeply concerned about climate change and associated issues such as food security and impacts of extreme weather events.

These concerns are expressed in the results from the online survey, which found that the community overwhelmingly (86%) supports the notion that sustainability and intergenerational equity should be a top priority for Hornsby Shire Council in planning (see Figure 13).

At the Youth Future Forum, there was general agreement that this was not always a win or lose situation: that it is possible to live more sustainably and still make room for more people (if planned for appropriately). For young people at the Forum, environmental sustainability was seen not just as a high priority, but as a premise for all future planning (refer to the end of this report for the Statement from the Next Generation).

Figure 13: Environmental sustainability

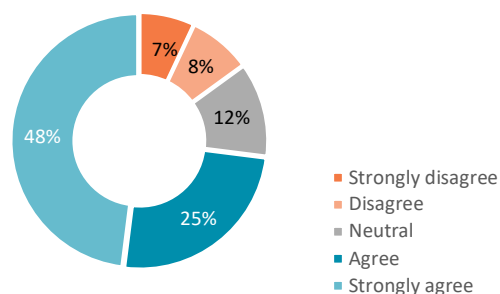
To what extent do you agree that a sustainable Shire for future generations needs to be a Hornsby Shire Council priority?
(n=515)



Similar attitudes were expressed during the Summit voting exercise, with 73% agreeing or strongly agreeing that street trees should be prioritised over car-parking.

Figure 14: Balancing trees and parking (Summit)

To what extent do you agree with the statement: "In 2040 Hornsby Shire should have more street trees than car parking"?
(n=172)



FEEDBACK ON DRAFT LSPS AND KEY PRIORITIES

The feedback on the draft LSPS document and eight Key Priorities was generally positive; throughout the engagement the general sentiment expressed was that it was a comprehensive document and a good basis for further planning. It was also appreciated as a reference for collaboration and advocacy.

The main points of critique about the LSPS document was a perception that it was somewhat ambiguous, with many of the qualitative comments in the survey noting that *“the devil is in the detail”*. There were also some concerns that the document did not go far enough; several community members commented that significant and profound change is needed. These views were mainly expressed in relation to climate change.

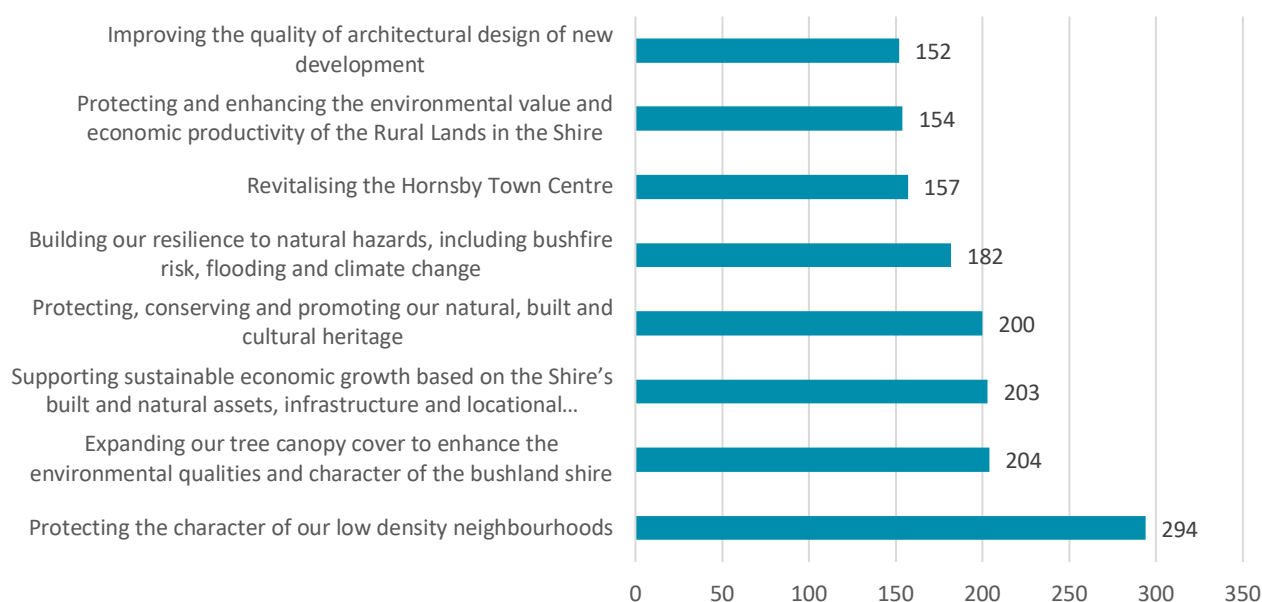
Similarly, many community members commented that while the document is a good starting point, they would like to see real action rather than words.

In terms of feedback on the eight draft Key Priorities identified in the draft LSPS, the priority on protecting the character of low-density neighbourhoods was identified as being particularly important to the community. This is illustrated in Figure 16 below. However, it should be noted that by and large, there was a fairly even spread across the eight Key Priorities and judging from the qualitative comments to the survey, there was a general sentiment that *“they are all important”*.

As shown in Figure 15 below, the fairly even spread across the Key Priorities was consistent throughout the Shire, with survey respondents rating the priorities in a similar way irrespective of where they live (but, not surprisingly, with Dural residents rating the Key Priority on Rural Lands relatively higher than other areas did).

Figure 15: Feedback on draft LSPS – Key Priorities (n=1,546 online survey)

Select your top three Key Priorities



As shown in the graph, 294 residents nominated “Protecting the character of our low-density neighbourhoods” as the Key Priority they were most supportive of. However there were differing views on what this means. For example, some participants indicated there should be no change at all to existing suburbs; and others wanted to see better opportunities for social interaction in their neighbourhoods. Some community members also commented that certain developments (namely “manor houses”) and childcare centres should be considered in keeping with the character of low-density suburbs for planning purposes.





QandA Panel at Future Living Summit.

LIVEABLE

Housing was the most divisive topic of conversations throughout the engagement, with strong and differing views on housing diversity, but shared views on the importance of the provision of infrastructure to support development, as well as agreement that the character of low-density areas should be protected.

The question of housing and density was closely linked to discussions around **transport** with many people commenting that recent developments in the Shire were not supported by adequate infrastructure. It was also felt that the new developments did not fit well with the character of the Bushland Shire identity.

Similarly, community members throughout the engagement also raised concerns with the **quality of new developments** as well as local access to shops, cafés, open spaces and community facilities that could facilitate stronger neighbourhoods and social cohesion. Linked to the question of quality was a strong desire to protect local **heritage and leafy local character of low-density housing areas**.

Some community members wanted to see a complete stop to new developments; where others expressed a need for a **greater mix of housing choice** to accommodate a need for more affordable housing. Most people of this view recognised that Council has no control over population growth. The concentrated housing model – whereby new developments are concentrated in existing urban centres and close to transport hubs – was widely supported as a way to accommodate population growth.

ENGAGEMENT THEMES

A strong sense of community spirit and belonging is essential to the wellbeing of Hornsby residents and was a core theme in all discussions about liveability – as indicated in the Wordcloud in Figure 16.

The community's aspirations to make this happen are summarised below. This summary is based on the outcomes from all engagement events.

The engagement showed **strong alignment** around the following key themes:

- Protection of low-density housing areas and leafy suburbs.
- More welcoming, green public open spaces.
- Multi-purpose community facilities, play and recreation areas.
- Better quality urban design and buildings (including set-backs, appropriate building heights).
- Walkable neighbourhoods with local shops, cafes and restaurants; though commercial enterprises, local shops play an important community building function.
- Preference for medium-density over high-density housing.
- Protection of local heritage.

Specific issues frequently raised included:

- Provision of a public high school and tertiary education in the Shire.
- Better libraries and better use of libraries.
- Improved access to transport, public spaces and housing for people with disabilities.
- Pedestrian access to the west side of Hornsby.
- Provision of facilities for young people.
- Seating and amenity throughout urban and local centres for people with impaired mobility.

Figure 16: Wordcloud on bold ideas (n=998)



Diverging viewpoints included:

- Some community members strongly voiced their objection to any new developments and wanted to see Council push back on population growth. The outcomes from all engagement events suggests these sentiments are particularly strong amongst residents who live in lower density areas and/or who are early retirees.
- The majority of residents recognised that Council cannot stop population growth and were supportive of a balanced approach to managing change. They supported greater housing diversity in urban centres throughout the Shire. Some participants also wanted to see more housing diversity e.g. Dural, to give people options of ageing in place and retaining young people in the area. Many community members who were of this 'balanced view' were living in medium or high-density housing themselves.
- Some residents were passionate about seeing seismic change and paradigm shifts in planning for the future. Climate change was a strong driver in this, where young people were especially vocal on wanting to see environmental considerations being on the forefront of *all* planning.

FOCUS GROUP – OPPORTUNITIES

The focus group identified the following opportunities for liveable communities:

- Medium-density is the generally preferred housing option to accommodate population growth in a way that doesn't impact too much on the look and feel of neighbourhoods or impact on the environment.
- Well-planned density can make use of infrastructure, empty space (above train stations) and support local economy (local shops/retail).
- High quality, well-managed high-density above the Hornsby Train Station and medium-density around other suburban stations.
- Medium-density at Waitara and want it used as a precedent/local case study of good practice.
- Multi-purpose recreational space that can be used at different times of day.
- More and better use of neglected and underutilised recreation and community spaces (like pocket parks or community halls).



Youth Future Forum and Community Cruise Participants.

YOUTH FUTURE FORUM – OPPORTUNITIES

- Prioritise mixed-density living that encourages community building and has a smaller environmental footprint.
- Promote community diversity by providing more, and democratised use of, open public spaces.
- Incorporate community-building into residential design requirements.
- Provide welcoming and social facilities and public spaces for young people to get together.
- Preserve the current uses of Hornsby's semi-rural lands to provide lifestyle choice.



Participants at the Youth Future Forum.

SUSTAINABLE

The vast majority of community members regard environmental sustainability as fundamental to the future of the Bushland Shire and the wellbeing of its people.

It was clear throughout the engagement that the beautiful bushland, pristine waterways and rich flora and fauna of the Shire plays a defining role in the community's sense of **identity and belonging**.

Community members deeply value the natural environment and want to see it protected. They feel strongly about **protecting and enhancing tree canopy** in urban spaces and creating green grids and green spaces in the urban landscapes. This was seen not only to improve amenity and aesthetics, but also as an important aspect of **adapting to climate change and reducing heat island effects**.

Residents expressed deep concern with the effects of climate change. This concern was especially pronounced in rural areas where water shortage and extreme weather events are felt more intensely. Similarly, there was a strong desire amongst many people throughout the Shire to ensure **food security**. This was reflected in a general attitude in the community broadly to protect agricultural lands.

This intent to protect agricultural lands was also reflected in the conversations with residents in Dural and Galston; however here the issue of whether or not **subdivision** should be allowed was a divisive topic, with people calling for subdivision wanting to age in place or provide opportunities for young people to live in the area. The issue of subdivision is complex and subject to a separate engagement process for the Rural Lands Study, the insights and data from this engagement process will help inform.

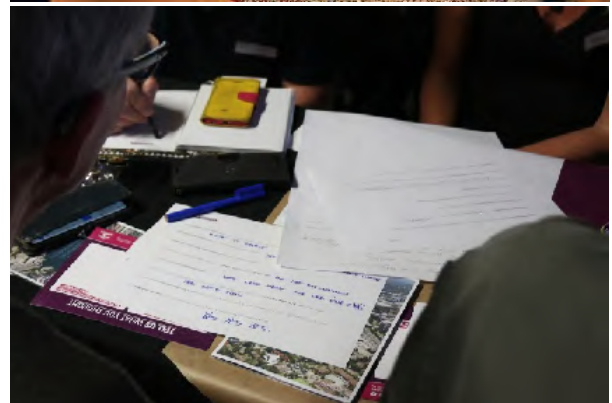
FOCUS GROUP - OPPORTUNITIES

The focus group identified the following opportunities for sustainability:

- Better protection, promotion and accessibility of green spaces, parks and reserves.
- Improve collaboration with National Parks for sustainable recreational access.
- Improve tree cover and green grid in urban centres.
- Provide vertical gardens as part of new developments.
- Lobby for incentives for renewable energy investments in private dwellings.
- Advocate for LED replacement of street lighting.
- Promote and enable composting and worm farms for community members.
- Work with local schools to create environmental awareness in the community.

“There is no Planet B”
Online Survey
Respondent

“I would challenge Council to be proactive on sustainability and climate change and excel beyond state and national objectives.”
Future Living Summit
Participant



Dr Karl speaking at the Living Future Summit, a participant at the Youth Future Forum and notes at the Community Cruise.

YOUTH FUTURE FORUM – OPPORTUNITIES

- Establish stricter sustainability and resource management requirements in housing construction.
- Promote existing sustainability measures that Council have implemented.
- Create strong sustainability requirements for all new open space works.
- Facilitate greater sustainability with local environmental education and subsidies for climate initiatives.



Community Conversations.

PRODUCTIVE

Transport and infrastructure were top issues throughout the engagement. This is driven by a desire to *reduce* reliance on car travel; residents want more options for active travel and improved transport infrastructure and commuter parking so they can better access public transport.

The issue of transport is closely linked to liveability and walkable, compact communities. People want to be able to access their jobs or schools locally, get to places via public transport, and **connect with their neighbours at a local coffee shop or supermarket.**

Most Sydney-siders share the same traffic and transport woes and so it is perhaps no surprise that this came up as a top concern throughout the engagement – especially as it links to the question of population growth and development. But there are some surprising insights: for most Hornsby residents, this is not so much a matter of wanting the convenience of travelling in a car. Quite the opposite: for most, it is related to a strong desire to **get out of the car** through easy access to public transport.

Many community members cited difficulties in finding a carpark near a train station “without having to get up at 5am” – and local residents in these areas were not happy with lack of parking and traffic congestion in their street.

Access to public transport, jobs, education and social life, whether via commuter parking or feeder transport options such as active travel, has a profound impact on the rhythms and routines of peoples’ lives and, hence, significantly **impacts well-being**. This is particularly true for those people who do not – or cannot – drive a car, such as **young people and people with disabilities**.

FOCUS GROUP – OPPORTUNITIES

The focus group highlighted the following opportunities for a productive community:

- Hornsby Shire has a strong skills base of educated and trained residents. This is a good basis for developing a more diverse local economy.
- With its location between the Central Coast, CBD and proximity to the Western Sydney growth areas, Hornsby could be a hub for a lot of different types of jobs; it isn't at the moment.
- With two big hospitals located within the Shire, there is potential to enable a medical and health focussed economy, which also could provide local teaching and training opportunities.
- Focus more on public transport; *"you can never provide enough car related infrastructure and roads – the more you provide, the more cars you'll get"*.
- Ensure that new developments and apartments have dedicated car share – *"it's useful and good"*.



Focus group discussion, a participant at the Community Cruise and attendees at the Future Living Summit.

YOUTH FUTURE FORUM – OPPORTUNITIES

- Support independence and freedom of movement through a better, more connected, diverse transport network.
- Establish Hornsby as Northern Sydney's creative industries hub.
- Provide study/work spaces that encourage collaboration and innovation.



Acknowledgment of Country at the Community Cruise.

COLLABORATIVE

Community members wanted to see greater collaboration between government, community, and private sectors on all levels.

Though collaboration was not a strong theme in the engagement, which purposefully focussed on urgent land use planning perspectives, it was nevertheless identified throughout the engagement as a **central aspect in terms of implementing the LSPS**.

The vast majority of **community members recognised the limitations of local government** to tackle entrenched and global challenges – and especially as related to climate change. The ownership of more localised government areas related to population growth, such as traffic, transport and infrastructure, were less clear to some people. There was a strong sense amongst some community members that it would be possible for Council to put a halt to any new development and population growth and an associated expectation that Council should ‘fix the roads’.

However, it was generally appreciated by most community members throughout the engagement that Council must respond to the NSW Government’s targets for housing and employment (as well as other directions of the North District Plan) and that roads, transport and infrastructure provision is a NSW Government responsibility. Here, there was a strong call for Hornsby Shire Council to **advocate on their behalf for appropriate infrastructure to support growth** and to collaborate with the Government on other issues of importance to the community.

(Note that collaboration was not a theme in the focus group workshop and has therefore not been pulled out in this section as it has for the other LSPS themes).

ENGAGEMENT THEMES

Residents want to see greater collaboration and coordination across all levels of government and across private, government and non-government sectors.

The community want to be part of this collaboration and call for ways in which they can be enabled to play a bigger role in tackling some of the key strategic challenges facing the Shire.

The engagement showed **strong alignment** around the following key themes:

- Stronger advocacy on transport and infrastructure related issues – the NSW Government should provide appropriate infrastructure to support growth before new developments are commenced.
- Partnerships with local businesses to create vibrant neighbourhoods.
- Facilitation of greater cross-cultural understanding and inclusion through collaboration with multicultural groups.
- Greater recognition of Indigenous heritage and culture through partnerships with local Aboriginal stakeholders.
- Collaboration with NSW Department of Education for better provision of education and training opportunities as well as better use of school infrastructure for after-hours community use.
- Collaboration with NSW Department of Health on enabling healthy communities through built design and infrastructure provision, as well as potentially establishing Hornsby Shire as a destination for medical and health training and industry.
- Engaging young people in decision making.

Figure 19: Wordcloud on bold ideas (n=998)



YOUTH FUTURE FORUM – OPPORTUNITIES

- Support youth culture through the establishment of a Shire Youth Centre.
- Establish a Youth Advisory Committee.
- Create spaces and events as part of a Youth Ideas Incubator initiative.
- Engage with young people on a regular basis in a similar way to the Youth Future Forum.

STATEMENT FROM THE NEXT GENERATION

Hornsby Shire Council invited young people (under 18s) to participate in the LSPS engagement process. They turned out in force and after two hours, summarised their values and aspirations for the future of the Shire into a statement from the next generation.

The following pages present the statement and detail values shared by the young people of Hornsby Shire Council area.



Participants at Youth Future Forum.

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.

Youth Future Forum Participants

WE WILL ACHIEVE THIS BY BEING...

> ENVIRONMENTALLY CONSCIOUS

We will act and engage from our environmental subconsciousness; an assumed, shared understanding that any good idea has sustainability and environmental protection at its core. We recognise that change is not only inevitable, but essential to achieving greater sustainability, but refuse to consider these changes to be compromises – caring for our environment is caring for ourselves.

▷ GLOBAL THINKING

We envisage a globally connected Hornsby; a place that harnesses the power of technology, and diversity of thought, to generate and implement world class solutions. We embrace the trends of a future global green city, over the reverence for the 1/4 acre block and white picket fence. We believe living in Hornsby Shire shouldn't limit access to global economies, housing solutions, work prospects or world thought leaders.

= SOLUTIONS FOCUSED

We're prepared to be the change we want to see; and positive change requires positive solution-focussed mindsets. Access to global solutions fuels our optimism to generate changes that are a win-win for the environment; finite land and resources present an opportunity for us to rethink how we create welcoming and social spaces. We crave community spaces, and future employment prospects that allow us to collaborate and implement our ideas.

+ COMPASSIONATE

We acknowledge that diversity of thought is the road to generating better solutions, and compassion is the essential vehicle to getting there. We must utilise the power of diversity and collaboration to create better, healthier communities. Our exposure to new ideas has been broad since day one, and we believe compassion should be a guiding principle in planning for everyone's future.

Δ MOBILE & FLEXIBLE

We believe quality living is directly related to choice and access; and an inclusive community requires a mix of housing, transport, employment and entertainment options that cater to all, regardless of age, ability or mobility. Freedom of movement and options for a meaningful life are fundamental aspects of individual independence and well-being. Future Hornsby will provide for every member of its diverse community, today and into the future.

OVERVIEW OF SUBMISSIONS

Hornsby Shire Council received 99 written submissions on the draft LSPS offering in-depth local knowledge, technical expertise, and specific suggestions for future land use planning.

This section provides an overview of the key themes raised in the submissions; a snapshot of topics raised across the Shire; and an overview of particular issues and opportunities identified by different stakeholder groups. Key stakeholder groups included community members; Government agencies; not-for profit organisations; and commercial interests (property owners and business).

The 99 submissions provided approximately 500 pages of detailed feedback. This is testimony to the level of insight provided by local knowledge-holders and technical experts and will help inform Council land use planning beyond the finalisation of the LSPS.

OVERVIEW OF SUBMISSIONS THEMES

The following themes have been identified through an analysis of the submissions. These themes are consistent with other engagement activities detailed within this report. Some themes (such as affordable housing, Hornsby Town Centre and rural lands) figure more prominently in the submissions than in the rest of the engagement. have emerged as stronger in relative terms though the submissions.

40 Housing

- Housing was a strong theme in the submissions with particular focus on density, affordability, accessibility and inclusion.
- Overall, the majority of submissions (except some commercial interests) expressed opposition to high-density living across the Shire, and indicated a general preference for medium density living
- All submissions on housing agreed that successful delivery of greater housing mix was dependent upon provision of appropriate infrastructure such as public transport, parking and road/traffic management measures.
- There was strong support for the concept of a '30 minute city'
- Affordable housing to address issues such as housing stress and homelessness was proposed by non-government organisations as well as government agencies as one of the most important housing issues to be addressed by Council, citing research to show that this is an area that requires strong planning intervention as the market will not regulate itself to this end and it leaves the most vulnerable demographic groups exposed to significant health and wellbeing risks).

34 Economy

- Submissions provided detailed comment regarding opportunities for growing, diversifying and improving the local economy
- There was strong agreement across all submissions that a thriving local economy significantly contributes to vibrancy and social cohesion
- Tourism opportunities across rural and river areas was identified as an opportunity for improvement and expansion
- Many submissions emphasised opportunities for expanding and leveraging the medical and professional sectors
- Some submissions wanted to see specific measures to enable and support self-employed enterprises
- Government agency submissions were especially concerned about ensuring better social and educational infrastructure to support the needs of the whole community into the future
- Issues related to economic growth and town centre development broadly came out stronger in the submissions relative to other engagement activities

32 Resilience

- Many submissions detailed a shared concern for the micro and macro impacts resulting from climate change.
- Submissions from government agencies and community members called for strategies to improve resilience – particularly in terms of reducing urban heat, providing shade and trees, and mitigating against natural hazards
- These concerns were consistent with those raised in the engagement overall, and particularly from participants living in rural areas.

31 Rural lands

- The mixed views expressed through the submissions are consistent with other engagement activities.
- The main issues relate subdivision, with some submissions calling for better opportunities for subdivision to allow greater population diversity in rural areas (e.g. ageing in place) as well as economic potential in face of a decline in the agricultural sector. Other submissions voiced strong concerns about subdivision, citing the need to preserve local food production.
- Approximately one third of all submissions expressed concern about the future of rural lands. Proportionately, this theme figured more prominently in the written submissions than in other engagement activities.

29 Environmental preservation

- Overall, submissions expressed a fundamental need to protect the unique bushland and waterways of the Shire
- Greater environmental protection was mentioned as a top planning priority for the future.
- These findings are consistent with other engagement activities.

SNAPSHOT OF LOCALITY BASED THEMES

A snapshot of how these themes were expressed across the Shire is provided in Figure 20 below. This map is intended as a high-level overview for easy comparison of how submissions differed based on their geographic reference and location; these headlines aim to highlight differences in emphasis in various locations rather than represent a summary of residents' views in each area.

In general terms, rural areas (such as Galston and Dural) called for greater diversity in housing and economy – but not at the expense of local character or the environment. Galston residents in particular were interested in a vibrant village centre and 'family vibe'. All residents of rural areas

expressed strong concerns about climate change, water shortage, and natural hazards (especially bushfires).

Similarly, residents in urban centres expressed a need for revitalised town centres and emphasised the need for better infrastructure (especially commuter parking, public transport connections and active travel options). Public open spaces and also local retail were highlighted as being essential to social cohesion.

Residents and visitors to Hornsby Town Centre emphasised the need for greater vibrancy and night-time economy and also expressed concern with concentrating all new developments within the town centre (particularly in regard to high rise development).

Figure 20: Snapshot of submission themes as related to specific places within the Shire



COMMUNITY SUBMISSIONS

It was clear from the level of detail in the community submissions that residents are passionate about their community and want to be involved in planning for their future – especially in regard to environmental protection as well as creating great neighbourhoods.

Overview of community submissions:

- 65 individual submissions
- 6 submissions from local resident groups
- 3 submissions from community associations

Key issues frequently raised include:

- Strong aspiration for [protecting the natural environment and biodiversity](#) of the Shire; this is a core, shared value of the community
- Strong support for enhancement of [tree canopy cover](#) (including protection of mature trees), and greening of urban landscapes
- Concern about impacts of development on [character and amenity](#) of low-density areas
- Concern about the [effects of climate change](#) and calls for better resource management and measures to improve resilience – particularly in response to risks of bushfires
- Interest in [tourism](#) opportunities, especially in rural areas
- Support for [walkable, connected communities](#) with local fresh food shops and cafes
- Desire to protect [local heritage and Aboriginal heritage](#) of the Shire
- Support for intention to support small [businesses and enable self-employed enterprises](#)
- Expressed need to support the [wellbeing](#) of vulnerable demographic groups and namely young people, seniors and people from multicultural backgrounds
- Some support for [greater \(appropriate\) housing choice](#) within the Shire to accommodate diverse community needs (but not at the expense of existing amenity and environment and under provision of adequate infrastructure, parking and transport options)
- Concern about [seniors housing](#) in rural areas

GOVERNMENT AGENCIES AND NOT-FOR-PROFIT ORGANISATIONS SUBMISSIONS

Government agencies and not-for-profit organisations offered detailed technical advice, research and specific recommendations to guide the finalisation of the LSPS.

Overview:

- 5 submissions from government agencies
- 8 submissions from not-for-profit organisations

Key issues frequently raised include:

- Strong support for the concept of **walkable, connected** centres ('30 minute city') to support social cohesion and active lifestyles
- Strong support for **greater housing diversity (and adaptable housing)** to accommodate diverse and evolving needs of the community; and particularly in regards to accommodating the ageing population, young people, and young families
- Support for **spread of housing** choice outside of Hornsby Town Centre, and around existing transport and infrastructure
- Strong support for **stronger planning intervention to support affordable housing** for low-income earners
- Concern about effects of climate change on health and wellbeing and identified need for **shaded, safe and green** public open spaces and play areas
- Support for a **diverse local economy**
- Support for stronger measures to encourage **greater resource efficiency** (namely water and energy)
- Offer of advice and collaboration to develop **inclusive and sustainable** guidelines for the built environment
- Call for Council to collaborate with the local **Aboriginal community** and Metropolitan Land Council on strategic land use planning

COMMERCIAL SUBMISSIONS (INCLUDING LANDOWNERS AND BUSINESSES)

Substantial and detailed submissions mainly regarding Hornsby Town Centre were made by landowners and businesses, which all will be considered on their merits as part of Council's due process as well as the Hornsby Town Centre Review.

Overview

- 12 submissions from property owners (or their representative), developers and the business community

Key issues frequently raised include:

- Strong support for better and **appropriate infrastructure** provision as a prerequisite for growth (namely in regards to transport options and commuter parking)
- Support for **revitalised town centres** (with particular reference to Hornsby Town Centre and Cherrybrook)
- Support for the concept of '30 minute city'
- Support for **rezoning to allow higher density**
- Concern about **lack of certainty** – in the short term as related to uncertainties around timelines for the completion of the Hornsby Town Centre Review
- Interest in collaborating with Council in enabling a **vibrant local economy** (including night-time economy)



IMPLICATIONS FOR THE LSPS

Hornsby Shire Council is grateful for the time and insights 1,900 people have contributed throughout the eight week long exhibition of the draft LSPS. Along with the scientific studies, the engagement forms a solid evidence base for future planning.

This section provides a brief summary of community conversations and stakeholder input in relation to key aspects of the LSPS, and on this basis offers suggestions for further consideration when finalising the LSPS. The suggestions also take into account best available science, good land use planning principles, regional planning direction, and legislative requirements².

The suggestions keep in with Council's overall intention with the LSPS: providing for the evolving needs and aspirations of the community in the long term; and addressing the challenges and opportunities identified in the community's plan for their future – in *the Your Vision, Your Future - Community Strategic Plan 2018 - 2028*.

The section is structured into the LSPS themes and provides further detail on the key topics raised by the community as related to:

- Overall views on the LSPS
- Liveable (housing; general land use; public open space, recreation, play and community facilities)
- Sustainable (climate change and resource management; resilience; rural lands; and environmental protection)
- Productive (transport, traffic, parking; active travel; economy, employment, education; and town centres)
- Collaboration

² The Local Government Charter (S9, Local Government Act 1993) prescribes that all councils plan for inclusive, sustainable communities that have particular regard to the needs of children and promotes the principles of multiculturalism. The Charter seeks to ensure that the needs of the whole community - and especially vulnerable groups - are considered in long term planning for the future. See Appendix 1

OVERALL VIEWS ON THE DRAFT LSPS DOCUMENT

While there were strong unifying themes throughout the engagement, there were also areas of great diversity in views and attitudes within the community.

Strong unifying themes across all engagement included: protecting the natural environment; ensuring high quality of the built environment (including provision of infrastructure); and the need to create walkable and green local neighbourhoods that enable social interaction, recreation and play.

At its core, it appeared that the main source of differing views related to attitudes to change (namely in regards to population growth). Most community members and stakeholders were of the view that change is inevitable and called on the Council to plan ahead proactively, holistically and collaboratively. On the other hand, some community members strongly expressed they did not want to see Hornsby Shire change any further and called on Council to put a complete stop to all new development or increases in population.

This report seeks to navigate these differences with respect and balance. All comments and submissions have been carefully considered, recorded, and shared with all planners and stakeholders involved with the LSPS or technical studies and will continue to inform the process beyond this report.

Feedback on the LSPS document overall is outlined below:

- The community and key stakeholders generally **commended Council on the comprehensive nature of the LSPS document**; it was felt the document was well-researched and easy to follow.
- Many community members felt that the **draft LSPS could be bolder** in setting direction and priorities for the future; it was seen by many as being 'business as usual'. This was particularly true for people who wanted to see stronger action on climate change (especially young people).
- Many community members wanted to see stronger reference and regard to **'mega-trends'** – significant global and technological changes that will alter the premise for all planning (e.g. driverless cars, 3D printing, AI). This came through strongly in conversations around transport planning and economic development.
- Some community members wanted to see **more detail and clearer commitment in the LSPS**; they were understanding of the fact that many of the technical studies are yet to be completed but, in lieu of firm scientific information, wanted to see timelines included as to when the studies would be made available. This view was especially strong in relation to the Hornsby Town Centre Review – particularly amongst stakeholders with commercial interests in the town centre (e.g. developers, landowners and retailers).
- **Timing and alignment of studies, plans, LEP and DCP review and the LSPS itself** was a general concern for many community members, with some commenting that LEP and DCP reviews should be prioritised, and key aspects of the plans exhibited to the public as they become available (rather than waiting for the finalisation of the LSPS and technical studies to be completed).
- Some key stakeholders suggested **measures be put in place to enable ongoing monitoring and evaluation** with specific performance indicators and methods suggested to monitor progress toward '30 min city'; healthy and sustainable built environment; environmental protection; and affordable housing.
- Some key stakeholders and community members wanted to see a **timeline for regular review of the LSPS** included in the document. This could potentially be aligned with the Integrated Planning and Reporting cycle and in step with development of Council's Delivery Plan every four years.



LIVEABLE

Housing

The topic of housing was complex, detailed and quite divisive. Discussions are described at some length below to reflect the diversity of views.

The community expressed diverse opinions regarding housing provision across Hornsby Shire falling into three main groups; some people wanted to see a complete stop to all new development (for example 38% of online survey respondents were against greater housing choice - see page 25). Some wanted to see some diversity in housing to accommodate a growing community contained within Hornsby Town Centre in order to protect the character of lower density areas (e.g. 73% of Summit respondents in the voting activity supported the concentrated housing model, see page 23). Others again encouraged Council to proactively plan for greater housing diversity (including affordable housing) throughout the Shire and not just in Hornsby Town Centre (as indicated in the online survey where 37% of respondents supported greater housing choice, see page 25). This latter view was strongly supported by some local residents in urban centres such as Cherrybrook and Beecroft (as per comments from the online survey) as well as key agencies such as NSW Health, Shelter NSW, and benevolent organisations (highlighted in the submissions).

Discussion

Arguments in support of greater housing diversity included the need to accommodate key workers and a sustainable local economy; attract and retain young people and skilled migrants to the area; provide for people with disabilities and seniors (and not just in the context of Rural Lands); reduce the dependency on cars (through better local economy and public transport); enable walkable, vibrant local neighbourhoods; and reduce the overall environmental footprint of housing. Young people and seniors who were planning on downsizing were especially passionate about providing greater housing diversity.

Community members and stakeholders who were in favour of greater housing diversity outside of Hornsby Town Centre cited the need to ensure the liveability of the town centre itself by minimising high rise developments, as well as a desire for more housing choice in other areas outside of Hornsby Town Centre to accommodate a variety of housing needs across all demographics and preferences (as indicated in the online survey with 66% of respondents being in support - see page 23. This was also shown in comments from the Community Conversations/Pop-Ups, Community Cruise Workshop and Focus Group).

People who were against greater housing diversity cited the need to protect both the natural and built environment from the impacts of an increased population (comments from the Community Conversations/Pop-Ups, Online Survey and Summit). Recent developments in areas such as Mt Colah were frequently used as examples of poor-quality building design and loss of local character. People also frequently raised concerns about urban heat island effect in newly developed areas (comments from the online survey and submissions analysis).

Agreement on need for better infrastructure

Regardless of whether or not greater housing diversity was supported, there was strong consensus across the whole engagement that any new housing should be delivered with adequate infrastructure and built to high standards in terms of quality, longevity and sustainability (as highlighted in comments from the Focus Group, Community Conversations/Pop-Ups and Community Cruise Workshop). In particular, there were concerns that 'station centres' such as Cherrybrook, Beecroft and Cheltenham have insufficient infrastructure in place to support commuting traffic and a growing population in those places.

It was also generally agreed the character of low-density areas should be protected (but there were differing views on what that would mean), and medium-density housing should be favoured over high-density developments in providing greater housing choice (this came across all comments throughout the engagement events, with few exceptions).

Feedback on LSPS document regarding housing

Some community members and submissions from government agencies expressed confusion about what was seen as inconsistencies within the LSPS in the relations between the Key Priority to protect the character of low-density neighbourhoods, the intention to concentrate growth in Hornsby Town Centre, and the intention to better provide for ‘the missing middle’ and ‘30 min city’ in urban centres throughout the Shire.

Key stakeholders raised concerns regarding what they saw as the lack of specific measures or stronger commitment to address affordable housing, as zoning is regarded as an insufficient mechanism to provide affordable housing. These stakeholders argued urgent action is needed to better accommodate the needs of the whole community, especially low-income earners, key workers, seniors and young people. These agencies recommended the LSPS include commitments to changes to planning mechanisms and controls that can enable affordable housing (comments from the submissions).

Similarly, feedback from key agencies suggested the LSPS should include specific reference to accommodate the growing demand for housing to meet the needs of an ageing population. They pointed to a preference for medium-density and adaptable housing in central and accessible locations over aged care facilities in rural areas and urged Council to include planning commitments to this effect (as per comments from the Community Conversations/Pop-Ups and submissions).

There was strong support for Council’s initiatives and support within the LSPS to protect the region’s heritage.

Implications for the LSPS:

- Consider strengthening the LSPS to more explicitly and consistently encourage greater housing diversity to meet the needs of the whole community across the Shire (and not just in Hornsby Town Centre).
- Consider strengthening the LSPS to prioritise social and affordable housing in appropriate locations throughout the Shire. Key considerations could include seeking exemption from SEPP70 to allow Council to adopt an Affordable Housing Contribution Scheme, establish guidelines for Voluntary Planning Agreements and Section 7.11 contributions in regards to affordable housing, and setting targets for provision of affordable housing.
- Review wording of Liveable Priority 2 to clarify design guidelines are to have regard to the principles of ecologically sustainable development (including fire protection), as well as universal design principles to increase dwelling versatility. The latter encourages the adaptability of housing to meet the needs of an ageing population, and people with disability throughout the Shire.
- Consider the development of an action within Liveable Priority 6 to investigate planning mechanisms that encourage seniors and aged care housing in safe, accessible and socially connected locations throughout the Shire.



General land use

There was strong consensus that neighbourhoods should be welcoming, walkable, well-connected via active travel infrastructure, green, and enable social interaction and play (as emphasised in comments from all the engagements events). Many highlighted the need for local shops (namely fresh food shops and cafes) in urban centres. This was regarded as important not only to reduce dependency on car related travel, but as an aspect of strengthening social cohesion. This point came out particularly strongly in conversations with people from non-English speaking backgrounds, and in newly developed areas such as Mt Colah (shown in comments from the Community Conversations/Pop-Ups).

Community members generally shared concerns about the quality of the built environment (and lacking incentives and controls in the industry). They felt that recent developments were poorly designed and constructed and would like to see improvements to set-backs (as per comments from the Community Conversations/Pop-Ups); improved opportunities and incentives for sustainable building design; and greening of buildings and urban landscapes (reported by 102 bold ideas).

Greening of urban centres were seen to have utmost importance in future planning in the context of climate change and urban heat island effects. This was regarded as a broader issue than improving urban tree canopy (as shown in comments from the online survey and submissions).

The prospect of value sharing was identified in the submissions as an urgent and important opportunity for Council to pursue through a range of avenues (e.g. Voluntary Planning Agreements) and not just Development Contributions. This was seen as a key aspect in ensuring the financial viability of social infrastructure provision, as well as a matter of principle of equity (suggested in comments from the submissions).

Implications for the LSPS:

- Consider strengthening the concept of the '30-minute city' (e.g. walkable neighbourhoods) within the LSPS by including this as a priority or Key Priority.
- Review the Liveable Priority 4 and Liveable Action 9 to include other means of value sharing (e.g. Voluntary Planning Agreements).

Public open space, recreation, play and community facilities

The community agreed on the importance of greater access to diverse and multi-functional public spaces across the Shire to enhance wellbeing and social cohesion. Many recognised that existing public space is fairly limited and that there are competing interests for its use. They suggested prioritising versatile and multi-purpose use of public spaces to encourage greater community participation and interaction (as shown in comments from the Focus Group, Community Conversations/Pop-Ups and 136 bold ideas).

Specific suggestions were put forward to provide for dedicated space for youth (this was suggested by all age-groups and demographics); arts and creative places; community gardens; sports and recreation; and communal open spaces for residents of medium/high-density living (shown in comments from the Community Conversations/Pop-Ups). The community and stakeholders also expressed a need for improved amenity of public spaces, especially in regards to seating, shading, and cooling (e.g. water features and water play) (reported by 63 bold ideas).

There was also strong agreement on the importance of welcoming, shaded and creative play facilities. This point was seen as especially important in the context of increasing influence of digital play amongst children.

Overall, public spaces were regarded as being essential to wellbeing and of increasing importance in times of greater scarcity of land. There was a call on developers to provide more and better public space (see above regarding value sharing). There was also a call for Council to work with other landowners (e.g. schools) to increase access to open space (as emphasised in comments from the Focus Group).

It was generally felt that the LSPS covers these aspects.

Implications for the LSPS:

- Consider including an action under Liveable Priority 3 to identify opportunities for co-location of facilities, joint use agreements of social infrastructure and community facilities with schools.

SUSTAINABLE

Climate change and resource management (e.g. energy, water, waste)

A majority of community members and stakeholders throughout the engagement expressed the view that climate change should be an overarching priority for future planning. They called for strong Council leadership and collaboration with the community and all levels of government (neighbouring councils, state and federal) on the issue and wanted to see stronger commitments within the LSPS (86% of online survey respondents, and comments during the focus group).

However, some of community members disagreed and questioned the existence of climate change and/or felt this area was not a local government responsibility.

Regardless of views on climate change, there was broad support for the Key Priorities of expanding the tree canopy cover (Key Priority 1), protecting and conserving natural and cultural heritage (Key Priority 4), and building resilience to natural hazards (Key Priority 8) (see Figure 15 on page 28).

However, many community members expressed the view that these priorities did not go far enough in terms of explicitly addressing climate change. In particular, many commented that climate change should not be expressed as a subset of building resilience to natural hazards. A majority of community members felt climate change should figure more prominently - and earlier - in the body of the LSPS (as per comments from the Community Conversations/Pop-Ups, online survey and submissions). For young people in particular, climate change was seen as being an issue of higher order and one that should be considered in *all* aspects of planning, not as a separate issue on par with other issues (emphasised in comments from the Youth Future Forum).

Community members generally agreed on the importance of ensuring better water and waste recycling measures (reported by 114 bold ideas). This strong emphasis on the importance of water management and recycling (e.g. enabling and promoting water tanks on private properties) was especially prominent in the rural areas.

Implications for the LSPS:

- Consider identifying climate change and carbon emissions reduction as a separate Key Priority and ensure better visibility of its prominence within the LSPS.
- Review Sustainable Priority 9 to potentially incorporate an action to investigate planning controls that enable individual recycling and resource management (particularly onsite water management and renewable energy).

Resilience and sustainability

Community members were deeply concerned about the effects of climate change, and the exposure this entails to shocks such as natural hazards (namely bushfires) and stresses (such as water shortages, high energy costs and reliability).

Natural hazard risks - especially bushfires - was of deep concern to the community with many describing these risks as 'scary'. Some community members wanted to see a stronger reference to disaster preparedness and resilience within the LSPS where 17% of online survey respondents selected this a top priority for improving quality living. Some community members observed a link between provision of affordable housing and resilience; that if key workers such as nurses and firefighters cannot afford to live in Hornsby Shire, this leaves the Shire especially vulnerable to natural hazards (as per comments from the submissions).

Community members also expressed strong concerns about urban heat island effects and the impacts of these on health and wellbeing (with particular concerns raised in regard to vulnerable groups such as seniors). They were strongly supportive of the LSPS priority to mitigate the effects of urban heat (reported by 99 bold ideas).

Some community members and stakeholders wanted to see the LSPS incorporate a map of key evacuation points within the Shire; or a commitment to publish such a map.

Implications for the LSPS:

- Include a map of key evacuation points and heat refuges (e.g. places where people can seek shelter in the face of extreme weather events) within the Shire in the LSPS. Consideration could be given to using libraries or other air-conditioned community hubs.
- Consider clarifying in the body of the LSPS that when considering 'the right trees for the right locations (page 8), consideration will also be given to identifying trees that will not be fire accelerants.

Rural lands

There is a strong consensus amongst community members that Hornsby Shire maintains its rural character, though the meaning of 'rural character' was not expressed clearly in the engagement. There is a strong, underlying sense of uncertainty regarding the future of rural lands within the community (emphasised in comments from the Community Conversations/Pop-Ups and submissions). The status of the Rural Lands Study as a study rather than a strategy was questioned by some rural residents who wanted to see clearer – and more urgent – direction in terms of land use in rural lands.

The issue of subdivision of the rural lands was divisive; some rural residents strongly supported subdivision, citing the need to accommodate population diversity, and opportunities to age in place as their main reasons. Other community members (from rural areas as well as broader community) expressed equally strong views against subdivision mainly on the grounds of needing to protect agricultural land and local food production (shown in comments from the Community Conversations/Pop-Ups and 67 bold ideas).

Many rural residents also expressed the view that the rural areas are in decline with lack of infrastructure especially through the gorge. Most rural residents wanted to revitalise the area and support local food producers, as well as encourage tourism and outreach into the area (highlighted in comments from the Community Conversations/Pop-Ups and submissions).

Community members and stakeholders were generally wary of seniors housing in rural areas. They preferred to see the need for seniors housing accommodated through greater housing choice throughout the Shire rather than as separate enclaves in rural areas (shown in the submissions). There was strong support for Council's consideration of seniors housing within the Housing Strategy and related technical studies.

Implications for the LSPS:

- Continue the communication and engagement with the community regarding the Rural Lands Study.

Environmental Protection

There was strong consensus amongst community members across the Shire that the natural environment is a unique asset that should be protected for generations to come (comments from the Youth Future Forum, online survey and Summit). There is wide support for the LSPS priorities of protecting Hornsby's waterways, as well as sustainable access to national parks (highlighted in comments from the Focus Group).

As mentioned above, there is broad support for the Key Priority of expanding the tree canopy cover (Key Priority 1) (204 votes the online survey, see Figure 15 page 28). Some community members suggested this Key Priority should not just be about the quantity of cover (expansion), but also about the quality of cover. Some community members were worried that mature trees might still be at risk if the Key Priority is not explicit enough about the quality of cover (shown in comments from the Focus Group, Community Conversations/Pop-Ups and submissions).

Similarly, there was strong support for the Key Priority to protect and conserve natural and cultural heritage (Key Priority 4) (200 votes on the online survey see Figure 15 page 28). However, it was felt that this priority could go further in enhancing rather than just protecting and conserving what is already there.

There was a general understanding that transport was not a Council responsibility and many expressed appreciation of Council's resolve to collaborate with the NSW Government to resolve the issues.

Implications for the LSPS:

- Consider strengthening Key Priority 1 to protect mature trees while expanding tree canopy cover.
- Review Key Priority 4 with a view to achieve outcomes beyond maintaining the status quo (e.g. *enhancing, protecting and conserving and promoting our natural, built and cultural heritage*).



PRODUCTIVE

Transport, parking and traffic

There was strong agreement amongst community members that appropriate infrastructure provision is essential to any future planning and development and wanted to see Council take a strong lead on this in advocating on their behalf (this came through strongly in all engagement activities and from all stakeholders). This sentiment was particularly strong in Cherrybrook, where local residents expressed frustrations with the lack of infrastructure to support the new metro station (as per comments from the Community Conversations/Pop-Ups as well as online comments from Cherrybrook residents).

There was a strong sentiment in the community conversations that more commuter car parking is required, particularly around stations. Feeder traffic (e.g. buses) to train stations was also seen as vital in planning for the future. Some community members raised concerns about the lack of public transport options to the South West Growth Area (e.g. Parramatta) (shown in comments from the Community Cruise Workshop, Community Cruise Workshop and online survey).

The community also believes that NorthConnex provides Council with the opportunity to develop a place plan in Pennant Hills focusing on the revitalisation of the town centre and the Pennant Hills Road Corridor between Pennant Hills and Thornleigh (as per comments from the submissions).

Implications for the LSPS:

- Consider including confirmation of advocacy and collaboration on infrastructure provision and commuter parking as a Key Priority in the LSPS.

Active travel

The community has voiced broad support for the concept of a '30-minute city' (walkable and connected urban centres) as expressed in the main body of the LSPS. The community reported this as an effective approach to reducing Hornsby's dependency on private vehicles while also strengthening social cohesion at a neighbourhood level (comments from the Community Cruise Workshop and 92 bold ideas). This concept is also strongly supported by key agencies (comments from the submissions).

Many community members commented that active travel in the form of recreation or commuting contributes to both individual and environmental health (highlighted in comments from the Youth Future Forum and Community Conversations/Pop-Ups). Some community members specifically reported the necessity of more cycle paths that connect town centres and surrounding areas together in order to promote residents commuting as well as tourism in the Shire (shown in comments from the Community Conversations/Pop-Ups).

Implications for the LSPS:

- Consider promoting the '30-minute city' aspiration in the LSPS by including walkable, connected communities as a Key Priority.



Economy, employment, education

The community generally expressed strong support for the intention of stimulating the local economy and jobs growth with many identified opportunities in education, health and tourism (as per comments from the Youth Future Forum, Community Conversations/Pop-Ups and Summit). Young people in particular were supportive of establishing Hornsby Shire as an employment and education destination and were especially keen to see creative hubs and co-working spaces in the area (highlighted in comments from the Youth Future Forum and submissions).

Many community members also called for more local shops in neighbourhood centres. They felt that local fresh food shops and cafes not only are convenient and reduce the need for car travel but serve a significant social function in providing spaces for chance connections (shown in comments from the Community Cruise Workshop).

Community interest in tourism was mainly expressed by Brooklyn and Galston residents who were eager to diversifying their local economy and promote the natural landscapes and recreation opportunities more broadly (comments from the Community Cruise Workshop).

The LSPS intention of strengthening and diversifying the local economy was generally supported throughout the engagement (as per comments from the Focus Group and Community Cruise Workshop). In particular, many highlighted the need to better provide for self-employed business.

Implications for the LSPS:

- Consider amending Productive Priority 5 to also support co-working and working from home options through appropriate digital infrastructure to meet the needs of self-employed residents.

Town centres

The majority of community members and stakeholders expressed strong support for the Hornsby Town Centre revitalisation project, but some were apprehensive about the prospect of too much high-rise development concentrated in one place (as discussed in the Liveable section above, see page 30). Many community members also expressed support for the night-time economy, public art, as well as youth activities in town centres across the Shire, not only in Hornsby Town Centre (comments from the Community Conversations/Pop-Ups, Youth Future Forum and 42 bold ideas).

Key stakeholders with commercial interests in the Hornsby Town Centre appreciated the intentions of the project in that it would create greater certainty (as per comments from the submissions). However, there was some confusion about the exact location of the study area for the Hornsby Town Centre Review, as well as timing on the project.

Implications for the LSPS:

- Consider including a map of the Hornsby Town Centre study area in the LSPS.



COLLABORATION

The community expressed strong views that they would like to collaborate with Council on an ongoing basis as the LSPS is progressively updated (this came across in the comments from all engagements events). Young people were especially keen to be involved in planning for their own future.

Community members and stakeholders also supported Council's commitment to collaborate with local businesses, neighbouring Councils, NSW Government, Federal Government, and government agencies on complex issues including housing, transport, infrastructure, resilience and climate change (as highlighted in the submissions and 57 bold ideas).

The community also reported support for Council to work with Department of Planning, Industry and Environment on planning and infrastructure provision, especially in regard to climate change mitigation and adaption.

Community members also endorsed Council's resolve to work with Department of Education regarding potential use of school facilities (highlighted in comments from the Summit and online comments).

Many government agencies, including non-government organisations extended their support to Council and offered their technical assistance in future planning – particularly around healthy environments, resource management (water management and recycling) and housing (emphasised in the submissions).

Implications for the LSPS:

- Consider including a priority to engage with local young people in a meaningful way and on a regular basis.
- Consider including a priority to implement Community Participation Plans to continue engagement with the community on planning matters.



APPENDIX

Local Government Act (1993) S8 - The council's charter

(1) A council has the following charter:

- to provide directly or on behalf of other levels of government, after due consultation, adequate, equitable and appropriate services and facilities for the community and to ensure that those services and facilities are managed efficiently and effectively
- to exercise community leadership
- to exercise its functions in a manner that is consistent with and actively promotes the principles of multiculturalism
- to promote and to provide and plan for the needs of children
- to properly manage, develop, protect, restore, enhance and conserve the environment of the area for which it is responsible, in a manner that is consistent with and promotes the principles of ecologically sustainable development
- to have regard to the long term and cumulative effects of its decisions
- to bear in mind that it is the custodian and trustee of public assets and to effectively plan for, account for and manage the assets for which it is responsible
- to engage in long-term strategic planning on behalf of the local community
- to exercise its functions in a manner that is consistent with and promotes social justice principles of equity, access, participation and rights
- to facilitate the involvement of councillors, members of the public, users of facilities and services and council staff in the development, improvement and co-ordination of local government
- to raise funds for local purposes by the fair imposition of rates, charges and fees, by income earned from investments and, when appropriate, by borrowings and grants
- to keep the local community and the State government (and through it, the wider community) informed about its activities
- to ensure that, in the exercise of its regulatory functions, it acts consistently and without bias, particularly where an activity of the council is affected
- to be a responsible employer.

TABLE 1A (Public submissions)				
No.	Page number/s - DPOP	Theme and Focus Area	Summary of Issues	Staff recommendation / feedback
1a	Pp54-55	PRODUCTIVE Integrated and accessible transport 5A. Roads, footpaths and moving around	Traffic flow problems if more residential houses/units are built	<p><i>It is noted that future additional traffic demand in Hornsby Shire will reduce the flow capacity of roads and intersections which may potentially result in the road network operation falling below acceptable standards.</i></p> <p><i>Council has a strategic Shire transport model that is used to assist with identifying road network improvements required for future growth. Where traffic from a new development result in a road or intersection falling below the acceptable Level of Service (generally Level of Service D in existing areas), there is a nexus and requirement for developers to contribute to the cost of road network upgrades needed to maintain an acceptable Level of Service.</i></p>
2a	Pp54-55	PRODUCTIVE Integrated and accessible transport 5A. Roads, footpaths and moving around	<ul style="list-style-type: none"> • Bus shelters, particularly south of Mount Kuring-gai • Maintenance of verges 	<ul style="list-style-type: none"> • <i>The Pacific Highway from Mount Kuring-gai south to Hornsby is serviced by six bus shelters and six bus seats. The bus shelters have been recently repaired and painted and are in good condition. The areas around the bus shelters are either concrete, asphalt or grass verge.</i> • <i>The grass areas are included in a regular grass cutting schedule but the recent wet weather has proved challenging. The bus seats vary in age and condition but are usable.</i>
3a	P99	CAPITAL PROJECTS 2022/23	Park outdated and dangerous at Village Green Beecroft - needs maintenance	<i>Council has resolved to prepare a Master Plan for Beecroft Village Green in the Draft 2022/23 Operational Plan. The preparation of the Masterplan will include public consultation regarding any potential future works and improvements.</i>

ATTACHMENT 31

TABLE 1A (Public submissions)				
No.	Page number/s - DPOP	Theme and Focus Area	Summary of Issues	Staff recommendation / feedback
4a	Pp48-52	SUSTAINABLE Natural environment 4A. Environment	More trees in neighbourhoods	<i>Council has an ongoing tree planting program in streets and parks. On private property there are cases where some trees are removed where they cannot be adequately protected and conditioned to be replaced.</i>
5a	Fees and Charges	COLLABORATIVE Open and engaged	Where is the reference to the current charges for comparison?	<i>Submitter was emailed link to current Fees and Charges on Council's website, and a screenshot from Council Report GM13/22 with commentary that most fees and charges were increased by CPI of 2.1%.</i>
6a	Pp40-41	SUSTAINABLE Resilient and sustainable 3A. Sustainability	Solar Panels and Solar Hot water tanks should be mandatory on newly built units	<i>A State Government policy called BASIX sets energy and water reduction targets to ensure dwellings are designed to use less potable water and produce fewer greenhouse gas emissions. Development parameters relating to matters such as insulation, windows, lighting, water, tap fixtures, air-conditioning, roof colouring, rain water tanks and the like are entered into the BASIX assessment tool to produce a certificate. Solar panels and solar hot water systems are not necessarily required to achieve a 'pass' on a BASIX certificate. However, there is opportunity dwellings to go above and beyond the minimum requirements set out under a BASIX certificate. Many energy efficient features can be installed without Council approval under the Codes SEPP. Council has been lobbying for an increase in standards for residential buildings which the State Government proposes to apply across NSW from late 2022. This increase will improve the performance of new residential development.</i>
7a	Fees and Charges P66	COLLABORATIVE Open and engaged	Remove car parking charges for Fagan Park	<i>Parking fees for Fagan Park are used to help maintain the parkland including the carpark, trails and pathways used by Parkrun participants. Hornsby residents have access to an annual parking permit for Fagan Park</i>

TABLE 1A (Public submissions)				
No.	Page number/s - DPOP	Theme and Focus Area	Summary of Issues	Staff recommendation / feedback
				<i>which is cost effective for users. Details regarding the parking permit are available on Council's website.</i>
8a	Pp40-41	SUSTAINABLE Resilient and sustainable 3A. Sustainability	Climate Change needs to be taken seriously	<i>There are a number of Key Initiatives and Ongoing Activities listed on pages 40 and 41 which address climate change mitigation, i.e. reducing emissions, in line with Council's adopted emission reduction targets and net zero by 2050.</i>
9a	N/A	N/A	Why has Galston Gorge remained closed for so long?	<i>Not relevant to Delivery Program / Operational Plan. Submitter was emailed link to Transport for NSW webpage with Latest News on Galston Gorge rehabilitation.</i>
10a	Pp40-41 P69	SUSTAINABLE Resilient and sustainable 3A. Sustainability COLLABORATIVE Open and engaged 7C. Communication, education and engagement	Council should be prioritising electrification of all fleet vehicles and buildings. Charging infrastructure to be set up adequately for all. Council to educate residents of these benefits	<i>Council will be reviewing its fleet to reduce emissions (3A.K04) and will also be investigating electric vehicle charging options (3A.A07 and 3A.A09). Community education on emission reduction and uptake of solar is a Key Initiative (7C.K02). The electrification of buildings will be an outcome of ongoing activities to reduce emissions via energy efficiency and installation of solar at its facilities.</i>
11a	Pp48-52	SUSTAINABLE Natural environment 4A. Environment	Improve access to Dead Horse Bay Beach	<i>While not on the current list of bush walking projects itemised in Council's Development Contributions Plan, the area, tracks and connections identified are known to Council staff and will be investigated for possible inclusion into the future bush walking tracks capital works program.</i>
12a	Pp35-38	LIVEABLE Inclusive and healthy living 2B. Urban design and heritage	What right does Council have to push a childcare centre onto residents of Thornleigh Street? Childcare centres need to be put on council property	<i>Centre-based child care facilities are a permissible use in R2 Low Density Residential zones as mandated by the State Government. Child care facilities are also permitted on Council owned RE1 Public Recreation zones.</i>

TABLE 1A (Public submissions)				
No.	Page number/s - DPOP	Theme and Focus Area	Summary of Issues	Staff recommendation / feedback
15a	Pp54-55	PRODUCTIVE Integrated and accessible transport 5A. Roads, footpaths and moving around	Semi-rural areas need attention also. Need footpaths and Council needs to maintain sidewalks around Dural area	<i>The provision of new footpaths in rural areas are to be identified as part of the Active Transport Plan.</i>
19a	Pp32-34 Pp54-55	LIVEABLE Inclusive and healthy living 2A. Leisure, sport, open space and recreation PRODUCTIVE Integrated and accessible transport 5A. Roads, footpaths and moving around	Wisemans Ferry - roads/drainage need fixing. Amenities, carpark and play area need funding. Critical planning for this area is required	<i>The maintenance and drainage works required along Singleton Road following the floods will be carried out as maintenance works and as such do not appear in Capital projects. Crews are currently working in this area with the priority to ensure the road is trafficable. Other works will be carried out progressively.</i> <i>The playground works at Wisemans Ferry are commencing in June / July 2022 following the completion of the carpark and boat ramp works.</i>
35a	Pp48-52	SUSTAINABLE Natural environment 4A. Environment	Hornsby Rifle Range - conduct noise and impact assessment	<i>The Rifle Range is located on Crown Land managed by the NSW Government. The use of the land for sports shooting and regulation regarding its environmental impacts are managed by respective NSW Government agencies.</i>
44a	Pp54-55	PRODUCTIVE Integrated and accessible transport 5A. Roads, footpaths and moving around	Western side of LGA ignored although contribute substantially to economy with visitors to Fagan Park and Berowra Waters	<ul style="list-style-type: none"> • <i>Delivery Program and Operational Plan is a Shire-wide plan. Expenditure is determined based on priorities and asset management plans.</i> • <i>Roadside maintenance is on a regular schedule but the recent wet weather has proved challenging.</i> • <i>Construction of Galston Village Public Domain is scheduled in Council's draft Long Term Financial Plan for 2023/24 and 2024/25 and is anticipated to start late in 203/24 and be completed 2024/25.</i>
45a	Pp57-59	PRODUCTIVE	<ul style="list-style-type: none"> • Public Domain - Galston Village concept design community engagement - already 	<ul style="list-style-type: none"> • <i>Construction of Galston Village Public Domain is scheduled in Council's draft Long Term Financial</i>

TABLE 1A (Public submissions)				
No.	Page number/s - DPOP	Theme and Focus Area	Summary of Issues	Staff recommendation / feedback
		Vibrant and viable centres 6A. Inviting centres and business	engaged and seen plans; Concept plan - already have plans and now tell us plans will not be completed until 2024; Construction of Galston Village Public Domain - have to wait another three years • Shopping centre complex constructed with no public toilets; parking is a nightmare	<i>Plan for 2023/24 and 2024/25 and is anticipated to start late in 203/24 and be completed 2024/25.</i> • <i>Public toilets will be addressed as part of the Galston Village Public Domain.</i>
51a	Pp54-55	PRODUCTIVE Integrated and accessible transport 5A. Roads, footpaths and moving around	More money to be allocated for footpaths	<i>Noted.</i>
52a	Pp54-55	PRODUCTIVE Integrated and accessible transport 5A. Roads, footpaths and moving around	Western portion of A Ward, specifically Glenorie, being neglected. Requesting capital funding for footpaths in village, and in particular Cairnes Road	<i>Some minor improvements to Cairnes Road are proposed, notably a turn-around area at the end of the road.</i>
55a	Pp97, 105	CAPITAL PROJECTS 2022/23, and 2023-2026	Capital works - Brooklyn Wharf and pontoon upgrade scheduled for 2022/23 in 2021/22 Operational Plan – now does not appear at all in draft 2022-2026 Delivery Program. Has Council sought exemption under section 33(A1) of Transport Standards to meet requirement for disabled access to public transport	<i>This project is awaiting confirmation of funding from the Federal Government which will supplement funding allocated by the NSW Government..</i>
59a	Pp61-64	COLLABORATIVE Open and engaged 7A. Leadership and governance	Funds from sale of church in Cheltenham be used to upgrade Beecroft Village Green - would benefit more people than being applied to Byles Creek bushland	<i>Noted.</i>
61a	Pp54-55	PRODUCTIVE	Local Road Improvement, Malton Road, Beecroft - Seale Close to Timbertop Way -	<i>This project has been deferred to after 2026 due to budgetary constraints.</i>

TABLE 1A (Public submissions)				
No.	Page number/s - DPOP	Theme and Focus Area	Summary of Issues	Staff recommendation / feedback
		Integrated and accessible transport 5A. Roads, footpaths and moving around	<p>scheduled in 2020/21 DPOP for 2022/23, now scheduled for 2025/26</p> <ul style="list-style-type: none"> • Pennant Hills to Epping shared path – necessary to complete missing gap between Epping and Cheltenham • Better pedestrian access between North Epping and Cheltenham and Epping • Traffic issues at Kirkham Street, Beecroft - need to be addressed • Traffic issues in Hannah Street • Kiss and ride facility at Beecroft Station 	<p><i>Council is currently in negotiations with TfNSW, Motorways and Parramatta City Council in relation to the link over the M2. This will be long process and a very costly one to achieve given the M2 overpass constraints.</i></p> <ul style="list-style-type: none"> • <i>See above response.</i> • <i>Council has lobbied TfNSW to signalise the intersection of Beecroft Road and Kirkham Street for the past 17 years. This issue remains unresolved, but it is considered to be a State Road matter.</i> • <i>Traffic improvements including installation of scramble crossing at the intersection of Hannah and Wongala Streets is currently under investigation.</i> • <i>There are several "No Parking" zones which can be used for "Kiss and Drop" in Wongala Crescent. Furthermore, Council is considering additional "No Parking" zone in Hannah Street as part of current public domain improvements.</i>
	Pp48-52	SUSTAINABLE Natural environment 4A. Environment	<p>Fearnley Park, Beecroft – do works near entry steps and bridge from Hannah Street complete project?</p> <p>Management of bushland and weed infestation between Lyne Road Reserve and land next to M2 back to Cheltenham Oval</p>	<p><i>All planned capital upgrades for the Hannah Street entrance were completed before the end of the 2021 financial year. Additionally, volunteers assisted in planting out the track sides of the entrance.</i></p> <p><i>The area in question has been investigated for potential vegetation management. However, the area of 'good' bushland where works would commence, consistent with best practise bush regeneration, is not on Council-managed land. There are also plans to upgrade tracks in the area, as identified in the</i></p>

TABLE 1A (Public submissions)				
No.	Page number/s - DPOP	Theme and Focus Area	Summary of Issues	Staff recommendation / feedback
				<i>Development Contributions Plan. Once these plans are confirmed, Council will consider whether weed control should be undertaken in association with the tracks works.</i>
	Pp61-64	COLLABORATIVE Open and engaged 7A. Leadership and governance	Expenditure apportioned and transparent by locality	<i>Delivery Program and Operational Plan is a Shire-wide plan. Expenditure is determined based on priorities and asset management plans.</i>
	Pp72-77	COLLABORATIVE Smart and innovative 8A. Planning for the future	<ul style="list-style-type: none"> • More detail on Byles Creek Planning Study • DCP review of Beecroft retail area 	<ul style="list-style-type: none"> • <i>Council, at its meeting on 11 May, endorsed the recommendations of the Byles Creek Planning Study. A Planning Proposal will now be prepared which will apply to properties in the vicinity of Byles Creek and include: Rezoning R2 Low Density Residential zoned land to E4 Environmental Living; Increasing the minimum lot size of E4 zoned land from 600m2 to 40 hectares; Strengthening the objectives Clause 4.1 Minimum Lot Size within the Hornsby LEP; Inserting a new local provision and mapping for the Byles Creek corridor's riparian zones within Hornsby LEP; and Implementing community education and awareness programs.</i> • <i>Noted.</i>
62a	Pp61-64 P100	COLLABORATIVE Open and engaged 7A. Leadership and governance CAPITAL PROJECTS 2022/23	<ul style="list-style-type: none"> • Suggestions re presentation of Budget information • Budget allocation of Catchments Remediation Rate project at Edward Bennett (Park) Drive, Cherrybrook same as last year with less deliverables; business case unsubstantiated 	<ul style="list-style-type: none"> • <i>Noted.</i> • <i>Project deferred from last year to ensure integration with park upgrades being undertaken. Description of project now amended to include same deliverables.</i> • <i>The criteria for Catchment Remediation Rate (CRR) projects are driven by environmental values and objectives rather than being modelled according to</i>

TABLE 1A (Public submissions)				
No.	Page number/s - DPOP	Theme and Focus Area	Summary of Issues	Staff recommendation / feedback
				<i>strict economic criteria. The proposal at Edward Bennett Oval, along with other CRR projects, aims to meet multifaceted objectives that embrace best practice stormwater pollution management and water conservation. This specific project will take a systematic approach in capturing, treating and reusing stormwater and seeks to provide effective, sustainable and enhanced environmental outcomes for the waterways downstream of the site. In addition, the project will reduce the park's dependency on potable water for irrigation and provide drought resilience.</i>
65a	Pp54-55	PRODUCTIVE Integrated and accessible transport 5A. Roads, footpaths and moving around	More money should be spent on addressing road and pedestrian safety, particularly around Thornleigh, with less money allocated to Hornsby Park	<i>Noted. Hornsby Park is funded from tied grants and development contributions.</i>
13a-14a, 16a-18a, 20a-34a, 36a-43a, 46a-50a,	Pp96, 104-105	CAPITAL PROJECTS 2022/23, and 2023-2026	Cobah Road, Arcadia needs to be made safe. Upgrade/improvement should be a high priority (near Northholm Grammar)	<i>Stage 1 of Cobah Road repair (between Perry Road and 77 Cobah Road) has now been included in the 2022/23 capital works program.</i>
53a-54a, 56a-58a, 60a, 63a-64a, 66a	Pp96, 104-105	CAPITAL PROJECTS 2022/23, and 2023-2026	Local Road Improvements - Crawford Road, Mount Kuring-gai (Glenview Road to end) currently scheduled for construction in 2023/24. Project was in 2021/22 Operational Plan for 2022/23 construction - requesting it be moved forward to 2022/23	<i>This project has been deferred due to budgetary constraints. Included in Local Road Improvement program for 2023/24 and 2024/25. Pre-construction design will occur in the 2022/23 financial year.</i>

ATTACHMENT 32



Asset Management

Community insights report

November 2020



**Council acknowledges
the traditional owners
of the lands of Hornsby
Shire, the Darug and
Guringai peoples.**

**We pay our respects to
Elders past, present and
emerging.**



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1

Introduction

During 2020, Hornsby Shire Council (Council) involved its community in research to inform management of Council's asset portfolio. Council sought to understand the community's satisfaction with the condition of current assets, service levels and future asset funding priorities.

Council's goal is to ensure that assets and resources meet the needs of current and future generations and contribute to Council's long-term sustainability.

Council commissioned Urbis and Jetty Research to lead a process of community research and participation to inform this process.

Asset planning process

Council is reviewing its Asset Management Plans as part of Council's long term financial planning process. Council is committed to involving the community in its decision-making.

Asset management sits within a framework that incorporates Council's *Community Strategic Plan*, which outlines the community's current and future requirements, and its *Resourcing Strategy*, which informs the time, money, assets and resources required to deliver upon these needs.

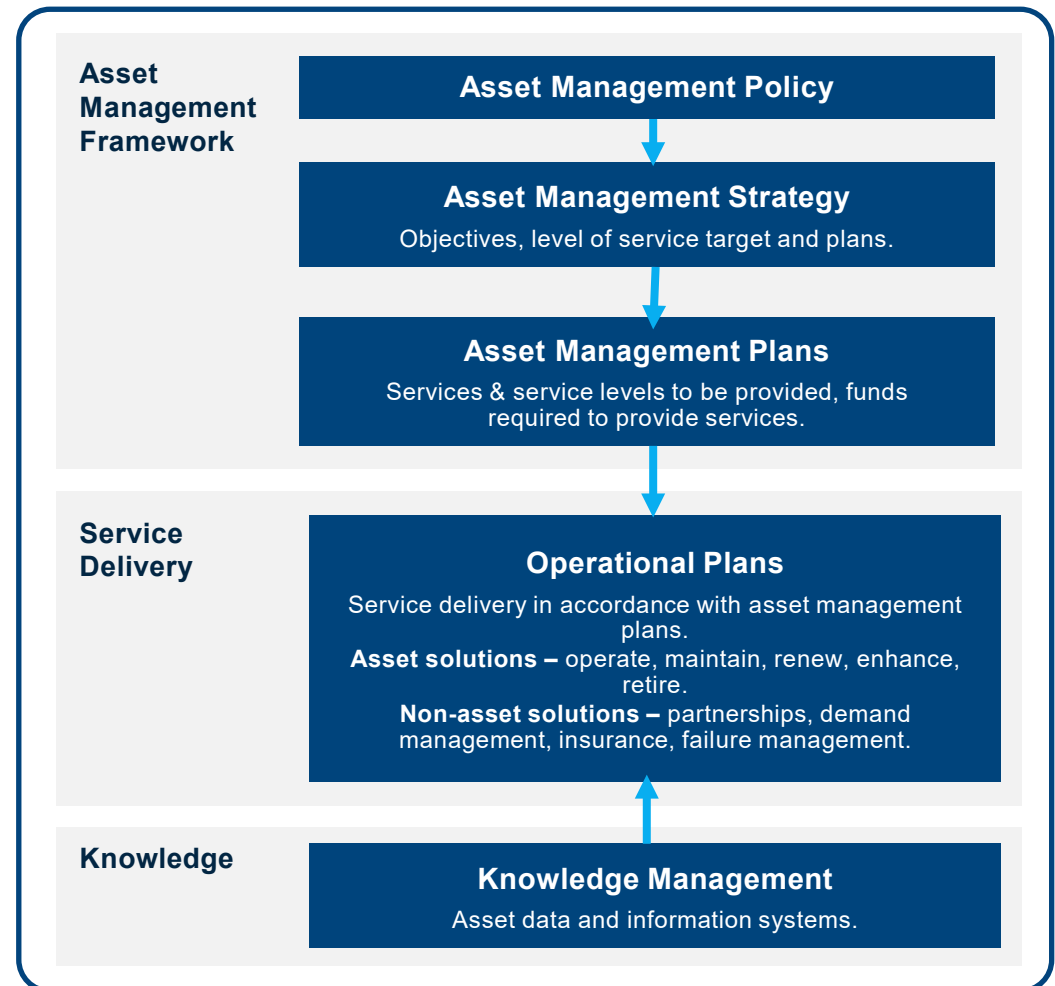
The *Resourcing Strategy* includes three aspects:

- Long term financial planning
- Workforce management planning
- **Asset management planning.**

The goal of **asset management** is to ensure that services are provided:

- In the most cost-effective manner
- Through the creation, acquisition, maintenance, operation, renewal and disposal of assets
- For current and future generations.

The findings of this research will inform Council's approach to asset management.



Approach to community research and participation



Objectives

Council sought community views on:

- Council's approach to asset management
- Levels of service expected for particular asset classes and assets within the class
- Approach to funding and resourcing asset management activities for current and future generations.



Approach - survey

Quality of Life survey

- As part of an integrated report requirement a random and representative telephone survey was conducted of 600 adults living within the Hornsby Shire in March 2020. The survey included specific questions on asset management to inform the asset management community participation.



Approach - workshops

Community participation workshops

- **Recruitment:** Participants who expressed an interest during the survey were contacted to participate. Each workshop sought to achieve a cross-representative sample of Ward location, age, gender and cultural background.
- **Discussion guide:** Prior to the workshop, participants were emailed a 14-page document which provided an overview of the topic.
- **Workshops:** Three, two-hour deliberative workshops were held online, with approximately 20 participants per workshop.

Limitations

This report should be considered with the following limitations in mind:

- Opinions may be biased to those who participate in online panels and may not be representative of the whole population
- The length of time residing in the Shire, stage of life and experiences with Council assets will inherently be reflected in the results.

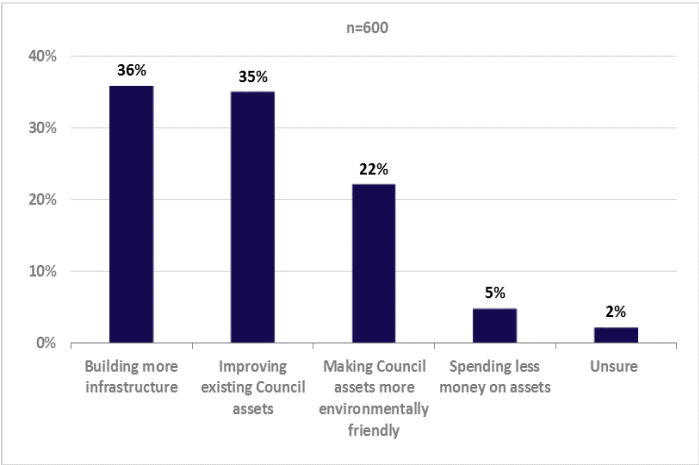
Quality of Life and asset management survey – key findings

The community indicated they highly value leisure and sporting facilities, with Hornsby Aquatic Centre, Thornleigh Brickpit Stadium and Greenway Park frequently cited.

Around three-quarters of those surveyed were able to think of Council assets that needed improvements, however often cited non-Council owned assets such as arterial roads and commuter carparks.

Residents were asked which should be Council’s highest priority when it came to future assets and infrastructure. Opinion was evenly split between the need to build more infrastructure (n=36%) and improve existing Council assets (n=35%). Therefore, this informed a key area of focus for the workshops

What should be the greatest priority among the following?



Most proud



27%

Sports grounds and facilities – specific



22%

Parks, gardens and playgrounds – specific



14%

Bushland/green space – general

“Specific” references where a respondent cited a specific asset or facility. “General” refers to a respondent using a broad statement regarding this category. Quality of Life and Asset Management Survey report, May 2020 is available from Hornsby Shire Council.

2

Key themes

Key themes

Members of the community identified the following themes across all asset categories as important considerations for Council in managing its asset portfolio.



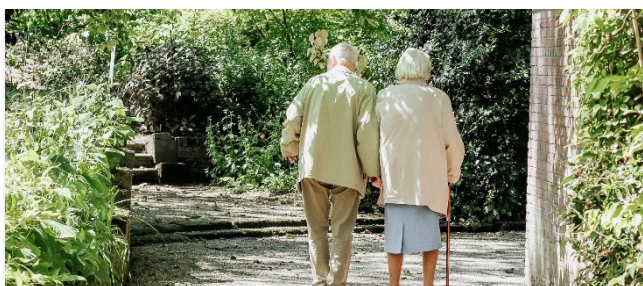
COVID impacts

The community indicated their usage of assets has changed as a result of COVID. For example, visiting buildings less frequently and using open spaces, parks and cycle and walking tracks more frequently.



Access and hours of operation

Access and hours of operation should encourage use, particularly after hours and on the weekends. Hornsby Aquatic Centre and Community Recycling Centre were most frequently mentioned.



Changing demographics

The ageing population requires flat and accessible spaces and seating, and increased population and density is increasing usage of open spaces.



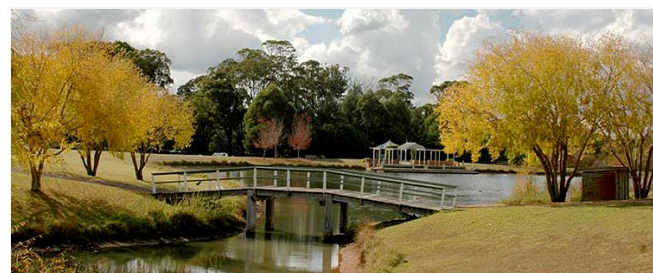
Awareness and promotion

Participants indicated increased promotion and advertising of community buildings and spaces would encourage increased use.



Frequency of use

Participants indicated Council should prioritise assets which are regularly used by the community. Some participants expressed a desire for Council to allocate asset funding according to community use.



Quality spaces

Participants indicated quality is relative to usage, where Council invests in maintenance and increases the quality, it is likely to attract higher usage.

A photograph of a pond with lily pads and reeds. The water is calm, reflecting the sky and the surrounding trees. The scene is peaceful and natural.

3

Asset management planning

Asset management planning

Participants were provided information to consider the topic in depth. This included pre-reading which outlined Council's asset management planning process and the key challenges managing their assets and pre- and post-poll questions to understand how their views have changed.

Participants were asked to select the most important factors Council should consider in planning, delivering and maintaining assets for the community's use. The following three factors were identified as most important:



Assets meet the needs of the community



Assets are cost-effective for Council to maintain



Assets are used regularly by the community



98%

of people were satisfied with Council's assets on completion of the workshops

This compares to a 75% satisfaction rating on commencement of the workshop



Asset management planning

The following assets were discussed during the community participation workshops. These assets were selected as they represent the greatest funding required and the most frequently used by the community.

Buildings	Open spaces and recreational needs	Roads
<ul style="list-style-type: none"> ▪ Aquatic centres ▪ Amenities buildings ▪ Council offices / administration ▪ Commercial / leased facilities ▪ Community centres ▪ Indoor Sports Stadium ▪ Libraries 	<ul style="list-style-type: none"> ▪ Formal gardens/landscaping ▪ Park facilities (e.g. BBQ, tables) ▪ Park lighting ▪ Playgrounds ▪ Mountain bike tracks ▪ Street trees and trees in parks ▪ Sporting fields 	<ul style="list-style-type: none"> ▪ Bridges (vehicular) ▪ Carparks (on-road/off road) ▪ Footpaths ▪ Kerb and guttering ▪ Sealed roads and unsealed roads ▪ Shared paths and cycleways ▪ Stormwater drainage

Other asset classes

Council has other asset classes which were not discussed due to time limitations. These include Foreshore facilities and other structures and Bushlands.



Asset use

Workshops commenced with a discussion on how often participants use Council assets, and for what purpose.

Participants were asked:

- What would have you visit more often?
- What would improve your experience?

The responses outlined on the following pages provides further information on what would motivate participants to use the assets more frequently or improve their level of satisfaction.

Buildings

Participants had mixed usage of the facilities within this category. Although participants may not use these facilities frequently, they highly valued them and highlighted their importance to the broader community. It was noted community facilities and spaces were particularly important for higher density areas and to accommodate increasing populations.









Participants used facilities for:

- Exercise and leisure
- Events and gatherings
- Specific purpose, such as the recycling centre.

Participants noted the following:

- Council's leased buildings required additional facilities to meet the needs of the hiring organisation – often volunteer-run groups
- Consideration should be given to what potential funding could be generated from commercial facilities, and whether hiring fees could be increased or if this would discourage use.
- Alternative service models such as Library online were valued.

“ The Library is a bit noisy – it would be better if there was more breakout rooms or spaces for students to go to.
- Workshop participant

 Encourage use	 Discourage use
 Extended hours of operations e.g. Brickpit evening opening and community recycling on weekends.	 Conflicting uses e.g. loud vs quiet activities in libraries, lap vs play/informal swimming.
 Awareness and promotion e.g. social media, leaflets/fridge magnets, improved website and activation of places.	 Difficult to access Lack of public transport or parking.
 Higher quality facilities would increase use	 Restrictive policies applied to hiring and use of buildings.

Open space

Participants indicated they use these facilities very frequently for leisure, exercise and social gatherings. It was indicated their usage increased due to COVID pandemic and open space is greatly valued in the Shire.

Participants used facilities for:



- Informal and organised fitness and leisure
- Children playing
- Dog walking
- Picnics and BBQs.

Participants noted the following

- Amenities such as safe and attractive toilet facilities were important
- Lighting essential for safety and to promote use of facilities in the evening
- Level access, particularly important for family, elderly and people with disabilities
- Accessibility (walkable distance or by public transport)
- Safety and signage, particularly on walking and Mountain Bike tracks.

“ Parks were really important during lockdown, but what I would like to see is more range of facilities at the park for different age groups....

Workshop participant

 Encourage use	 Discourage use
✓ Easy and flat access Important for people with disabilities, elderly and children.	✗ Unsafe environment.
✓ Safety and amenities Toilet facilities and access to drinking water is very important.	✗ Poor lighting Particularly during winter.
✓ Activation e.g. food trucks or events.	✗ Anti-social behaviour

Roads and stormwater

Participants indicated they use these facilities daily and often due to need or lifestyle such as day-to-day travel. Key drivers for use included safe and well-maintained assets.

Participants used facilities for:

- Necessity – taking the shorter and faster route
- Travel to and from work and school (day-to-day life)
- Leisure or recreation (shared paths and cycleways).

Participants noted the following:

- More parking is needed
- Roads need to be maintained regularly so they are safe to use
- Footpaths are often damaged due to tree roots and Council should consider alternative ways to construct footpaths.



Existing cycle paths are too short, disconnected and don't link. Bicycles can cover a vast distance over an extensive area quickly, cheaply and efficiently.

Workshop participant



Encourage use



Safety

Well maintained and free from obstructions.



Clearly marked lanes and cycleways



Capacity in carparks



Discourage use



Congestion

Particularly around school zones.



Access

Avoid locating car parking at a distance from destinations e.g. shopping, public transport.

4

Future planning

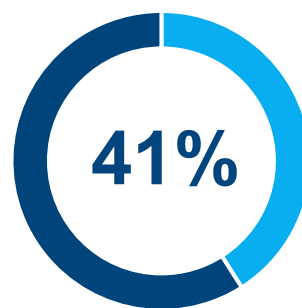
Future planning

Participants were asked what should be Council's greatest priority in managing its infrastructure and assets. The participants were asked the same question at the beginning and end of the workshop. Participants' views changed in these areas:

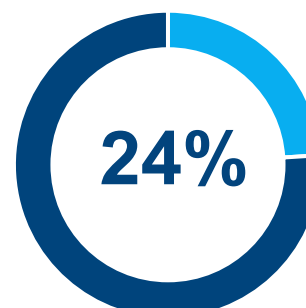
- Fewer participants identified these areas as being the greatest priority:
 - Make major upgrades (more than \$100K) (8% less)
 - Spend money to build more assets (6% less)
- More participants said making minor updates is the greatest priority (10% more).

Greatest priority for future planning

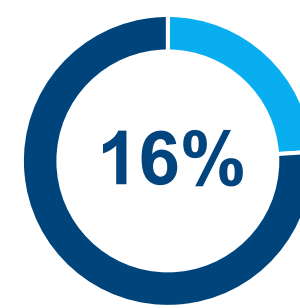
The results below show what proportion of participants identified that area as being the greatest priority at the end of the workshop:



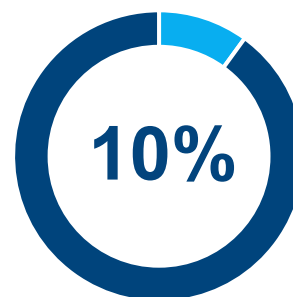
Make minor updates (less than \$100K)



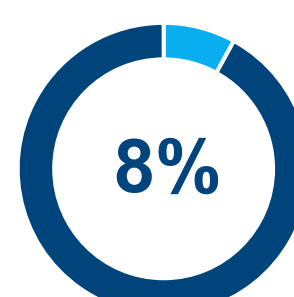
Maintain assets as is



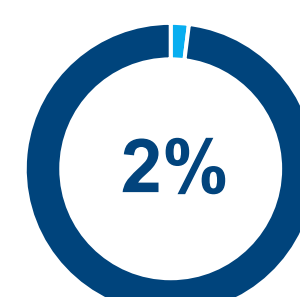
Reduce the number of assets and improve the condition



Spend money to build more assets



Make major upgrades (more than \$100K)



Spend less money and reduce the quality

**The results above add to 101% due to rounding.*

Future planning

Participants were randomly allocated into three groups to participate in a budgeting exercise. Each group was assigned an asset class and seven types of assets within it. They were allocated a finite budget (\$25 Hornsby dollars) and were required to prioritise funding for each type of asset within the asset class, according to the group's preferences for the desired levels of service.



Levels of service

Levels of service represent an agreement between Council and the community to perform certain activities now and into the future.

This determines the required maintenance, renewal, replacement and disposal.

- | | | |
|---|---------------------------------|--|
| 1 | Excellent/
very good | High standard, no work required. Only ongoing maintenance. |
| 2 | Good | Meet the needs of the community with some minor maintenance. |
| 3 | Satisfactory | Requiring of some ongoing maintenance to maintain acceptable standard to the community |
| 4 | Poor | Facility generally not meeting the needs of the community with regards to appearance, capacity, access or overall utility. |

Buildings

The following analysis represents the funding priorities and preferences of all workshop groups aggregated*.

There were two clear priorities (libraries and amenities buildings), followed by the remaining assets which received similar prioritisation

Asset type Listed by group priority	Preferred condition
1. Libraries	2
2. Amenities buildings	2
Aquatic centres Community centres 3. Indoor sports stadium Council offices/administration Commercial/leased facilities	3

Primary considerations

Libraries: Participants valued libraries and the associated services they provided, particularly during COVID-19.

Other considerations:

- Participants discussed the benefit of a higher level of condition on the attractiveness of the facility, and thus usage.
- Consideration should be given to the revenue generated from commercial hire fees and the benefits should be to all residents.
- Participants sought to understand the use of the facilities and current condition to further inform their recommendations.

*Some groups did not complete the funding activity in full.

Open space

The following analysis represents the funding priorities and preferences of all workshop groups aggregated*.

For open space, there was one clear priority (sporting fields), followed by park lighting, facilities and playgrounds and the remaining assets were similarly prioritised.

Asset type Listed by group priority	Preferred condition
1. Sporting fields	2
Park facilities (e.g. bbq, tables)	2
2. Park lighting Playgrounds	
Street trees and trees in parks	3
3. Formal gardens/landscaping Mountain bike tracks	

Primary considerations

Sporting fields: Participants indicated they valued the sporting fields and higher levels of condition would attract visitors to Hornsby which would create additional economic benefits.

Other considerations:

- Community indicated the importance of open spaces during COVID-19.
- Safety was considered a high priority, particularly for playgrounds.
- The community expressed the associated benefits with open spaces and street trees on health, wellbeing and the urban heat effect.

Roads and stormwater

The following analysis represents the funding priorities and preferences of all workshop groups aggregated.

For roads and stormwater, footpaths, bridges and roads were priorities, followed by all other assets.

Asset types Listed by group priority	Preferred condition	Primary considerations
Footpaths 1. Bridges (vehicular) Sealed roads and unsealed roads	2	<p>Footpaths: Participants expressed the importance of flat, safe and unobstructed footpaths. Participants recommended better connected footpath networks and pedestrian crossings.</p> <p>Other considerations:</p> <ul style="list-style-type: none"> Shared paths and cycleways were discussed as important for family activities. Participants indicated they used these assets out of necessity Carparks rated highly during the Community Survey and this was further echoed during group discussions, particularly commuter carparking capacity.
Carparks 2. Shared paths and cycleways Kerb & guttering Stormwater drainage	3	

Conclusion



Community participation workshops

Participants appreciated learning more about Council's challenges and operations.

Most participants indicated they gained a greater understanding of how Council manages its budget and asset portfolio and more line of sight on how ratepayer funds are used to deliver assets for the community.

Participants expressed they would be interested in learning more about how Council makes decisions.



Understanding sentiment

Participants were educated on the topic with pre-reading, presentations and undertook polls at the beginning and end of the workshops.

Following the workshop:

- Participant knowledge and understanding of the topic increased their perceived level of satisfaction of Council's assets by 23%.
- Participant views shifted from prioritising major investment to minor investment and maintenance.



Future community participation

Some participants were keen for more information to inform their feedback, namely:

- Current condition of Council's existing assets
- Frequency of use per asset
- Cost required to maintain assets to their existing level of service.



Next steps

To respond to community interest in assets usage statistics, Council could consider:

- Collecting further data on usage patterns and experience, to drive efficiencies in operations and maintenance.
- Communicating usage data using promotional channels, electronic signage or digital dashboards. This would demonstrate further transparency and build community trust in Council's decision-making processes.

Workshop participant feedback

“

Roads are important because we all need them to get somewhere.

-Workshop participant

“

We need toilets and amenities in parks, you don't want to get caught short.

- Workshop participant

“

It is really loud in there [Library], so it isn't a great place to study at. Those [breakout rooms] rooms are good, but its hard to get them.

-Workshop participant

“

There's a park nearby which I like to go to and do a little bit of exercise. What I like about it, age wise and all that – is that is it's flat.

- Workshop participant

“

For me [the priority would] would be footpaths, I just want to get people off the roads as much as possible especially kids.

-Workshop participant

“

There is a park nearby that is dimly lit. If a place was not safe, I would not consider going there.

- Workshop participant

Glossary

Asset

An asset is a resource owned or controlled by Council as a result of past events; and from which future economic benefits are expected to flow to Council for greater than 12 months; and the cost or value of the resource can be measured reliably.

Asset Class

An Asset Class is a grouping of assets of a similar nature and use in Council's operations. Asset Classes include buildings, open spaces and recreational needs, foreshore facilities and other structures, roads and stormwater drainage.

Asset Management

The activities required to obtain value from assets, present and future. Value could be defined in financial terms or non-financial terms.

Asset Management Strategy

A document which outlines ways that the asset portfolio can meet the service delivery needs of the community. This guides the essential planning, construction, maintenance and operation of infrastructure.

Capital Expenditure

Capital expenditure includes renewal, expansion and upgrade works to an existing asset or creation of a new asset. Its benefits are expected to last for more than 12 months.

Maintenance Expenditure

Ongoing expenditure on an asset which is periodically or regularly required as part of an anticipated schedule of works that ensures an asset achieves its useful life. Maintenance expenditure includes reactive maintenance and repair, (pothole patching, painting etc.), planned maintenance (to a pre-determined schedule) and replacement of parts of assets.

Operating Expenditure

Ongoing expenditure which is required such as power, fuel, employee costs, telephone, materials, cleaning, minor equipment and overheads.

Capital Grants

Funding received specified for projects, upgrade, expansion or new assets.

Level of Service

The specified level of service which performance may be measured. Service levels usually relate to quality, quantity, reliability, responsiveness, environmental acceptability and cost.

Useful Life

The period of time which an asset is expected to be used by Council.

Workshop participant feedback

“

I enjoyed immensely the meeting today and the reality of council's difficulty in making decisions on priorities.

-Workshop participant

“

Council was listening to its residents. It was well run by well prepared, very personable people.

- Workshop participant

“

I liked the breakout rooms and the discussions generated. I particularly liked the budget exercise - very thought provoking.

-Workshop participant

“

The openness of council members to include us in the process of decision making. Even if it was a very small component, I valued that my opinion was asked.

- Workshop participant

Urbis staff responsible for this report were:

Director	
Senior Consultant	
Project code	P0019766
Report number	v1.0

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Hornsby Shire Council

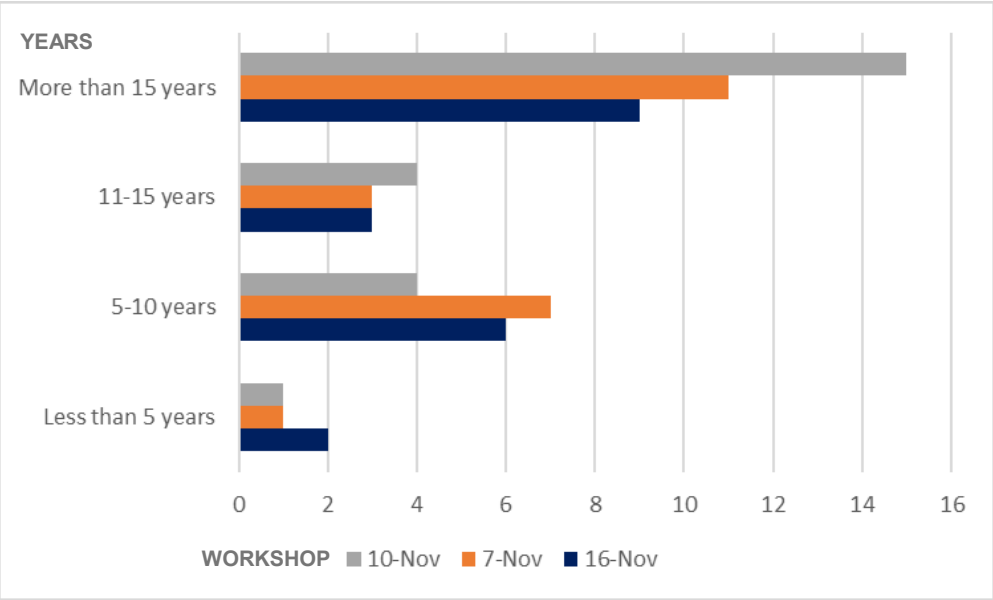
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Appendix A - Participant demographics

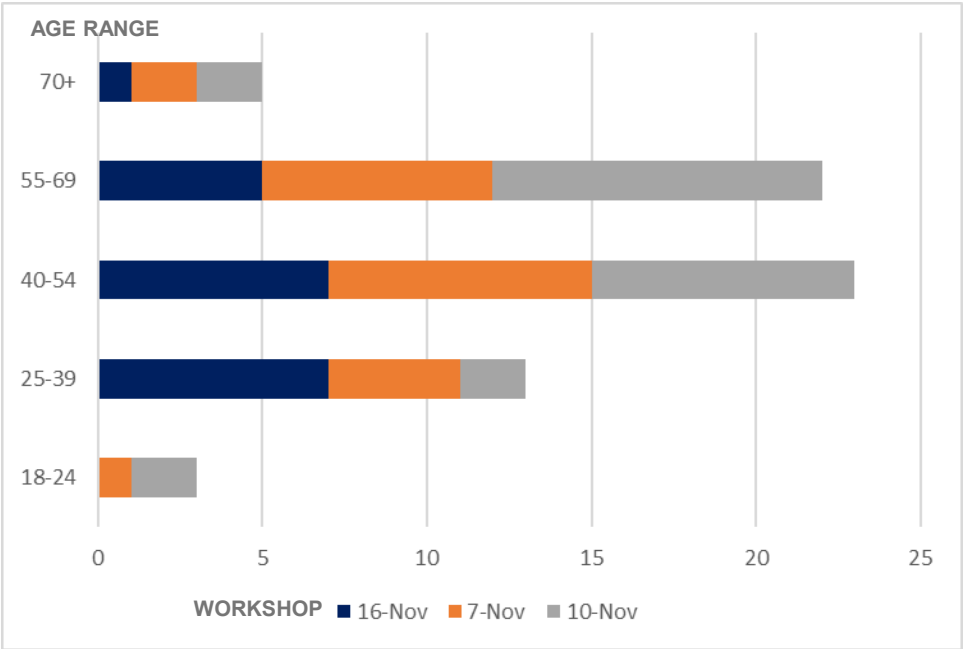
Years lived in Hornsby Shire



Participants' gender

53% male 47% female

Participants' age



Appendix B – Poll responses

